

**NSU BOARD OF VISITORS  
SPECIAL CALL EXECUTIVE COMMITTEE MEETING**

700 Park Avenue, Norfolk, VA 23504  
Harrison B. Wilson Hall, President's Conference Room, Suite 530  
June 1, 2009

**MINUTES**

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

Mr. Bobby Norris Vassar, Rector, called the meeting to order at 11:00 a.m. and established that a quorum was present.

Executive Committee Members Present:

Mr. Bobby Norris Vassar, Rector  
Mrs. Viola M. Madison, Vice Rector  
Ms. Virginia M. Board, Secretary (via Alternate Site Conference Call Location)  
Mr. Henry D. Light

Alternate Site Conference Call Location:

Dominion  
Office of Community Affairs and Philanthropy  
701 East Cary Street, 21st Floor  
Richmond, VA 23219

Executive Committee Members Absent:

Mr. Howard P. Kern

Members of the NSU Staff Present:

Dr. Yatish T. Shah, Provost  
Mrs. Sharon B. Lowe, Vice President, Student Affairs  
Mr. Phillip D. Adams, Vice President, Univ. Advancement/NSUF Executive Director  
Mrs. Terricita E. Sass, Interim Executive Dir., Enrollment Management (*via conference call*)  
Mr. James T. Walke, Assistant Director of Institutional Research  
Mr. Patrick B. Kelly, University Counsel for ODU *on behalf of Ms. Pamela F. Boston,*  
*University Counsel for NSU*  
Mr. Louis Wright, Executive Director of Development  
Mrs. April T. Allbritton, Office Manager/Board Liaison

**2. Discussion**

Mr. Vassar stated that Mr. Pat Kelly, University Counsel for ODU, is present on behalf of Ms. Boston. He stated that the item for consideration is the revised NSU enrollment projections that are to be provided to the State Council of the Higher Education for Virginia (SCHEV). He asked Provost Shah to comment on the revision.

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Provost Shah stated that at the May 14, 2009 meeting between NSU representatives and SCHEV officials, SCHEV pointed out that in light of NSU's past enrollment history the administration may want to go forward with a more conservative plan so that the university would not be penalized in case the goals are not met. He stated that Executive Cabinet considered SCHEV's recommendation and agreed that it would be in the university's best interest to act on the guidance provided in case the numbers do not materialize. However, he added that NSU has an internal plan that is even more aggressive which is in alignment with the Five Point Plan.

Provost Shah stated that the university is proposing a 1% growth in the revised enrollment projections for SCHEV in case the numbers do not quite materialize. He assured the Committee that the only objective here is to ensure that the university is not penalized in any way. He stated that the university plans to exceed the goal which will look even better.

Mr. Vassar stated that it is his understanding that while the university is revising the plan to submit to SCHEV, the administration will continue to work on the original in-house plan. Provost Shah stated that this is correct and that the Five Point Plan calls for the university to grow from 6,000 to 9,000 students over the next five years. He stated that the growth number to SCHEV is 6,990.

Ms. Board asked if the 6,990 target is in line with what SCHEV is recommending? Provost Shah stated yes and that the main concern is that a reasonable target is projected so that our budget would not be negatively affected.

Mr. Vassar asked if there is any danger of a penalty should the university exceed the enrollment goal? Provost Shah stated no. He stated that in fact, the university is on target for its internal plan for the Fall 2009 semester. He stated that this growth is needed to offset the budget reductions of \$6.1M.

Mr. Vassar asked how far above the SCHEV goal will our internal goal be for this Fall? Mr. Walke stated that the initial SCHEV target was 6,634 opposed to the revised target of 6,486 (difference 148). Mr. Vassar asked what is the difference as it relates to the internal target or the actual number the university expects? Provost Shah stated hopefully 6,800 plus. He asked if this internal goal for the Fall is part of the Five Point Plan? Mrs. Sass stated yes and that the 6,800 plus is correct. She stated that so far it appears that we are on target. Mrs. Sass stated that this number includes full-time, part-time, graduates and undergraduates.

Mrs. Sass stated that one of the concerns that SCHEV had at the meeting is the high level of NSU students that are on financial aid. The concern is that NSU may admit the students initially but the students may not be able to remain enrolled. Mrs. Sass stated that the financial obligation to our students is much higher than many of the other state institutions

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and the economy has not seen these types of trends in recent years. NSU may get the students but they may drop out because they will not be able to meet the finances.

Mr. Light asked if the funding projections are determined from actual count? Mrs. Sass stated that the Finance Vice President could best answer this question. However, Provost Shah asked Mrs. Sass to give her perception.

Mrs. Sass stated that there have been discussions about base adequacy. The base adequacy model outlines the percent of full funding based on the number of students; however, no funds have ever been released in line with base adequacy to her knowledge at any stage even though they have been talking about it for about ten years. She stated that there has been no indication of any financial penalties up until the recent implementation of the Higher Education Restructuring Act - Institutional Performance Standards (IPS) standards. These standards were put into place by the General Assembly to say that if you do not meet the standards you will be penalized. Mrs. Sass stated that last year NSU met the standards while several other universities did not; however none of these institutions were financially penalized and it appears from SCHEV's comments that this did not fair well with the General Assembly. She stated that if by chance the General Assembly decides to enforce the IPS rule by being conservative, NSU would not be negatively impacted. Mrs. Sass added that at this stage, there was no indication from SCHEV that NSU would lose based on the lower projections.

Provost Shah stated that if we meet our internal goal then all the projections for subsequent years would have to be revised based on the base target being higher than projected. All institutions are afforded the opportunity to make revisions.

Mrs. Madison asked if distance learning affects the conservative growth? Mrs. Sass stated that distance education is a part of the number. Provost Shah stated that he hopes that NSU will get at least a thousand students in distance education so this will not put the enormous pressure on campus but as far as SCHEV is concerned all students on or off campus count as long as they are credit taking students. Only non-credit continuing education students are not included.

Mr. Light asked what part of the growth is graduate and undergraduate? Dr. Shah stated that about 11% of the total student body is graduate. He stated that one of the fastest growing undergraduate programs is Social Work, particularly under the guidance of the Obama administration to provide increased community services. Mrs. Sass stated that the applications in this area are up twofold. Provost Shah stated that Social Work is a niche for NSU as we are the only game in town. He stated that the university is currently in search of a new dean for Social Work and for the School of Business and subsequently the university may seek Board approval of tenure for these positions.

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Mr. Light stated that he is confident that the university will reach the goal that was originally set. He asked if there is any downside to reducing the goal or any negative implications?

Dr. Shah stated none that he is aware of. Mrs. Sass stated that the university will have to clearly communicate to the campus community that we still have an aggressive growth strategy internally. She stated that SCHEV does not see anything wrong with having two sets of plans. Provost Shah stated that the deans are aware and on board so they will be able to filter this down to faculty to avoid confusion.

Mr. Vassar stated that in communicating the change the university should point out that this is not a requirement of SCHEV. This is a proposal of SCHEV that the university decided to accept from its own reassessment of whether the university would be better off by having a lower goal communicated in view of the potential for penalties and the uncertainties that exist. He stated that the university should make it clear that this is a Norfolk State decision and not a SCHEV decision. He added that the statement should be in the context that the university communicated with SCHEV but made the final decision that it was in the university's best interest to be more conservative externally than we are internally.

Mr. Light stated that he would like to see a reference made to the economic environment in the Resolution. Mr. Vassar stated there is one line in the Resolution that addresses the economy as follows:

**WHEREAS**, economic challenges, changes in financial aid lending practices and the high financial aid need of NSU students may impact Institutional Performance Standards (IPS); and

The Committee agreed to add the word “**current**” before the word economic to make it less general in nature. The new sentence would read as follows:

**WHEREAS**, current economic challenges, changes in financial aid lending practices and the high financial aid need of NSU students may impact Institutional Performance Standards (IPS); and

Mr. Vassar stated asked if there was a motion to approve the resolution.

Mrs. Light motioned, seconded by Mrs. Madison and unanimously voted by the Executive Committee to approve the Resolution Recommending Approval of Norfolk State University's Revised Enrollment Projections to the State Council of Higher Education for Virginia with the change as noted above.

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Mr. Vassar stated that this action will be presented to the Full Board on Monday, June 8, 2009 to be ratified.

**3. Adjournment**

There being no further business Mr. Light motioned, seconded by Mrs. Madison and unanimously voted to adjourn the meeting at approximately 11:25 a.m.

Respectfully submitted,

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April T. Allbritton, Board Liaison

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Ms. Virginia M. Board, Secretary  
Board of Visitors

**RESOLUTION ADOPTED BY THE NSU EXECUTIVE COMMITTEE  
ON JUNE 1, 2009**

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**RESOLUTION RECOMMENDING APPROVAL OF NORFOLK STATE  
UNIVERSITY'S REVISED ENROLLMENT PROJECTIONS TO THE  
STATE COUNCIL OF HIGHER EDUCATION OF VIRGINIA (SCHEV)**

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**WHEREAS**, the State Council of Higher Education for Virginia (SCHEV) makes higher education public policy recommendations to the Governor and General Assembly in such areas as capital and operating budget planning, enrollment projections, institutional technology needs, student financial aid, and Institutional Performance Standards; and

**WHEREAS**, as part of SCHEV's plan for access for Virginians, Norfolk State University must submit revised projections every two years by April 1; and

**WHEREAS**, Norfolk State University representatives met with SCHEV representatives on May 14, 2009 to review projections and their implications; and

**WHEREAS**, SCHEV has provided NSU an opportunity to resubmit revised projections by June 1, 2009; and

**WHEREAS**, Norfolk State University is committed to recruiting and retaining an academically talented and diverse student body in its growth efforts; and

**WHEREAS**, current economic challenges, changes in financial aid lending practices and the high financial aid need of NSU students may impact Institutional Performance Standards (IPS); and

**WHEREAS**, Norfolk State University desires to modify its submitted projections to permit flexibility in its growth planning strategy.

**THEREFORE, BE IT RESOLVED** that upon the recommendation of the Norfolk State University administration that the Executive Committee of the Norfolk State University Board of Visitors approves the revised SCHEV enrollment projections as listed below for the fall of 2009 to the fall of 2015 with the understanding that these projections may be revised every two years as necessary.

**BE IT FURTHER RESOLVED** that the Board of Visitors will ratify this Resolution at a Special Call Meeting of the full Board on June 8, 2009.

Term	Total Headcount
FALL 2009	6,486
FALL 2010	6,550
FALL 2011	6,626
FALL 2012	6,709
FALL 2013	6,798
FALL 2014	6,894
FALL 2015	6,990

**RESOLUTION ADOPTED BY THE NSU EXECUTIVE COMMITTEE  
ON JUNE 1, 2009**

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**RECOMMENDATION:**

That the above resolution adopting NSU Enrollment Projections to the State Council of Higher Education for Virginia (SCHEV) be approved.

Approved by the NSU Executive Committee of the Board of Visitors on June 1, 2009.