

**BOARD OF VISITORS**  
**Academic Affairs Committee Meeting**  
September 4, 2009

**MINUTES**

Mr. Wade W. Perry, Jr., Chairperson, called the meeting to order at 9:10 a.m. Roll call indicated that the following Committee members were in attendance and there was a quorum.

Committee Members Present:

Mr. Wade W. Perry, Jr., Chairperson  
Mr. Peter G. Decker, Jr.  
Mr. Bobby Norris Vassar

Absent

Dr. Lauren R. Tucker

Members of NSU Staff Present:

Dr. Y. T. Shah, Provost  
Dr. Clarence D. Coleman, Vice Provost, Office of the Provost  
Mrs. Terricita Sass, Interim Executive Director for Enrollment Management  
Mrs. Margaret Massey, Interim Dean School of Extended Learning  
Dr. Page Laws, Dean, Honors College  
Dr. Sandra DeLoatch, Dean, College of Science, Engineering and Technology  
Dr. Jean Braxton, Dean, School of Education  
Dr. Dorothy Browne, Dean, School of Social Work  
Dr. William Byrne, Associate Dean, College of Liberal Arts  
Mr. Tommy Bogger, Acting Director, University Library & Director of Archives  
Dr. Joseph Hall, Interim Vice President for Research and Economic Development  
Dr. Curtiss Wall, Faculty Senate President  
Mrs. Pam Boston, University Counsel  
Dr. William Ward, Legislative Liaison  
Ms. Denise Watson Bates, *The Virginian Pilot*  
Dr. William Alexander, Director, Global Initiative  
Dr. Sami Abbasi, Professor, School of Business  
Dr. Carl McGowan, Professor, School of Business  
Mrs. Regina Bynum, Registrar  
Mrs. Danielle Williams, Enrollment Management  
Mrs. Michele Marable, Customer Care  
Mr. James Smith, Acting Admissions Director  
Ms. Anita Y. Cutler, Office of the Provost

## I. CALL TO ORDER

Mr. Wade W. Perry, Jr., Chairperson, asked for approval of the minutes for the May 8, 2009 Academic Affairs Committee meeting. The motion was made by Mr. Peter Decker and seconded by Mr. Bobby Vassar. The minutes of the May 8, 2009 meeting were approved.

## II. DISCUSSION ITEMS

Mr. Perry stated that a nomination for an Honorary Degree had been added and will be discussed in Closed Session. He then asked Dr. Shah to make his presentation.

Dr. Shah shared the following discussion items with the Committee:

- As an update to the Five Point Plan, the vision to become “*An Institution of Choice for all Resolute Learners*” should be maintained; however, there are impediments such as lack of image and resources.
- The basis for “The Five-Point Plan” is to achieve growth in NSU’s resources and to improve NSU’s image.

Dr. Shah stated that Points 1 and 5 are like bookends. He gave the progress on Point 1: **Enhance the Collegial Environment (Identify Correct Rules of Engagement)**

1. Developed with faculty input, departmental/school/college plans which are in harmony with the Five-Point Plan
2. Developed collaboration among deans, department chairs and faculty in the implementation of the Five-Point Plan (e.g., the faculty development workshops)  
Faculty Development Workshops (Student Engagement/Faculty Engagement)  
Teaching the 21<sup>st</sup> Century Student      Effective Online Teaching  
Establishing Learning Communities      Development of Critical Thinking Skills  
Cheating Across the Discipline      Honors College  
Advising for Retention      Grant Writing  
Research
3. Developed improved processes for faculty/administrators hiring and periodic evaluations
4. Reassessed faculty teaching evaluation and promotion/tenure policies and procedures (work in progress)
5. Revised faculty handbook, periodic faculty evaluation and faculty salary assessment (work in progress)

**Progress on Point 5: – Implement Performance Based Management Model (Ensure Accountability at all levels)**

1. Created entrepreneurial models for sponsored programs and the School of Extended Learning
2. Carried out Formal Reviews of deans and appropriated changes based on those reviews
3. Carried out several administrative and departmental consolidations to improve administrative efficiency (work in progress)
4. Established processes to evaluate the quality and efficiency of curricula and the delivery of academic programs
5. Implemented a need and performance-based assessment process to reduce the university budget

Progress on Points 2 and 3:

**Point 2 – Enrollment Growth in Quality and Quantity (Increase student enrollment from 6,000 to 9,000 with improved quality during 2008-2013)**

**Point 3 – Improve freshman to sophomore retention rate by at least 15% and increase six-year graduation rate from 30% to 60%**

1. Total Enrollment growth
2. In-State versus Out-of -State enrollment
3. Freshman versus Transfer enrollment
4. Undergraduate versus Graduate enrollment
5. Honors College and quality growth update
6. School of Extended Learning update
7. International Program update
8. Freshmen / Sophomore retention rate
9. Graduation rate
10. Summer Programs / Educational Processes

Dr. Shah pointed out via Powerpoint that the Historical Fall Headcount/FTE Projections to date have almost reached the projections for the year 2012.

Mr. Vassar asked Dr. Shah to clarify what is meant when he states that students go away. Does that mean that they are going to other institutions? Dr. Shah responded that due to financial aid problems students may withdraw for a semester or two. Also, a student may sit out a semester, work and return.

Mr. Vassar asked about too much required curricula. Dr. Shah responded that primarily we are talking about elective courses. Dr. Shah further stated that Nursing and the Ph.D. in Social Work are the money making majors for NSU.

Mr. Decker asked Dr. Shah what the university was doing about the number of applications compared to the number of acceptances. Dr. Shah responded that NSU is focused on this as part of retention.

Mr. Decker asked Dr. Shah who reviews faculty evaluations, promotion and tenure applications. Dr. Shah stated that departments have a departmental evaluation committee comprised of faculty peers and we do get outside reviewers. For promotion and tenure, evaluation committee, department chairs, deans, president and provost.

Dr. Shah stated that once the university recognized that the financial aid was discount money we solved the issue of budget. However, because of the increase in enrollment the issue of housing comes into play. It would be helpful if the Board addressed on campus housing

Dr. Shah gave the reasons for the enrollment turnaround.

- Recognized that Financial Aid (FA) is not real money but discount and thereby removing artificial barriers of \$3 million for FA. Open up our ability to negotiate all aspects of discounting (i.e. freshman, transfer, in-state, out-of-state, graduate, returning students, etc.)
- Introduction of the concept of Net Tuition revenue (NTR) as a measure along with quantity and quality of students. Optimized this three dimensional matrix.
- Introduction of the new processes both at university and college/school level to carefully monitor progress at every stage of the enrollment process. Timely responses to the students and the parents across the entire university.
- Increased efforts to cultivate better partnerships with community colleges and transfer students. Aggressive implementations of the Honor's College and the School of Extended Learning.
- Favorable economic conditions, more people are returning back to school including students who "stopped out."

Mr. Decker asked how a student is computed dollar wise. Dr. Shah responded that one undergraduate student is \$4,000 one graduate student is \$5,000.

Mr. Decker offered to help by accompanying Mrs. Sass to TCC to help influence routing TCC students to NSU.

Mrs. Sass stated that the reclamation project currently has 202 students in the pipeline.

Dr. Shah continued to talk about the Honors College and the School of Extended Learning

- Attracted more than 320 Honors College students (total, all classifications) for Fall 09; appointed Scholar-in-Residence and 16 Faculty Senior Fellows; invited 15 Community Senior Fellows (still being finalized);
- Worked towards consensus on what Honors experience should be (increased academic rigor, co-curricular events, leadership training, international study, internships, etc.);
- Began remodeling 1st floor Midrise to create NSU's first residential college (Phase I completion--Fall 09);
- Received a total of over a million dollars in grants from Title III, *The Virginian-Pilot* and the Parsons Fund.

School of Extended Learning:

- **Annual Successes**
  - Faculty Summer Boot Camp
    - (2-day training by Blackboard – 20 attendees)
  - New MOUs and partnerships
    - Joint Forces College, SOCCOAST, Navy Distance Learning Program
  - Spartan Academy at the VBHEC– Beginning the 5<sup>th</sup> year
    - Focuses on developing partnerships with high school students to promote their participation in higher education. NSU has become first choice for many of the students
  - Non-Credit enrollment increased by adding Advanced Medical Billing & Coding, Auditing and Securing Wireless Networks, and adding an additional section of Pharmacy Technician.
    - Added four videoconferencing classrooms for a campus total of 22.
    - \$50K grant for faculty innovation from Thurgood Marshall

Mr. Vassar asked what is the criteria for entering the Honors College. Dr. Laws responded that a 3.0 GPA and 1450 on combined parts of SAT and 21 on ACT. Mr. Vassar stated that online courses will help with revenue.

Dr. Shah talked about the Summer Bridge Program and stated that the College of Science, Engineering and Technology (CSET) Summer Bridge Program is an intensive four-week program that includes classes on pre-calculus, chemistry, scientific ethics, study skills, and other special seminars. Since mathematics has been identified as one of the critical factors for student success in STEM disciplines, this discipline was regarded as the key focus for the Summer Bridge Program.

Mr. Vassar stated that the Summer Bridge Program helps enrollment and revenue.

Mr. Decker stated that since we are talking image, why don't we get in the newspaper that we have a 71% graduation rate. On the internet it states 30%.

## **Progress on Point 4 – Implement Teacher/Scholar Model for the Faculty (Improve sponsored research and NSU role in economic development)**

1. Development of teacher/scholar model description. Faculty Development workshop
2. Update on growth in sponsored programs
3. Update on improved processes for sponsored programs and economic development

Dr. Shah shared the Office of the Provost's goals and objectives for FY 09-10. They are as follows:

- Continue and complete “work in progress” issues in Points 1 and 5 of the Five-Point Plan. Identify and complete additional processes in Points 1 and 5 to further reinforce basic tenants of Points 1 and 5.
- Meet both quantity and quality enrollment targets for 2009-2010. Further refine existing processes and implement additional processes, if needed, to meet the enrollment target.
- Continue to implement the Teacher/Scholar model and meet the target for sponsored program for 2009-2010. Complete “work in progress” issues of the sponsored program office.

### **III. INFORMATION ITEMS**

Mr. Perry asked Dr. Curtiss Wall for his presentation. Dr Wall introduced Dr. Ronald Thomas and asked Dr. Thomas to present. Dr. Thomas stated that he wanted to inform the BOV of the faculty interest in AAUP. He further stated that AAUP addresses tenure, academic freedom and shared governance.

Dr. Shah informed the committee that he met with the university chair of the tenure group, the academic freedom group and the shared governance group.

Dr. Wall stated that he gave the president his reports some weeks ago and had not gotten it back from her. He also stated that the Faculty Handbook is in the works. He told the Committee that he would get the report and share it with the full Board.

Mr. Perry stated that he and the committee are exceptionally pleased with the numbers that were presented today and encouraged Dr. Shah the deans to keep up the good work.

Mr. Perry asked for new business. There was no new business so he asked for a motion to adjourn to go into closed session. Mr. Decker made the motion and Mr. Vassar seconded.

The meeting went into Closed Session at approximately 10:05 a.m.

The Academic Affairs having reconvened in open session, took a roll call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Committee closed meeting was convened were heard, discussed or considered in the meeting by the Committee. Any member of the Committee who believed that there was a departure from the requirements as stated above, was asked to so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

A roll call vote was taken for Committee members who certified the motion:

Decker .....	yes	Perry .....	yes
Tucker .....	(absent from the meeting)	Vassar.....	yes

Mr. Decker motioned, seconded by Mr. Vassar and unanimously voted as recommended by the Academic Affairs Committee to approve the honorary degree award to Mr. Tom Joyner.

Old Business

Mr. Perry stated that there are two minor changes for the previous Committee meeting minutes that were brought to his attention. He asked that 1) Ms. Pamela F. Boston’s name and title be added under the list of staff present for the meeting; and 2) the first name for Paige Tommaso is corrected to be spelled with an “i.”

Other Business

Mr. Hamm informed the Academic Affairs Committee of an Internal Auditor’s Report on the admissions standards. He added that proper follow up and advisement is being made.

Dr. Meyers stated that she is aware of the internal review and that she is comfortable with the practice that is being used, as with other universities, to review additional materials, including but not limited to, letters of recommendation.

Mr. Decker stated that he is favor of giving an individual a chance because someone took a chance on him and it paid off.

Ms. Boston stated that the Student Affairs Committee will consider a Resolution to adopt an Admissions Policy Modification at its meeting which is currently underway.

Mr. Perry stated that he wants to ensure that the infrastructure and policies are in place to follow procedure.

Mr. Decker recommended to the University Counsel that it be permitted to place a sign on the door of the Committee or Board meeting that states: “Open Meeting, Welcome, Please Enter,” then it would be appropriate to close the door in order to reduce outside noise. Ms. Boston stated that this would meet the requirement of the open meeting.

There being no further business, Mr. Perry motioned, seconded by Mr. Decker and unanimously voted by the Committee to adjourn the meeting at approximately 11:20 a.m.

Respectfully submitted,

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Y. T Shah, Provost

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Wade W. Perry, Jr., Chairperson