

**2010 IHEP Symposium on Financial Literacy and College Success at  
Minority-Serving Institutions**

**Integrating Resources for  
Institutional and Student Success:  
NORFOLK STATE UNIVERSITY**

Alexei G. Matveev, Ph.D. / [agmatveev@nsu.edu](mailto:agmatveev@nsu.edu)

# Norfolk State University (NSU): An Overview

- Founded in 1935
- Located in downtown Norfolk, Virginia
- One of the largest HBCUs in the nation
- Almost 7,000 culturally diverse students
  - 65% female
  - 80% Virginia residents
  - ~ 90% on financial aid
- A wide variety of undergraduate and graduate programs for students seeking access to an affordable high-quality education
  - SACS, NCATE, ABET, AACSB, CSWE, NLNAC, and other accreditations

# NSU: Examples of Recent Developments

- Organizational Innovations
  - School of Extended Learning
  - Honors College
  - Graduate School
- Campus Enhancement
  - New Student Union Building
  - New Library
  - Planning for new Nursing and General Classroom Building

# NSU: Key Student Success Indicators

- Enrollment: Fall 2004=6,165; **Fall 2009=6,993**
- Retention rate: Fall 2004= 63% ; **Fall 2009=70%**
- Graduation rate:1998 cohort=28%; **2001 cohort = 31%**
- Student engagement:
  - NSU first-year students report higher levels of engagement than the national average on **3 out of 5** NSSE benchmarks
  - NSU seniors report higher levels of engagement than the national average on **5 out of 5** NSSE benchmarks

# NSU: Current Resource Environment

Challenge	Impact	Coping Strategies
Significant cuts in state appropriations (~15% and is likely to increase as the state is experiencing a significant deficit)	<ul style="list-style-type: none"><li>-Hiring freeze (esp. adjuncts)</li><li>-Furlough</li><li>-Increase in class size</li><li>-Increase in faculty teaching load</li></ul>	<ul style="list-style-type: none"><li>-Growth in enrollment (recruitment, retention, online courses)</li><li>-Increase in non-state funding</li></ul>

# Securing Non-State Resources: Institutional Principles

- Leadership Focus
  - Increase in non-state funding is one of the major directions of the Provost's strategic plan
- Support Infrastructure
  - Sponsored Programs
  - Extramural Associates Research Development Awards (EARDA)
  - Assessment and Institutional Research Offices
- Accountability
  - Grant-writing is an important faculty evaluation / tenure / promotion criterion

# Non-State Resources to Support Student Success: *Selected Examples*

- FEDERAL

- Title III Grant Activities Focusing on Student Success

- Learning Resources and Student Success Center
    - Satellite Academic Support Services
    - Developing Creative Classrooms and Curriculum Models for Fostering Student Retention
    - Establishing an Honors College: Improving Retention by Strengthening Academic Standards
    - Center for the Enhancement of Teaching, Learning, and Advising

# Non-State Resources to Support Student Success: *Selected Examples*

- FEDERAL (Cont'd)
  - TRIO Programs
    - Student Support Services
    - Upward Bound
  - NSF Programs
    - Science & Technology Academicians on the Road to Success (STARS)
    - Louis Stokes Alliance for Minority Participation Program (AMPP)

# Non-State Resources to Support Student Success: *Selected Examples*

- CORPORATE

- Wal-Mart Minority Student Success Grant
  - Academic and social integration of first-generation students
- Hewlett-Packard Technology for Teaching Grant
  - Utilization of tablet PCs to enhance academic success of undergraduate students

# Non-State Resources to Support Student Success: *Selected Examples*

- COMMUNITY/ALUMNI
  - The Norfolk Foundation
    - Enhancement of NSU Honors College
  - Tivet Developers
    - Support of the first-generation student retreat
  - New Chesapeake Men for Progress
    - Volunteers to serve as mentors for Male Mentoring Program

# Non-State Funding Resources to Support Student Success: *Selected Examples*

- STUDENT SCHOLARSHIPS
  - NSU Institutional Scholarship Guide
  - [http://www.nsu.edu/financialaid/pdf/ScholarshipGuide\\_2010-2011.pdf](http://www.nsu.edu/financialaid/pdf/ScholarshipGuide_2010-2011.pdf)

# External Grant-Seeking to Support Student Success: Lessons Learned

- Be pro-active
- Be mission-focused / Identify unique strengths of your institution and highlight them
- Implement small-scale, targeted demonstration / capacity-building projects
- Involve multiple constituencies
- Collect assessment data to gauge impact of your interventions on student success
- Emphasize that student access and success is a national priority and a matter of national security

# Surviving in Resources-Strapped Environment: Financial Literacy (FL)

- FL for Faculty Members
  - Pre- and post-award budgeting and accounting
- FL for Programs and Services
  - Zero-based budgeting
  - Activity-based costing
- FL for Institutions
  - Program and service prioritization (Dickeson (2010), *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, Jossey-Bass.)

# Selected Resources for External Funding of Student Success Initiatives

- Institute for Higher Education Policy [www.ihep.org](http://www.ihep.org)
- Excelencia in Education [www.edexcelencia.org](http://www.edexcelencia.org)
- National Science Foundation [www.nsf.gov](http://www.nsf.gov)
- National Endowment for Humanities [www.neh.gov](http://www.neh.gov)
- Lumina Foundation [www.luminafoundation.org](http://www.luminafoundation.org)
- Suder Foundation [www.suderfoundation.org](http://www.suderfoundation.org)

**2010 IHEP Symposium on Financial Literacy and College Success at  
Minority-Serving Institutions**

**Integrating Resources for  
Institutional and Student Success:  
NORFOLK STATE UNIVERSITY**

Alexei G. Matveev, Ph.D. / [agmatveev@nsu.edu](mailto:agmatveev@nsu.edu)