

The Division of Student Affairs Update



NORFOLK STATE
UNIVERSITY



Agenda

- **Student Affairs** **Dr. Leonard Brown**
 - i. Counseling and Mental Health Support for Students
 - ii. Two Year Residence Requirement
 - iii. Career Services
 - iv. Division Highlights
- **COVID-19 Update** **Dr. Leonard Brown**
- **Academic Affairs** **Dr. DoVeanna Fulton**
 - Academic Affairs Initiatives
 - a. Faculty Workload
 - b. Research Compensation Analysis
 - c. Course Scheduling Optimization
 - d. General Education Curriculum Reform
 - Promotion and Tenure Application Timeline Overview
- **Enrollment Management Updates** **Dr. Justin Moses**
- **Athletics Update** **Ms. Melody Webb**



**BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
THURSDAY, APRIL 21, 2022
MINUTES**

1. Call to Order

Mrs. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 9:49 a.m. A quorum was established with a 4-0 Roll Call vote.

Committee Members Present:

Mary L. Blunt, Chair
Heidi W. Abbott
Dr. Terri L. Best
BK Fulton (*via electronic participation*)
Larry A. Griffith (*via electronic participation*)

Absent Committee Members

Dr. Harold Watkins, II

Board Members:

Dr. Deborah M. DiCroce (*to make up quorum*)

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
Inda Walker, Clerk to the University President and Liaison to the Board of Visitors
Yelena Arishina, Special Assistant to the Provost

Observers – NSU Administrators and Staff:

Dominique Harrison, Director of Admissions
Meshea Vann, Director of Transfer Admissions and Services
Christopher Gregory, Office of Information Technology
Obie Smith, Operations Manager, Office of Information Technology
Dr. Karen Pruden, Assistant Vice President for Human Resources
Dr. Gerald Hunter, Vice President of Finance & Administration
Michael Wilkerson, Legal Assistant to the University Counsel

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 2

2. Electronic Participation

Ms. Abbott motioned, seconded by Dr. Best, the Committee with a 4-0 Roll Call vote approved Mr. Fulton's and Mr. Griffith's electronic participation.

3. Approval of Minutes

Mr. Griffith motioned, seconded by Dr. Best, the Committee with a 6-0 Roll Call vote approved the February 17, 2022 Committee minutes.

4. Academic Affairs Update - Dr. DoVeanna S. Fulton presented the following:

New Degree Program Proposals

- Dr. Fulton presented five new academic degree programs, which would advance the academic enterprise at NSU and which are in accordance with NSU's 2021 Six-Year Plan. The programs are as follows:
 - Doctor of Philosophy in Computer Science
 - To be offered in multiple modalities by the Computer Science Department - Fall 2023
 - Will educate students in the field of data science or big data to develop new algorithms for efficiently processing huge data sets and easing the critical manpower needs in both data science and cybersecurity.
 - Two pathways: If entering the program with a bachelor's degree, students must complete a minimum of 72 credit hours. If entering with a master's degree, students must complete a minimum of 45 credit hours.
 - NSU is one of other ten universities that agreed to produce 31,000 computer science graduates over the next 20 years
 - NSU BOV approved this program in 2018, but SCHEV did not. NSU was encouraged by SCHEV to resubmit its proposal.
 - Master of Science in Applied Mathematics & Statistics
 - To be offered fully online by the Department of Mathematics – Spring 2023
 - This degree was developed to provide professionals with advanced knowledge and skills for diverse modeling and analytical challenges in the Commonwealth and beyond.

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 3

- Requires 30 credit hours to complete; targeted at working professionals
- Master of Public Health
 - Will be offered in face-to-face format by the Department of Nursing and Allied Health – Fall 2023
 - Will contribute to the joint School of Public Health with ODU and EVMS.
 - This program will be the first MPH program offered by an HBCU in the Commonwealth of Virginia to address the need for diversity in the public health workforce.
- Master of Health Informatics
 - Will be offered fully online by the Department of Nursing and Allied Health – Fall 2023
 - Will also contribute to the joint School of Public Health by providing students with the tools to manage and analyze healthcare data in healthcare facilities throughout Virginia and the nation.
 - This program will receive funding from the \$5 million Grant by the U.S. Department of Health and Human Services, Office of the National Coordinator for Health Information Technology to establish or expand public health informatics education and create a diverse and inclusive health information technology workforce, received by NSU faculty member, Dr. Marie St. Rose.
- Bachelor of Arts in African American Studies
 - As an HBCU, NSU has an obligation to educate its students and the wider community, to produce research and scholarship, and offer community engagement on the history, art, and culture of people of African descent.
 - This program will be offered by the Department of History and Interdisciplinary Studies in both face-to-face and online formats – Fall 2023.
 - This degree will require 120 credit hours
- This slate of new degree programs has been developed to advance the University’s mission, realize institutional goals, and most importantly, to better serve NSU students.
- The focus and contribution to the program will be its expertise in health equity, minority health disparities, and community engagement with minority communities.

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 4

- When students enter the School of Public Health Program, they choose their degree according to their interests. There may be opportunities for a select number of courses to be taken at one of the other institutions (ODU, EVMS), but the degree itself and its curriculum will be offered at the specific institution.
- This will be only the third joint school of public health in the nation. The team has been working very closely with the accrediting body to put together the proposal to go forward to the accrediting body.
- Dr. Fulton will investigate the question regarding how the schools would be affected if one of them ended up on warning - SACSCOC.
- The MPH program will have to hire new faculty, and NSU has state allocations in place to support this program. The Ph.D. in Computer Science does not require new faculty. The goal, when creating new programs, is to already have most of the expertise in place.

Ms. Abbott 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 the recommendations of the Provost regarding the New Degree Program Proposals in the following areas: Doctor of Philosophy in Computer Science, Master of Science in Applied Mathematics & Statistics, Master of Public Health, Master of Health Informatics, and Bachelor of Arts in African American Studies; approved that the Committee recommend to the Full Board of Visitors at its next meeting, its approval of each of the New Degree Program Proposals as discussed in the Closed Meeting.

5. Enrollment Update - Dr. Justin L. Moses presented the following:

- Enrollment Management continues to work strategically to sustain enrollment growth by exceeding targets for the incoming freshman class
- The enrollment for the upcoming fall 2022 semester is trending upwards. Currently, there are increases in the number of admitted students, unique deposits, and applications.
 - 36% for admitted students
 - 36.30% for all applicants
- Dr. Moses introduced Dominique Harrison, Director of Admissions, with a focus on undergraduate admissions, and Meshea Vann, Director of Transfer Admissions and Services, as integral team members. They both have vast experience in admissions at both NSU and other institutions including other HBCUs, large institutions, and community colleges.

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 5

- Various admissions events have been successful and indicate increased interest in NSU from potential students and families from around the region and all over the country.
 - VCAN program events have produced positive results
 - Enrollment Management has partnered with Academic Affairs for Advising and Residence Life and Student Affairs to create a live-and-learn community for the VCAN scholars
- Ms. Vann confirmed that students that transfer from community colleges are successful and are graduating. She explained that a lot of community colleges have been focusing on having their students complete their associate degrees prior to transferring. Since there has been a decrease in enrollment of students transferring from community colleges, NSU has had to be more innovative and more aggressive in its initiatives with reaching out to potential transfer students. Partnerships have been developed with various community colleges across the state, such as Tidewater Community College, from which most of these students are enrolling. Other partner community colleges include Thomas Nelson Community College, Northern Virginia Community College, and others. These partnerships help promote students to transfer to NSU with or without having completed their associate degree. Many two-year institutions request to establish partnerships such as the reverse transfer. NSU has established a reverse-transfer partnership agreement with Tidewater Community College. There is also the College Everywhere Program initiative with Germanna Community College. Enrollment Management is working aggressively to partner with community colleges to encourage students to enroll at NSU and be able to finish their associate degrees while here.
- The current focus on HBCUs has been helpful for recruitment purposes, however, NSU has to be prepared for once this period is over and be able to continue increasing enrollment and applicant numbers. Mr. Harrison explained that the average GPA of incoming students is rising. He pointed out that the team is looking at future yields and how they can draw high-profile students to NSU and keep that trend in upcoming years. This in turn would increase retention rates.
- NSU is in the process of creating eight bridge programs for this upcoming summer, which will include over 900 students. Programs like this increase graduation and retention rates.
- This year, the enrollment was at 5,472. The team expects to reach a target of around 5600 for the upcoming year. Although this may seem conservative, we are trying to work with a decent target. Even for the past two years, with the COVID-19 crisis, NSU has always

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 6

fallen a little ahead of the target. The main focus of various units at NSU has been retention. With better retention, enrollment and graduation numbers will continue to grow.

- Transfer student enrollment has been increasing. This time last year, there were five enrolled transfer students. Right now, there are thirty enrolled transfer students. NSU is seeing many positive trends across the board.
- NSU is currently seeing an increase in transfer students from four-year institutions, especially in the last two years. The most common institution producing these students is Old Dominion University.
- Enrollment Management works very closely with guidance counselors in Virginia, North Carolina, New York, New Jersey, Pennsylvania, Delaware, and others. Guidance counselors are requested to send their top students and not just those they think will thrive at NSU.
- The team was commended for their hard work.

6. Department of Athletics - Ms. Melody Webb presented the following:

- This year, NSU athletics has accomplished some major feats, started new initiatives, and propelled the student-athlete experience by focusing on five key initiatives, which include academic excellence, athletic excellence, financial sustainability, branding, and stakeholder engagement.
 - Academic Excellence:
 - 137 student-athletes were on the AD honor roll this fall, with 13 of those students having a 4.0 GPA
 - 9 Teams had an overall GPA of 3.0 or higher
 - The graduation rate for the past year is 76%
 - The Athletics Department's objective is to continue to build on current capacities by ensuring their commitment to increase and strengthen the resources for the academic and personal development of student-athletes.
 - Athletic Excellence:
 - Fifty-two of NSU's athletes this year received special recognition
 - Five *Player of the Year* athletes that represented their sport or position across the conference, as well as 70+ All *MEAC* weekly honors of outstanding athletes that demonstrated at high levels weekly
 - Four of NSU's coaches received *MEAC Coach of the Year*, in addition to the Men's basketball coach receiving *Mid-Major Coach of the Year*, Ben

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 7

Jobe Coach of the Year, and *HBCU Coach of the Year* recognition. Coach Jones has done some amazing things to include coaching in the inaugural HBCU all-star game during the final four weekend. He will be coaching at another HBCU classic this weekend in Ohio.

- NSU had four championships this year thus far. Athletes secured the women's and men's cross-country championships, men's track and field, and men's basketball championships.
- Financial Sustainability, Branding and Stakeholder Engagement:
 - Objectives identified are increasing and strengthening the resources and support provided to student-athletes to promote the brand across all platforms and strategic initiatives.
 - Strengthening NSU's visibility, financial position, and aligning NSU's brand enhances opportunities, creates sustainability, and generates tangible and intangible wealth.
 - NSU Athletics have appeared on twenty-seven national platforms, placing them 71st out of 350+ institutions for their social media interactions across all platforms.
 - Out of 350+ Division 1 institutions, only the field of 68 make the NCAA Tournament, and we were one of them. This is the type of exposure that continues to generate visibility and strengthen our financial position.
 - The department has implemented fifteen new initiatives in the last eighteen months.
- The landscape is constantly changing and coming out of a COVID-19 space has shifted the way we operate and has allowed us to be more creative, identify new opportunities, and seek partnerships that will allow us to continue to move forward and provide a platform that will provide a holistic student-athlete experience.
- This year, the department was able to repurpose space and went from three sports having locker rooms to all sports having locker rooms by the start of fall 2022.
- A Smart Tech Café was added for the athletes to be able to refuel and recharge at the fueling station. It has a space to allow them to use technology to study in a relaxed environment. And it also has a game and TV area to lounge and relax.
- The Athletics Department enhanced their mental health programming and secured a mental health app that allows for real-time at-your-fingertips services.

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 8

- HBCU league pass – NSU’s own network that is geared towards athletics programming can be watched on HULU or Netflix. It gives the fans and alumni access to watch NSU sports from anywhere in the country.
- Leadership Academy – a program designed to be an interactive series of leadership programming that allows students to be a part of their learning process, and which explores branding, career readiness, etiquette, and job preparedness.
- Mr. Fulton stated that he is working with META and was wondering if any of NSU’s teams would be interested in sponsorship opportunities with META. There may be opportunities to develop a workforce to produce META video games and applications. META is also interested in paying for the van to take the team to the Rose Bowl. He wanted to gauge interest in these opportunities. Dr. Fulton and Ms. Webb expressed interest and look forward to reviewing the details of these opportunities. Dr. Fulton added that NSU’s Department of Computer Science already has a program in gaming but partnering with META and expanding this program is definitely something to look forward to.

7. Student Affairs Update – Dr. Leonard Brown presented the following:

- As mentioned earlier, Academic and Student Affairs have been working together on eight bridge programs. This collaboration has been beneficial and has focused on what is best for NSU’s students.
 - The Spartan Promise to Persist Program is one of the bridge programs and will be a six-week emersion program open to new and existing students.
- With mental health and wellness being extremely important, Student Affairs have implemented exciting initiatives for students.
 - They have been collaborating with EdLogics to implement the Healthier 757 Rewards Program, which is set to launch fully in the fall of 2022. This program will be an additional student resource for health literacy and mental health resources. Student Affairs will be working with Active Minds, a student group on campus, to provide workshops and integrate the new program into the student experience.
 - Other efforts include stations giving out wellness bags to students, the Check on a Spartan Day, the Seat at the Table program, and staff at the Counseling Center talking with faculty and staff about trauma and assisting emotionally distressed students.
- Career Services posted a two-day Disney College Recruiting event for faculty, alumni, and students.

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 9

- Suit-up event with JCPenney this year was a success. Alumni provided gift cards to students to purchase professional attire.
- Hybrid Spring Career Fair provided in-person and virtual opportunities, with over 120 employees participating.
- Dr. Brown thanked the staff in the division of Student Affairs along with other units on campus for helping with the fire that recently occurred in the Towers on campus. Although no one was injured, this event was very disruptive to the students that live there. Students were immediately moved to hotels and then back to campus in a timely manner. He recognized the work of Dr. Gerald Hunter's team, Facilities Management, and other units on campus in this university-wide effort.
- The Mr. & Miss Norfolk State University Pageant was held in person on April 3, 2022. With close to 1,000 in-person and 1,000 virtual attendees, the event demonstrated that Student Affairs is back and are able to provide students with experiences that excite them about being here and having pride in the NSU community.
- *BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization*
 - This is an existing policy that is being modified. It addresses that free expression of ideas and open inquiry are essential in fulfilling NSU's academic mission by embracing rigorous open discourse and the exploration of ideas.
 - Modifications, as presented, were made to reflect the current reporting restructure within the division of Student Affairs.
 - Language was added to clarify the restrictions of the code and remove references to the Virginia code that was repealed.
 - The opportunity for the President to be involved in decision-making, if necessary, was added.
 - The Education and Compliance section and clarifications regarding reserving space on campus were also added.
- **COVID-19 Update**

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 10

- Community levels of the COVID-19 virus in Norfolk remain low.
 - There is an increase across the country with twelve counties in Virginia that are considered medium and not low.
 - We have been fortunate with keeping up with our mitigation levels across campus. This has been a community effort.
 - We maintained our masking in-door requirement regardless of vaccination status and have observed very low COVID-19 numbers throughout this semester.
 - NSU has not experienced COVID-19 outbreaks this year.
 - The division of Student Affairs will be offering take-home COVID-19 test kits and PCR testing for students next week. This will ensure that they are safe before going back to their families and their communities.
 - The focus now is on a safe fall 2022 semester.
- Mr. Griffith commented on the powerful content of the COVID-19 Update slide presented by Dr. Brown, which shows the NSU COVID-19 Dashboard and the test results of students and employees.

Dr. DiCroce motioned, seconded by Ms. Abbott and with a 6-0 Roll Call vote, the Academic and Student Affairs Committee of the Board, having considered and discussed the recommendations of the Vice President for Student Affairs regarding the changes to BOV Policy #33 Freedom of Speech and Expression and Campus Space Utilization; approved that the Committee recommend to the full Board of Visitors at its next meeting, its approval of the recommended changes to BOV Policy #33 as discussed.

8. Student Government Report – Mr. Jaylin Drewry reported the following:

- In place of the regularly occurring Town Hall event, Mr. Drewry compiled a list of student concerns during Spartan Fest last week.
- More than ever before SGA, has taken a hands-on approach to guarantee the security and well-being of our campus by working with campus police, the Dean of Students, and several departments and divisions holding important dialogue about the main issue that directly impacts retention. As discussed at the February ASAC meeting, we have been dedicated to ensuring that the campus is safe. After a string of incidents have taken place on campus and following a series of bomb threats that have disrupted the HBCU

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 11

community, Mr. Drewry has been working with other HBCU SGA presidents across the nation to come up with a solution to addressing the constant attacks on our campus communities.

- Student Wellness
 - Mental health has been the issue impacting students the most.
 - COVID-19 has left its mark on many campuses around the nation. Although NSU has handled the pandemic very well, many students feel that the attention on mental health has received the short end of the stick.
 - The Culture of Care must be university-wide and must be exemplified throughout this institution. We must move in a direction of taking mental health seriously. This can be done by giving students a voice.
- According to Mr. Drewry, Dr. Adams-Gaston, Dr. Brown, and Dr. Fitzgerald all agreed that we must rethink how we view student leadership.
- Mr. Drewry stated that he believes the one area that needs restoration is Academic Affairs. As one of the most important units on campus, the communication must be up to par. If students are constantly having problems with professors and departments are not assisting them, then where do they go next? Every student must feel that their voice matters. Likewise, every student leader must be appreciated by their institution for their work.
- Mr. Drewry attended the SGA Diplomatic Summit in early March 2022. There was an open dialogue about HBCUs around the nation and the important issues facing them today.
- SGA's Spartan Fest took place April 11-16, 2022
- Mr. Drewry reassured the committee that work is still being done and will continue to be done throughout the end of his term. After the series of bomb threats this year, he has been working on informing elected officials about the importance of creating policy that protects HBCU institutions and safety procedures.

9. Closed Meeting

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 12

Dr. Best motioned, seconded by Ms. Abbott, 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 Provost and Vice President for Academic Affairs, Dr. DoVeanna Fulton; 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.

10. 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.

11. Motions

Ms. Abbott 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 Closed Meeting the qualifications, attributes and recommendations by the Provost and President of the recommended candidates for promotion and tenure, approved that the Committee recommend to the full Board of Visitors at its next meeting, its approval of the recommended candidates for tenure and or promotion as discussed in the Closed Meeting.

12. Public Comment

No one signed up for public comment.

13. Adjournment

DRAFT

BOARD OF VISITORS

Academic and Student Affairs Committee

April 21, 2022

Page 13

There being no further business, the meeting was adjourned at approximately 11:42 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

Counseling Services By The Numbers



(5400+ Students)

Year	% of Student Population Seen
2018-2019	9.17
2019-2020	8.58
2020-2021	2.79
2021-2022	6.42



(21000+ Students)

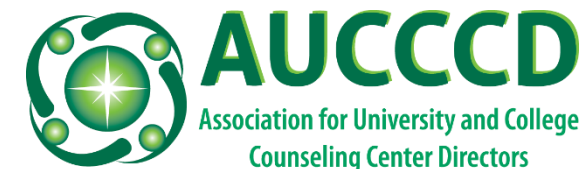
Year	% of Student Population Seen
2018-2019	N/A
2019-2020	7.4
2020-2021	5.2
2021-2022	8.1



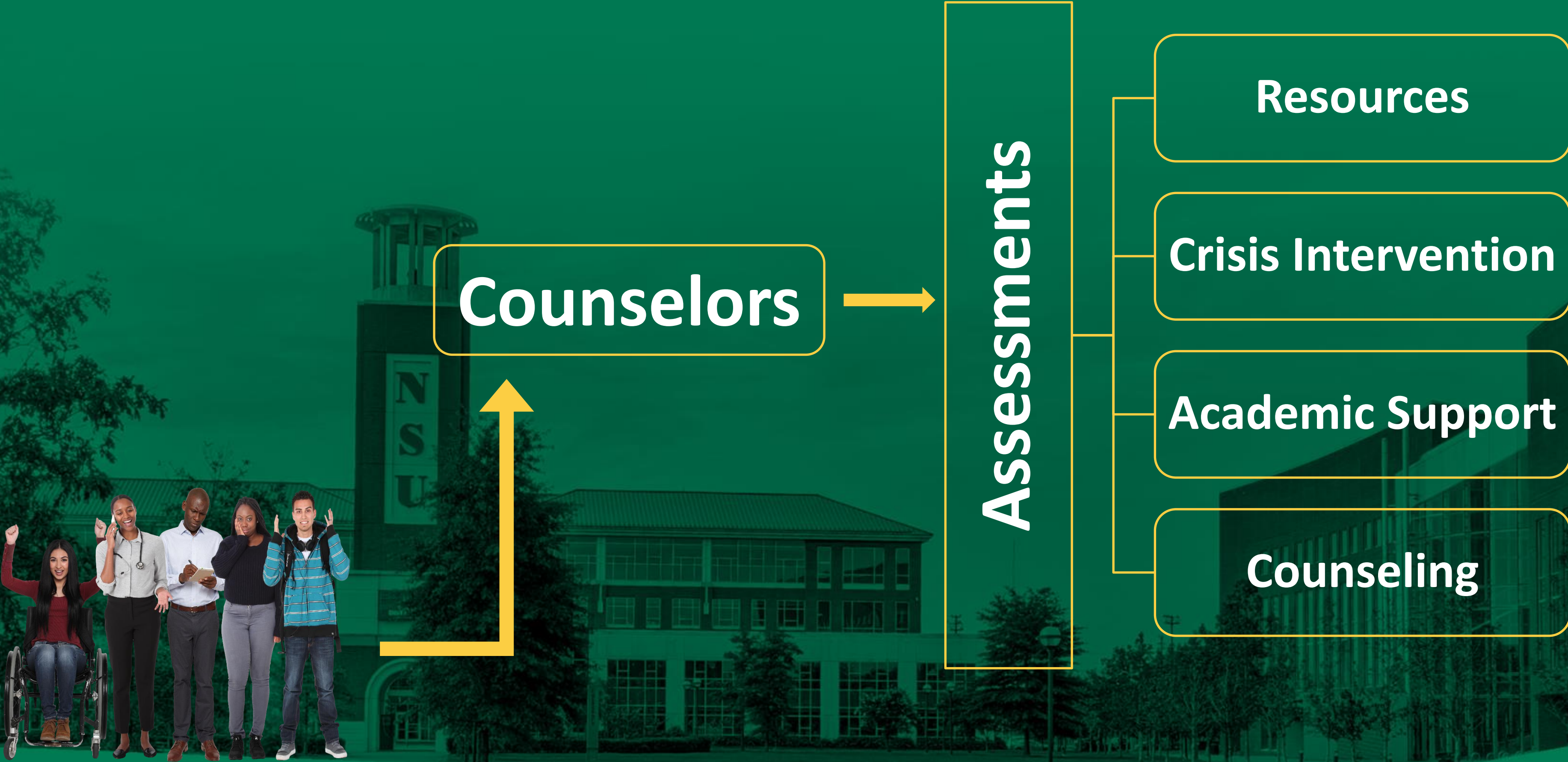
9000+ Students

Year	% of Student Population Seen
2018-2019	5.21
2019-2020	4.88
2020-2021	4.34
2021-2022	5.56

The Association for University and Counseling Center Directors' (AUCCCD) most recent 2021 survey report identified 26 Counseling Centers to have a **2.9% minimum** and a **14.6% maximum** with a **7.5% mean** of the student population that are seen.



Access to Mental Health Resources (Current Model)



Access to Mental Health Resources (Future Model)



Case Managers In Person Option

Timely MD Virtual Option



Assessments

Campus & Community Resources
i.e. Student Success Center

Crisis Intervention

Wellness

Academic Support

Therapy with a Certified/Licensed Counselor

Two Year Residency Requirement

*Higher Education research has historically shown a positive impact on student success for residential students.**

- Students do the following when they reside on campus:
 - Complete more credit hours and have higher grade point averages
 - Become more involved with the campus community
 - Complete their degree at their initial institution
 - Show greater gains in student development and interpersonal self-esteem
 - Express greater satisfaction with their undergraduate experience!
 - Persist and graduate with greater frequency

*The Case for Campus Housing: https://www.acuho-i.org/Portals/0/doc/Case-Campus-Housing_Students-Parents-Media.pdf

*



Career Services



Internship and Employment Opportunities



Amazon
Crowley



Federal Bureau of Investigations

Ferguson Enterprises



Disney

Huron Consulting

Netflix

Mitre

Moncler



FERGUSON

Port of Virginia

Whiting & Turner

U.S. Consumer Safety Commission



NETFLIX

MITRE



IDEAL SPARTAN



Division Highlights

Developed division/unit level strategic plans to be in alignment with the Pillars of Excellence.

ACHA Health and Wellness Consulting reviewed and assessed our current health services.

Hosting a Free Speech Leadership Institute

IDEAL Spartan

In collaboration with Finance & Administration we took a few road trips to other universities to see how we could enhance our student's dining experience.





COVID-19 Update

Academic Affairs

Initiative Updates



NORFOLK STATE
UNIVERSITY

Faculty Workload Initiative: Status Update

Project Overview:

Assist NSU leadership in understanding current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriate financial impacts for strategic progress.



1

Phase 1:
Data Collection

2

Phase 2:
Presentations for administrators and faculty to explore usefulness of models.

3

Phase 3:
Designing input mechanisms and instruction.

4

Phase 4:
Process the data with 1 or 2 models for units. Prepare detailed reports for the Provost, Deans, and Department Chairs for each model.

5

Phase 5:
Process the data for faculty with selections for weighting.

Work to date

- Developed list of peers and aspirational peers from their SCHEV list of peers' consensus peers from the Task force, and some similar universities whose workload policies were available
 - Peers: Albany State, Bowie State, Colorado State-Pueblo, Delaware State, Grambling State, North Carolina Central
 - Aspirational peers are already R2 universities: California States, Hampton State, Howard, Jackson State, Louisiana Tech, Morgan State, North Carolina A&T, North Carolina Wilmington, Prairie View A&M, Univ Colorado- Colorado Springs
- Gathered general information from iPEDS, state reports, and faculty handbooks/policies
- Evaluated practices for workload among peers and aspirational peers
- Talked to leaders at 3 aspirational peers (no disclosure on working for NSU was made)
- Analyzed multiple semesters of NSU actual teaching assignments



Findings among peers

- Most start with expectation of every full-time teaching faculty member of 12 hrs./sem., except one has 15.
- While there were some automatic exceptions, most expected 12 hrs. from non-administrators and those not in start-up mode if tenure-track. Common exceptions include:
 - weigh graduate courses by 1.33,
 - give chairs or deans 6 or more, and a few gave other, e.g. associate chairs 3, faculty senate speaker 6
 - A few reduced 1hr/thesis or dissertation advisee up to 3 hrs.
 - 1 gives 3-6 for active research, mostly defined by external funding
- Several weigh lab, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hours/week (e.g. a 3-hour lab get 2 hours of teaching credit)



Findings among aspirational peers

- Most start at 12 hrs/sem, except they appear to have more systemic automatic releases
- Most said tenure and tenure track faculty in departments that have graduate students are more likely to teach 9 hrs/semester. Common exceptions:
 - weigh graduate courses by 1.33 or 1.5,
 - all administrators and departmental advisors release 3-9 hrs,
 - all can reduce up to 3 hrs for thesis or dissertation advising,
 - most allow chair/dean to release more for special research, accreditation, or curricular innovation
- Some negotiate with the provost for how many overall releases they can give
- All have a method of reporting/certifying the departmental loads and some individual faculty member loads
- Some spoke of class size and TAs provided or not as a basis for some weighting
- Several weigh lab, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hours/week

Examples:

Howard starts at 15hrs/sem if only teach UG, and 12hs if teach some masters, and 9hrs if some Doctoral or Professional

Prairie View starts at 12 hrs./sem for all, but all tenured and tenure-track are reduced to 9 if their previous annual reviews meet expectations in research, teaching, and service



Which Model is Best for NSU?

- **Headcount**

- 9/31 Comply
- Have 24.425 too many faculty with many in the wrong place

- **Prorated**

- 22 to 23/31 Comply
- Need 17.975 more faculty, and many numbers in the wrong place

- **SCHEV**

- 24 to 27 Comply
- Need 81.6 more faculty, with only 7 departments having enough (or too many)

- **NSU Handbook**

- 23/31 Comply
- Need 30.8 more faculty, and many numbers in the wrong place



Research Compensation Analysis Initiative Status

Objective:

To assess research compensation practices at NSU to provide an enhanced culture that supports innovative research by all faculty and a streamlined work-flow for compensation operations across the university.

Completed

- Assessments and Interviews
- Made Recommendations

Next Steps

- Policy Recommendations Under Review
- Approve and Implement Revised Policy



Course Scheduling Optimization Initiative

Objective:

For Norfolk State University to effectively use technology and to have an official and effective course scheduling process.

Completed

- Discovery
- Review
- Project Outcomes

Next Steps

- Identify Technological Platform
- Develop Implementation Plan
- Train Faculty and Staff Schedulers



General Education Curriculum Reform

Objective:

Improve Student Success in Gateway Courses

Provide General Education that Meets 21st Century Demands

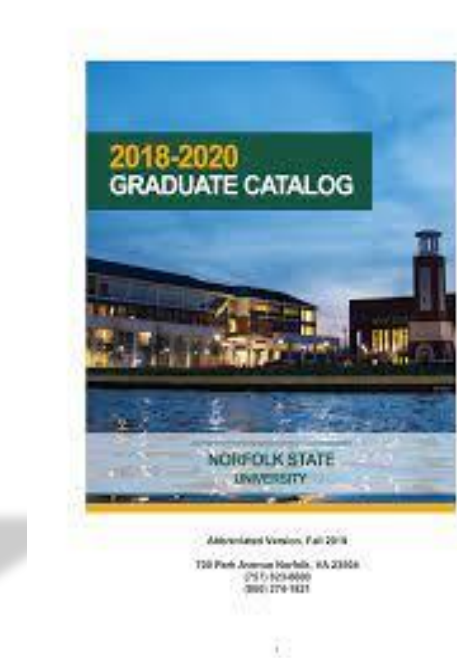
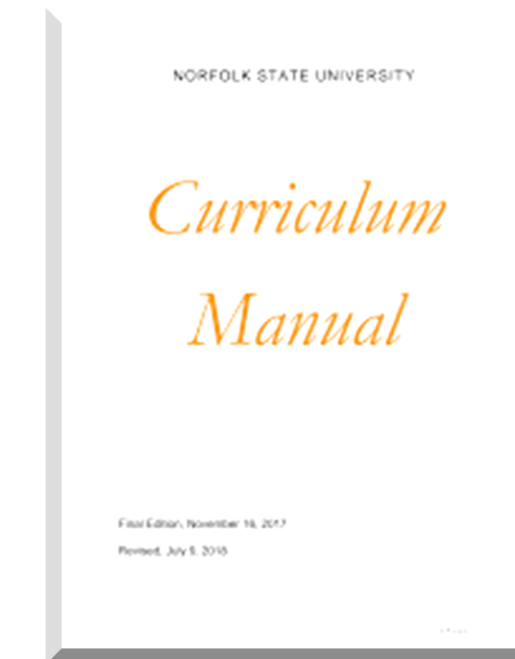
Develop T-Shape Professionals

COMPLETED

- Review of other general education models and reform processes followed by other universities.
- Workshop to consider NSU General Education needs.

NEXT STEPS

- Develop Model
- Develop/Revise courses
- Implement model and assess



Promotion and Tenure Application Timeline

Applicants submit Portfolios

15 Feb.

28 Feb.

Chair and Peer Evaluations completed

Department recommendations submitted to College or School Dean

4 Mar.

Deans submit department recommendations to the University Review Committee

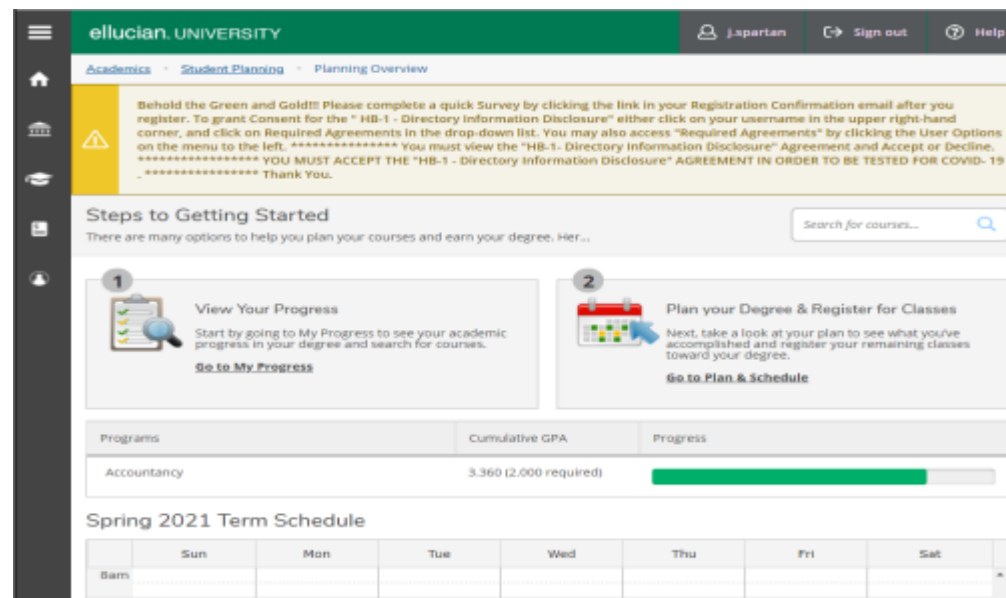
15 Mar.

University Review Committee submits recommendations to the Provost

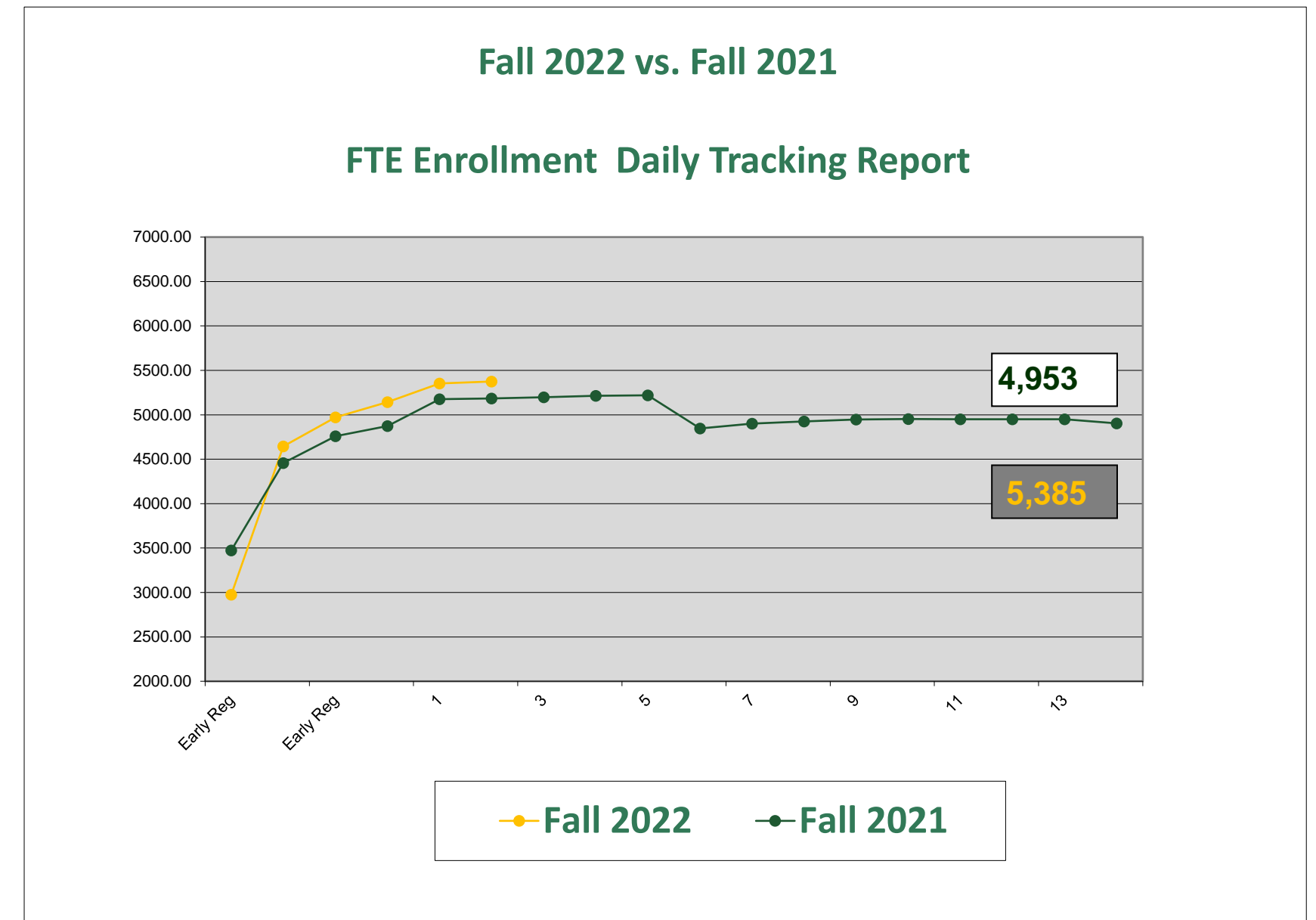
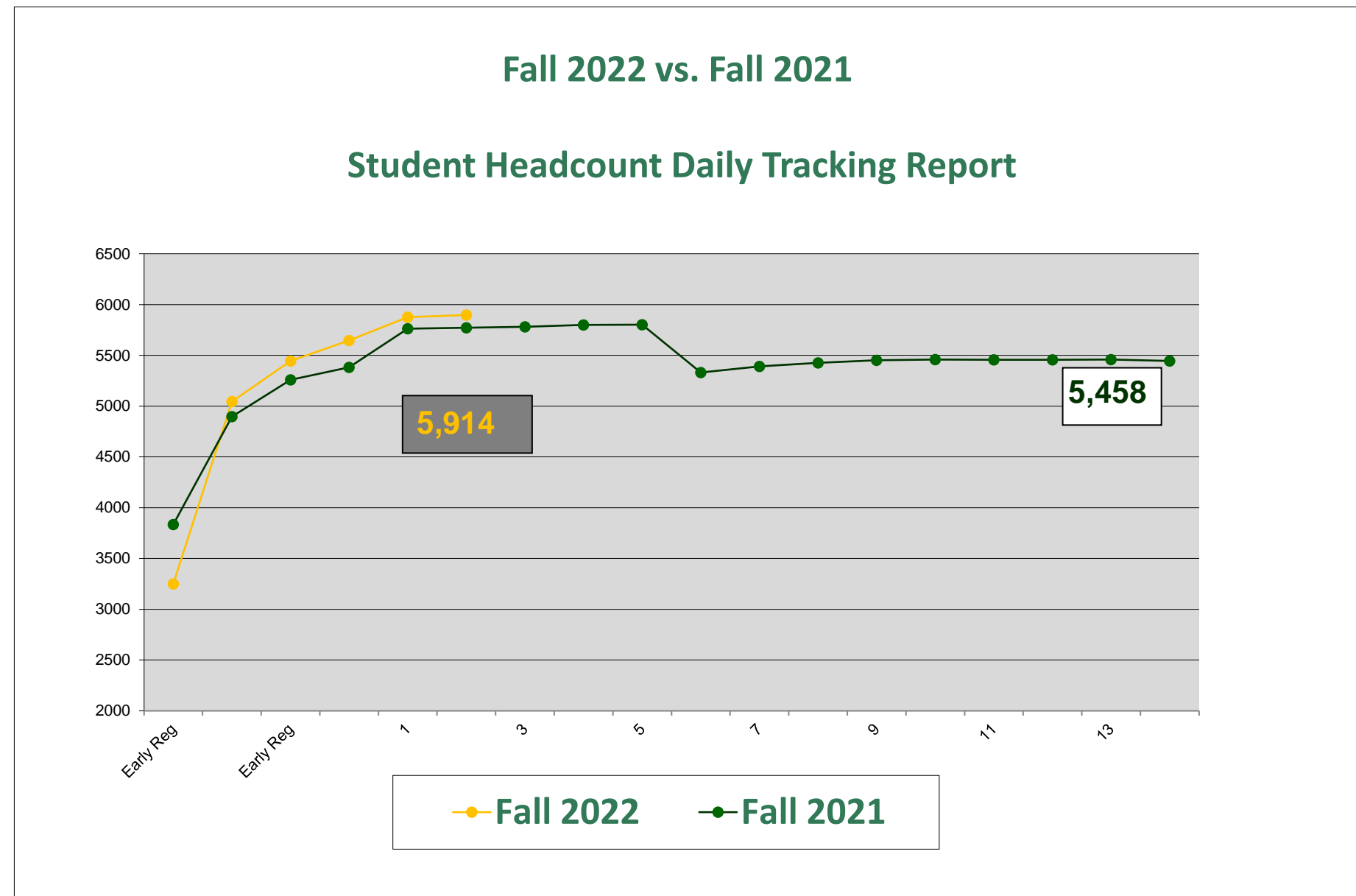
31 Mar.



Enrollment Management at NSU



Enrollment Management Update: Data Points



Please note the following:

- The data presented reflects the number of students that have registered for courses ahead of the drop/add date as of August 25. The drop add date is August 26
- Some students may not have paid their full balance due, however, even after August 26, if students are able to clear their balance, they may have the opportunity to have their classes reinstated.

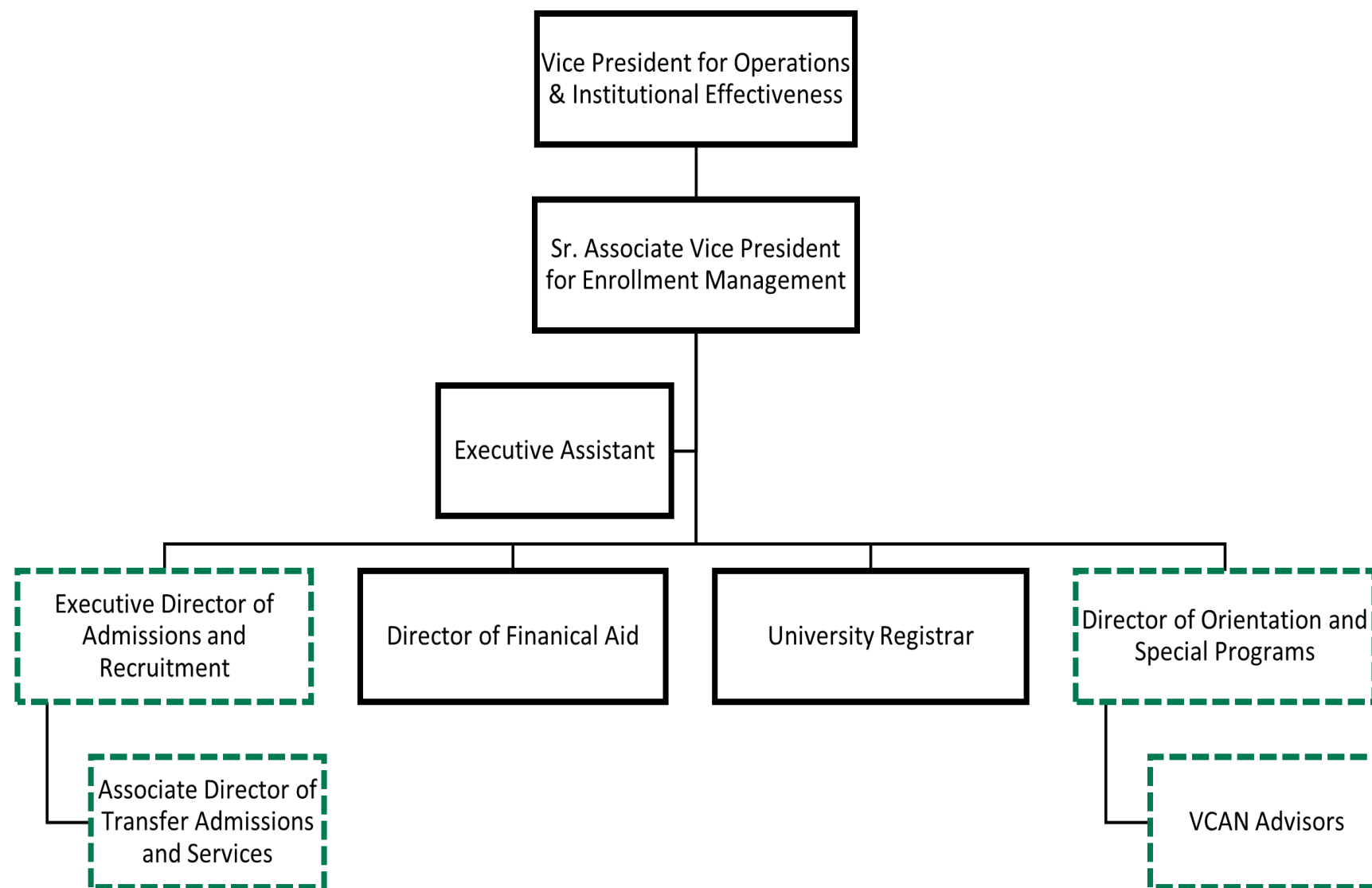


Enrollment Management Strategies

- Implementation of Slate CRM
- Strategic Enrollment Plan Update
- Financial Aid Leveraging Project
- [Financial Aid Award Delivery](#)



Enrollment Management: Department Realignment



- Mr. Dominique Harrison now serves as the Executive Director of Admissions and Recruitment
- Transfer Admissions and Services will report to the Executive Director of Admissions and Recruitment
- Director of Transfer Admissions and Services position has been converted to Associate Director
- Associate Director of Orientation position has been converted to Director of Orientation and Special Programs
- Director of Orientation and Special Programs will now oversee the Virginia College Affordability Network (VCAN) advisors



ATHLETICS REPORT



- Commitment to holistic student-athlete development, measured by academic achievement, & post-graduation success.
- Commitment to enhance programming with an emphasis on personal development, mental health, career readiness, and diversity and inclusion.
- Commitment to optimize the ability for student-athletes to win and consistently compete for championships.
- Commitment to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience.
- Commitment to work actively with NSU partners across the University, alumni, and Hampton Roads community through regular communication, outreach and engagement.
- Commitment to achieve long-term growth and financial sustainability by increasing revenue streams to support strategic goals and objectives

ADVANCING ATHLETICS

01

Financial Planning

Enhance and diversify strategies and portfolios to capitalize on new revenue generation, fundraising, development strategies and partnerships.



02

Athletics Excellence

Optimize the ability for student-athletes to win and consistently compete for championships across the entire sports portfolio.



03

Strategic Partnerships

Enhance operational efficiencies and strategic partnership that build brand equity that increases viewership and revenue streams to gain a competitive advantage and improve financial position.





NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk VA 23504
(757) 823-8600

