

# NORFOLK STATE UNIVERSITY 2019 – 2025 Strategic Plan



**FORGING ONWARD** TOWARD A NEW HORIZON

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# Introduction

## An HBCU For The Modern World

Norfolk State University was brought to life in the midst of the Great Depression providing a setting in which students could give expression to their hopes and aspirations. As an HBCU for the Modern World, we are grounded by our heritage, focused on the future, and deeply committed to student success.

During the 2012 – 2018 Strategic Plan, we were focused on Building a Legacy of Excellence. The University plans to continue the process of enhancing our legacy by Forging Onward to a New Horizon. NSU will distinguish itself nationally and globally as a premier urban university while emphasizing our signature programs in the Arts, Business, and Cybersecurity. As we embark upon the next six years, there is much work ahead of us to remain a leader in higher education in this ever-changing global society.

Education today is vastly different from what has been witnessed over the past few decades. With this in mind, NSU must become unified in sharing the responsibility for delivering the best higher education experience for our students. While planning for our future, we recognize that new or revised objectives may evolve as we move forward and learn from new

data. Our success will require a shared commitment to new ideas, new resources, and new ways of enhancing our purpose to the communities we serve.

While maintaining a student-centered approach to higher education, we will strive to distinguish ourselves as a leader in creative innovation by providing outstanding academic programs, services, and outreach to reflect the educational needs and demographics of the Hampton Roads region and prospective areas. Our continued success requires a shared commitment to new ideas, new resources, and new ways of fulfilling the University's mission, vision, and core values while Forging Onward to a New Horizon.



# Strategic Planning Process

Norfolk State University's 2019-2025 Strategic Plan: Forging Onward To A New Horizon was developed through a 2.5-year collaborative process. The co-chairs were appointed in October 2015, and the 25-member steering committee consisting of administrators, faculty, students, and staff was appointed in November. The Strategic Planning Steering Committee was organized into six work groups dealing with Student Experience, Research and Innovation, Faculty and Academic Excellence, Diversity/Inclusiveness/Community Outreach and Enrollment, Institutional Resources, and Environmental Scan.

The Committee engaged all campus constituents (e.g., students, faculty, staff, business, faith partners, and military leaders) by holding thirteen focus group sessions between January and March 2016 to solicit input. Additionally, a survey was conducted of high school and community college counselors. The input received formed the basis for a re-examination of the University's mission statement and to establish the vision and core values.

A draft revised mission statement, vision, and core values were presented to the NSU Board of Visitors (BOV) in March 2016 for review. The BOV provided feedback and comments which were incorporated in the revised mission, vision, and core values approved in May 2016. The approved mission statement was submitted and subsequently approved by the State Council of Higher Education for Virginia. Within the framework of the approved mission and vision statements, the Steering Committee developed four themes upon which the plan would be developed. In May 2016 the

Steering Committee held two all day work sessions to review the themes and develop goals to be accomplished over the period covered by the plan. The President's 2016 Year-End Advance featured a session to review and discuss the objectives proposed by the University departments related to the established themes, dimensions, and goals.

With the Green and Gold Standard in late 2016, the strategic plan process was delayed to ensure that the strategic plan and the standard were in alignment. In January 2018, Interim President, Dr. Melvin Stith, restarted the strategic planning process by reconstituting the University Strategic Planning Committee and directing that the planning process be led by the President's Office. In late January 2018, the University Strategic Plan Committee met to discuss process and timeline for plan completion. A Principal's Committee (composed of members of the President's Cabinet) and a Strategic Plan Staff Work Group (Division strategic plan staff leads) were established and charged with the responsibility of assessing the status of both NSU's 2012-2018 Strategic Plan and the current plan draft. The Principal's Committee and Staff Work Group met numerous times between January and April 2018 to update and realign the draft plan to produce NSU's 2019-2025 Strategic Plan.

The plan was completed and approved by the Board of Visitors on June 8, 2018. The University community is now involved in implementation and will continuously monitor and adjust the plan as the institution changes and evolves.



## Mission Statement

Norfolk State University, a comprehensive urban public institution, is committed to transforming students' lives through exemplary teaching, research, and service. Offering a supportive academic and culturally diverse environment for all, the University empowers its students to turn their aspirations into reality and achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century.

# Vision

Norfolk State University will be recognized nationally as a premier public institution with outstanding signature academic programs, innovative research, and community engagement opportunities.



# Core Values

Norfolk State University's strength lies in its value system. These core values embody the principles, ideals, and beliefs of our students, faculty, staff, and Board of Visitors. They form the foundation for our actions and reflect what is important to us as members of the Norfolk State University community. NSU's core values are as follows:

- 1. Excellence** – We are dedicated to fostering a culture of excellence in all facets of the University through the highest educational standards for student achievement, stellar faculty teaching, innovative research, dedicated service and creative co-curricular activities.
- 2. Student-Centeredness** – Students are our top priority, and we are committed to helping them become globally competitive in an enriching, stimulating and supportive environment.
- 3. Diversity & Inclusiveness** – We foster a multicultural campus respecting all people, cultures, ideas, beliefs, identities, socio economic backgrounds, and perspectives. We train our students to become leaders in an ever-changing global and multicultural society.
- 4. Integrity and Civility** – We expect everyone to be accountable for his or her actions and to engage in honest, ethical behavior. We value the contributions of each person, treating all with respect and civility, and affirm our shared responsibility for institutional success.
- 5. Engagement** – We continually enhance the university's role and influence in affairs of local and global communities, by promoting educational attainment, cultural enrichment, and economic development.
- 6. Pride** – We display great admiration for the University and its rich history and legacy.
- 7. Financial Empowerment** – We aggressively pursue expanded and more diversified revenue streams.



# Strategic Plan Themes, Strategies, and Measures of Success



# Strategic Theme 1

**Reimagine the academic enterprise to strengthen student success, teaching excellence, and prominence**

The strength of any institution of higher education is deeply rooted within its academic enterprise. Norfolk State University will continue its long-standing commitment to academic excellence by reimagining the academic enterprise to ensure that students are challenged by a rigorous liberal arts centered education that fully prepares them for success in the 21st Century global economy. The University will also move to define its future as a comprehensive urban university with nationally recognized signature programs in the Arts, Business, and Cybersecurity.



## Strategic Theme: 1:

**Strategy 1.1:** Develop and implement a data driven cross-institutional approach to improve student retention, graduation rate, and career placement.

**Measures of Success:**

Retention rates of all students (Cohorts and Non-Cohorts), Graduation rates of all students, On-Time Graduation rate, On-Track (i.e. student advising program status), Graduation Exclusion Reports for all students, Financial Aid data analysis reports

**Strategy 1.2:** Strengthen student success through the adoption and integration of emerging best practices to elevate NSU as a recognized national leader in faculty teaching excellence, scholarship, and research.

**Measures of Success:**

Student retention and completion rates; Number of faculty trained in teaching best practices; Monitor faculty contributions and leadership in the HBCU Consortium on Transformative Teaching Practices for 21st Century Career Pathways; Number of Faculty receiving state and national teaching awards recognition; Scholarly articles published; Research presented

**Strategy 1.3:** Develop NSU's national and global prominence and competitive advantage by defining and promoting the institution as a premier public university with signature academic programs in the Arts, Business, and Cybersecurity (The ABC's of NSU).

**Measures of Success:**

Allocation of resources to programs in the Arts, Business, and Cybersecurity; External Resource Prospects for campaigns; regional, national, and global recognition of signature programs; Increase student enrollment in signature programs; Increase in the number of distinguished faculty joining NSU's signature programs

**Strategy: 1.4:** Transform NSU's student effort and academic progress by enhancing admissions standards, increase funding for Honors programs, increasing the recruitment of academically gifted students and increasing success services (i.e. tutoring and writing labs for all students).

**Measures of Success:**

Resources to Honors programs, Presidential and Provost Scholars scholarships, admissions standards and selectivity, comparative high school academic preparation and postsecondary progress, student success data (i.e. tutoring services, and writing labs)

**Strategy: 1.5:** Increase the number of programs, services and outreach opportunities to reflect the educational needs and demographics of the Hampton Roads Region and Prospective Areas

**Measures of Success:**

Online courses, Evening classes on the campuses, High School presence, Military enrollment

**Strategy: 1.6:** Evaluate existing inventory of certificate and program offerings for long-term sustainability and viability based on student enrollment and degrees awarded.

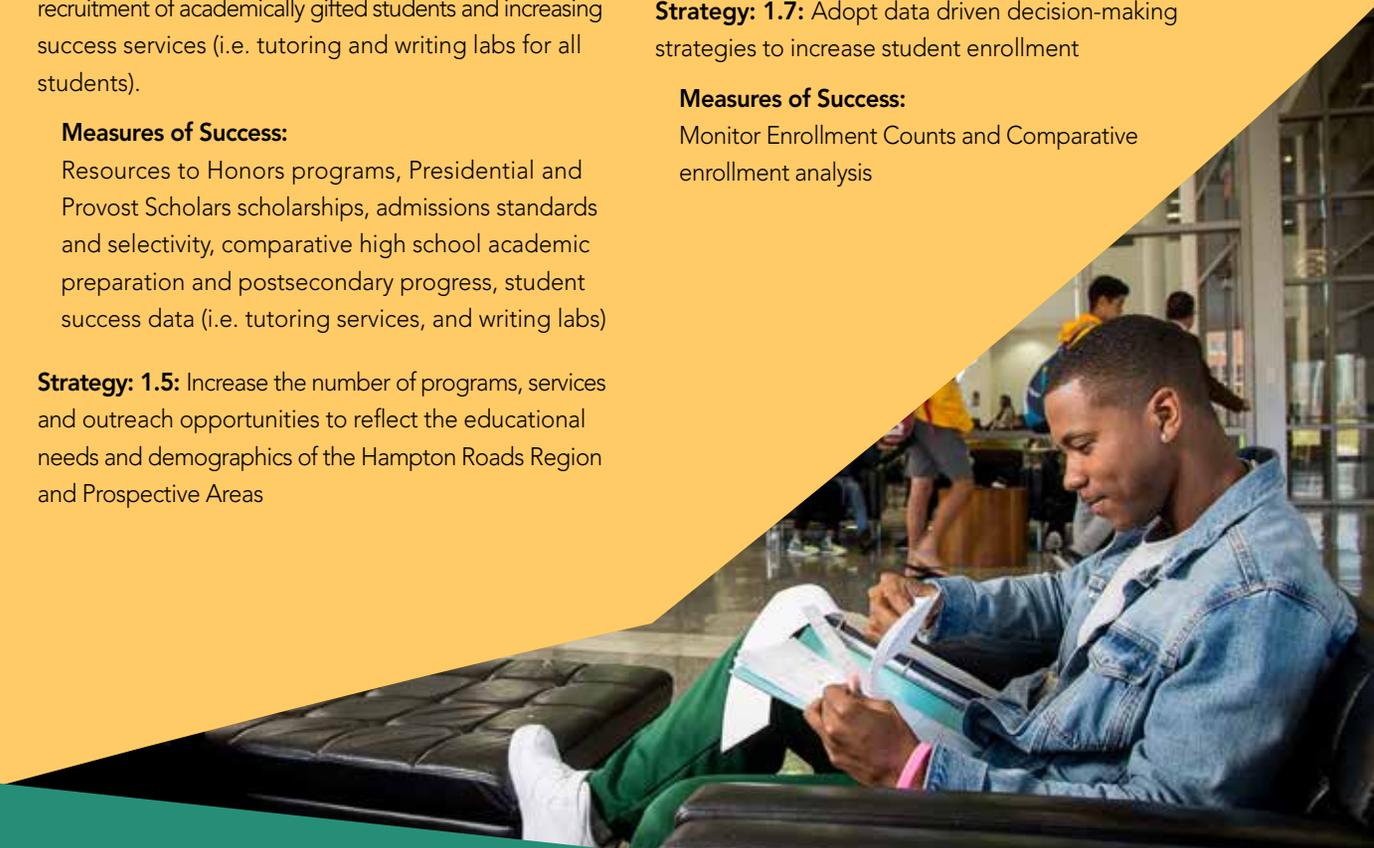
**Measures of Success:**

Certification and Program Accreditation Standards; Resources to programs/courses

**Strategy: 1.7:** Adopt data driven decision-making strategies to increase student enrollment

**Measures of Success:**

Monitor Enrollment Counts and Comparative enrollment analysis



## Strategic Theme 2

**Advance a culture of institutional excellence through collaboration, continuous improvement, and a renewed commitment to professional development**

Norfolk State University's strong sense of community is what sets it apart from its peers. The University will continue its commitment to fostering a supportive environment for all members of the community while advancing a culture of excellence across all areas of the institution. Norfolk State University will be a community where collaboration, continuous improvement, and professional growth are deeply engrained in who we are as a community and how we operate as a University.



## Strategic Theme: 2:

**Strategy 2.1:** Develop and implement a comprehensive faculty development plan, which reduces faculty teaching loads to enhance teaching excellence, student advising, and scholarly research and publications.

**Measures of Success:**

Monitor Enrollment Counts and Comparative enrollment analysis; Faculty participation and networking at professional conferences; Grant writing and research opportunities; Collect and monitor data on faculty teaching loads, faculty scholarly research and publications; Faculty recognized regionally and nationally for research and subject matter expertise

**Strategy 2.2:** Enhance the professional growth and development of university staff through increased financial investments in specialized skills training and incentive programs.

**Measures of Success:**

Staff development opportunities; Resource allocation for staff specialized skills opportunities; Reduction in staff turnover rates; Employee climate survey; Staff recognitions

**Strategy 2.3:** Deliver exceptional customer service by automating and standardizing business process and practices across the university.

**Measures of Success:**

Implementation of innovative technology to streamline business processes (financial and information



management), Procedural processes (i.e. Reduction in wait-times for the completion of transaction cycles), Customer Satisfaction Survey results (internal and external)

**Strategy: 2.4:** Improve the campus climate by removing barriers to information sharing, realigning organizational practices to better support transparency, and enhancing campus facilities and services to meet emerging needs.

**Measures of Success:**

Employee climate survey; Number of employee grievances and complaints; Town halls; Resource allocation to fund leadership and team building training; Modernization of aging campus infrastructure; Expansion of campus foot print through land acquisitions; Campus safety and security

**Strategy: 2.5:** Enhance operational efficiencies and mitigate organizational risk by further developing NSU's policy and compliance programs.

**Measures of Success:**

Monitor NSU Compliance Calendar (includes all external reports), Monitor employee awareness of university policies, Monitor policymaking process

**Strategy: 2.6:** Streamline financial and administrative process by securing Level II Authority from the Commonwealth of Virginia by 2025

**Measures of Success:**

Monitor financial and administrative processes, Improvement Plan and Policies



## Strategic Theme 3

**Strengthen institutional impact by reaffirming commitments to affordable access, diversity, and external partnerships**

For more than 80 years, Norfolk State University has provided access to higher education and a better way of life for thousands

of students. As an HBCU for the modern world, we are grounded by our heritage, focused on the future and deeply committed to student success. The University welcomes a diverse student, faculty and staff population while striving to improve community-engagements.



## Strategic Theme: 3:

**Strategy 3.1:** Increase articulation agreements with two and four year institutions of higher education to broaden access to an NSU education and engage with peer institutions in the region to better balance program offerings in Hampton Roads

**Measures of Success:**

Number of articulation agreements (i.e. new and current), Number of transfer students, Number of two year colleges at which NSU conducts on-campus recruitment

**Strategy 3.2:** Increase the number of need-based financial aid awards to ensure financial need is not a barrier to receiving a NSU education

**Measures of Success:**

Financial Aid Need base Award Analysis and Projections, Reduction in number of students leaving the University due to financial need

**Strategy 3.3:** Promote cultural and ethnic diversity by increasing recruitment of non-traditional and international students and through cultural immersion activities, and community engagement

**Measures of Success:**

Number of international students enrolled; Increase in the number of study abroad offerings and participations; Number of faculty, staff, and students

participating in community events/activities; Number of community events/activities held on campus

**Strategy 3.4:** Aggressively pursue value-added public-private partnerships that leverage NSU's institutional strengths and expand our economic impact within Hampton Roads and beyond

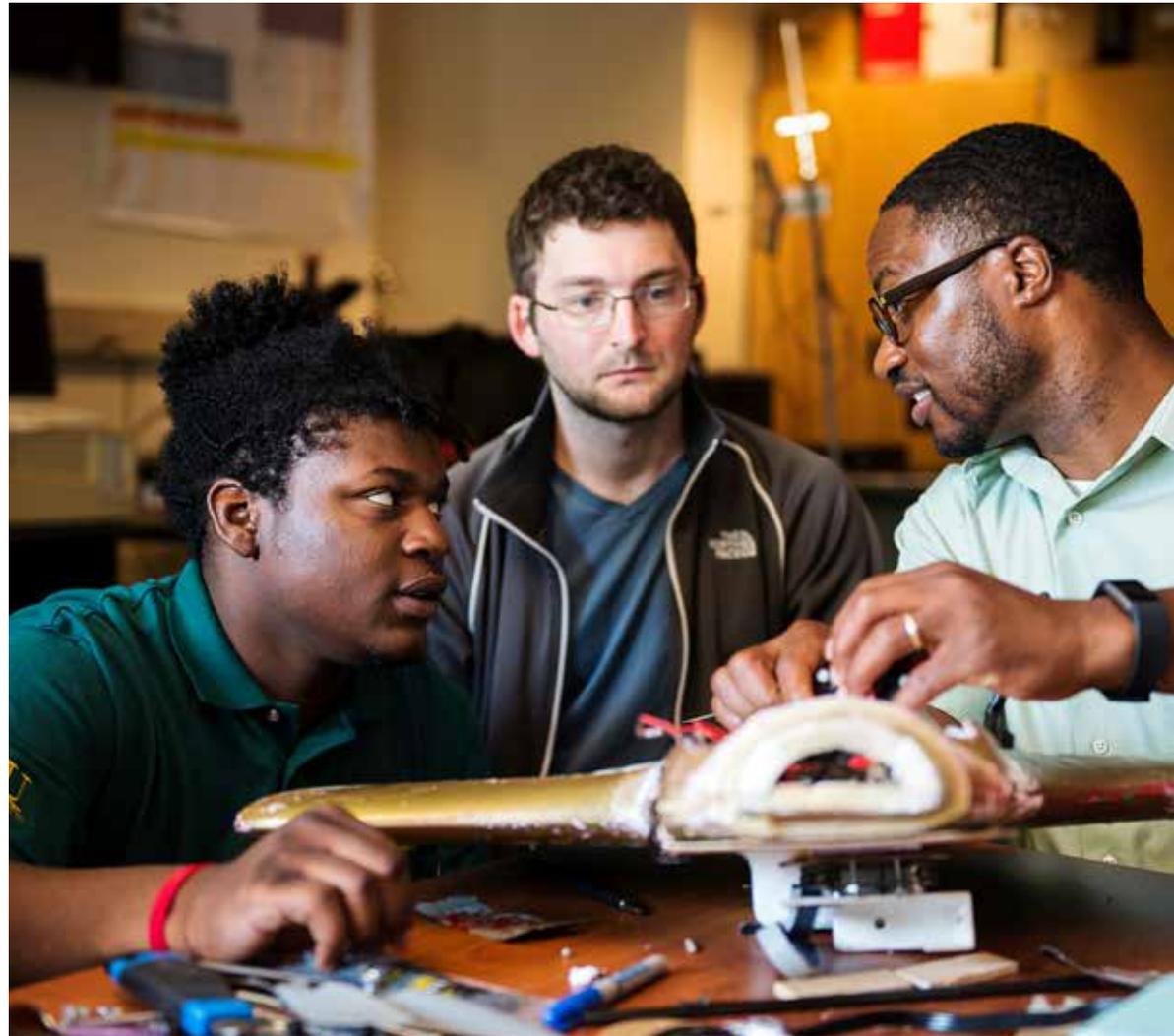
**Measures of Success:**

Partnerships in the Hampton Roads Region and beyond

## Strategic Theme 4

**Support long-term growth and sustainability by linking planning to budget and increasing and diversifying revenue streams**

To support continued growth and long-term sustainability, Norfolk State University will embark upon an ambitious campaign to increase the University's endowment to levels that mirror our peer institutions. The University will also enhance the alignment of planning to budget and seek to expand revenue by capturing efficiencies in business processes and increasing student enrollment. Increases in the award of competitive research grants will also be a priority.





## Strategic Theme: 4:

**Strategy 4.1:** Improve long-term sustainability by implementing a comprehensive approach linking institutional planning and budgeting

**Measures of Success:**

Planning and budget forecasting, Resource allocations

**Strategy 4.2:** Increase philanthropic giving to NSU by engaging business and philanthropic communities in an aggressive campaign to solicit support for NSU based on enhanced offerings in key workforce preparation areas such as cybersecurity, nursing and education

**Strategy 4.3:** Increase alumni and friends giving to NSU

**Measures of Success:**

Alumni and friends giving rates

**Strategy: 4.4:** Re-engineer NSU's Office of Sponsored Programs to support increased solicitation of competitive grants and contracts

**Measures of Success:**

Track state and federal grants and contract submissions and awards

**Strategy 4.5:** Implement an action plan to drive revenue expansion through the commercialization of intellectual property

**Measures of Success:**

Data on elaborate subject matter expertise and copyrights, Policies to ensure University intellectual properties are covered, Formation of synergistic public-private partnerships

**Strategy: 4.6:** Implement a comprehensive legislative strategy to enhance NSU's relationships with key members of the Virginia General Assembly and the Hampton Road Congressional Delegation to secure more state and federal support for NSU

**Measures of Success:**

Relationships with elected officials and legislative staffers, Appropriations, Federal grant opportunities, NSU Compliance Calendar

# Committee

## Committee Chair

**Ericke Cage**

Executive Advisor to the President and Board of Visitors

## Past Committee Co-Chairs

**Dr. Nihal Colakoglu and  
Clementine Cone**

**Dr. Leroy Hamilton (I)**

Provost and Vice President of Academic Affairs

**Mr. Gerald Hunter**

Vice President, Finance and Administration

**Dr. Deborah Fontaine**

Vice President, Advancement

**Dr. Michael Shackelford**

Vice President, Student Affairs

**Dr. Belinda Anderson**

Presidential Appointment

**Dr. Lamiaa S. Youssef and**

**Dr. Cassandra Newby-Alexander**

Faculty Senate Representative

**Dr. Sami Abbasi**

School of Business

**Dr. Angela Goodloe**

School of Education

**Dr. Carlene Turner**

College of Liberal Arts

**Dr. Aliecia McClain**

College of Science, Engineering and Technology

**Dr. Carol Beathea**

Ethelyn R. Strong School of Social Work

**Jasmine Dunbar**

SGA representative

**Mensah Bey**

Graduate Student Council Representative

**Joy Giles**

Commuter/Non-Traditional student

**Alexandra Boone**

Transfer Student

**Tanya Perry**

Professional/Technical Staff Representative

**Marissa Nihill**

Administrative Staff Representative

**William Woodson**

Facilities/Trades Staff Representative

**Dr. George Miller**

Research/Graduate Studies Representative

**Michelle Marable**

Admissions/Recruitment Representative

**Marty Miller**

Athletics Representative

**Irma Thomas**

Research/Data Representative

**Dennis Jones**

Budget and Planning Representative

## Strategic Plan Work Group Committee

**Ericke Cage and Irma Thomas**

President's Office

**Dr. Sasha Johnson-Coleman**

Academic Affairs

**Dennis Jones**

Finance and Administration

**Crystal Square-Williams**

University Advancement

**Julia Wingard**

Student Affairs and Enrollment Management

**Melody Webb**

University Athletics

**Tamara Thompson**

Human Resources

# University Board of Visitors



**Dr. Byron L. Cherry, Sr.**  
Rector  
COL (Ret)  
Woodbridge, VA  
02/12 – 06/21



**Corynne S. Arnett**  
Richmond, VA  
05/17 – 06/18



**B. Keith Fulton**  
Richmond, VA  
07/16 – 06/20



**Joan G. Wilmer**  
Hanover, MD  
11/17 – 06/21



**Bryan D. Cuffee**  
Vice Rector  
Virginia Beach, VA  
11/13 - 06/18



**Kenneth W. Crowder**  
Norfolk, VA  
07/15 - 06/19



**Larry A. Griffith**  
Annandale, VA  
07/14 – 06/18



**Joshua S. Marshatelli**  
SGA President  
(Student Representative)



**Elwood B. Boone, III**  
Secretary  
Virginia Beach, VA  
07/14 - 06/18



**Dr. Deborah M. DiCroce**  
Chesapeake, VA  
09/13 – 06/15  
10/15 – 06/18



**Michael J. Helpinstill**  
Williamsburg, VA  
07/15 - 06/19



**Dr. Lamiaa S. Youssef**  
Faculty Senate President  
(Faculty Representative)



**Dr. Ann A. Adams**  
Virginia Beach, VA  
07/15 - 6/19



**The Honorable  
James W. Dyke, Jr.**  
Reston, VA  
02/18 – 06/21



**Devon M. Henry**  
Glen Allen, VA  
09/16 – 06/20

# University Administration

## University President



**Dr. Melvin T. Stith, Sr.**  
Interim President



**Dr. Michael Shackelford**  
Vice President, Student Affairs and  
Enrollment Management



**Pamela F. Boston, Esq.**  
University Counsel

## Division Vice Presidents



**Dr. Leroy Hamilton Jr.**  
Provost and Vice President  
of Academic Affairs



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



**Dr. Deborah Fontaine**  
Vice President, University  
Advancement

## Executive Management



**Dr. Carl W. Haywood**  
Chief of Staff



**Marty L. Miller**  
Athletics Director



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



**Harry Aristakesian**  
Chief Audit Executive  
Internal Audit





**NORFOLK STATE**  
UNIVERSITY

We see the future in you.

