VIRGINIA STATE UNIVERSITY
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Academic and Student Affairs Agenda
February 8-9, 2023

VIRGINIA STATE UNIVERSITY
Petersburg, Virginia
AGENDA ITEM BACKGROUND

To: Academic Affairs Committee	**Date:** February 8-9, 2023
From: Provost/VP for Academic Affairs	**Open Session**
Section I: Required Approvals	
Purpose: Action Item	**Enclosures:**

1. NONE

VIRGINIA STATE UNIVERSITY
Petersburg, Virginia State University
AGENDA ITEM BACKGROUND

To:	Academic Affairs Committee	Date:	February 8-9, 2023
From:	Provost/VP for Academic Affairs	Open Session	
Section II: Reviewing Status of Performance and Compliance			
Purpose: Information and Discussion	**Enclosure(s):** 1. **PowerPoint Presentation**		

A. Enrollment Management Update

Spring Enrollment 2023 (Validated)		
	Spring 2022 (1/31/22)	**Spring 2023** 1/30/23)
Total Students Enrolled	**3301**	**3731**
Undergraduate Programs	3001	3501
New UG Student Totals	**67**	**229**
New First-Time Students	28	139
New Transfer-In Students	39	90
Returning Students	**2635**	**3272**
Graduate Programs	**300**	**299**
New Students	25	**17**
Returning Students	275	**210**

Enrollment – Fall 2023

Fall 2023 Admission Report			
	Fall 2021	Fall 2022	**Fall 2023**
	2/1/21	1/31/22	**1/30/23**
New Undergraduates (Freshmen and Transfers)			
Applications	5,938	10,506	**22,196**
Engaged	129	197	**356**
Deposits	6	13	**144**
Freshmen			
Applications	5,782	10,189	**21,786**
Engaged	126	191	**348**
Deposits	6	11	**137**
Transfers			
Applications	156	317	**410**
Engaged	3	6	**8**
Deposits	0	2	**7**
First Time Graduate-Master's			
Applications	108	141	**371**
Admits	3	1	**21**

Retention

Fall 2022 to Spring 2023 Retention
- FTIC – 1374
- Spring 2023 Registered -1266 (92%)
- Spring 2023 Validated – 1116 (81%)

Admissions Updates

- Restructure staffing to establish a point person to serve Military, Re-admits, and International Students
    - Onsite staffing at the Ft. Lee office

- Partnership with VSU alumni to extend our outreach
- Target areas Chicago, Detroit, Philadelphia, Charlotte, and Connecticut and Maryland territories

- On-boarded 4 new recruiters
    - Redefine communications into recruit for consistent engagement with new applicants and newly admitted students
    - Easy access to application "apply" or "inquiry"

Admission Up Coming Events
- CIAA - Baltimore, MD – February 21-25
- Open House – April 15
  - Prospective Student
  - Admitted Student
- New Student Orientation
  - June 20th and 22nd
  - July 10th, 11th ,18th, 21st, 25th
  - August 11th

ACE and Student Success
- Partnerships
  - Student activities and organizations
  - Academic Units
    - Biology, English, and Business
- Supplemental Instruction
- New Academic Advisor
- VCAN application - February 1st
- Trojan Summer Bridge
  - Academic program for students admitted below 2.5 GPA
- Standardize Academic Advisement with University Academic Advisor Manual

Planning for the Future
- Fall 2023 Housing Application is available now for new students
- Academic Affairs is coordinating the staffing of additional classes
- Space Utilization Committee
- Strategic Enrollment Plan
  - Undergraduate Committee
  - Graduate Committee
  - Student Success Committee
  - Academic Committee

B. Operational Efficiency & Academic Success

Operational Efficiency
Enhance Current Process (Processes)
Leverage Human Resources (People)
Leverage & Enhance Technology (Technology)

Enhancing our Current Processes
New Faculty Onboarding
Coordination - Academic Affairs, Human Resources, Budget & IT

Optimizing Class Scheduling
        Sufficient Classes to Meet Enrollment Demand
        Adequate number of Faculty
        Sufficient Instructional Spaces

Academic Policies & Guidelines
        Policies to Promote New and Innovative ideas
        Program and Pathways to Advance Degree
        Standard Operation procedures
        Academic advising Manual

Leveraging our Human Resources
        Deans & Chairs Workshops
        Faculty Mentoring
        Academy for Faculty Enrichment
        Faculty Fellowship Program
        Provost Leadership Scholarship

Leveraging Our Human Resources

- **Training & Professional Development**
  - *2022-2023 Deans and Chairs Workshops*
    - On-going Annual Training Program for Department Chairs
      - Designed to support Chairs in carrying out their functions
      - 15 Sessions (Fall and Spring)
    - Leadership Certificate Program – Future Chair

  - *Faculty Mentoring*
    - Provide each new faculty member with personalized support and guidance needed to fulfill his or her professional potential and facilitate their professional growth and career advancement.
      - Provide a supportive academic environment for new and junior faculty (New Faculty Orientation)
      - Pair new or junior faculty members (instructor, assistant and associate professor ranks) with an experienced faculty
      - Promote the realization of the Teacher/Scholar philosophy
      - Provide various sessions and hands-on activities to support and guide faculty through the tenure and promotion journey

  - *Academy for Faculty Enrichment*
    - Faculty Development
    - New Director of Faculty Development
    - Faculty Needs Assessment Survey
    - Launch the Faculty Development Website

- *Provost Academic Travel Awards*
  - The Provost Academic Travel Award program is designed to promote scholarship and research within the academy.
  - The program provides financial assistance for faculty members to share their scholarly work at local, national, and international academic conferences
  - Four (4) Recipients for Fall 2022

- *Faculty Fellowship Program*
  - The University awards three faculty fellow positions:
    - Teaching Faculty Fellow
    - Leadership Faculty Fellow
    - Instructional Technology Faculty Fellow
- *Provost Leadership Scholarship*
  - Six (6) awards to the Grace E. Harris Leadership Institute: 2023 Higher Ground Women's Leadership Development Program
  - Faculty and Staff Recipients

- **Graduation and Degree Completion**
  - Director of Student Success and Degree Completion
  - Efforts Targeted Towards:
    - Progression & Ongoing Student Registration
    - Stop-Outs
    - Opt-Outs
  - Data-Informed – Student-Driven Decisions
    - Increased Graduation Rate
    - Increased Degrees Conferred
    - Increased Student Rate of Completion (All Students)

Leveraging & Enhancing Our Technology
- **Technology Enhancements**
  - *Planning and Assessment*
    - Nuventive Improvement System (Planning and Assessment Management)
    - Strategic and Operational Planning
  - *Institutional Research*
    - Blackboard Pyramid Analytics
  - *Institutional Effectiveness*
    - CourseLeaf CIM (Curriculum Inventory Management)
    - CourseLeaf Syl

New Degree Program Development
- **Strategically Determining New Degree Program**
    1. Bachelor of Science (BS) in Cybersecurity Management
    2. Bachelor of Science (BS) in Environmental Science
    3. Bachelor of Science (BS) in Food and Nutrition (Dietetics)
    4. Bachelor of Science (BS) in Pharmaceutical Sciences
    5. Bachelor of Science (BS) in Public Health
    6. Master of Science (MS) in Integrative Agriculture Biosciences

Student and Success and Engagement

Hazing Prevention Education and Adam's Law

- A new campus safety and anti-hazing law in Virginia, passed in 2022. Adam's Law, named after Adam Oakes, a VCU student who tragically died from alcohol poisoning during a hazing-related incident

- This law prioritizes hazing prevention training and institutional transparency. *23.1-820*. ***Hazing prevention training; current members, new members, potential new members, and advisors.***

- VSU conducts hazing workshops each semester for Social and Greek orgs, Athletics and Band specifically to address hazing prevention & Adams Law requirements. Attendance is MANDATORY for students, Advisors and Coaches

Child Care Access Means Parents In School (CCAMPIS)

- Director search on-going
- Applications available Feb. 15, 2023
- Target date to begin program – Mar. 1, 2023
- Website development in progress
- Plan to provide services during summer

Generation Hope ~FamilyU Cohort

- Actively Engaged in the Family U Program October and January
- Focal Areas for Student Parent Inclusive Campus
    - Identify Initiatives Based Students' Need
    - Student Parent Data Collection (Survey)
- Policy Analysis, Review, and Development Supportive Student Parent Polices
    - Family Friendly Policies
    - Child Care
    - Family Food Pantry Items
    - Student Support Groups/Organizations
- Leverage CAMPIS Grant Resources
- Family U Student Fellow

VIRGINIA STATE UNIVERSITY
Petersburg, Virginia State University

AGENDA ITEM BACKGROUND

To: Academic Affairs Committee	**Date:** February 8-9, 2023
From: Provost/VP for Academic Affairs	**Open Session**
Section III: Emerging Issues Affecting Future Funding and Operations	
Purpose: (choose one)	**Enclosure(s):**

VSU POLICE DEPARTMENT

Campus Crime Report YTD 2022

Offense	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	YTD
Homicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Sex Offenses	0	1	0	1	0	0	1	1	3	1	3	0	11
Robbery	0	0	0	0	0	0	0	0	0	0	1	0	1
Aggravated Assault	0	0	0	0	0	0	0	1	2	2	2	0	7
Burglary	0	1	0	0	1	0	0	0	1	1	1	0	5
Auto Theft	0	0	0	0	0	0	0	0	0	2	0	0	2
Arson	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Violence	0	0	0	0	0	0	0	0	0	0	0	0	0
Dating Violence	1	0	1	3	1	0	0	2	4	1	2	0	15
Stalking	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	2	1	4	2	0	1	4	10	7	9	0	41

Campus Crime Report
Arrest 2022

Offense	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
Weapons Law Violations	0	1	0	1	0	0	0	0	0	0	0	2	4
Drug Abuse	1	1	0	1	0	0	0	0	1	0	0	1	5
Liquor Law Violations	0	0	0	0	0	0	0	0	1	0	0	0	1
Total	1	2	0	2	0	0	0	0	2	0	0	3	10

Security Measures
- Each Residence Hall is staffed with RMC security personnel
- Purchased and deployed three portable camera trailer systems to areas of concern on campus
- Purchased ten new portable light towers
- Provided brochures and pamphlets that contain safety tips, emergency phone numbers, and available resources
- Purchased and now in the testing phase for installation of the Verkada System (panic alarms, surveillance camera and card access control)
- Purchased new handheld devices for the Ticketrack System and waiting on delivery.
- Deterrent vehicles, foot, vehicle, and bike patrols by VSU Police
- Exploring Intellistreets System (light pole messaging boards and surveillance cameras)

Recruitment & Retention

- Police Officers
- Dispatchers
- VSU Police Fire Marshall
- Security Officers
- Officers are currently attending training/seminars to enhance their knowledge and skills to provide a high-quality level of service to the VSU Community

Climate and Compensation Study

Goals

Evergreen Solutions, LLC
- Review current compensation system to ensure internal equity.
- Survey peer organizations to ensure external equity.
- Survey VSU groups (employees, students, and alumni) to determine the climate at VSU and find avenues for improvement.
- Produce recommendations to provide the organization with a compensation system that is equitable, both internally and externally.

Phase1: Outreach
Project Kickoff & Introduction
Collect Appropriate Client Data Including Climate Survey

Phase 2: Internal Analysis
Data Review
Assessment of Current Conditions

Phase 3: External Analysis
Compensation Survey
Market Positioning

Phase 4: Solutions
Implementation of Options
Reporting

Climate Survey Findings

Faculty
Majority of faculty stated that they loved the meaningful work they get to contribute to at VSU, "Ability to work at an HBCU as a reason for job satisfaction."

Staff
Majority of staff also stated that the meaningful work they perform leads to increased job satisfaction.

Administration
Two-thirds of administrators agree or strongly agree the overall organization is productive.

Students
> 75% - Happy to attend and represent VSU
> 67% - Believe that student success is always the top priority
> 73% - HBCU was a factor in their enrollment at VSU
> 70% - Communication Concern
> 52% - Trojan Shuffle

Alumni
> 94% - Satisfied or very satisfied with the experience and education at VSU
> 77% - Very comfortable returning to campus after graduation
> 71% - Return to campus once per year or less

Compensation Study

Current System Findings
- Strength:
  > Simple and consistent staff pay structure.

- Weakness:
  > Wide staff pay bands - very difficult to assess compression and expected salary progression.
  > Employees are not moving through their pay ranges in a manner consistent with employee tenure and service to the institution.

Market Targets
- Responses from 17 peers (12 higher-education institutions and 5 local peers
- 129 positions compared directly to the market
  - 119 returned some data.
  - Average response rate was 7.5 matches per staff position.

Responding Peers
Delaware State University
ESU of Pennsylvania
Longwood University
Louisiana State University
NCCU
Norfolk State University
SUNY at Fredonia
UNC at Pembroke
VCU
Virginia Tech
Winston-Salem State University
WVSU
City of Petersburg
City of Richmond
Henrico County
Chesterfield County
Chesterfield County PS

Market Results

- VSU is trailing the market with respect to entry level staff pay when compared to similar institutions regionally or all other institutions in the state of Virginia.

- VSU's pay ranges are wider than those used by market peers, so VSU comes in ahead of the market on pay at the midpoint and maximum of the range. However, employees at VSU are rarely paid above the midpoint, so VSU's maximums are not reflective of the actual pay available to employees.

- VSU's pay does meet the market when compared to other HBCU's regionally.

- Faculty are paid less than the market average at all ranks when comparing to Virginia Universities or similar regional peers, but are do compare more favorably with HBCU's in terms of faculty pay.

Key Staff Compensation Recommendations

- Adopt an adjusted pay plan with new grades added
    - Reassign pay grades to positions based on internal equity and the market results.

    - Place employees within their newly recommended pay grades.

    - Transition employees into the new, adjusted salary ranges by way of bringing employees up to the salary range minimum if their current salary falls below the new proposed minimum.

VSU Compensation Structure Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
101	$ 31,200.00	$ 42,120.00	$ 53,040.00	70.0%	-
102	$ 32,760.00	$ 44,226.00	$ 55,692.00	70.0%	5.0%
103	$ 34,398.00	$ 46,437.30	$ 58,476.60	70.0%	5.0%
104	$ 36,117.90	$ 48,759.17	$ 61,400.43	70.0%	5.0%
105	$ 37,923.80	$ 51,197.12	$ 64,470.45	70.0%	5.0%
106	$ 39,819.98	$ 53,756.98	$ 67,693.97	70.0%	5.0%
107	$ 41,810.98	$ 56,444.83	$ 71,078.67	70.0%	5.0%
108	$ 43,901.53	$ 59,267.07	$ 74,632.61	70.0%	5.0%
109	$ 46,096.61	$ 62,230.42	$ 78,364.24	70.0%	5.0%
110	$ 48,401.44	$ 65,341.94	$ 82,282.45	70.0%	5.0%
111	$ 51,305.53	$ 69,262.46	$ 87,219.40	70.0%	6.0%
112	$ 54,383.86	$ 73,418.21	$ 92,452.56	70.0%	6.0%
113	$ 57,646.89	$ 77,823.30	$ 97,999.71	70.0%	6.0%
114	$ 61,105.70	$ 82,492.70	$103,879.70	70.0%	6.0%
115	$ 64,772.05	$ 87,442.26	$110,112.48	70.0%	6.0%
116	$ 68,658.37	$ 92,688.80	$116,719.23	70.0%	6.0%
117	$ 72,777.87	$ 98,250.12	$123,722.38	70.0%	6.0%
118	$ 77,144.54	$104,145.13	$131,145.72	70.0%	6.0%
119	$ 81,773.22	$110,393.84	$139,014.47	70.0%	6.0%
120	$ 86,679.61	$117,017.47	$147,355.33	70.0%	6.0%
UNG	-	-	-	-	-

Staff Salary Compensation

Class Parity

Equitable term used to describe the range of employee salaries based on the number of years of service in their current classification.

Each year of service in your current classification credits employees and results in a "projected salary" to ensure that employees are forecasted to receive a range maximum over the course of a career-length estimate (i.e., 30 years).

Faculty Salary Adjustments

Goal
Implementation of a Nationally Competitive Faculty Salary Structure

Methodology
Utilization of CUPA-HR* Vast Data Set
Utilization of Classification of Instructional Program (CIP) Codes
Salaries Benchmarked & Aligned to a Comprehensive list of Institutions

Establishment of Salary Ranges
CUPA-HR Median data (50th Percentile) delineated by faculty rank
Established Minimum (80% of Median)
Established Maximum (120% of Median)

Example: **Minimum = $64,000;   Median = $80,000;   Maximum = $96,000**
                  80% of Median   50th Percentile   120% of Median

College and University Professional Association - Human Resources (CUPA-HR)

RANK	ADJUSTMENT
Full Professors	Review with Deans
Associate Professor	Median of Associate Professor Rank in Respective Discipline
Assistant Professor	Median of Assistant Professor Rank in Respective Discipline
Term Faculty Positions	Median of Assistant Professor Rank in Respective Discipline
Instructors	Bring to a Standard Minimum

Cost Summary for Faculty & Staff Adjustments

Employees	Implementation Option	Total Salary-Only Cost	# of Employees
Faculty	Rank Median	$900K	140
Staff	Class Parity	$400K	81
	Total	$1.3M	221

Date	Action	Point	Stakeholders	Status
January 2023	Establish Webpage with FAQ's & Communication Flow	**Admin HR**	Faculty & Staff	Complete
January 2023	Proposed Salary Adjustments Uploaded into the Cardinal System	**HR**	Faculty & Staff	Complete
February 2023	Proposed Salary Adjustment Reflected in February 16th Pay Check		Faculty & Staff	Complete

VIRGINIA STATE UNIVERSITY   Board of Visitors   2/2/2023

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Petersburg, Virginia State University
AGENDA ITEM BACKGROUND

To:	Academic Affairs Committee	**Date:**	February 8-9, 2023
From:	Provost/VP for Academic Affairs	**Open Session**	
Section V: Planning for the Future of Virginia State University			
Purpose: (choose one)		**Enclosure(s): PowerPoint**	

Planning for the Future of Virginia State University