BOARD OF VISITORS

ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Friday, August 27, 2021

MINUTES

1. **Call to Order**

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 3:00 p.m. A quorum was established with a 6-0 Roll Call vote.

Committee Members Present:

Mary L. Blunt, Chair

Heidi W. Abbott

Dr. Terri L. Best

BK Fulton *(via electronic participation)*

Larry A. Griffith *(via electronic participation)*

Dr. Harold L. Watkins, II

Board Member – Listening purposes only:

The Honorable James W. Dyke, Jr.

Student Representative to the Board Present:

Jaylin Drewry, Student Government Association President

Counsel Present:

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present:

Dr. Javaune Adams-Gaston, President

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional

Effectiveness

Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs

Melody Webb, Athletics Director

Tanya White, Chief of Staff

Rasool A. Shabazz, Project Engineer, Office of Information Technology

April T. Allbritton, Office Manager/Board Liaison

Observers – NSU Administrators and Staff:

Yelena Arishina, Special Assistant to the Provost

Julius Scott, Assistant Athletics Director for Compliance

Michelle MacFarlane, Administrative Assistant, Athletics Department

Cory Wolfe, Assistant University Counsel

1. **Electronic Participation**

Two members of the Committee requested electronic participation as listed below:

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| **Committee Member** | **Reason** | **Location** |
| BK Fulton | COVID-19 Delta Variant underlying conditions. | Richmond, VA |
| Larry A. Griffith | Due to the new COVID-19 Delta Variant, Mr. Griffith’s company has restricted business travel. | Annandale, VA |

Ms. Abbott motioned, seconded by Dr. Best, the Committee with a 6-0 Roll Call vote approved Mr. Fulton’s and Mr. Griffith’s electronic participation for the reason stated above.

President Adams-Gaston clarified that Mr. Fulton’s and Mr. Griffith’s virtual participation was due to medical reasons.

1. **Approval of Minutes**

Mr. Griffith motioned, seconded by Dr. Watkins, the Committee with a 6-0 Roll Call vote approved the April 15, 2021 Committee minutes.

**Enrollment Update including Projection Comparison -** Dr. Justin L. Moses presented the following:

* To produce enrollment projections for 2021, a couple of different models were used, taking into account those students who may decide not to return to NSU due to various reasons and the current situation. The projected enrollment based on budget preparation and the Six-Year Plan, which was submitted to the State Council of Higher Education for Virginia (SCHEV), was 5,200.
* As of August 12, 2021, NSU has surpassed those projections with enrollment up to 5,259 and full-time equivalency (FTE) at 4,760.
* As of August 27, 2021, enrollment increased to 5,663. Dr. Moses noted that this accomplishment is due to the efforts of NSU’s phenomenal enrollment management team and that they have performed exceptionally this year. He also stated that the enrollment numbers may continue to grow over the next several weeks as students continue to be registered and as their financial accounts are cleared.
* The total enrollment numbers will be provided at the next Board meeting.
* To ensure a healthy enrollment this year, Enrollment Fuel was used to market NSU to students and to engage with them using multiple digital technologies, mail-in, and others.
* First-year enrollment is at 1,178, which is about 112 more students than last year. Dr. Moses noted that the Enrollment Management Team accomplished this without any travel. Due to the moratorium on travel, the team was not able to travel to high schools and enrollment fairs – which are usually critical to the success of any university’s enrollment.
* Mr. Griffith extended a thank you to the University. He stated that with his work at UNCF, he will have the chance to present institutions with opportunities to provide funding for students and a unique opportunity that the target corporation came up with this year, which he previously shared with the Board in a previous meeting. Due to the incredible work of NSU’s enrollment team, UNCF will be able to award more scholarships to NSU than they had anticipated. Mr. Griffith thanked the team for their work and added that UNCF will seek to provide to each of those students a $5,000 scholarship for their freshman year, as well as four years of academic and personal support throughout their enrollment.
* The Chair added that good work breeds more good work. She congratulated the team for a job well done.

**Academic Affairs Update** - Dr. DoVeanna S. Fulton presented the following:

**Appalachian School of Law- Norfolk State University Agreement**

* NSU has developed a partnership with the Appalachian School of Law (ASL), including a 3+3 articulation agreement, which became effective Fall 2021. This Agreement will allow admitted NSU students to obtain a bachelor’s degree and a Juris Doctor degree in 6 years through the articulation process.
* As a requirement of this Agreement, NSU students must complete a minimum of 90 semester credit hours of undergraduate courses prior to enrolling at ASL for the J.D. program. Admitted NSU students will be eligible to earn their undergraduate degree after completing year one of the law school credit hours with acceptable academic performance. These credit hours will be accepted by NSU towards the completion of the students’ respective undergraduate degree programs.
* The Agreement is consistent with NSU’s transfer policies and meets both institutions’ admissions and degree requirements.
* NSU and ASL will coordinate advising and tracking of student progress.
* Each institution will issue separate degrees bearing its own seal.
* ASL is accredited by the American Bar Association, and its graduates meet the requirement to sit for the bar exam in any U.S. state and the District of Columbia.
* The partnership includes scholarships from ASL earmarked for NSU students.
* Throughout Spring 2021, under the leadership of Dr. Ebenezer Kolajo, the ASL Curriculum Committee, chaired by Dr. Cynthia S. Nicholson, mapped the first-year courses offered at ASL onto appropriate NSU degree plans.
* The Pre-Professional Program Director will work with faculty and staff to recruit first and second-year NSU students to participate in this opportunity.
* Ms. Abbott inquired whether the scholarships Dr. Fulton discussed earlier would be full or partial.
* Dr. Fulton answered that they will be full scholarships. She added that they do not expect more than two (2) or three (3) students to participate in the program each year.
* Ms. Abbott stated that this is a great opportunity.
* Dr. Best inquired as to how early the students will have to make the decision to participate in this opportunity.
* Dr. Fulton stated that the students will definitely have to make this decision by the end of their sophomore year, so they have time to prepare for the LSAT and make sure they have all the needed electives. The number of electives that they might take in their degree plan here at NSU might be limited because the courses that they will take at ASL will fill those electives.
* The Chair inquired whether there was any sense of the pass rate in terms of the bar.
* Dr. Fulton did not have the exact figure on hand but stated that it is acceptable.

**ONE School of Public Health**

* On August 26, 2021, the presidents of NSU, ODU, and EVMS formally signed the ONE School of Public Health Agreement, establishing the new joint school of public health.
* This school will dramatically increase the profile and opportunity for community engagement by NSU.
* The public health initiatives include:
  + NSU’s Master of Public Health (MPH) Program
  + NSU’s Public Health Initiatives Programs
  + Joint MSW/MPH Program between NSU’s Ethelyn R. Strong School of Social Work and EVMS
  + Certificates in Health Equity and Public Health Leadership
* The ONE School of Public Health joins an exclusive group of public health institutions, being only the third joint school in the nation and adding to the 60 schools accredited by the Council on Education for Public Health.
* President Adams-Gaston stated that the work Provost Fulton has accomplished in the one year that she has been here, working with her team to get this off the ground, is almost unheard of.
* Dr. Fulton stated that she cannot express how excited the faculty, who have been working in the public health areas, were to be presented with the opportunity and to contribute to it. The academic part showed up on time, and everyone has been consistently committed to participating in getting this off the ground. Dr. Fulton added that she is really fortunate to work with a great team of administrators and faculty.

**Discontinuation of Programs**

* NSU has discontinued the following degree programs effective Spring 2022, based on the State Council of Higher Education for Virginia’s recommendations:
  + Master of Science in Community/Clinical Psychology
  + Master of Arts, Pre-Elementary Education
  + Master of Arts, Visual Studies (Only the M.A. option of this program is discontinued, but the MFA option is still operational)
* These programs were designated by SCHEV as falling below the established program productivity levels with regard to low or no enrollment.
* There are no students currently enrolled in these degree programs, and the teach-out plan is not required. Faculty and staff will not be affected by the discontinuance of these programs.
* Dr. Best stated that it is sad to see the Pre-Elementary Education program being discontinued when the federal government is looking to expand those programs and to provide funding to the public school system to expand those programs.
* Dr. Fulton stated that in her opinion, this offers an opportunity for collaboration with the K-12 systems because that training and knowledge are going to be there. She added that the career salary options at that level are very depressed, and even if people are excited and interested in Early Childhood Education, it is very hard to keep them on board.

**Department of Athletics** - Ms. Melody Webb presented the following:

The Chair stated that mental health in student-athletes is a rising issue amongst universities.

* Ms. Webb agreed and thanked Dr. Adams-Gaston for her leadership and support for the University and Athletics, and for helping to make the transition and the student-athlete journey successful.
* Athletics had much success this past year with two MEAC Championships, four Division titles, three 2nd Place Runner Up Championships, a Department GPA of 3.1, 171 SA on AD Honor Roll, and holding a 76% Graduation Success Rate.
* As a limited resource institution, NSU must stay prepared for the true impact of the decisions made by the NCAA.
* The priorities of the Athletics Department to ensure alignment is focused on five key themes :
  + Academic Excellence
  + Athletics Excellence
  + Financial Stability
  + Stakeholder Engagement
  + Brand Management
* Academic Excellence: commitment to holistic student-athlete development, measured by academic achievement, & post-graduation success. Athletics want to provide a holistic student-athlete experience that introduces and prepares them beyond the classroom.
* Examples of programming they put in place include:
  + Leadership Academy
  + Diversity and Inclusion Initiatives
  + Financial Literacy
  + Mental Health components
  + Branding and Social Media Management
* Brand Management: commitment to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience.
* There are several ways this is taking place:
  + NSU football will appear 10 out of 11 times on the ESPN networks this upcoming year

The Chair asked Ms. Webb if the University will be receiving compensation for this.

Ms. Webb replied no, but stated that the University would be receiving exposure.

* + NSU Athletics had been ranked in the top 30 four times this past year amongst FCS institutions in social media.
  + This is something we have not accomplished in our history, and by continuing to tell the stories of the student-athletes and the success of our programs, we continue to enhance our brand.
* Branding is very relevant since, on July 1, 2021, the NCAA adopted the Name, Image and Likeness (NIL) interim policy. NIL activity is any business activity in which a student-athlete is compensated in any way for the use of their name, image, or likeness
* This is huge for college athletics because now student-athletes can be paid through endorsements. This is going to shape how athletes are going to base decisions on financial opportunities and which universities to choose.
* NIL activities include, but are not limited to:
  + Owning or promoting your own personal business
  + Selling apparel or merchandise
  + Paid public appearances or engagements for a local, regional or national business (speeches, commercial establishments)
  + Student-athletes running their own camps or clinics
  + Student-athletes providing private lessons
  + Social media product promotions
  + Promoting a private business or a specific business product
  + Compensation for autographs or the sale of memorabilia not owned by NSU
* Student-athletes are permitted to obtain legal counsel and/or representation specific to their name, image, or likeness.
* It is still impermissible to have representation for athletic participation.
* Representation for NIL activities includes talent agents (as opposed to sports agents), marketing firms, legal counsel, and financial advisors.
* Athletics are currently working with OIT to procure a platform called Teamwork and Influence, which will provide education to students to help them capitalize on their brand. It is an In-App student-athlete learning system with a short educational video and text from athletes and industry professionals to guide athletes in their brand strategy. The access will extend to marketplace apps that already exist for student-athletes to monetize their NIL.
* Students will be allowed direct access to videos, game day and media day pictures to share across their social media channels for personal use.
* The Chair asked for Ms. Webb to expand on this topic.
* Ms. Webb explained that the students may use the media items discussed earlier on their personal social media accounts.
* The Department of Athletics is partnering with the School of Business to put programming in place focusing on entrepreneurship and financial literacy. They will be meeting with Dean Glen Carrington to discuss opportunities for NSU students.
* Communication is also very important. The students need to learn how to communicate effectively and how to represent the University.
* NSU student Rayquan Smith is leading the NIL charge at Norfolk State. A video clip of him on ESPN’s SPORTSWRAP segment was presented to the Committee. Smith currently has more than 78,000 followers on his social media accounts. This video can be found at the following link: <https://www.wavy.com/sports/local-sports/rayquan-smith-leading-nil-charge-at-norfolk-state/>
* These are great opportunities for us to showcase our NSU students and the NSU brand. We want to make sure we are teaching our student-athletes.
* Mr. Griffith inquired whether there is an opportunity there for NSU to create a center or to be the place where African-American athletes come, whether they be HBCU or otherwise, to learn in an unbiased, objective way that’s really on their side. The center would teach them these tools, business savvy, how to interact with the many people who will be drawn to them because of the significant resources that are there. Norfolk State can step out as a leader in advising these young men and play a long game. Because ultimately, they will remember NSU well, and potentially, if any of them go pro or as they build their resources from these exposures, they would be giving to the institution. Is there a possibility? Is this something we can think about?
* Ms. Webb stated that NSU cannot advise student-athletes directly. So what we can do is do programming indirectly by teaching them the educational aspect of financial literacy, marketing, branding, and educating student-athletes about what they can do with their particular brand.
* The Chair added to Mr. Griffith’s point, asking whether NSU has an official business class in financial business literacy for sports branding available for any athlete who wanted to take the course.
* Ms. Webb answered that, yes, NSU could definitely do that.
* Mr. Griffith suggested that NSU partner with a private party to be housed at NSU. Through a foundation setting individuals can come over the summer or a winter break, or another period. They can come into the community with us and each other to take this kind of learning.
* The Chair added that this would be like a sports clinic.
* Mr. Griffith added that we are near the beach, and we have all kinds of great stuff going on, and we are an HBCU campus.
* Dr. Fulton added that NSU has its Innovation Center on the Main, which partners with business and industry, and has been quite successful. So building onto that would be an option.
* The Chair added that we need to dream and think big. As the NCAA Constitution Committee is up and running, we do not know where things are going to go. Someone is going to push barriers, someone is going to push the margins, and it might as well be us.
* BK Fulton added that he is on the Board of the Davinci Center at VCU, and what they are doing is opening up a pop-up store pretty much run by the students in the business program. And, they are setting up a special program for the student-athletes to be able to benefit from their name, image and likeness. They are partnering with the business school, the engineering school, and the Athletics Director. They put this first-of-its-kind pop-up shop in the country directly across from the basketball auditorium where the guys play. So you can go watch the game, then go across the street and buy a poster or a t-shirt with your favorite player on it. He would be happy to connect NSU with the folks at VCU if that is something NSU is interested in, even if it is just to hear how they are handling the name, image and likeness aspects, and how VCU is getting in front of it as opposed to having each student-athlete with some gravitas to go out and do their own individual thing. There might be a win-win for everybody.
* Mr. Dyke added that this is something Dean Glen Carrington should be charged with. There are some connections that he is thinking about for men and women athletes. NSU has a lot of connections: (1) Seattle’s quarterback being a grandson of a former president of NSU; (2) NSU producing the first black female referee in the NFL; (3) a professional football team that trains in Virginia and is looking for ways of raising it’s profile. So there are creative things we can do to put NSU right in the middle of all of this.
* President Adams-Gaston added that NSU has an alum who is being inducted into the Naismith Memorial Basketball Hall of Fame, which is a huge deal.
* Dr. Fulton added that NSU also has the first black woman NASCAR driver as an alum.
* The Chair asked if NSU were to sell jerseys with student names on them if the students would be entitled to some of those proceeds.
* Ms. Webb answered no.
* Dr. Adams-Gaston added that the NCAA is in a difficult place, and the reason they are looking at the Constitution Committee and the only HBCU representatives on it is because they are in a difficult place. She stated that she does not know what is going to be the case next year, but all of these are good ideas, so keep them coming. We will see what we can do.
* The Chair inquired about how NSU provides mental health counseling to its athletes.
* Ms. Webb answered yes, Athletics has a mental health counselor that was funded through an athletics grant that works in conjunction with University Counseling to ensure institutional alignment.

**Student Representative Report – Mr. Jaylin Drewery reported the following:**

* Over the summer, the Student Government Association (SGA) met with over eight (8) departments at the University to discuss the return of students this Fall while still in the Covid-19 Pandemic:
  + Division of Student Affairs - Student Success Center
  + Housing and Residence Life - Athletics
  + Thompson Hospitality - Communications and Marketing
  + Office of Information Technology - Career Services
* July 6th - July 12th the SGA Executive Board traveled to Savannah, Georgia, to attend the annual National Association of Student Affairs Professionals’ Student Leadership Institute. While at the Institute, the executives collaborated with other student leaders and were able to learn effective leadership and governing techniques to implement at NSU.
* The SGA partnered with Communications and Marketing to plan, produce and put out a video campaign about the return of students to campus this Fall. The short-form videos featured the University’s President, Vice President for Student Affairs, Provost and Vice President for Academic Affairs, and a few other familiar faces. The goal of this campaign was to implement awareness and to ensure that the most important and accurate information about campus life this Fall was circulated throughout the student body. Communications and Marketing were very instrumental in achieving this goal.
* The Chair inquired about the students’ response to making the COVID-19 vaccines mandatory.
* Mr. Drewry stated that there is a mixed response because of the misinformation that is out there on social media. There are some students who are not going to get it no matter what, while other students want to be back on campus and are going to get it.

1. **Closed Meeting**

Dr. Watkins motioned, seconded by Ms. Abbott, the Committee with a 6-0 Roll Call vote moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 1 and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections: (1): To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations, as well as the promotion of, and granting tenure to certain university employees; and (8): Consultation with legal counsel regarding specific matters requiring the provision of the legal advice; and further that President Adams-Gaston, University Counsel and Senior Assistant Attorney General Pamela Boston and Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs; and that any non-committee member of the NSU Board of Visitors who would like to listen, but not participate or vote are invited to the Closed Meeting.

1. **Open Meeting**

The Committee having reconvened in the Open Meeting, took a 6-0 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 Committee. Any member of the Committee 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.

1. **Motions**

Dr. Best motioned, seconded by Dr. Watkins and with a 6-0 Roll Call vote, the Academic and Student Affairs Committee of the Board, having considered and discussed in Closed Meeting the qualifications, attributes and recommendations by the Provost and President of the recommended candidate for promotion, approved that the Committee recommend to the full Board of Visitors at its next meeting its approval of the candidate for promotion to Full Professor and that the salary increase be made retroactive to include fiscal year 2021, for the candidate as discussed in the Closed Meeting.

1. **Public Comment**

No one signed up for public comment.

1. **Adjournment**

There being no further business, the meeting was adjourned at approximately 4:50 p.m.

Respectfully submitted,

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Dr. Justin L. Moses, Committee Lead  
Vice President for Operations and Chief  
Strategist for Institutional Effectiveness

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Mary L. Blunt, Chair

Academic and Student Affairs Committee

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| **Item** | Ms. Blunt | Ms. Abbott | Dr.  Best | Mr. Fulton | Mr. Griffith | Dr. Watkins | Totals |
| Quorum | Present | Present | Present | Present | Present | Present | 6-0 |
| Excuse | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Approval of April 15, 2021 Minutes | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Closed Meeting Motion | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Closed Meeting Certification | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Motion to Recommend Promotion to Full Professor to the full Board | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Ratify approval of prior meeting minutes | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |