

BOARD OF VISITORS
Academic Affairs Committee
700 Park Avenue, Norfolk, VA 23504
New Student Center Board Room, Suite 301
March 19, 2010

MINUTES

Mr. Wade W. Perry, Jr., Chair of the Academic Affairs Committee called the meeting to order at 8:30 a.m. and established that a quorum was not present. He asked the Mr. Hamm to serve in order to make a quorum. Mr. Hamm agreed.

Committee Members Present:

Mr. Wade W. Perry, Jr., Chairperson
Dr. Lauren R. Tucker
Mr. Edward L. Hamm, Jr., Rector (Alternate)

Absent

Mr. Peter G. Decker, Jr.

Board Members Present:

Mr. Howard P. Kern
Mr. Henry D. Light
Mr. Bobby Norris Vassar

Members of the NSU Staff Present:

Dr. Carolyn W. Meyers, President
Dr. Yatish T. Shah, Provost
Dr. Kim Luckes, Assistant to the NSU Board of Visitors and to the President
Mr. Phillip D. Adams, Vice President, Univ. Advancement/NSUF Executive Director
Dr. Joseph C. Hall, Vice President, Research & Economic Development
Mrs. Terricita E. Sass, Interim Executive Director, Enrollment Management
Mrs. Sharon R. Hoggard, Interim Executive Director, Communications and Marketing
Ms. Pamela F. Boston, University Counsel
Mr. Ernest M. Ellis, Internal Auditor
Dr. Clarence D. Coleman, Vice Provost, Academic Affairs
Dr. Donna W. Dabney, Associate Dean/Associate Professor, School of Education
Dr. Sandra J. DeLoatch, Dean, College of Science, Engineering and Technology
Dr. Margaret G. Massey, Interim Dean, School of Extended Learning
Dr. Nuria M. Cuevas, Dean, College of Liberal Arts
Dr. Dorothy C. Browne, Dean, School of Social Work
Dr. Page R. Laws, Dean, Honors College
Dr. Moncef Belhadjali, Associate Dean, School of Business
Dr. Bidhu Mohanty, Associate Dean, School of Business
Dr. Sami Abassi, Interim Chair, Dept. of Mgmt., Marketing, and Entrepreneurship
Dr. Archie W. Earl, Faculty Senate President

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Mrs. Regina Bynum, Registrar
Danielle Williams, Community College Liaison
Mr. Kevin M. Holmes, Director of Recruitment and Admissions
Mr. Kevin Burns, Director of Financial Aid

Others Present:

Ms. Shelvee Osborne, Norfolk State University Alumni Association
Ms. Denise Batts, Writer, *The Virginian-Pilot*

Mr. Perry asked Dr. Shah to start his presentation on the Five Point Plan update.

1. Discussion Items – Five Point Plan

Dr. Shah stated that two years ago the Five Point Plan was implemented and as of today we are still following that plan. He informed the Board of Visitors that Norfolk State University needs to work on its image. Dr. Shah stated that the biggest challenge facing NSU now is how do we balance our books, how do we grow. He offered some ways to grow. They are as follows: Endowment dollars, Sponsored Programs, and the immediate solution is enrollment. Dr. Shah further stated that with enrollment NSU is looking at number of students, quality of students, and net tuition revenue. NSU has made progress and now we have to move forward.

Dr. Shah alluded to the Five Point Plan – Segmenting Enrollment Growth for the 10-Pronged Strategy below:

Target Market	Percent of Enrollment/Number	Applicable Notes
New Freshman	1,200 for fall 2010	1,300 Maximum over the next five years with applicable resources (i.e. Residence Halls, lower level course availability).
Honors	10% of total enrollment	Inclusive of new and enrolled DNIMAS and Parsons scholars.
Out-of-State	30% of total enrollment	
New Transfers	10%	
Graduate Students	20% of total enrollment	
Distance Education	10% students taking only online courses or NTR equivalent	The NTR generated with Certificate programs may substitute the gap of actual unique students.
International Students	10% of total enrollment	
Non-Traditional Students	25% of total enrollment	Includes undergraduate students over 25
Commuter	N/A	
Retention at all levels	Increase at all levels	Increase retention 5% in the 1 st year and 4 th year.

Dr. Shah continued by stating that enrollment is all of these strategies together. Growth should be strategic and attainable. NSU has done well in 2 years with growth being about 15%.

We need to replace 4 million dollars, we cannot play the price game. If NSU increases tuition suddenly and too much, this will affect retention. Our target for freshmen is 1200.

Honors College – Honors College has done well. I would like to see 900-1000 enrolled. NSU cannot buy honor students because this will not help our Net Tuition Revenue (NTR).

Transfer Students – this is our prime market. We have about 500, but want to push to 1000. We are working on agreements with two-year institutions and we currently have an agreement with TCC.

Graduate Students – we want to build this area and look at being a comprehensive university.

School of Extended Learning – this is the fastest growing entity in the nation. We need to engage more faculty in distance education.

International Students – this is an undeveloped entity on this campus. We are targeting Asia and South America. We are setting up a system and are recruiting.

Twenty percent of our students are non-traditional NSU will have to go after this market. We have about 400 commuter students. Students on this campus are comprised of dependent, commuter, non-traditional, and transfer.

Mr. Vassar asked how do you define commuter students. Dr. Shah responded, these are non residential student.

Dr. Shah stated that retention is the underpinning of everything that we do. NSU cannot continue to have a 30% graduation rate. We lose 8% out of 100 students during the 1st semester.

We lose 30% out of 100 students the 2nd year. We lose 45% of 100 students the 4th year.

The graduation rates are as follows:

Undeclared majors – 29%

Education majors – 42%

Social Work majors – 42%

Mr. Perry asked how can you have graduate as undeclared. Mrs. Sass responded that the student does not graduate as undeclared, this is how they start.

Dr. Tucker asked if data existed to show a pattern or to analyze the characteristic to see why we are losing students at certain times. Dr. Shah stated that we are currently work on this to determine the reasons. Dr. Tucker asked if NSU does an exit strategy. Dr. Shah and Mrs. Sass responded, yes. Dr. Shah also stated that it could be a number of reasons for the loss occurrences, so I have asked the deans to investigate in their respective colleges and schools.

Mr. Perry asked Dr. Shah at what point could he report on the findings of why. He also asked who is responsible for collecting such data. Dr. Shah responded that Dr. Mildred Fuller, Vice Provost for Undergraduate Studies is the responsible person. Mr. Perry stated that it would be good if Dr. Shah could

provide the Board with a snapshot of these results. Mr. Perry asked Dr. Shah how soon he could do this. Dr. Shah responded, at the May meeting and no later than the August meeting. Dr. Tucker stated that she is a numbers person, however there is a difference in fact and truth. Dr. Shah also stated that three main reasons students leave school: (1) financial (2) academic issues (3) student life.

Mr. Vassar asked if transferring to another institution the reason students leave or are they leaving NSU or college completely. Dr. Shah responded that is all of those. The question was asked if the numbers are significant. Mrs. Sass responded that the numbers are significant, but more than we would like to see. Mr. Perry stated that he agrees that we need to improve our retention rates.

Mrs. Hamm stated that in his observation he was not hearing are results. This Board would like hear results.

Faculty Senate President's Report

Mr. Perry called for the Faculty Senate President's report. Dr. Archie Earl came forward and informed the Board that the Faculty Senate's report was included under the Provost's report in the notebooks. Mr. Perry asked Dr. Earl if he anything to add. Dr. Earl responded no.

2. Consideration of Emeritus Appointments

Mr. Perry then asked for Consideration of Emeritus Appointments. Dr. Shah asked Dr. Clarence Coleman to inform the Board of the process. Dr. Coleman stated a list of retirees was obtained from Human Resources and the committee screened the list of eligible retirees. An announcement was sent to all retirees inviting them to apply for Faculty Emeritus status. Forty-one responses were received, faculty were given the opportunity to vote, faculty voted and the top five nominees are in your notebook. Note: This was discussed and approved during the full board meeting under Tab 11 Consent Agenda.

3. Closed Session – Pursuant to §2.2-3711A.1, Code of Virginia

Mr. Perry called for the motion to go into Closed Session. Mr. Vassar motioned to move into Closed Session. It was seconded by Dr. Tucker and the motion was carried.

At 9:05 a.m. the Academic Affairs Committee went into closed session.

Tenure Consideration for Dean of Business School Candidate

Note: This was discussed in the full board meeting and it was recommended conditional approval until Human Resources does formal review. See Tab 11 Consent Agenda.

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4. Information Item

The Academic Affairs Committee reconvened at 9:20 a.m. Mr. Perry asked Mrs. Sass to report on Enrollment Management. Mrs. Sass stated that the Enrollment Management charts and other information is now under the Provost's section of the notebooks. She reported that the Spring enrollment is up 10% and NSU has exceeded our goal for Spring. Mr. Perry commented that he likes hearing that we have exceeded our goal.

Dr. Shah stated that in Sponsored Programs, we have grown. Mr. Perry asked if we had a good year. Dr. Shah responded, yes, about 50 million dollars.

The meeting adjourned at 9:25 a.m.

Respectfully submitted,

Wade W. Perry, Jr., Committee Chair

Y. T. Shah, Provost