

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Friday, August 27, 2021
Mary L. Blunt, Chair
3:00 p.m. to 5:00 p.m.

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Student Center, Board Room, 3rd Fl., Suite 301

Zoom Webinar Participation

https://nsu-edu.zoom.us/webinar/register/WN_j_h-nVgYQrq1Q40vQkz9IA

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Virtual Participation for Board Member Larry Griffith
- III. Recommend Approval of the April 15, 2021, Committee Minutes
- IV. Discussion Items
 - a. Enrollment Update including Projection Comparison (Moses & Alexander)
 - b. Appalachian School of Law Agreement with NSU (Fulton)
 - c. Joint School of Public Health (ODU, NSU, EVMS) Agreement (Fulton)
 - d. Discontinuance of Academic Programs (Fulton)
 - e. Name, Image, and Likeness (NIL) for Student Athletes (Webb)
 - f. Report from the Student Representative to the Board (Drewry)
- V. ***Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia***
- VI. Open Meeting
 - Closed Meeting Certification
 - Actions/Motions
- VII. Public Comment
- VIII. Adjournment

Academic and Student Affairs Committee

Mary L. Blunt, Chair
Heidi W. Abbott
Dr. Terri L. Best
BK Fulton
Larry A. Griffith
Dr. Harold L. Watkins, II

Staff:

Dr. DoVeanna S. Fulton, Provost/VP for Academic Affairs
Dr. Leonard E. Brown, VP for Student Affairs
Dr. Justin L. Moses, VP for Operations & Chief Strategist
for Institutional Effectiveness
Melody M. Webb, Athletics Director

The President participates in all Committee meetings.

**BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
ELECTRONIC MEETING**

April 15, 2021

MINUTES

1. Call to Order

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 9:00 a.m. A quorum was established with a 5-0 Roll Call vote. Below is a list of individuals that joined the webinar.

Participants – Committee Members

Ms. Mary L. Blunt, Chair

Mr. BK Fulton

Mr. Larry A. Griffith

Mr. Devon M. Henry, Secretary

Dr. Harold “Harry” L. Watkins, II

Board Member – Listening purposes only

Dr. Terri L. Best

Participant – Faculty Representative to the Board

Dr. Ashley N. Haines, Faculty Senate President and Associate Professor, Biology

Participant – Student Representative to the Board

Mr. Jeremiah O’Bryant

Participant - Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Participants – NSU Administrators and Staff

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

Dr. Leonard E. Brown, Vice President, Student Affairs

Ms. Melody Webb, Athletics Director

Dr. Juan Alexander, Associate Vice President for Enrollment Management

Mr. Dennis Jones, Executive Director, Planning and Budget

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

Mrs. April T. Allbritton, Office Manager/Board Liaison

Observers – NSU Administrators and Staff

Mr. Ericke S. Cage, Executive Advisor to the President and Board of Visitors for Policy, Compliance and University Ombudsman

Ms. Yelena A. Arishina, Special Assistant to the Provost

2. Approval of Minutes

Mr. Fulton motioned, seconded by Mr. Griffith, the Committee with a 5-0 Roll Call vote approved the March 18, 2021 Committee minutes.

Academic Program Delivery Change – Dr. Fulton reported the following

- The Academic Partnerships pilot initiative will begin with six selected graduate programs to include the M.S. in Computer Science, M.S. in Electronics Engineering, M.A. in CyberPsychology, Master of Social Work (MSW), M.A. in Special Education, and M.A. in Urban Education.
- The programs will offer an accelerated schedule of six to eight week terms allowing students to complete their master's degree in one year.
- This initiative will increase enrollment by expanding course capacity. The programs will allow for enrollment in courses as needed and offered rather than as a cohort model. This means that students may take the class as offered on a rolling basis, so the same students would not necessarily take all their classes together.
- Blackboard, the university's existing learning management system, will accommodate the potential scalability for these online programs. The university's Curriculum Committee has approved the content and method of delivery. Subsequent approval is needed from the Board to move forward.

Responses to questions and other comments are as follows:

- This partnership will hold up to the scrutiny of the university's accrediting bodies. SACSCOC has assured the university that there are no concerns with the program offerings.
- NSU is in the position to be the first HBCU to work with an organization that does this across the nation.
- President Adams-Gaston has been in communication with Congresswoman Elaine Luria about expanding the connection of the programs to the Navy. This would provide additional marketing capacity.
- Tuition and fees would remain the same as the in-person equivalents. The main advantage is that the student would be able to complete the degree in an accelerated format. The initial benchmark is 25 students per course per term.
- Since the programs will be offered year-round, 9-month program coordinators would be compensated for any additional months of work to support the program. The program

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start date is Spring 2022. The support services offered by Academic Partnerships will be supported by the university. Faculty will be paid for their participation.

- The pilot is geared to graduate programs with the focus on students who are looking for flexible programs as working professionals. The intent is to learn from the challenges and issues encountered in the graduate offerings to determine how the university could possibly expand to undergraduate programs.

The Chair recommended that the university develop a timeline for the expansion of online programs with the intent of remaining competitive.

Mr. Fulton motioned, seconded by Mr. Henry, the Committee with a 5-0 Roll Call vote approved the recommendation of the Academic Partnerships program delivery to move forward for full Board approval.

University Athletics Update – Ms. Webb reported the following:

- Athletics is making a concerted effort to focus on stakeholder engagement and branding.
- The fall 2020 athletic academic performance ratings include: 75% graduation rate, average GPA of 3.1, 11 teams with an average 3.0 GPA, and 171 students on AD Honor Roll.
- Initiatives implemented recently include the Athletics Strategic Plan, the Clear Leadership Academy, the Five-point Diversity and Inclusion Plan, and the Athletic Department's Retention and Progress Strategy.
- The men's basketball game against Appalachian State had over 7.5 million views.
- NSU was named HBCU National Champions by Black College Sports Network.
- Kiara Grant was nationally ranked as an all-American taking 3rd in the 60-meter dash at indoor nationals.
- NSU's tennis team, both men and women, secured 1st place in the Northern Division with the first-year head coach Larry Holmes.
- To move forward, NSU must continue to build upon its successes by creating a digital inventory that targets fan engagement, alumni, donors, and sponsorships. The digital platform provides more exposure and enhances the footprint of NSU Athletics. Named several high profile posts.
- Challenges: Current climate of the economy and its recovery, MEAC growth and stability.
- Three institutions are leaving the MEAC at the end of the 20-21 academic year, reducing the membership to eight members, including six that play football. The minimum

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number needed for a sport to be recognized by the NCAA as a conference championship sport is six.

Responses to questions and other comments regarding Athletics include:

- The number of teams for each sport does not affect the other. The number of teams for football, basketball, and baseball was discussed.
- It was noted that if the number of teams for a sport becomes below the requirement, a waiver may be submitted that allows two years to obtain good standing.
- An analysis has been done to determine where NSU stands, its best position within the conference and with outside entities, and how to move forward if the conference is not successful.
- The MEAC, through the President's Council, is working hard on the brand and expansion. While NSU continues to do its due diligence, the university is aware and engaged with MEAC in regard to the situation. Due to confidentiality, possible additions to the conference cannot be named, but there are schools interested in joining the MEAC.
- The Athletics Department has a financial and sustainability plan that it is working towards.
- Athletics will receive a bonus from the NCAA for every round the men's basketball team advanced. The play-in counts as a round. The amount is to be paid out over the span of six years.
- The athletic teams utilize various modes of transportation according to the need at the time (bus, plane, etc.). For the basketball game against Toledo, the team will travel by charter. Other away games include Wake Forest and St. Francis. There are guarantees that come with each of these games.
- The football team plans to resume its schedule for the fall.

Enrollment Projections AY 2021 – 2022– Dr. Alexander reported the following:

- The enrollment trends for 2018-2020 were presented. The projected enrollment for 2021 enrollment was discussed. The projections are based on a 5% and a 10% reduction in returning students of 5,725 and 5,503, respectfully.
- Enrollment Management is utilizing continuous student enrollment surveys to help better project the numbers for the fall.

Responses to questions regarding enrollment include:

- The majority of transfer students matriculate from Tidewater Community College. Currently, 32% of NSU students are from out-of-state.

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- The benchmark for enrollment growth for the next four to five years is 7,000. The current average benchmark is 5,400 a year. The university can easily manage between 5,400 to 5,800 students. More would require additional faculty and space capacity.
- In relation to the May 1st national notification deadline for college admissions, NSU has admitted a little over 4,800 freshman students to date.
- Enrollment and admissions activities will continue through the end of the summer.
- The university will use CARES Act funding to help new and returning students impacted by COVID-19.
- The campus will be fully opened and fully functioning for the fall.
- The university's budget is based on the previous year's enrollment. If there are additional students, this will generate additional revenue from which to operate.
- For room and board projections, full capacity/full use of the facilities is factored into the budget. If the university is unable to completely fill the residence halls, either for safety reasons or lack of students, the CARES Act funding would be used to help offset the cost.
- The funds that the university will receive from the Commonwealth for VCAN will help with enrollment growth. At the fall Board meeting, the university usually provides a budget based on the current enrollment.

Vaccinations

- NSU will be in line with what the Commonwealth will allow it to do regarding vaccinations. If vaccinations are required, there will be an option to request a waiver. Providing vaccination opportunities for faculty and staff was successful. The university is working with the local community to help with student vaccinations. NSU is providing the opportunity for students to have their vaccination before they leave campus.

Dr. Haines shared that some faculty have expressed concern regarding whether they will be required to teach in person this fall.

The Chair responded that there is genuine fear out there, especially for those who are considered high-risk. However, students may want professors to be in person. This is a decision that will be made by the President.

Mr. O'Bryant stated that students should have the option to be vaccinated or not. If vaccinations are mandated, this may impact enrollment. President Adams-Gaston stated that the university would follow the directive of the Commonwealth once that is announced. As the Student Representative to the Board, she looks to Mr. O'Bryant to share any additional input from students on this matter.

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Mr. Griffith stated that Mr. O'Bryant's concern is echoed as the student's perspective in discussions about this topic with other university presidents. Parents, on the other hand, want universities to take the position to vaccinate students and provide a safe campus environment.

New Career Services Director – Dr. Brown presented the following:

- Ms. Saranette Williams has been hired as the Director of Career Services. She will perform an assessment of where the university stands in building a vision of what career services needs to accomplish.
- The vision of career services will include internship opportunities for students and career exploration to ensure success post-graduation. A list of questions to be answered as part of the assessment was shared with the Committee.
- The Career Services' vision will be developed in partnership with Academic Affairs and University Advancement.

3. Closed Meeting

Mr. Fulton motioned, seconded by Mr. Henry, the Committee with a 5-0 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 legal matters requiring the provision of 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.

4. Open Meeting

The Committee having reconvened in the Open Meeting, took a 5-0 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.

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5. Motions

Mr. Henry motioned, seconded by Dr. Watkins and with a 5-0 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 candidates for tenure and promotion, approved that the Committee recommend to the full Board of Visitors at its next meeting its approval of the candidates, contingent upon receipt of the fully signed individual Tenure and Promotion Review Attestation for each candidate.

Ratify Motions of March 18, 2021

Dr. Watkins motioned, seconded by Mr. Henry and with a 5-0 Roll Call vote ratified the minutes of the last meeting.

Mr. Henry motioned, seconded by Dr. Watkins and with a 5-0 Roll Call vote ratified the approval of the Teaching Faculty Handbook.

6. Public Comment

No one signed up for public comment.

7. Adjournment

There being no further business, the meeting was adjourned at approximately 11:06 a.m.

Respectfully submitted,

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

Mary L. Blunt, Chair
Academic and Student Affairs Committee

NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE

ROLL CALL VOTE APRIL 15, 2021

Item	Ms. Blunt	Mr. Fulton	Mr. Henry	Mr. Griffith	Dr. Watkins	Totals
Quorum	Present	Present	Present	Present	Present	5-0
Approval of March 18, 2021 Minutes	Yes	Yes	Yes	Yes	Yes	5-0
Approval of Academic Partnerships Program Delivery	Yes	Yes	Yes	Yes	Yes	5-0
Closed Meeting Motion	Yes	Yes	Yes	Yes	Yes	5-0
Closed Meeting Certification	Yes	Yes	Yes	Yes	Yes	5-0
Motion to Recommend Promotion and Tenure Candidates to the full Board	Yes	Yes	Yes	Yes	Yes	5-0
Ratify approval of prior meeting minutes	Yes	Yes	Yes	Yes	Yes	5-0
Ratify approval of Teaching Faculty Manual	Yes	Yes	Yes	Yes	Yes	5-0

NSU B.O.V. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

August 27, 2021

AGENDA

- ☐ Enrollment Update including Projection Comparison
- ☐ Appalachian School of Law Agreement with NSU
- ☐ Joint School of Public Health (ODU, NSU, EVMS) Agreement
- ☐ Discontinuance of Academic Programs
- ☐ Name, Image, and Likeness (NIL) for Student Athletes
- ☐ Report from the Student Representative to the Board

ENROLLMENT PROJECTIONS & CURRENT ENROLLMENT

Category	2020 Enrollment	Projected 2021 (5% reduction)	Projected 2021 (10% reduction)	Projected Change (2020–2021) 5% reduction (n/%)	Projected Change (2020–2021) 10% reduction (n/%)	2021 Projected Enrollment based on budget and Six-Year Plan submitted to SCHEV	2021 Enrollment (as of August 12, 2021)	%Change (2020 – 2021)	(n) Change (2020 – 2021)
Total Student (Headcount)	5,457	5,725	5,503	268/+4.91%	46/+0.84%	5,200	5259	-3.63%	-195
FTE (Full-Time Equivalency)	4,982	5,267	5,062	285/+5.72%	80/+1.06%	4,459	4,760	-4.46%	-222
Full-Time Headcount	4,846	5,038	4,842	192/+3.96%	-4/-0.08%		4,654	-3.97%	-192
Part-Time Headcount	665	687	660	22/+3.30%	-5/0.75%		645	-3.10%	-20
Total Undergraduate Students	5,113	5,209	5,007	96/+1.87	-116/-2.07%	4551	4,875	-4.66%	-238
Total Graduate Students	488	515	495	27/+5.53%	7/1.43%	333	384	-21.32%	-104
First Time Students	1,066						1,100	+3.19%	+34

- Enrollment is expected to continue to grow over the next several weeks as students continue to register for classes.
- Previous projections were determined before the University made budget projections.

ENROLLMENT PROJECTIONS & CURRENT ENROLLMENT

Category	2020 Enrollment	2021 Enrollment (8-27-2021)	(%) Change (2020 – 2021)	(n) Change (2020 – 2021)
TOTAL STUDENT (HEADCOUNT)	5,457	5,663	+3.77%	+206
FTE (FULL-TIME EQUIVALENCY)	4,982	5,099	+2.35%	+117
FULL-TIME (HEADCOUNT)	4,846	4,948	+2.10%	+102
PART-TIME (HEADCOUNT)	665	715	+7.52%	+50
TOTAL UNDERGRADUATE STUDENTS	5,113	5,212	+1.93%	+99
TOTAL GRADUATE STUDENTS	488	451	-7.58%	-37
FIRST TIME STUDENTS	1,066	1178	+10.50%	+112

- Enrollment is expected to continue to grow over the next several weeks as students continue to register for classes.
- Previous projections were determined before the University made budget projections.

NSU/APPALACHIAN SCHOOL OF LAW AGREEMENT

- ❑ 3+3 Program
- ❑ Student Scholarships



ONE SCHOOL OF PUBLIC HEALTH (ODU, NSU, EVMS) AGREEMENT

- ☐ Master of Public Health
- ☐ NSU Public Health Initiatives



DISCONTINUANCE OF ACADEMIC PROGRAMS

- ☐ 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 will still be operational.)

ATHLETICS UPDATE

Name, Image, & Likeness (NIL)

- NIL activity is any business activity in which a student-athlete is compensated in any way for the use of the student-athlete's name, image, or likeness.
- **Effective date July 1, 2021**
 - What does this mean for NSU?
 - How does this benefit NSU?
 - What are some guidelines?
 - What sports can profit from NIL?
 - Are student-athletes considered professional?
 - Is NSU compensating student-athletes?
 - Is NSU managing the student-athlete brand?



ATHLETICS UPDATE

Name, Image, & Likeness (NIL)

- In-App student-athlete learning system with short educational video and text from athletes and industry professionals to guide athletes in their brand strategy.
- Partnering with School of Business to put programming in place focusing on entrepreneurship and financial literacy.
- Application that allows NSU students direct access to videos, game day and media day pictures to share across their social media channels for personal use.
- Access to external marketplace apps that already exist for student-athletes to monetize their NIL



- ❑ Rayquan Smith leading NIL charge at Norfolk State:

<https://www.wavy.com/sports/local-sports/rayquan-smith-leading-nil-charge-at-norfolk-state/>

- ❑ Yoro Sidibe starting a basketball camp in his native Senegal:

<https://www.13newsnow.com/video/sports/yoro-sidibe/291-b1782bbe-1c7a-42df-b228-2b9b0a848738>

- ❑ Rayquan Smith - First HBCU athlete to partner with Eastbay

STUDENT GOVERNMENT REPORT

- ❑ Over the summer the SGA have met with over 8 departments at the University to discuss the return of students this Fall while still in the Covid-19 Pandemic.
- ❑ SGA Executive Board traveled to Savannah Georgia to attend the annual National Association of Student Affairs Professionals' Student Leadership Institute.
- ❑ SGA partnered with Communications and Marketing to create and launch a video campaign regarding the return of students to campus for the Fall 2021 semester.



QUESTIONS & DISCUSSION

BOARD OF VISITORS

Student Government Association (SGA) Report

August 5, 2021

The elected and appointed officers of the Student Government Association continue to honor their commitment to the student body by promising student governance and engaging students through dialogue and programs in efforts to ensure students have the best and safest experience at Norfolk State University (NSU).

- Over the summer the SGA have met with over 8 departments at the University to discuss the return of students this Fall while still in the Covid-19 Pandemic.

Departments:

- | | |
|------------------------------------|--------------------------------|
| - 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 was able to learn affective 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, Dr. Javaune Adams-Gaston, The Vice-President of Student Affairs, Dr. Leonard Brown, The Provost and Vice-President for Academic Affairs, Dr. DoVeanna Fulton and a few other familiar faces. The goal of this campaign is to ensure that the most important and accurate information about campus life this Fall is circulated throughout the student body. Communications and Marketing was very instrumental in achieving this goal.

Sincerely,



Jaylin Drewry

Student Government Association' President

Board of Visitors' Student Representative