BOARD OF VISITORS

ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Tuesday, November 16, 2021

MINUTES

1. **Call to Order**

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 1:03 p.m. A quorum was established with a 6-0 Roll Call vote.

Committee Members Present:

Mary L. Blunt, Chair

Heidi W. Abbott

Dr. Terri L. Best

BK Fulton

Larry A. Griffith (via Zoom Video Call)

Dr. Harold L. Watkins, II

Student Representative to the Board Present:

Jaylin Drewry, Student Government Association President

Counsel Present:

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present:

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

Melody Webb, Athletics Director

Tanya White, Chief of Staff

Christopher Gregory, Office of Information Technology

Idna B. Walker, Clerk to the University President and Liaison to the Board of Visitors

Observers – NSU Administrators and Staff:

Michelle MacFarlane, Administrative Assistant, Athletics Department

Saranette Williams, Director, Career Services

Dr. Geoffroy de Laforcade, Professor

1. **Zoom Video Call Virtual Participation**

One member of the Committee was present via Zoom video call and requested virtual participation as listed below:

|  |  |  |
| --- | --- | --- |
| **Committee Member** | **Reason** | **Location** |
| Larry A. Griffith | Requested for medical reasons | Annandale, VA |

Chair Mary Blunt motioned the Committee with a 6-0 Roll Call vote approved Mr. Griffith’s participation via Zoom video call for the reason stated above.

1. **Career Services Update**

* Career Development is central to a decision for students and parents to attend any university because career outcomes measure a return of their investment. This requires a university wide collaboration from leadership to ensure career development remains a critical component for all students.
* Last spring Dr. Brown hired Saranette Williams as Director of Career Development. She is leading the effort on behalf of the division and is critical for the university’s initiatives and excited for the effort for the department.
* Ms. Williams was invited to discuss what she has been working on since last spring and provide future plans to serve students at the highest-level.
* Career Service 2.0 has been implemented to upgrade the current initiatives and create an innovative plan to equip students for general career opportunities and unexpected moments.
* There are ten key things that she has done thus far for internships which has allowed for over 20 percent yield.
  + Developed partnerships with several regional organizations.
  + Hosted a “How to Post an Internship” with smaller and middle-sized organizations.
  + Participated in the National Association of Colleges and Employers (NACE) HBCU Employer Roundtables to connect with Fortune 500 organizations.
  + Partnered with several departments to focus on the importance of utilizing Handshake.
  + Organized partnerships with the LEAD4IT program to help partner with paid internship opportunities.
  + Expanded mentoring programs with several companies
  + Served on the SCHEV Academic Workgroup committee.
  + Hosted employer and academic hybrid luncheons with local, state, and regional businesses, and Fortune 500 organizations
  + Collaborated with the City of Norfolk
  + Applied for various grants and received the first VTOP grant/ scholarship.
* Collected information is different than in the past. Plans for the December graduation are to use LinkedIn and encourage students and employers to share detailed information.
* The department had 132 individuals and organizations available at hosted career events which included 925 virtual and 45 in person events.
* Career Services has five focus areas.
  + To brand Handshake as the campus tool. She asked that when university officials speak with people regarding the university’s talent pool, encourage the use of the Handshake tool to post their experiences with internships, career, and volunteer experiences.
    - The First Destination Survey, offered at universities such as UVA and Harvard, works directly with the Handshake tool and assists with making phone calls to students to request additional information regarding their experiences.
    - Ms. Williams presented a photo of Michael Chase, an outstanding alum, who helped to champion Netflix. She shared that it is important to have him on LinkedIn because we continue to receive brand awareness from his activity.
  + The department is striving to create leaders for career ambassadors and liaisons roles.
  + Increasing LinkedIn usage as it is a way to maximize all communications and connections back to the university.
  + Create more employer opportunities.
  + Increasing internship information regarding available and completed opportunities to provide prospective students with valuable resources.
* Board Member Fulton suggested that the university creates a relationship with Oneten (https://onteten.org), an organization that has premium connections and almost 50 companies committed to employing minority talent over the next ten years into a million job opportunities. This could be a great opportunity for our talent group and bring some of these employers that are expressing interest in minority talent.
* Employers have been requested to begin pipelining information to Ms. Williams for part-time availabilities. She would prefer all students have at least one opportunity prior to their junior year so that they can have some experience before they move onto bigger opportunities. Her goal would be for each student at the university to have access to at least one internship.
* Current employers are stating that the students are committed while with them and are transitioning to part-time or full-time jobs.
* President Javaune Adams-Gaston stated that Ms. Williams serves on an Employment-based applied learning workgroup for the state where she did a fantastic job and provided good representation for the university. The goal of the workgroup is to create opportunities for each student to strive for at least one internship in their collegiate career.
* Ms. Williams will continue to collection information and provide an update at the end of the year regarding the number of internships and companies that the university was able to engage with.

1. **Athletics Budget Overview** – Ms. Webb presented the following:

* Ms. Webb provided a review of the department’s successful year.
  + The football program is having the most successful and winning record since 2011 along with a six-game winning streak (first since 1984).
  + The men’s and women’s cross-country athletes performed extremely well, with Coach Kenneth Giles receiving Coach of the Year and several student-athletes being named to the All-Conference Championship Team.
  + The volleyball team has had a lot of success this year by collecting more wins this season since 2016.
  + The men’s basketball team has started their season off well with their best start, 3-0 since 1995.
* Background information was presented of the athletics budget from FY2013 and the issues with the accreditation probation in 2014 causing the athletics budgets to begin a rapid decline, revenue shortfall, and structural deficit.
  + The deficit was not from lack of institutional control or mismanagement of funds but rather a direct result of the decline in enrollment.
* The athletics budget is comprised of various revenue categories with student fees typically making up between 50-80% of athletic budgets across the state.
  + Norfolk State University is currently sitting at 51%.
    - William and Mary is 51%
    - Old Dominion University is 61%
    - James Madison University is 79%
    - Average in the state of Virginia is approximately 51%
  + The impact to the budget is important when you see the percentage dropped from approximately 79% in 2014 to 47% the following year, due to the university enrollment declining from 7,100 to 4,152.
  + The last few years have shown the enrollment numbers trending in the right direction (FY2022 enrollment is at 5,458).
* Due to the structural shortfall, the department has received institutional support slightly higher than our peer institutions within the conference which puts us about 5% above average.
* Ms. Webb stated that she believes that with the momentum shift, trends should continue to show favorable shifts as enrollment grows and other revenue opportunities become available.
* A table was presented to provide detailed information of the next few years of the department’s revenue schedule.
  + - The loss of revenue from halting all sports including guarantee games, ticket sales and ancillary income along with other tuition and fee adjustments that were impact by COVID were covered through funds available from federal COVID subsidy that allowed an offset to the loss of revenue.
    - The department is back on track to trend downward in the upcoming years.
    - The institutional support received last year was from COVID relief funds to assist with lost revenue.
* The act passed by the General Assembly which changed how the percentage of fees could be used to support athletic departments, facilities, etc. disproportionately affected the university. We did not have a massive foundation, like larger institutions such as UVA, to find the funds needed to offset the change.

1. **SACS-COC 5th Year Interim Report**

* The accreditation remains a priority and is presenting an overview for SACS-COC 5th year report as Dr. Fulton continues to prepare for the submission of the report. The process begins long before a notification is received by Dr. Adams-Gaston and the accreditation liaison from the SACS-COC 11 months in advance of the report being due.
  + The report’s due date is March 15, 2024, and results are received in July 2024 where there will be either a conclusion of no additional information requested, or a referral report will be requested. The university prefers that no additional information is requested from SACS-COC.
  + The timeline of submission of information by the committee includes information from multiple people within the university including academic, institutional research, University Advancement, Athletics, etc.
  + The committee reports and gives a narrative, reviewed by an external reviewer, and eventually submitted by the March 2024 deadline, along with any additional information collected that is requested.
* The 5th Year Report will have four major components with comprehensive standards, QEP Impact Report, Core Requirements, and Federal Requirements. The QEP Impact Report includes the university’s topic of Close Reading for Effective Writing (CREW), a scholarship methodology. The QEP is meant to be transformative for the university and should be known by all individuals, including students, staff, and faculty members.
  + Dr. Fulton acknowledged Dr. Charles Ford’s leadership with the CREW topic and providing great opportunities to honor NSU and its program. He is serving as the Director of QEP through December 2021 and Dr. Fulton anticipates having a new director and QEP committee in place by the beginning of January. We will begin to see the new QEP on campus after they are in place. The new director will need enthusiasm for the program, with marketing and communications as key factors, to ensure the program will make a great impact on student success.
  + The new committee will be divided into eight subcommittees to effectively address the 5th Year Report focused on educational programs and policies, financial and physical resources, institutional effectiveness, QEP Impact Report, academic and students support services, faculty transparency and institutional representation, and administrative and organizational focus.
  + Reaccreditation for the university was 2019, so the QEP topic was developed before, and we are in the middle of the implementation process, and we need it to be reanimated.
* The QEP topic must be made visible and be more intentional. There should be some type of swag that is presented along with programs that are presented to ensure it stays pertinent to the university. Once the new QEP is created, faculty members should be suggesting that students go to QEP events to have support from the class and for the program. This is not just for liberal arts courses but across the university.
  + Dr. Fulton explained that students, staff, and faculty members should easily be able to recite the QEP, along the same way that everyone on campus knows that our mascot is Spartans. It was reiterated that anyone on the SACS-COC committee could approach anyone on campus and would expect to get a response regarding the QEP motto.
  + To ensure that everyone was included the QEP topic would be presented with visual presentations and be widely engaging. It would need to become part of the campus and community.
  + The QEP topic should be developing the entire campus’ critical thinking skills and enhancing the academic culture of the institution. Employers want to see students with excellent critical thinking skills and the topic should be incorporated in various formats to be inclusive for all students. The entire campus would be aware of the topic to ensure that the students stay engaged and focused to use these skills later in life, including their future careers.
* Dr. Fulton reminded everyone that 2024 is not that far away and that we need to have the report written well before to allow for revisions and review of the information prior to the deadline.

1. **Academic Program Update**

* Dr. Fulton provided notification of discontinuance of the Medical Technologies program, as of July 2019. The discontinuance was due to the increasing decline in practicum sites for students, as well as a low enrollment for the program. A teach out plan for the students was developed and completed and as of now there are no longer any students in the program.
  + The Chair asked for a motion to recommend that the Academic Program be brought to the Board of Visitors for confirmation of discontinuance.

Mr. Fulton motioned, seconded by Dr. Best, and with a 6-0 Roll Call vote, the Academic and Student Affairs Committee of the Board, having considered and discussed in the Open Meeting, recommend the Medical Technologies program be discontinued and brought forth to the Board of Visitors for their consideration.

1. **Enrollment Management Strategies**

* The past year the enrollment management team has maintained a healthy first year enrollment with over 4,500 students but the work has not stopped. They have continued to develop strategies for enrollment. The last committee meeting requested targeting students in Hampton Roads, Virginia, and the East Coast. The team has expanded their market and how recruitment is completed.
* The team has been working with a consulting firm, Ruffalo Noel Levitz, and completing a meeting in September, with another scheduled for December. The comprehensive strategic enrollment plan will help to maintain and sustain our current enrollment and overall enrollment plans for the next five years.
  + The plan also includes a new Customer Relations Management (CRM) tool, Slate, with the $200,000 received by Ruffalo Noel Levitz to implement the replacement of the current CRM. The new CRM will help provide needed programs, necessary data, and best practices for communication with students.
  + Additionally, the team will continue working with colleagues from academics, student affairs, athletics, etc. to maintain and increase enrollment. The largest issue is for available financial aid and to find more revenue streams to provide the necessary financial support. The work completed with different departments including Dr. Fulton, Dr. Brown, and Ms. Webb is a good example of how enrollment strategies help us with maintaining enrollment.
  + The team was able to enroll 200 extra students than projected, maintain a healthy GPA, and receive funds to ensure they are doing their part and what the students need to be successful and ultimately graduate.
  + The time frame to implement the new enrollment plan is six months.

1. **COVID-19 Update**

* The number of positive cases we have on campus as a metric, we have relatively and comparatively low numbers for this semester. This has been consistent, even with some of the changes implemented including large outdoor events, including homecoming.
  + We did not have any large surges or outbreaks on campus which is all due to the university community. This includes the implementation of masking requirements (regardless of vaccination status), indoor and outdoor to mask when appropriate, along with vaccination requirements, in the beginning of August, for all students and employees.
  + 89% of students are vaccinated and 85% of employees are as well. We are still in the process of addressing mostly part-time employees.
* With constant changes in state and federal levels, how does the university remain in the same place with the changes that are taking effect around our community. It is helpful to receive communication to think about what the steps will be for the spring semester and students returning on January 10, 2022.
  + It was asked if it is possible to start a conversation with other Presidents of local universities and present the information to the Governor Elect now to ensure that he understands the university’s stance about the change to mask requirements. She said that while the numbers are good on campus now there is always a possibility for a winter surge.
    - The message was suggested to include a statement about masking as it is “not required” versus “not allowed”. This would provide flexibility for businesses to manage their own requirements.
  + Dr. Best shared that within their division they received a grant to cover staff and parents with self-testing their students at home. They were required to login to present their results and it helped to keep an accurate count of cases along with any clusters. She is not sure how this could apply to the university, but she would provide the information to Dr. Brown for his review.

1. **Faculty Senate Report**

* It was reported that a lot of the tension has gone down with the faculty members regarding COVID requirements with the mask mandate being put into place. There were no new issues to share with the committee from the Faculty Senate.
* The Faculty Senate’s President reported during a recent meeting that he is highly cognizant of the administration’s work to discuss faculty workloads and promote research. It was asked that the Faculty Senate discuss the implementation of a sabbatical policy to allow people to focus more on physical research.
* Most faculty members are supportive of the changes made to the student planning initiatives and their student designated advisors because it forces faculty members to disengage from registration. Although there are some faculty members that do not understand the process as they are used to providing students with mentoring and control of their majors and progress. The process allows faculty members to work with the students’ designated advisors to ensure students are provided necessary information and service.
  + While it is typical for a student to change their major between three and five times during their time at a university, students need to be mentored to ensure they do not lose too much time due to these changes. The changes made with the student planning initiatives will provide information pertaining to internship opportunities, job opportunities, graduate/ professional school options, and written recommendations on their behalf.
* A serious attendance problem was reported, and some faculty members are questioning why the university did not implement the end of the semester practices as was completed last semester. Some students are not attending due to family members having COVID related issues. There is some increased worry about academics not being successful this semester.
  + The end of semester practices in place last fall was due to the relaxed requirements by the SACS-COC which allowed the university to implement the changes. Typically, there is a required number of contact hours for each semester.

1. **Student Government Report**

* The Student Government Association’s (SGA’s) Spartan Wellness Committee has began evaluating the University’s wellness practices with hopes of establishing an institution-wide wellness plan. The university’s wellness practices and programs are in line with the request of the wellness center to be shared between all students. Majority of the illnesses on campus are stress related as students experience stressful situations all the time.
  + The SGA has been focused on maintaining a robust campus experience and engaged Spartan Community including two social functions in Echols Hall and in-person Homecoming events for the first time since the start of the COVID-19 pandemic.
  + The last Town-Hall meeting of the semester will allow students to voice their concerns directly to their respective departments
  + A plan is place for the spring semester for a Joint Summit with Virginia State University’s SGA for the first “State of the Student Body” address, with Mr. Drewry and presidents of each student body class speaking.
  + Planning has begun for the theme for next year’s Spartan Fest and more events are set to be released as they are finalized as well. These discussions have included planning for incoming freshman who missed their high school senior proms.

1. **Closed Meeting**

Ms. Abbott motioned, seconded by Dr. Watkins, the Committee with a 6-0 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 matters requiring the provision of the 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.

1. **Open Meeting**

The Committee having reconvened in the Open Meeting, took a 6-0 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.

1. **Motions**

Dr. Best motioned, seconded by Mr. Fulton and with a 6-0 Roll Call vote, the Academic and Student Affairs Committee of the Board, having considered and discussed in Closed Meeting the retroactive approval by the committee for a one-year extension of the probationary period for tenure and promotion that has been offered to faculty due to the impact of COVID-19, as discussed in the Closed Meeting.

1. **Public Comment**

No one signed up for public comment.

1. **Adjournment**

There being no further business, the meeting was adjourned at approximately 3:16 p.m.

Respectfully submitted,

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Mary L. Blunt, Chair

Academic and Student Affairs Committee

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

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Ms. Blunt** | **Ms. Abbott** | **Dr.**  **Best** | **Mr. Fulton** | **Mr. Griffith** | **Dr. Watkins** | **Totals** |
| Quorum | Present | Present | Present | Present | Present | Present | 6-0 |
| Excuse | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Closed Meeting Motion | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Closed Meeting Certification | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |
| Motion to approve one-year extension of the probationary period for tenure and promotion that has been offered to faculty due to the impact of COVID-19 | Yes | Yes | Yes | Yes | Yes | Yes | 6-0 |