

**BOARD OF VISITORS  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING  
WEDNESDAY, AUGUST 31, 2022  
MINUTES**

**1. Call to Order**

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 9:03 a.m. A quorum was established with a 5-0 Roll Call vote.

Mary Blunt asked everyone to introduce themselves because we have new Board Members and additional people.

**Committee Members Present:**

***Mary L. Blunt, Chair***

Heidi W. Abbott

Gilbert Bland

BK Fulton

Jay Jamison

Dr. Harold L. Watkins, II

**Faculty Representative to the Board Present:**

Geoffroy de Laforcade

**Student Representative to the Board Present:**

Indya Richards

**Participant - Counsel**

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

James Wright, Legal

**NSU Administrators and Staff Present:**

Dr. Javaune Adams-Gaston, President

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

Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration

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

Dr. Leonard E. Brown, VP for Student Affairs

Melody Webb, Athletics Director

Christopher Gregory, Office of Information Technology

Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

Van Murray, Military Enrollment Counselor

**Observers – NSU Administrators and Staff:**

Dr. Aurelia Williams, Vice Provost

Dr. Juan Alexander, Associate Vice President of Enrollment Management

Dr. Gerald Hunter, Vice President for Finance and Administration

Dominique Harrison, Director of Admissions

Dr. Melissa Barnes, Director of Financial Aid

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Michael Carpenter, University Registrar  
Michael Wilkerson, Legal  
Madison Washington, Student Government Association  
Derek Henry, Transfer Admission  
Bonisha Townsend Porter, Student Affairs  
Saranette Williams, Career Services  
Vanessa Jenkins, Health and Wellness  
Cheniqua Goode, Counseling Center  
Kim Gaymon, Scheduler, President's Office

### **2. Recommended Approval of the April 13, 2022 Academic and Student Affairs Committee Minutes.**

Motioned was made by BK Fulton and seconded by Heidi Abbott with a 5-0 Roll Call vote, Committee unanimously approved the April 13, 2022 Academic and Student Affairs Committee Minutes.

### **3. Student Affairs Updates – Dr. Leonard Brown noted the following:**

#### **Counseling and Mental Health Support for Students**

- The Importance of Wellness and Mental Health services for students has been an increased focus over the last decade, if not longer in higher education. The success of this focus has decreased the stigma of seeking counseling, and the demand for counseling services has increased because of this and other factors such as medical advances that allow students who once would not attend a college or university do so.
- The pandemic really brought the importance of mental health for students into the forefront as a priority. What has not been fully resolved is how do you effectively provide students with the needed resources, when they want it and in the format that they are most likely to seek those resources.
- Last year, Bishop Brown asked to see the numbers for the Counseling Center.
  - The percentage of the student population that sought counseling services peaked at 9.18 percent in 2018-2019 and bottomed out as expected during the 2020-2021 academic year because of the pandemic.
  - Last year we saw an increase of 6.4 percent, and we expect that number to rise back to pre-pandemic numbers this year.
  - As a comparison, James Madison and Radford, though different schools, fall into the range as described by the Association for University and Counseling Directors where the mean percentage is 7.5.
  - Our Counseling Center is within the normal range for the percentage of students who utilize Counseling Centers on University and College campuses around the country.
  - There is the unresolved question of how you best give students access to the resources they need. For years, we have struggled with wait times to see counselors as has everyone else. If you ask anyone who works with Counseling Centers, it is not possible to staff your way to

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a level where every student who seeks services can get those services when they want it in the format they want. The core problem is that we talk about counseling as if it is a monolith.

- The current model shows that students seeking services go to counselors who make an assessment and provide other resources to students, do crisis intervention, refer them for academic support, or counsel them in the traditional manner.
- The problem is that counselors are in high demand and low supply, and most importantly some of the things that students are seeking do not require a licensed therapist to provide services.
- To address the problem, we are moving towards a new model and way of thinking about counseling.
  
- The future model utilizes case workers to do the initial assessment of students and give students a virtual option to speak to someone through TimelyMD.
- The benefit is that the case managers do not need to be licensed clinicians but can have the training to be able to refer students to campus and community resources, do crisis intervention, assist with wellness skills, and assist or refer them for academic support. If a student is in need of therapy, they can be referred for that specific expertise. This model would allow the counselors to counsel but also allow them to get out into the campus community to develop relationships with students, offer group therapy, and do wellness programming that is needed.
- The case manager would also serve as a liaison between the campus police and Sentara Norfolk General when a student is recommended for further mental health evaluation. The case manager will follow up with student upon their release from psychiatric evaluation or psychiatric hospitalization and connect them to resources/Counseling Center.
- The virtual option would work in a similar way. We have contracted with TimelyMD as a virtual option for students. Beginning in October, each student will have access to 12 sessions per year which works out to every other week during each semester. Students will be able to request specific demographics for the counselor they want and be matched as closely as possible with those demographics. Student can schedule sessions on their own time and also will have 24/7 access to crisis counseling if needed. The TimelyMD sessions are staffed by licensed certified counselors and are confidential just as in-person sessions are, but if situations require immediate attention, TimelyMD will work seamlessly with our established emergency protocols.
- We anticipate that the virtual model will provide the opportunity for more students to have access to resources in a quicker and more personalized manner.
- As we collect data this year, we look forward to sharing with the committee the progress we are making to expand access to resources for all students.

- **Two Year Residency Requirement**

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- We want to give a preview to the committee regarding a proposal we will bring forward at our next meeting. As we focus on increasing student success, retention, and graduation, one of the important factors that influences student success is living on campus. These factors are rooted in higher education research literature and they all document the benefits
  - Our responsibility to students, their families, and to the Commonwealth of Virginia is to provide students with a world-class education that will serve them as a pathway to the workforce, further education, or service to our community.
  - Tracking those numbers in a way where we can confidently speak to these important outcomes have been a challenge. By example, on average, the last few years that we have collected data, it has only yielded 25-29 percent of the graduating students.
  - Our commitment is to track these numbers in a more robust way so that we can truly demonstrate the power of an NSU degree. Two major initiatives are in the process of being implemented and we expect our initial results at the end of this academic year.
- **Career Services**
    - Career Services has procured a partnership with LinkedIn Corporation to capture placement data. In conjunction with our campaign which started last fall to get all students on LinkedIn. We will be able to run reports that provide us with employment data. In addition, the partnership with LinkedIn will bolster our ability to develop student acumen for career entry planning beginning in their first year.
    - Career Services will continue to work to institutionalize strategic partnerships with Student Pathways and Academic Formation, Academic Units, and the Offices of Assessment and Retention and Alumni Affairs to collect career outcome data for graduates approximately six months after graduation.
    - We are also keenly aware of the importance of internship opportunities for all of our students. Data shows that 84 percent of students who complete an internship gain employment. Similar to employment outcomes, data collection of internships and internship opportunities have been a challenge to collect. To address this concern, the Career Center is implementing Handshake as the central collection point for internships and is working across the campus to make this an institutional practice. "We had over 2, 317 internships made available to our students in Handshake. Examples of Internships made available to our students include Nationwide, FBI, Disney, Port of Virginia, Truist, Geico, Enterprise Holdings, Whiting-Turner, Sony, and more. "
- 4. COVID-19 Update** - Dr. Leonard Brown presented the following:
- COVID-19 has not gone away and is still having an impact in our communities but we are at a point where the mitigation strategies for COVID-19 are shifting because we are not seeing the magnitude of the most serious medical issues or resource issues that we saw since the start of the pandemic. As a community we must shift our practices as well.
  - What has stayed the same is the spirit of the culture of care. We have emphasized that we must continue to work together and care for each other, respect the individual choices we

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- make to protect ourselves and our loved ones while at the same time respecting the choices others make that may be different than ours.
- Our practices for the Culture of Care include:
    - Continuing to educate the community and continuing to encourage vaccination and boosters as recommend by the CDC
    - Masking while in classrooms and offices.
    - Campus events will provide attendees with any specific mitigation protocols to include masking based on the circumstances.
  - Just recently, the CDC has pulled back from social distancing in regard to COVID-19.
  - We will continue to monitor the community transmission levels of COVID-19, consistent with the state, we have moved from green this summer to yellow more recently. If we reach a point where we feel that we need to reinstitute stricter mitigation practices, the university community will be notified of any changes.
  - Mr. Brown stated that we are fully aware of the Monkeypox public health emergency and have the appropriate protocols to respond if we need to.

### 5. Academic Affairs Update - Dr. DoVeanna Fulton presented the following:

#### Faculty Workload Initiative

- Dr Fulton noted that the purpose of the initiative is to **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.** There are 5 phases:
  - Data Collection
  - Presentations for administrators and faculty to explore usefulness of models.
  - Designing input mechanisms and instruction.
  - Process the data with 1 or 2 models for units. Prepare detailed reports for the Provost, Deans, and Department Chairs for each model.
  - Process the data for faculty with selections for weighing.
- 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.
  - Gathered general information from iPEDS, state reports, and faculty handbooks/policies.
  - Evaluated practices for workload among peers and aspirational peers.
  - Talked to leaders at three (3) aspirational peers (no disclosure on working for NSU was made).
  - Analyzed multiple semesters of NSU actual teaching assignments.
- Findings among peers
  - Most start at 12 hours/semester, except they appear to have more systemic automatic releases

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- Most said tenure and tenure track faculty in departments that have graduate students are more likely to teach 9 hours/semester. Common exceptions:
  - weigh graduate courses by 1.33 or 1.5
  - all administrators and departmental advisors release 3-9 hours
  - all can reduce up to 3 hours 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 TSAs provided or not as a basis for some weighing
  - Several weigh labs, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hour/week

### **Research Compensation Analysis Initiative**

- The objective is to assess research compensation practices at Norfolk State University to provide an enhanced culture that supports innovative research by all faculty and a streamlined workflow for compensation operations across the University.
  - Completed Assessments, Interviews, and Recommendations
  - Next Steps:
    - Policy Recommendations Under Review
    - Approve and Implement Revised Policy

### **Course Scheduling Optimization Initiative**

- The objective for the Course Scheduling Optimization Initiative is for Norfolk State University to effectively use technology to have an official and effective course scheduling process.
  - Completed:
    - Discovery
    - Review
    - Project Outcomes
- **Enrollment Update**
  - **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 21<sup>st</sup> Century Demands; and Develop T-Shape Professionals.

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- **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**
  - Dr. Fulton provided a brief overview.
    - Feb 15 Applicants submit portfolios
    - Feb 28 Chair and Peer Evaluations Completed
    - March 4 Dept. Recommendations submitted to the College/school Dean
    - March 15 Deans submit department recommendations to the University Review Committee
    - March 31 University review Committee submits recommendations to the provost.

### **6. Enrollment Update** - Dr. Justin L. Moses presented the following:

The Enrollment numbers are up from last year and he lauded the efforts of the Enrollment Management team, specifically Dr. Alexander, Mr. Dominique Harrison, Dr. Melissa Barnes, Mrs. Meshea Vann, and Mr. Derek Henry. He noted that while Mrs. Vann is no longer here at the University, her efforts certainly helped to sustain and increase our pipeline of transfer students from all over the region. He thanked his colleagues in Academic Affairs, the Provost, Vice Provost for Academic Administration, and Dr. Neal Associate Vice Provost for Academic Engagement for their work, particularly around our bridge Programs, in addition to our colleagues in Student affairs, Dr. Brown, Dr. Fitzgerald, and Ms. Townsend Porter. He noted that the focus now will be on maintaining students, utilizing Culture of Care, and a comprehensive university wide approach.

- We had a goal to enroll and financially clear 5600 students, we exceeded our goal by nearly 200 students.
- Enrollment currently stands at 5,805. 9% increase from where we were last year.
- 1311 of these students are freshmen + 20% increase from last year's freshman enrollment.
- At our next meeting we will have the final count – which will include what is reported for Census Data.
  
- **Implementation of Slate CRM**

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- Slate CRM allows us to communicate with our students more effectively by allowing the process of information quickly, allowing Admissions staff to make admissions decisions through the portal.

**Strategic Enrollment Planning Update** – Over the course of last year, the Enrollment Management Leadership team, in conjunction with a variety of administrators and partners, is currently working with Ruffalo Noel Levitz (RNL) to develop a comprehensive Enrollment Management Strategic Plan. We are now finalizing that plan – the strategies that support it include digital processes, proactive advising, data centralization, processing and analysis, reducing organizational silos and promoting student success, and highlighting the success of our students and alumni through a campaign.

- Financial Leveraging – This process will assist the university in finding more funding opportunities for our students so that they leave here with little to no financial burden.
  - Financial Aid is considering a platform that will allow for digital delivery of financial aid packages.
- **Enrollment Management Realignment**
    - Dr. Moses and Dr. Alexander discussed changes to the structure in Enrollment Management.
      - 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

### **7. Athletics Update** - 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.

- **Academics** –

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The success of academics comes with being intrusive in the student athlete academic plan and making sure we have programs in place that will lead to their overall success throughout their journey.

We finished the year with a graduation success rate of 76% and are currently implementing new initiatives based on best practices to support the holistic development of our student-athletes. Academics is doing well but is not exempt from the challenges that the transfer portal poses on our Academic Progress Rate that factors in eligibility and retention.

Overall, the programs have had much success. It is our objective to continue to build on current capacities by ensuring our commitment to increase and strengthen the resources for student-athletes' academic and personal development.

We just recently secured the NCAA Accelerating Academic Success Program Grant for \$100K that will be used to fund our Spartaneurship –Name, Image Likeness Academy, Smart Tech Café and the CLEAR Leadership Academy.

The Spartaneurship program aims to educate and empower all student-athletes of Norfolk State University to make informed decisions regarding their Name, Image, & Likeness. This program will be explicitly shaped to adhere to the NSU ideals of Pride, Integrity, Engagement, Curiosity, and Excellence.

- **Objectives of the NIL Academy include:**

- Educate student-athletes on contract fundamentals
- Financial literacy
- Identifying unique ways to maximize their brand
- Provide educational models on business formation
- Develop collaborative community-based programs

- **Advancing Athletics**

- **Financial Planning**

- Enhance and diversify strategies and portfolios to capitalize on new revenue generation.

- **Athletics Excellence**

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

- **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.

## **8. Public Comment**

No one signed up for public comment.

**9. Adjournment**

There being no further business, the meeting was adjourned at approximately 11:20 a.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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**NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

**ROLL CALL VOTE AUGUST 31, 2021**

<b>Item</b>	<b>Mrs. Blunt</b>	<b>Mrs. Abbott</b>	<b>Mr. Bland</b>	<b>Mr. Fulton</b>	<b>Mr. Jamison</b>	<b>Dr. Watkins</b>	<b>Totals</b>
Quorum	Present	Present	Present	Present	Present	Present	6-0
Approve April 13, 2022 Minutes with revision	Yes	Yes	Yes	Yes	Yes	Yes	6-0