

**DRAFT**

**BOARD OF VISITORS**  
**Student Affairs Committee**  
Board of Visitors Conference Room  
December 9, 2005  
10:00 a.m. – 11:30 a.m.

**MINUTES**

Mrs. Madison-Foreman, Chair, called the meeting to order at 10:05 a.m. Roll call indicated that the following Committee members were in attendance and that a quorum was present.

Committee Members Present:

Mrs. Viola Madison-Foreman, Chair  
Ms. Virginia M. Board

Committee Members Absent:

Dr. Jacquelyn Y. Madry-Taylor

Other Board Members Present:

Mr. Willie Brown  
Mr. Stanley Green

Members of NSU Staff Present:

Dr. Alvin J. Schexnider, Interim President  
John A. Anderson, MD, JD, Medical Director, Spartan Health Center  
Mr. Kevin Appleton, Vice President for Finance & Business  
Mr. Larry Curtis, Vice President for Student Affairs  
Mr. Marty Miller, Director of Athletics  
Mr. Nash Montgomery, Director of Career Services  
Mrs. Terricita Sass, Associate Vice President for Enrollment Management  
Mrs. Sandra Williamson-Ashe, Special Assistant to the Vice President for Student Affairs  
Ms. Deloris H. Smith, Recorder

Members of Student Body Present:

Mr. Thomas E. Moore, President, Student Government Association

**1. Approval of Minutes**

Mr. Green motioned, seconded by Mrs. Board and unanimously voted by the Committee to approve the minutes of the September 2, 2005 meeting.

Mrs. Madison-Foreman welcomed everyone to the meeting.

Mr. Curtis introduced to the Committee the new Director of Career Services, Mr. Nash Montgomery, who began service in September. He is the former Director of Career Services for the School of Education and Health Sciences at Old Dominion University.

**2. Information**

**Hurricane Victims Update**

Mrs. Sass reported the following regarding the University's efforts to assist victims of hurricane Katrina:

- Fourteen (14) displaced students came to Norfolk State from other institutions. Approximately \$90,000 in tuition and fees was waived for the fall semester; however, the waivers will not be extended for the spring semester. The students who decide to remain at Norfolk State are eligible to transfer and use their financial aid here. In addition, they will be required to go through the process followed by other students. Five (5) of these students have indicated that they will return to their home schools for the spring semester.
- A total of \$13,000 was donated to assist these students.
- Norfolk State, in conjunction with TV 13, the Red Cross, and Hampton Watch sponsored a hurricane survival "We Care Resource Fair" on the campus on October 8. Approximately 400 people, including Congressman Bobby Scott, attended. Various vendors, agencies, and employers participated in the Fair, and an array of activities was provided. Students from the Social Work Department were also actively involved. There was much community involvement, and the university received good press from this event.

**Enrollment Management Report**

Mrs. Sass informed the committee that there will be a formal Enrollment Management update, and Dr. Schexnider will give an overview of Enrollment Management during his comments this afternoon. She provided the information that follows regarding Enrollment Management.

Enrollment Data

- Currently, as of census, the enrollment is 6,096, a decline of 69 students from last fall. The target was 6,381; thus, the goal was not met for this coming fall.
- The current fall FTE is 5,028—slightly less than for what was budgeted.
- The retention rate increased from 63% to 65%. This includes freshmen who entered in the fall of 2004 and returned for the fall of 2005. Sixty-four percent (64%) were females. Several initiatives are in place to increase the black male student population. Additional funds are needed to assist them. Many of our initiatives are with community-based organizations to get some feeders and develop partnerships.

Dr. Schexnider stated that we have some internal operational issues that need to be addressed to get students through the system properly, and we are working on stabilizing those situations. He said it would be best to identify a middle school, adopt that school, start with kids while they are in the fifth, sixth and seventh grades, follow and mentor them, and bring them on campus. There are enough elementary and middle schools in the area to enable us to do this. He said that we have to define and operationalize some things and begin working with these kids now so we can hook them by time they are ready for college.

Mrs. Madison-Foreman suggested that the university work with the Elks Organization. Mr. Curtis stated that we participate in the National Multiple Application Program for HBCU's through which we receive applicants.

Mrs. Board asked if the Virginia College Fund works with state colleges. Mrs. Sass explained what Norfolk State does with reference to this fund. She said she would make note of this fund. Mr. Green stated that we need to be more proactive with this because it is a good source for bringing in students.

Freshman Profile

- There are 1001 first-time freshmen, a slight decline from last year. This figure includes five (5) students who are in our two-year certificate program, which means they are not traditional associate and baccalaureate degree students. They were added because our national reporting agency allows us to include them as first-time freshmen.

Dr. Schexnider asked if the five students referred to above are in the funeral services program. Mrs. Sass responded that they are. Dr. Schexnider stated that he would brief the Board on this later on. He provided brief background

information about the funeral services program and information about its future at Norfolk State. He said he would share additional information regarding this topic in closed session this afternoon.

- 895 is our mean SAT. For the previous class it was 889.
- 2.7 is our high school mean GPA--an increase from 2.6 last year. These two numbers together indicate that we are bringing in better-prepared students.
- The average number of hours taken is 14 (13 for the previous class). This is a major component because it impacts the graduation rate. Fifteen (15) hours would be ideal. Another component is affordability. Students pay “per credit hour.” Oftentimes they take only the minimum number of hours so that they can qualify for financial aid. But if they start off with 13 hours and drop one 3-hour class, they fall behind again. Therefore, it is necessary for advisors to monitor the number of hours that freshmen are taking.

#### Freshman Admissions Data

- Admissions received 4,707 valid (complete) applications. The actual number of applications received was approximately 9,000; however, non-complete applications are not counted.
- Admissions accepted 3,315 students and enrolled 1001. Our acceptance rate is 70%. In 2001, we accepted almost 80%, and 10 years ago approximately 96%, which was “open” admission. Declines are expected when higher standards are developed. We want to draw students with good profiles who can succeed at Norfolk State. The acceptance rate is viewed as favorable since we are not an “open admission” institution.
- There is much work to be done with the enrollment rate. It has declined to 30%. This rate is based on the number of students who were accepted and who qualified for admission, and how many and what percentage of them actually enrolled.
- There are several factors that impact how many students actually enroll. The target this year was 1100 freshmen, but we only got 1065. Deregistration decreased that number down to 1001 as several students had to return home for financial reasons. Some major components to that include the timeliness of processing financial aid and the clarity of information provided to students and parents regarding their financial obligations.
- Our goal is to increase the enrollment rate. One way to do this is to make sure that students are packaged early, and that they are very clear about their financial obligations when they arrive.

Dr. Schexnider stated that if we recruit a student with a great SAT score and a good high school GPA, but that student is unable to pay, we have not done that

student any favors. He said it would be better for us to recruit students who can afford to pay, and whose parents know their financial obligations. He added that our efforts must be more targeted and focused on students we recruit and admit because they must have the wherewithal to attend, and financial aid is a big part of it. We have not been able to increase the amount of aid that students need in order to come, and that has to be turned around. We need to raise more money to close the gap between what students and parents are able to pay.

Mr. Curtis stated that this past fall, we could have provided Board of Visitors and Presidential Scholarships to a total of 166 students at \$3,000 per student. However, out of almost 590 students, only 111 were actually accepted and enrolled. He said that Mrs. Sass is reviewing the amount of money we are awarding students and trying to determine if we need to increase the offer to make it more attractive to students.

Mrs. Sass said that what we are trying to do is determine the elasticity point of the student. She said we want to work with how we are going to offer additional dollars to students. We are also pooling some of the money from unfunded scholarships to provide scholarships to area high schools and prospective feeder high schools because they have a sense of empowerment when they can give the student a scholarship. When that student marches in May, we want everyone to hear that they received a Norfolk State University scholarship. This will help students who follow them.

Mr. Miller said that recruiting students is just like recruiting athletes- it is very competitive. Whoever gets there first gets the students. Mrs. Sass said that we need to send our information to students early, like other schools do, so that it will be available when a student is trying to decide which school to attend. We need to make a bonafide offer to them that is going to be a deal maker. Financial aid award letters need to go out in March. This goal has been set for Financial Aid. Admissions and Financial Aid are working closely together to turn this situation around.

#### Fall 2002 Student Enrollment by Level

- With reference to first-time freshman enrollment by level (for fall 2004 and fall 2005), we are down 14 students.

#### Financial Aid

- The current total unmet financial aid need is over \$2 million. Unmet need reflects what financial aid covers and what the expected family contribution

would be. What is left is \$2 million. This applies to all undergraduates--not just incoming freshmen. Dr. Schexnider talked about increasing tuition and financial aid not keeping pace, which is where the gap comes in. The \$2 million is what we need to be able to close the gap. Mr. Green asked if we have a plan to cover the \$2 million gap. Mrs. Sass responded that we do not, and Dr. Schexnider will talk more about that this afternoon.

- Many of our students cannot borrow to come to school because of poor credit. Some can borrow a small amount, but it still is not enough to cover the gap. We are not just trying to get them packaged to get them in the door but to help sustain them so that they can be retained and graduate in 4 or 5 years.

Mrs. Board asked at what rate the gap is lowered. Mrs. Sass responded that last year we were at 1.8 million, so that is about 200,000; but 200,000 is with a smaller class. She said she would get the rate so that it can be viewed.

- Mr. Miller said that a lot of our students are borrowing as much as they can. This results in higher debt for them, which is a danger for both the student and the university. There was a brief discussion about loans and how they are repaid. He said that the type of loan you get determines when you have to begin repayment. He said that there are two types of loans--subsidized and unsubsidized. Subsidized loans do not have to be repaid. Unsubsidized loans have to be paid back during the year.

Mrs. Sass briefly discussed "stop-outs." These are students who are basically in and out of school due to financial reasons. This does affect the graduation rate because if they do not finish in six years, they cannot be counted.

- Norfolk State has one of the highest numbers of students receiving PELL in the Commonwealth, which indicates that a large proportion of NSU students have high levels of need. There was a brief discussion about the number of PELL recipients and the percentage of borrowers at other schools in comparison with NSU students.

Dr. Schexnider gave a scenario whereby a family might have a combined income of \$30,000, and the student has to pay \$11,000, which would be one third of the family's total income. He said that if we know this to be true, then it is incumbent upon us to provide more aid. Other schools would take the same student and close the gap because they have the resources to do so. He said that we know our students are need-based; therefore, we must be able to respond in order to compete with other schools. It is a huge challenge.

Mr. Curtis said that the numbers for out-of-state students have decreased because they have to pay 100% of the cost.

- One of the new challenges facing us involves new programs being implemented by Virginia Tech, William and Mary and the University of Virginia. Under these programs, students with family incomes less than \$40,000 will have their costs paid for four years, as long as they maintain the required GPA. These schools are targeting the brightest students—students we have traditionally served. Dr. Schexnider said that with the RISE Center coming up, we hope to get students who will major in science and engineering. Other schools want these same students; therefore, we must get more money for scholarships.

Mrs. Madison-Foreman asked if students in the ROTC are provided money to go to school. Dr. Schexnider responded that they do get scholarships, but enrollment in that program has also declined.

Satisfactory Academic Progress (SAP)

- In order to meet SAP standards, students must maintain certain averages at the end of the year to remain in good standing both financially and academically. Minimum average requirements for each class are as follows: freshmen, 1.7; sophomores, 1.8; juniors and seniors, 2.0. Students who do not meet these requirements will not be able to receive any financial aid. Fourteen percent (14%), or 870 students, do not meet SAP requirements. This will become a major retention issue.

Dr. Schexnider said that he has been looking at what other universities are doing and how they have been able to increase their graduation rates. By the second year a student should have completed at least 48 credit hours. Virginia State requires at least a 2.0 by the end of the second year. Students lose their eligibility if they do not have it. This is important because they have limited funds to help students, and they feel that if students are serious about their work, they should be able to attain at least a 2.0 by the end of the second year. We are looking at raising our GPA because having done so, Virginia State's graduation and retention rates have gone up. We have to raise the expectations of our students. They need to know that they must do better if they want to get financial assistance. He said that we are going to turn the enrollment situation around because we cannot afford not to. He said that if you raise expectations, students will rise to meet it.

- In raising expectations, we have a responsibility to make sure that we have all the safety nets and support services--monitoring, tutoring, activities, etc.--in place for students in order to help them be successful. This also pertains to recruitment efforts underway for Hispanic and black male students. A new person hired in Admissions is doing a very good job with Hispanic students. . He is working with Student Affairs and making recommendations about the kinds of things these students would like to have on campus.

Class Cancellation

- 379 students were impacted by the fall class cancellation process. Of this number, 179 were freshmen, 48 of whom were first-time freshmen. These were students who tried, up until the last day, to obtain the funds they needed but were unable to do so. We missed our enrollment by 370+ students (5381). If additional resources had been available to help these students, we would have met our target. Mr. Green asked if these were students that we accepted who met all of the other requirements. Mr. Curtis responded that they were registered, but they could not afford to pay their bills.

Dr. Schexnider asked Mrs. Sass to share the data regarding class cancellations with the alumni to see if they would raise funds to help close the gap. Mr. Green suggested that we have each chapter to adopt a student to assist. Mrs. Sass stated that she would comply with Dr. Schexnider's request. In addition, she stated that she has shared information with the alumni. They expressed concerns about deregistration and asked her to explain it to them. They asked her provide them with the numbers, by state, before the first class cancellation is run. There is already a system in place to provide the alumni with the requested information for the spring semester. It will be sent to the President of the Alumni Association, and she will deploy it out by state.

Mr. Brown asked what the average cost is, per student, that we are talking about. Mrs. Sass responded that we have in-state and out-of-state. For in-state students we are looking at about \$2500 per semester. If they live on campus, it would be more than that.

Dr. Schexnider said that Mrs. Sass is now coordinating with Admissions and Financial Aid so that at the very earliest people know whether they can come and stay.

Mrs. Sass concluded her report by stating that before the next meeting, she would like for the committee to think about the things they would like for her

to report. If there is something she is not covering, she would like to know. She said she wants to review the metrics. Mrs. Madison-Foreman assured Mrs. Sass that the committee is getting the information it wants and needs. She said that Mrs. Sass always provides the committee with information it requests, and they are pleased with that.

### **The Healthy Spartan Fitness Initiative**

Dr. Anderson, Medical Director of the Spartan Health Center, began his report by providing background information regarding this initiative. He said by the end of 2004, the Health Center staff recognized that obesity was a significant issue that needed to be addressed. He shared their concerns with Dr. Schexnider to see if they could come up with an approach to address this problem. Below are highlights from his report.

- The obesity problem is epidemic across the entire country. In the last 30 years the number of obese and overweight people has doubled. More significantly, it has tripled among young people between the ages of six and nineteen. Several fellow HBCU's have discovered the same thing. Hopefully in the future HBCU's will meet jointly to do something about the problem.
- The name of the program is "Healthy Spartan Fitness Initiative." Dr. Anderson explained each word in the title and its significance or relevance to the program as follows:

Healthy. The program is all about "health" and not about image. This is important because the incidence of Type II Diabetes has significantly increased in the last 10 years. Dr. Anderson named several diseases associated with diabetes. "Health" is the main focus; i.e., how do we deal with the problem of obesity?

Spartan. This word reflects the fact that we are talking about a community-wide approach to the problem. In discussions with Dr. Schexnider, he recommended that a task force be formed to cover the various modalities on the campus that could help address the issue. The task force was formed and meetings have been held to try to address this issue. Departments on campus that are integral parts of the task force include Exercise Science, Nursing, Physical Education, Thompson Hospitality (dining and food services), Residential Life/Housing, Counseling Services, Student Affairs, News and Media Relations, and the Spartan Health Center. Student representatives, a preventive medicine specialist, and a nationally renowned consultant/advisor

are also participants on the task force. This consortium of individuals has been

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focused on ways to address this issue and collaborative activities that can be emphasized to help address it.

Fitness. The basis of what we are about is to improve the fitness of our community. We are pleased with faculty and staff support, and that they have shown an interest in improving their own fitness and teaching students about fitness.

Fitness includes nutrition and exercise. There is a failure to really understand the relationship between physical fitness, nutrition and weight, and one's obesity problem. Thus, teaching and training is an integral part of what is being done.

Fast food is horrendous. From the college perspective, one of the problems is that much of our food service has been contracted out to fast food companies.

We have developed a sedentary lifestyle; i.e., we spend too much time sitting and riding. We don't walk and run enough. Part of this is education. Physical education has been dropped as a requirement, which is horrible.

Intiatives. This involves what we are doing that is different, and how we are approaching the issue. The focus was on each area of the task force and what they could do to help modify this problem. They include the following:

- The Spartan Health Center has devised an assessment activity to assess the status of individuals with regard to their health. An assessment form was developed to find out where an individual stands in terms of his or her weight and height, the frequency with which they eat fast foods, and their BMI (Body Mass Index). Dr. Anderson showed the committee a sample of the BMI device and explained how to use it. He said that students are being taught to work with their BMI in determining their fitness status. Ideally, your BMI should be under 15. If it is not, you are in the overweight category. Everyone who enrolls in the program receives one of the BMI devices and a pedometer.
- The Nursing Department developed a "PHAT" Station. PHAT stands for "Promoting Healthy Activities Together." They have stations throughout the campus to teach students about health, fitness, and the various diseases that arise from obesity.

- Residential Life/Housing devised a BMI competition between the residence halls.
- Thompson Hospitality has introduced some significant nutrition and wellness updates.
- The Counseling Center is holding counseling sessions with individuals to help them understand themselves; i.e., why they overeat, why they do not exercise, and what they think of their body image.
- The Departments of Physical Education and Exercise Science have developed some tremendous exercise programs.
- Seminars have been conducted, and 30 men and women attended.

There are 140 people registered for the program at the Spartan Health Center. Sixty (60) are registered with the PHAT Station. Dr. Anderson emphasized that they want to make sure that students understand that this is a lifetime activity and one in which they are individually accountable, but that Norfolk State and the community in which they reside will be there to help them.

In response to a question by Mr. Green, Dr. Anderson said that there is no charge for participation in the program.

Mr. Curtis added that on National HIV Aids Awareness Day, a mobile unit came on campus. Approximately 40 students were tested with negative results.

Dr. Anderson concluded his report by stating that they have put in for a grant and are optimistic about receiving funding for it.

### **Student Government Report**

Mr. Moore began his report by informing the committee of the various activities that were held for Homecoming and indicated that their activities were successful. In addition, he provided the following information regarding SGA activities:

- At the Thurgood Marshall Scholarship Fund Leader Institute Conference held in New York City, two NSU students won laptop computers for outstanding essays they wrote on the question, “How has technology contributed to your leadership at an HBCU?”
- On November 10, the sophomore class sponsored a basketball tournament.
- On November 8, the freshman class sponsored a forum on “The State of Black Youth.” Councilman Anthony Burfoot, Rev. Kirk Houston, and a number of student leaders attended this event.

- On December 7, the SGA held its annual Christmas party.

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- Upcoming events will include Women's Appreciation Day and a Valentine Cabaret on The Spirit of Norfolk in February.
- The SGA is currently in the process of making students more aware of the Spartan Health and Fitness program. Mr. Moore indicated that he would participate in the program.
- The SGA will work with the Pan-Hellenic Council to sponsor a Greek basketball tournament.
- The senior class and the SGA are planning a trip to Las Vegas during spring break.
- Efforts are underway to implement a new program called The Society of Global Awareness. Mr. Moore explained the objective of the program and indicated that Dr. Zemedkun of the Economics Department and Dr. Pretlow of the Sociology Department are working with individuals in the campus chapter of this organization. Dr. Zemedkun is president of the international chapter. Students are excited about this and have indicated a desire to participate. In May, the annual Globalization Conference will be held. Students are currently working on a paper for the student paper competition. There is a monetary prize for this, and the winning paper will be published in the *Journal of Global Awareness*.
- The SGA is working with the Career Services Office to increase student awareness of career opportunities after graduation and to make sure that they take advantage of the services provided by this office before they graduate.

Mr. Curtis and Dr. Schexnider commended Mr. Moore for his outstanding leadership with the SGA. Mrs. Madison-Foreman added that Mr. Moore is also working with SACS and the Presidential Search Committee.

### **Athletic Department Status Report**

Mr. Miller reported the following regarding the Athletic Department:

- The football team finished the season with a record of 4-7. The team won three of its final four games, which was viewed positively by fans. The team finished sixth in the conference despite being predicted to finish last.
- Several initiatives were implemented to improve the football program.
- Football game attendance increased by 5,000 over last year (the university was ranked 12<sup>th</sup> in the nation among Division I-AA football programs). The coaching staff has begun recruiting.

- The basketball season is underway. Currently, the men's team has a record of 2-4. Their next game will be with Ohio State University in Columbus, Ohio on Monday. It will be telecast on ESPNU and will gain national exposure for Norfolk State and the team.
- The MEAC Basketball Tournament will be held in Raleigh, North Carolina this year. Mr. Miller indicated that he serves on the MEAC Basketball Tournament Committee.
- The men's track team won the MEAC Cross Country Tournament for the sixth consecutive time. The women finished second.
- One of our assistant basketball coaches resigned due to medical reasons.
- A new compliance officer has been hired. She has done an outstanding job improving our compliance.
- The Department is trying to engage youths with things we are doing. A championship youth football game was held on December 3. The kids really enjoyed this activity, and it exposed them to Norfolk State at an early age. This activity was very successful.
- More that \$42,000 was raised from the car raffle. The funds raised will be used to assist the department with fifth-year scholarships.

Mr. Miller concluded his report by stating that the Athletic Department has made good progress this past year and is headed in the right direction with its programs. Mrs. Madison-Foreman added that comments from the community indicate that people are pleased with the university's athletic programs.

Mr. Curtis thanked everyone for their reports. He reminded everyone about the Spartan Suites tour and stated that a shuttle bus was waiting to transport them to the tour site.

### **Adjournment**

There being no further business, the meeting adjourned at 11:30 a.m.

Respectfully submitted,

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Larry Curtis  
Vice President for Student Affairs

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Viola Madison-Foreman

Chair