

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

September 12, 2023

**MINUTES**

**1. Call to Order**

The Academic and Student Affairs Committee meeting was called to order at approximately 9:35 am.

Attendees: Committee Members

Mr. Delbert Parks, Chair

Mr. Mike Andrews

Mr. Dwayne Blake

Bishop Kim W. Brown

Attendees: NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

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

Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs

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

Ms. Melody Webb, Athletics Director

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

Mr. Christopher Stancil, Project Engineer, Office of Information Technology

Observers – NSU Administrators and Staff

Dr. Juan Alexander, Associate Vice President for Enrollment Management

Ms. Michele A Nesbitt, Executive Assistant to the Provost

Ms. Tanya S. White, Chief of Staff

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

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### 2. Discussion Items

#### Academic Affairs Initiative Updates – Dr. Fulton

- **General Education Curriculum Reform** – General Education Curriculum is a tool being used to increase student success and combat contemporary challenges. Following a review of the frustrations and challenges with our current general education distribution model, the needs of our students and university as well as an examination of other models, the General Education Council voted to adopt the “Hybrid Model of General Education.”
- The Hybrid Model will enable us to intentionally integrate the values and power of interdisciplinary perspectives and experiential and applied learning into our curriculum while still ensuring that our students acquire essential skills for today's academic and professional landscape. It is believed that this approach will lead to a more compelling, invigorating, and effective undergraduate education. Based on this model, our General Ed program will have two major categories:
  1. **Thematic pathways**
  2. **Foundational areas (Conventional distribution requirements)**
- After extensive deliberations, the General Education Committee adopted 4 Thematic pathways. One central pathway will be required of all students and three are optional pathways. They are Leadership, equity, and social justice (which is the main theme/required pathway).  
**(Option 1) Population, health, wealth, and happiness**  
**(Option 2) Design thinking, technology, and society**  
**(Option 3) Environmental sustainability and global awareness**
- Members of the General Education Council are developing the curriculum. Subsequently, faculty will design or redesign courses. This process will tentatively be ready for BOV review and approval by the May 2024 board meeting. This process has been meaningful for faculty involved in rethinking the needs of the students in the 21<sup>st</sup> century.
- **Scheduling Optimization Initiative** – The course scheduling optimization initiative continues to progress. After working with AACRAO to gather, review and assess our scheduling processes, we identified two appropriate technological tools to consider for implementation: AD Astra and CourseDog.
- This summer AD Astra presented its HESI Report on the course scheduling initiative. AD Astra's higher education scheduling index is a database that tracks how effectively colleges and universities allocate their faculty and classrooms to meet students' course needs. The database includes metrics from a cross-section of 4-year public, private and 2-year public higher education institutions. Its goal is to generate benchmarks that can inform institutional scheduling practices and course offerings to improve on-time graduation rates and better utilize existing space and other institutional resources.
  - The report provided valuable insights into how NSU's performance compares to peer institutions. NSU demonstrated average or above-average metrics in enrollment ratios, balanced course ratios, underutilized course ratios, and off-grid utilizations. However, there were several opportunities for improvement related to standard week utilization, prime week utilization, overloaded course ratio, seat fill enrollment cap and off grid waste.
  - These findings will be presented to departmental representatives along with demonstrations by the two top vendors: AD Astra and CourseDog. Following these presentations, departmental representatives and other essential stakeholders including the Director of Academic Advising, OIT and the Registrar will collaborate to select a solution for procurement this semester once we identify which technological platform is right for NSU. We will then develop an implementation plan and then train faculty and staff schedulers.

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- **Faculty Workload Initiative** – The Faculty Workload Initiative is wrapping up phase 2 of our work with the Abura Group, the consulting firm that has been assisting us with understanding our current faculty workload and designing an equitable process to facilitate faculty productivity and assess the financial impact on the University. In the spring the group collected information via a questionnaire to inform their development of recommendations for a workload model for NSU. The group will review their recommendations next month. Recommendations will be presented to the university so that we can determine the most appropriate actions to take.
- **SACSCOC 5<sup>th</sup> Year Interim Report and QEP** – Accreditation remains a priority here at NSU. We will be submitting the SACSCOC 5<sup>th</sup> year report that includes the impact report of the QEP this year. The 5<sup>th</sup> year report will comprise four major components and three standards: The quality Enhancement Plan Impact Report, the Core Requirements and Federal Requirements.
  - The various subcommittees and our team in the office of Academic Effectiveness have assembled most of the evidence needed and are reviewing the draft narratives. Thanks to the Leadership of the former interim Vice Provost of Academic Effectiveness, Dr. Ebenezer Kolajo, Dr. Shantaye Platter, Accreditation Specialist and now Interim Director of Assessment, Dr. Terry Marsh, Director of the Quality Enhancement Plan and our new appointed Vice Provost for Academic Effectiveness, Dr. Marshall Thompson. We are on track to submit a report in which no additional information is requested by the SACOS review committee.
  - The QEP Impact Report is a significant feature for which we are currently preparing NSU QEP topic is close reading for effective writing. The QEP is meant to have a significant and transformative impact on the institution. The QEP committee led by the QEP Director Dr. Terry Marsh and in collaboration with the Office of Academic Engagement has selected this year's common reader the "*Beautiful Struggle*" by Ta-Nehisi Coates. The NSU community will host Coates for a Fireside chat lecture on Thursday, October 19<sup>th</sup> from 12:30 – 1:30 pm. This is a major intellectual engagement event, and we want to encourage each of you to attend so we have copies for everyone.
  - Thank you to Dr. Andrea Neal, Dr. Marshall Thompson, Dr. Terry Marsh, Dr. Shantaye Plater and all the staff, faculty and students who participated in developing the 5<sup>th</sup> year interim report and selecting the common reader and organizing meaningful opportunities to transform our university.

### **Enrollment Management – Dr. Justin Moses**

- **NSU's Enrollment Posture** - NSU is growing, and our enrollment has exceeded 6,000 students. The headcount currently listed as 6,062 – which is where we were at the time, we pulled this data and entered it into the draft – our formal headcount is 6026 – so in the midst of things we lost a few handfuls but that is not uncommon as students are trying to figure out their final plans with respect to enrolling here.
- Dr. Moses thanked the Enrollment Management team and the various staff and faculty from Student Affairs, Academic Affairs, Finance and Administration, and Athletics. Dr. Moses also thanked Dr. Juan Alexander, Senior Associate Vice President for Enrollment Management and noted that every year, they continue to recruit and attract students to come here to NSU, and they demonstrate what we have to offer including the excellent academic programs and the culture of care and sense of family that is provided to our students.
- Dr. Moses also thanked Dr. Melissa Barnes, Assistant Vice President for financial aid admissions, making sure that our students have the financial resources that they need to succeed here at NSU and graduate.
- Dr. Moses noted that NSU enrolled over 1500 first year students this year, an increase from last year of 230; 17.6% increase from last year. What this demonstrates is continued interest in NSU from around the region, but across the country and internationally. So again, I applaud Dr. Alexander, his team for tracking this year's first-time first-year enrollment.

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### Athletics Update – Melody Webb

- Ms. Webb noted the Gold Standard theme for the year and the importance of sharing the success narrative that defines NSU athletics and its impact on recruitment. She further commented that there are many variables that define success and the progressive improvement in all areas of athletics including academic performance.
- Moreover, success in sports extends beyond the field of competition. The skills and qualities developed through sports such as leadership, communication, and problem solving transcend the boundaries of the playing field and can be applied to various aspects of a student's life.
- Since our transition to DI approximately 25 years there have been fifty-two championships. Out of the 52 championships we had a diverse spread that identified staple sports and unveiled emerging sports that have the power to elevate our trajectory.
- Athletics' mission is to provide a holistic student athletic experience that fosters a culture for athletic excellence, student-athlete personal development, academic achievement, student-athlete wellness, and post-graduation success. Our priorities to ensure alignment is focused on 5 key themes: academic excellence, athletic excellence, financial stability, stakeholder engagement, and brand management.
- Academic Excellence - Commitment to holistic student-athlete development, measured by academic achievement, & post-graduation success. Academic success is the result of being intrusive for student athletes and making sure we have programs in place that will lead to their overall success. Which is reflected in this chart at the bottom. This year we recorded the highest graduation success rate for student-athletes at 81%.
  - Examples of programming we put in place includes the leadership academy, lunch and learns, academic plans, and various programming to include financial literacy, diversity and inclusion initiatives, mental health components, and so much more to ensure we are inclusive in all aspects of their learning cycle.
  - Initiatives implemented recently included being back-to-back recipients of a \$100K grant by the NCAA. This is huge as only approximately 10 schools have been selected.
- Other initiatives include the following: Various applications to include athlete talk a mental health app for athletes, Team-works, Influencer, and Open Doors to support the name, image and likeness, opportunities. This suite product allows us to provide education to help students capitalize off their brand. In-App student-athlete learning system with short educational videos and texts from athletes and industry professionals to guide athletes in brand strategy. It provides access to external marketplace apps that already exist for student-athletes to monetize their NIL by seeing what brands and companies' other students have used.
- Athletic Excellence. Out of approximately fifty-two championships in the DI era we secured approximately 25% of those in the last 3 years. With other sports on the cusp of securing championships with second place finishes. In the last 3 years, we totaled "12" Championships and "13" runner-up finishes.
- We had MEAC Male Student Athlete of the YEAR (All-Sports) with Yoro Sidibe this year. MEAC Men's basketball student athlete of the year with Joe Bryant. We had several Coaches of the year with Larry Vickers, Robert Jones, and Kenneth Giles. Women's basketball ranked #1 in the country in scoring, defense, and field goal percentage. We had 52 All MEAC Post season Selections and over 70+ all MEAC weekly honors. These are our NSU students being recognized across the region.
- These are the achievements in athletics that continue to elevate our brand and demonstrate our commitment is to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience. There are several ways this takes place. This chart shows the elevation of major network appearances to include ESPN, ESPN Plus, and other major networks over the years. Another Example NSU athletics has been ranked in the top thirty, four times this past year amongst FCS institutions in social media. We are ranked ninth in the country in social media interactions in Non FBS. Rank 79<sup>th</sup> in the country amongst all DI.
- We have been working diligently to advance the goals of the University and establishing a roadmap for athletics to guarantee the two are aligned.

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### **Student Affairs Update – Leonard Brown**

Dr. Brown began his report by following up with previous conversations this committee has had, specifically regarding career services. He noted that his division has worked to capture and report critical data regarding our post-graduate outcomes. He applauded Ms. Saranette Williams and her staff, noting the great work they have done with partnering across the campus and with Academic Affairs specifically to create baselines for our outcome data and work to improve those outcomes.

- Over the last two years, we saw a 69 percent employment/graduate school placement rate for Spring 2022 graduates and 71 percent for the class of 2023. While we are above the national average of 64 percent, paying attention to these baselines will allow us to measure our progress and ensure we are continually working for positive outcomes for all our students.
- As we move towards ensuring that every NSU student has a work-based experience, opportunities for internships will be critical. Since 2020 the number of opportunities in the commonwealth of Virginia has grown from 419 to close to 2000 and the number of paid internships across the country has grown from just over 2000 to close to 20,000.
- The Office of Career Services has partnered with Academic Affairs, faculty, and Advancement to increase the number of internship opportunities for our students and has centralized these opportunities into one platform called Handshake to assist our students in finding meaningful opportunities.
- Dr. Brown mentioned that NSU was named as a Virginia Talent and Opportunity Partnership (VTOP) top employer for interns this summer for the Presidential Internship program. The internship program was recognized in part for the incorporation of the apple teaching certification through the Spartan Leadership Academy which has led to incredible internship, employment, and presentation opportunities for our students.
- This summer over 50 students participated in the Spartan Promise to Persist with Purpose program, designed to increase career readiness and focus for our students. The experience was outstanding, and I want to thank Ms. Bonisha Townsend-Porter and her staff for her leadership with this program. Immediate outcomes for our students included 9 who received job offers, 9 who received internship offers and 5 who received student leader positions.
- More impressive, we were able to demonstrate what the cohort learned regarding wellness and self-care, career and self- development, financial literacy, and digital citizenship with a pre and post-test instrument.
- Dr Brown thanked Ms. Cheniqua Goode and her staff in counseling services. They have worked tirelessly to provide critical services to our students both in individual situations and when we have faced crisis as a community.
- One of the resources we implemented this past year was Timely care which is an online/on demand resource for students around mental health. It is not a replacement for our staff but has proved to be a great resource for the staff and for our students.
- The usage data we monitor tells the value of this resource.
  - 17 percent of our students are registered for Timely care compared to other schools in the commonwealth that average around 10 percent.
  - 58 percent of Timely care usage is after business hours which means a majority of our students are using it at times that are most convenient to them.
  - Talknow is a feature that literally allows students access to someone within minutes of the request and 52 percent of Talknow usage for us is by men which is over-represented given our student body make up and we are pleased that this platform has helped to reduce some of the stigma associated with seeking counseling for our male students.
  - In addition - This has allowed students access to service over the summer and out of state, which was not possible before. It has allowed our counselors to focus on counseling and not triage and urgent care. It has allowed our counselors to increase the numbers of sessions they can see students. It has

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decreased the wait time for the counseling center to a week. Timely care is a valuable resource to supplement the incredible work our counseling services provides to our students.

**Housing** - We have a total of 3040 beds available for on campus housing this fall. There have been factors and variables that led to a high demand for on campus housing. We anticipated a high demand for housing so we commandeered the Wyndham Hotel downtown mainly because it allowed us to house around 170 students there and the proximity to campus that would facilitate easier transportation for students back and forth to campus.

The challenges that have impacted us this year include:

- 71 number of single beds are required for ADA accommodation this year. Typically, we have 10-15 requests.
- We also had 414 returning students apply for housing after the deadline.
- We had 407 first-time students apply for housing after the deadline.
  - This makes it challenging to plan to provide transportation, safety, and staffing but we can't simply turn away 800 students. As of September 7<sup>th</sup>, we have 301 students at three locations. We had fifteen complaints from one location, which were routine maintenance issues we experience on campus. Five of the complaints were more serious, including insects and/or bed bugs. Our staff worked with the hotel staff to immediately move those students to new rooms and address the issues in that room. We worked with the Norfolk and Virginia Beach Health Departments to address the issues at this hotel.
  - The Virginia Beach Department of health did an inspection of various rooms and reports of some mold in sinks that were subsequently addressed by the hotel staff. We will continue collaborating with them to monitor the situation. Students that live in hotels will be moved back to campus as we verify that students assigned to spaces are not here. Ideally, we would be down to one hotel, but some students will be at the hotels for the entire semester. We are hopeful that with students graduating in December, all students will be on campus in the Spring.
  - Moving forward, Dr. Fitzgerald, our Assistant VP for Campus Life and Diversity who supervises the Housing and Residence Life and I will be engaging our housing staff and stakeholder groups to include students in a process to develop some alternative models to house our students that will allow us to more effectively manage the numbers. Our goal is to have recommendations to the President later this semester.

### Highlights

- NSU was recently notified that Student Support Services received the 2023 First Generation College celebration grant from NASPA to augment our campus celebration of First year students. Thanks to Dr. Danielle Williams and her staff for their focus on first generation students.
- Dr. Brown thanked Mr. Wayne Ivey, and his staff, in Military Services, for their on-going efforts to provide service to those in the military and their families. Their dedication has allowed NSU to be continually recognized as a military friendly school, including the **#1 ranking for small public institutions** this year.
- Dr. Brown noted that over the past two years, Dr. Vanessa Jenkins has been working to incorporate health and wellness practices into the student experience. One of the new initiatives we are excited about includes the upcoming student wellness summit on September 28<sup>th</sup> that will focus on peer-to-peer resilience strategies in an engaging and informative way.
- The Constructive Dialogue Institute is an organization dedicated to increasing skills related to dialogue across differences. Supported by SCHEV, NSU will engage with CDI as a resource for the community.
- Next summer we will be hosting the NASPA Dugny Leadership Institute that works to bring under-represented students into the Student Affairs field. Our very own (Zar-E AH Sonya- B-etta) Zyaira Sonnebeyatta participated in the institute this summer and had an incredible experience. We look forward to bringing the institute to NSU.
- We are rolling out a new employment program on campus for students. Our goal is to provide more opportunities for students to get work-based experiences right here on campus so that students who need

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to work can do so in an environment that supports their academic success. More to come to the campus community regarding this program next week.

- I also wanted to highlight a continuing program targeting our men on campus that has been very well received. Dr. Faith Fitzgerald in her role as AVP for Campus Life and Diversity, and her staff have done some incredible and important programming for a number of separate groups on campus. The Barbershop talk creates a space for our men on campus to have real and honest conversations peer to peer while getting a fresh cut and we value these types of opportunities that our students respond to.
- I also wanted to share with this committee that Mr. Jordan Moody was selected as the Grand Ideal Spartan this past year. There is a group led by our Dean of Students Ms. Michelle Marable who chooses students who shine bright in the ideals of what it means to be a Spartan. At the end of each year, the Grand Ideal Spartan is chosen. Mr. Moody certainly optimizes this, and we are proud to continue to recognize the amazing students we have the privilege to serve.
- As we all know, our community suffered a tragic loss two weekends ago. Jahari George was a kind, gentle soul who was smart, ambitious, and working hard to best position himself for the future he wanted. He was admired and well liked across campus. He was a presidential scholar and honors students majoring in Electrical Electronics Engineering. He will be deeply missed by all of us.
- We are working to host a campus memorial this week in conjunction with the family. We provided the campus community with some initial crisis response resources to include meetings with multiple groups that were connected to Jahari. We are working directly with a group of student leaders to answer some concerns regarding safety on campus and in the area and will continue to address support for those grieving and concerns about safety going forward.

END

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Delbert Parks, Chair, Academic and Student Affairs Committee

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Date

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Dr. Justin Moses, VP for Operations/Committee Liaison

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Date