

Times are approximate

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Thursday, April 15, 2021
Mary L. Blunt, Chair
9:00 a.m. to 11:00 a.m.

Electronic Meeting Participation

See information on page 2 of the agenda for webinar link

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Committee Minutes for March 18, 2021
- III. Discussion Items
 - a. Academic Program Delivery Change..... Dr. DoVeanna Fulton
 - b. University Athletics Update Melody Webb
 - c. Enrollment Projections AY 2021 – 2022 Dr. Justin Moses
 - d. Career Services Update..... Dr. Leonard Brown
– Update on new Career Services Director
 - e. Remarks on Faculty Senate Officer Election..... Dr. Ashley Haines
- III. **MOTION – CLOSED MEETING** – Pursuant to §2.2-3711A. 1, 4, 7, and 8, *Code of VA*
 - a. Promotion and Tenure
- IV. **Action Items**
 - a. **Ratify Motions of March 18, 2021 to Approve the 1) Academic and Student Affairs Committee Charter and the 2) Teaching Faculty Handbook**
 - b. **Motion to Recommend Approval of Tenure and Promotion to the Full Board**
- V. Public Comment
- VI. Adjournment

Academic and Student Affairs Committee

Mary L. Blunt, Chair

BK Fulton

Devon M. Henry

Larry A. Griffith

Dr. Harry L. Watkins

(Vacancy)

Staff:

Dr. DoVeanna S. Fulton, Provost and 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 Webb, Athletics Director

The President participates in all Committee meetings.

All times are approximate and the Board reserves the right to adjust its schedule as necessary.

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NSU BOARD OF VISITORS

Academic and Student Affairs Committee Meeting (*continued*)

Thursday, April 15, 2021

The Norfolk State University Board of Visitors Academic and Student Affairs Committee will meet April 15, 2021. Pursuant to [Executive Amendment 28 to HB29 \(2020\)](#), the Committee will meet by electronic communication means, without a quorum and without any Board member physically assembled at one location.

The meeting will be held in open and closed session via the Zoom Webinar app. The open session of the meeting can be accessed through the app using the following link to register:

April 15, 2021 https://nsu-edu.zoom.us/webinar/register/WN_0-VVGHyySsiK2Qbv6lc3Jg

Registering will allow participants to attend virtually or by phone. Information on public comment is provided on the registration form. Public comment should address only the items listed on the agenda.

If you require assistance with registering, or if there is any interruption in the broadcast of the meeting, please contact (atallbritton@nsu.edu 757-823-8676).

A recording of the meeting will be posted to the Board of Visitors website following the meeting.

All times are approximate and the Board reserves the right to adjust its schedule as necessary.

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

March 18, 2021

MINUTES

1. Call to Order

Ms. Blunt, Chair, called the Academic and Student Affairs Committee (ASAC) meeting to order at approximately 1:03 p.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

Non Participant – Committee Member Absent

Tamara A. Jones, MD

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

Mr. Gerald E. Hunter, Vice President, Finance and Administration

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

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

Ms. Melody Webb, Athletics Director

Dr. Aurelia T. Williams, Interim Vice Provost for Academic Administration

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Participants – NSU Administrators and Staff (continued)

Dr. Juan Alexander, Associate Vice President for Enrollment Management

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

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

Observers – NSU Administrators and Staff

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

Ms. Tanya S. White, Special Assistant to the President

Mr. Ronald Forehand, Legal Assistant

Mr. Dennis Jones, Executive Director, Planning and Budget

Ms. Simona Black, Faculty, Nursing Department

Observers – NSU Faculty

Dr. Lamiaa S. Youssef, Special Assistant to the Provost

Dr. Sandra Williamson-Ashe, Associate Professor, Social Work

2. Discussion Items

Academic and Student Affairs Committee Charter Review – Ms. Mary Blunt led the following discussion:

- The Academic and Student Affairs Committee Charter was reviewed by the Committee members and staff of the Committee.
- No additions or modifications to the contents of the ASAC Charter were put forward.

Mr. Fulton motioned, seconded by Mr. Henry, the Committee unanimously voted to recommend approval of the Academic and Student Affairs Charter to the Full Board.

Revisions to the Teaching Faculty Handbook – Dr. DoVeanna Fulton reported the following:

- The Office of the Provost worked in collaboration and through NSU's shared governance process to revise the Teaching Faculty Handbook.
- Revision of the Handbook is an iterative process and it is anticipated that more revisions will be presented at a future Board meeting.
- Revisions focused on six particular areas: appointment of department chairs, promotion, tenure, academic freedom, the annual review process, and faculty grievance. There were also formatting changes made for consistency and organizational purposes. The following sections were revised:

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- *Section 2.2.3 Department Chairs and Section 3.2.2 Appointment of Department Chair*
 - *Section 3.4 Academic Ranks, Section 3.5 Promotion, and Section 3.6 Tenure*
 - *Application Process for Promotion and Section 3.6.3 Application Process for Tenure: Incorporated 2020 Board Resolution to Approve Amendments to the Teaching Faculty Handbook* (Composition of Tenure and Promotion Review Committee; Accessibility of application materials for reviewers; Department chair or dean applicants promotion; Separate Review and Recommendations by Tenure and Promotion Review Committee, Department Chair, Dean, University Review Committee, and Provost); Added specific date when their tenure and promotion application review will be completed by the Provost.
 - *Section 3.6.3.1 Mid-Tenure-Track Review*
 - *Section 4.2 Academic Freedom and Responsibilities*
 - *Section 6.1.1 Annual Review Process*
 - *Section 8.7 Faculty Grievance Procedure*
 - *Section 8.7.1.1 Composition of the Committee and Section 8.7.1.2 Elections and Terms of Service*
 - *Section 8.7.2 Faculty Grievance Procedure (Initial Step)*
 - *Section 8.7.3 Faculty Grievance Procedure (Second Step)*
 - *Section 8.7.4.2 Procedures of the Hearing Panel*
 - *Section 8.7.3 Faculty Grievance Procedure (Second Step) and Section 8.7.4.2 Procedures of the Hearing Panel*
- Ms. Boston and Dr. Haines were asked by the Committee whether the revisions put forth by the Provost and her team have cleaned up the structural issues and other challenges brought to the attention of the NSU Board of Visitors. Ms. Boston responded yes and added that revising the Teaching Faculty Handbook is an ongoing process. Dr. Haines agreed and stated that the faculty have voted on the revised version and are in support of it.
 - The Committee discussed the proposed accelerated timeline for this year's Promotion and Tenure process with a focus on ensuring advance review for the Committee members and allowing sufficient time for the President's prior approval of the recommendations. Further discussion will take place to schedule the next Committee meeting prior to the full BOV meeting on April 30, 2021.
 - The Committee inquired whether Dr. Haines and faculty are in agreement with including a fixed date (April 30) in the Teaching Faculty Handbook for the Provost to send

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Promotion and Tenure recommendations and justifications to the President, as well as to applicants. Dr. Haines stated that faculty would like to see required dates included for the President's and the BOV's decisions. However, for this round, this may not be possible. Faculty are comfortable asking for the Provost's decision.

Mr. Fulton motioned, seconded by Mr. Henry, the Committee unanimously voted to recommend approval of the revisions to the Teaching Faculty Handbook to the Full Board as presented.

The continuance of virtual meetings post COVID-19 was discussed. Counsel suggested that the legislative liaison convey the Board's desire to continue virtual meetings to the attention of the Governor and legislators.

Academic Programs Portfolio – Dr. DoVeanna Fulton reported the following:

- NSU offers twenty-nine undergraduate programs.
- The portfolio of programs presented to the Committee was the top fifteen and the bottom fourteen, which represents a standard reflection of undergraduate institutions across the country.
- The four programs in the bottom fourteen include mathematics, English, history, and physics. These are half of the general education courses, and though the programs have lower numbers of majors, they are extremely essential to undergraduate education.
- The engineering and technology programs often pipeline students into graduate programs.
- The Journalism program was discontinued in the Spring of 2018, but created a Journalism track within the Mass Communications degree.
- Presented two lists of program budgets and profitability for fiscal year 2019. One included the programs with positive operating budgets, and the other included shortfalls.
- The spring 2019 to 2021 Academic Program Enrollment FTE was shared.
- Nursing, Computer Science, Exercise Science, General Business, Psychology and Social Work are the six marquee programs at NSU.

Enrollment Management Strategies – Dr. Justin Moses reported the following:

- Within the next ten (10) years, enrollments around the country are naturally expected to drop. NSU will do everything it can to maintain and grow enrollment concurrently with its infrastructure needs.

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- The recruitment team has been able to continuously meet, and in some instances, exceed target goals, budget goals, and goals set by SCHEV while resource strapped.
- Some of the aggressive recruitment strategies being utilized to target potential students include increasing efforts on recruiting in-state students; recruitment activities with additional out of state markets; collaborating with NSU's School of Graduate Studies and Research to aggressively advertise and market graduate programs at NSU; and integrating virtual tools to engage with students and their families. The upcoming Virtual Open House is just one example of these efforts. Approximately 400 students are expected to participate.
- NSU is utilizing digital marketing, commercials, and other media to provide additional exposure to NSU at the regional and national level.
- External agencies such as Enrollment Fuel are being utilized to support marketing efforts.
- Communications and Marketing is also working strategically with Enrollment Management to showcase the NSU brand and draw potential students.
- NSU is ready to launch the Virtual Tour of the campus, which will allow potential students to experience NSU in a virtual environment.
- The Enrollment Management team has put forth great efforts to virtualize and digitize processes by streamlining application processes, utilizing the National Common Application for admissions, shifting to paperless processes, and creating communications in the CRM system to send information to applicants and current students.

Mr. Henry inquired if there was a way to track and document the results/yield of utilizing the Common App platform over the next few years. Dr. Alexander confirmed that this is possible in addition to being able to determine the mechanism a student used to apply.

- Virginia College Affordability Network (VCAN) will allow NSU to provide tuition and help with additional fees for Pell eligible students who live within a 25 mile radius of the campus.
- The Student Planner System will be live by July 1, 2021.
- The use of technology to communicate registration functions/actions will reduce registration errors, allow academic advisors to focus on advising and mentoring students, and aid retention efforts.
- To increase retention, Enrollment Management is working on implementing professional advising for upper division level students, increasing experiential learning, improving student success in barrier courses, expanding online academic programs, and providing collaborative activities for student engagement, mentorship, and professional development.

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The Committee inquired about the initiative with Academic Partnerships. Dr. Fulton stated that she does not anticipate students entering the programs until spring 2022. The program will start with a select number of graduate programs and expand over time. Conversations with Academic Partnerships are ongoing. These efforts will take time to include a marketing strategy that will increase NSU's profile for graduate programs for working professionals and adult learners throughout the nation.

Faculty Senate Report – Dr. Ashley Haines reported the following:

- Faculty are very pleased with the resolution of Promotion and Tenure decisions.
- Faculty Senate standing committees are actively meeting.
- The Faculty Evaluations Policies and Procedures Committee is collaborating with faculty, the Office of the Provost and OIT to identify an online portal for the faculty evaluation process.
- The Enhancing Campus Communication Series initiative has been launched to provide clarity and guidance on interacting with various offices at the university.
- There is a need for training on policies and processes around annual evaluations and various responsibilities of faculty. Faculty are encouraged to provide input.
- Faculty would like to discuss the long-term implications of the Pass/Fail policy for students, especially for programs tied to accreditation.
- Looking to hear from the administration regarding access to COVID-19 vaccinations.
- Guidance is needed on how to proceed with addressing concerns over salary disparities.
- Faculty are hopeful about the idea of shared governance and working together with the administration.

Student Government Report (SGA) – Mr. Jeremiah O'Bryant reported that the SGA worked with the Executive Director for Housing and Residence Life to address campus quarantine concerns and worked with Student Affairs and the COVID-19 Taskforce to encourage and provide guidance to students about wearing masks, double masking, and responding to the daily symptom tracker. The SGA also hosted its first "Link Up" event on February 16, 2021. Students had an opportunity to ask questions and share comments and concerns regarding various topics such as the CARES Act and in-person graduation.

Mr. Henry inquired about Career Services and asked if the Committee could receive a report at its next meeting. Dr. Brown responded that this falls under his area, and he will ensure that a report is provided.

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3. Public Comment

There was no written or verbal request for public comment.

4. Adjournment

There being no further business, Mr. Griffith motioned, seconded by Mr. Henry, the Committee unanimously voted to adjourn at approximately 2:51 p.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 B.O.V. Academic and Student Affairs Committee

April 15, 2021



Agenda

- Academic Partnerships
- Athletics Update
- Enrollment Projections
- Student Affairs Update

Request for the NSU
Board of Visitors'
Approval



ACADEMIC
PARTNERSHIPS™

Academic Partnerships—The Road to Implementation

- NSU is collaborating with Academic Partnerships (AP) to enhance academic degree programs offerings online
- Allows accelerated course offerings multiple times a year
- Complete master's degrees in one year
- Provide more flexibility to appeal to adult learners, working professionals, distance learners
- AP provides comprehensive support to NSU systems. They include the following:
 - Marketing/Recruiting
 - Enrollment Services/Retention Services
 - Program Planning
 - Course Development
 - Quality Review
 - Course Delivery

Number of Enrollment Slots

- Six graduate programs will participate in the pilot program, beginning spring semester 2022
- Two of the programs are already offered online, while the remaining 4 programs require the Board's approval for online delivery to be added to the face-to-face offerings
- Online delivery allows for expanded class capacity
- Minimum graduate enrollment required in each program is as follows:

• Computer Science -	12
• Electronic Engineering -	11
• CyberPsychology -	13
• Special Education -	13
• Urban Education -	13
• Social Work -	15

Admission Requirements for the AP Graduate Programs

Program →						
Admissions Requirements ↓	MS (Electronic Engineering)	MSW (Social Work)	MA (Special Education)	MA (Urban Education)	MS (Cyber-Psychology)	MS (Computer Science)
Min GPA/4.00	3.00	3.00	3.00	2.75	3.00	3.00
GRE/GMAT/Other	No	No	Yes (Praxis)	Yes (Praxis)	No	Yes
Letters of Recommendation	Yes (3)	Yes (3)	Yes (3)	Yes (3)	Yes (3)	No
Background Check	No	Yes	Yes	Yes	No	No
Statement of Purpose	Yes	Yes	Yes	Yes	Yes	No



Information Technology Capacity for Distance Learning

- Norfolk State University is Blackboard Managed-Hosted at the Platinum Level which accommodates potential scalability for the online programs proposed in alliance with Academic Partnerships. This includes:
 - Mobile Solutions Hosting
 - Hosting Additional Storage 1TB
 - Accessibility Fundamentals License for 4,001 - 8,000 Users

Discussion with BOV A.S.A.C. regarding Academic Partnerships program delivery



ATHLETICS REPORT



- Academic Performance Rate
- Graduation Success rate
- Grade Point Average
- 5-Point Diversity and Inclusion Plan
- C.L.E.A.R Leadership Academy
- Mental Health Programming
- MEAC Conference Champions Men's Basketball
- Host of Volleyball, Softball and Baseball Championships
- Sports Update
- Increased media coverage
- 73 published articles in VA Pilot
- 53 television appearances/4 National
- Radio/ESPN National Attention
- Host of the NCAA Championships,
- Virginia High School League Championships Discussions
- Corporate Businesses Partnerships
- Norfolk State University Athletics Foundation establishing collaborative program with University Advancement
- Redefined budget strategy to realign funding with strategic themes
- Revenue and marketing plan

MEAC COMPOSITION

Projection 2021-22

- The conference shall sponsor a minimum of six women's and men's sports, one of which shall be in basketball in addition to men's sport football.
- Six (6) is the minimum number needed for the sport to be recognized by NCAA as a conference championship sport.
- Three institutions are leaving the MEAC following the 2020-21 athletic year, reducing membership to eight all-sports members, including six that play football.
- The conference is at the minimum number of members to retain automatic berths into the NCAA championship in a number of sports and has fallen below the minimum number in others (i.e., baseball).

Men Sports	Institutions	Women Sports	Institutions
Football	6	Women's Basketball	8
Men's Basketball	8	Women's Volleyball	8
Baseball	4	Softball	8
Men's Indoor T&F	8	Women's Indoor T&F	8
Men's Outdoor T&F	8	Women's Outdoor T&F	8
Men's Cross Country	8	Women's Cross Country	8
Men's Tennis	6	Bowling	8
Men's Golf	4	Women's Tennis	8



Enrollment Management: Enrollment Projections

ENROLLMENT TRENDS 2018 - 2020

Category	2018	2019	Change (2018-19)	%Change (2018-19)
Total Student (Headcount)	5,204	5,601	397	7.63%
FTE (Full-Time Equivalency)	4,688	5,126	438	9.34%
Full-Time Headcount	4,507	4,936	429	9.52%
Part-Time Headcount	697	665	-32	-4.59%
Total Undergraduates	4,661	5,113	452	9.70%
Total Graduates	543	488	-55	-10.13%
Category	2019	2020	Change (2019-20)	%Change (2019-20)
Total Student (Headcount)	5,601	5,457	-144	-2.57%
FTE (Full-Time Equivalency)	5,126	4,982	-144	-2.81%
Full-Time Headcount	4,936	4,846	-90	-1.82%
Part-Time Headcount	665	611	-54	-8.12%
Total Undergraduates	5,113	4,992	-121	-2.37%
Total Graduates	488	465	-23	-4.71%

NOTE: 2021 projections are based on a 15% reduction in current students not returning for the fall 2021 semester

2021 ENROLLMENT PROJECTIONS

PROJECTION – Based on 5% reduction in returning students				
Category	2020	Projected 2021	Projected Change (2020–2021)	Projected %Change (2020 – 2021)
Total Student (Headcount)	5,457	5,725	268	4.91%
FTE (Full-Time Equivalency)	4,982	5,267	285	5.72%
Full-Time Headcount	4,846	5,038	192	3.96%
Part-Time Headcount	665	687	22	3.30%
Total Undergraduates	5,113	5,209	96	1.87%
Total Graduates	488	515	27	5.53%

PROJECTION – Based on 10% reduction in returning students				
Category	2020	Projected 2021	Projected Change (2020 - 2021)	Projected %Change (2020 – 2021)
Total Student (Headcount)	5,457	5,503	46	0.84%
FTE (Full-Time Equivalency)	4,982	5,062	80	1.06%
Full-Time Headcount	4,846	4,842	-4	-0.08%
Part-Time Headcount	665	660	-5	-0.75%
Total Undergraduates	5,113	5,007	-116	-2.07%
Total Graduates	488	495	7	1.43%

Category	Projected 2021
First-Time Freshman	1,025
Transfer	300
Graduate Students	158
Readmitted	30



Student Affairs Update

A network diagram with nodes and connections, overlaid on a dark background with a circular vignette. The nodes are represented by small, light-colored spheres, and the connections are thin, light-colored lines. The background is dark and textured, with a circular vignette effect that fades out towards the edges. The text "Questions and Discussion" is centered in the middle of the image in a white, sans-serif font.

Questions and Discussion