Administrative Council Meeting  
April 11, 2006

Members Present:  Vice President Baker, Dr. Connolly, Executive Vice President Dever,  
Associate Vice President Gabriel, Vice President Gary, Ms. Graves, Dr. Hill, Dr. Hinton,  
Dr. Saperstone, President Templin, and Ms. Wilhelmi.  

Dr. Beverly Blois represented Dr. Tardd, and Dr. Monica Sasscer represented Vice President  
Sachs.  

Guest:  Mr. Don Johnson, Outreach Specialist, Medical Education Campus  

Enrollment Management & Student Success:  

- Registration for Fall 2006  
  o Priority registration began today. Initial activity appears to be light.  
  o It was the consensus of the provosts that a more systematic marketing plan is needed to ensure that students receive information on this new process. Dr. Gabriel noted the critical need for a designated point of contact on each campus responsible for the distribution of promotional materials and marketing communications.  

- Summer Session  
  o Dr. Gabriel stated that, because registration for the 2006 Summer session began approximately two weeks earlier than the registration for the 2005 Summer session, comparing enrollment data on a daily basis is problematic. He distributed the enrollment data as of April 11, 2006, and noted that this enrollment data was reported as a percentage of last summer’s totals.  
  o Dr. Dever and Dr. Gabriel will develop a reporting calendar to identify specific dates when 2006 Summer enrollment data can be most accurately compared with 2005 data. It was noted that comparison data is critical for making adjustments to the second six-week session.  
  o Campus and college enrollment targets will be included on future reports. Dr. Gabriel advised that the Closed Classes Query function in PeopleSoft can be used to monitor the current status of classes.  

- Several recommendations from the marketing and student recruiting preliminary report were discussed. The remaining recommendations will be discussed at the Administrative Council meeting on April 18.  
  o NOVA, not NVCC, is how the institution is primarily known to many.  
    ▪ Dr. Gabriel will work with Kukovich and Associates to determine the best way to leverage the NOVA branding. At a later date, K&A will recommend a long-range strategy for the systematic and consistent branding of the college.  
  o A centralized process for new student communications is critical.  
    ▪ The Central Records Office will designate a staff member to be responsible for processing these communications. Policy decisions on the types of communications and the timeline for their distribution will be made by the Associate Vice President for Student Services and
Enrollment Management and the Deans Working Group. The focus of these efforts will be on ensuring consistent and responsive follow-through by the college for new students.

- Kukovich and Associates will look into the possibility of providing individually tailored responses based on the information received from individual students.

  o The “Call Center” needs to be transformed into a “Student Information Center.”
    - An effective Student Information Center, with a clearly defined mission and protocol, needs to be integrated into the plan for communicating with students.
    - K&A are working on the position description for the Student Information Center supervisor as well as a clear definition of the center’s functions.
    - Dr. Gabriel advised that interim processes are being implemented. A staff member has been designated to respond to all student inquiries regarding the summer session.
    - Dr. Gabriel will convene a workgroup to consider a long-term strategy for the center and a means to assess its effectiveness. Best practices at other institutions will be considered in this discussion. The workgroup will provide a report to the Administrative Council.

  o Sufficient catalogs are not available for high school counselors and career specialists in the college’s service area.
    - The Deans of Students are responsible for ensuring that the high school counselors and career specialists receive current catalogs.
    - Kukovich and Associates will be requested to provide a catalog distribution model for the high schools.
    - There is confusion as to whether a student must purchase a catalog or will receive one from the college at the time of admission. Dr. Dever will review this issue and provide a statement on the college policy for the distribution of catalogs.
    - As the 2006-2007 Catalog will be available soon, any backlog of copies of the 2005-2006 Catalog should now be distributed to make the most impact.

  o The on-line application is problematic at some points for high school students and for the school counselors trying to assist them.
    - A committee will be convened to compile a summary of the various problems encountered with the on-line application process. The Deans Working Group can provide input regarding problems faced by students, and K&A can address concerns expressed by the high school counselors.
    - It was suggested that information cards with troubleshooting hints to assist with the on-line application could be provided to the high schools.
    - Although workarounds have been developed in response to numerous problems, the workarounds have the potential to be problematic as well. Technical assistance will be needed from the SIS Group to identify effective workarounds.
    - Dr. Dever suggested the possibility of using some of next year’s Perkins funding for a comprehensive review of the issues resulting from the on-
line application. A consultant could be retained to develop a tracking system for students in the career-technical programs. This system would focus on student issues from the time of admission and program placement through one’s academic career to graduation. He noted that the college lags significantly in the Perkins indicator of graduation rate for career-technical students.

- There is a need to pursue student recruiting, especially in high schools.
  - As defined in the revised job description, the Dean of Student Services is responsible for high school recruitment. This includes recruitment, outreach, and early engagement of the high school students. Foundational strategies common to the institution as well as strategies specific to the campuses will be included in this planning.
  - The Dean is also responsible for building a relationship with the high schools. This relationship should align with and complement other joint efforts between NOVA and the high schools, e.g., dual enrollment, Tech Prep, and Pathway to the Baccalaureate.
  - Don Johnson, Recruitment Specialist at the Medical Education Campus, presented information on various tools and giveaways used by the MEC for campus outreach.

Summer Hours of Operation:
- Vice President Baker presented the recommendation from Human Resources for optional work schedules for the summer of 2006. These options were the same as last year. These options are as follows:
  - Four 10-hour days with one off, OR
  - Four 9-hour days with a half-day off, OR
  - Regular Monday through Friday, 8:30-5:00 schedule.
- During the week of July 4 (holiday observed on the 4th), all full-time employees will work 8-hour days.
- The optional work schedules would be available to employees from Monday, June 12, 2006, to Friday, August 11, 2006.
- Employees who currently work alternative schedules do not have to change those schedules during the summer unless called upon to do so by the supervisor.
- Employees wishing to work an alternative schedule must request and receive their supervisor’s approval.

- All college offices are to be open for business during their normal and regular business hours, despite any alternative work schedules that might be approved.
- The Administrative Council approved the recommendation for the optional work schedules for the summer of 2006 as presented.
- These optional schedules will be publicized through the Intercom and through emails to staff and faculty. Included in the publicity for these hours will be a reminder that the college’s regular hours of operation, Monday-Friday, from 8:30 a.m. to 5:00 p.m. will be maintained by all offices.

Commencement:
Dr. Templin stated that Commencement is the most important celebration of the academic year for the students, their families, and the institution. The Honorable Thomas R. Morris, Secretary of Education for the Commonwealth of Virginia, will be this year’s commencement speaker. Ms. Wilhelmi reported that planning for this event was going well.

VCCS Faculty Diversity Initiative:
- Dr. Dever presented information on the Chancellor’s initiative to diversify the instructional ranks within the VCCS by providing opportunities for minority students to teach a course at a VCCS school under structured circumstances while in graduate school.
- This program will match students from historically black colleges and universities (HBCU’s) and other state universities with community colleges in their local area. Students will teach a course this fall in a high-demand VCCS subject area and will receive mentorship from a full-time VCCS faculty member. The student will be paid the regular adjunct rate, and the mentor will receive a stipend for his or her service.
- Participating institutions are Tidewater CC, Thomas Nelson CC, J. Sargeant Reynolds CC, John Tyler CC, Northern Virginia CC, Virginia State University, George Mason University, Virginia Commonwealth University, and Old Dominion University.
- Such a program provides the graduate student with experience and exposure to the teaching profession. The faculty member receives valuable mentoring experience.
- Dr. Dever will contact Professor Elaine Cassel, the Chancellor’s Fellow responsible for coordinating this effort, to discuss opportunities available to NOVA through this initiative. He will report to the Provosts and the Academic Deans on this matter.
- It was noted that NOVA is piloting a similar program with George Mason University. The NOVA Mason Teaching Fellows project is currently focusing on graduate students majoring in English and is being utilized on the Alexandria and Annandale campuses. NOVA faculty serve as mentors for the graduate students. There is interest in expanding this program to other disciplines and universities.
- Efforts will be made to keep alignment between the current NOVA program and the VCCS initiative.

Status Report on Faculty Recruiting:
- As there appears to be some confusion regarding the process for open recruitment, Human Resources will be requested to provide a communication outlining the steps of this process.
- The council discussed the difficulty in defining diversity within the faculty ranks due to the lack of precise information available from the indicators presently being utilized. Dr. Gabriel and Ms. Myrtho Blanchard continue to review this matter and will propose a methodology.

2006-07 Budget Planning Process:
- Dr. Templin stated that, although a budget has not been passed by the Virginia General Assembly, NOVA should proceed with its regular budget planning process. Setting priorities should be the main focus of this planning.
Vice President Baker distributed a proposed budget for Fiscal Year 2007. The budget was based on the following revenue assumptions:

- NOVA’s budget will not be cut;
- NOVA’s enrollment will grow to 25,000 FTES;
- General Funds will be appropriated by the General Assembly to cover the cost of rolling up FY 2006 salary increases for a full year in FY 2007 and to cover the salary increases proposed in both the House and Senate budget bills;
- The funds resulting from the VCCS tuition increase and the NOVA tuition differential were included;
- The funds to support the leases of the new centers for a full year would be available; and
- The loss of one-third of the appropriation for the Medical Education Campus.

Other than salary increases, college expenses will go up to cover the new level of facilities leasing, the projected increased cost of utilities, the increased cost of maintenance contracts, the increase in the postage rates, and the increasing costs of interpreter services for the hearing impaired.

With the available resources and the increases as projected, maintaining a steady-state budget with no other increases will result in a deficit of slightly less than $1 million.

Vice President Baker will provide, at the meeting on May 2, an update on the budget for FY 2007. Dr. Templin noted that this budget information is critical to future discussions of the 2006-2007 college goals.

2006-07 Salary Planning:

- Increasing faculty and staff salaries continues to be a main focus of the institution.
- Completing the faculty salary study has been difficult due to the lack of a comprehensive framework of comparative data. The SACS self-study is being used but does not provide current data.
- Salary increases will be discussed at the April ACOP meeting. Preliminary information is that the General Assembly has recommended a 4% increase for faculty and the State Board for Community Colleges has recommended that this be increased to 6.19%. The General Assembly has also recommended a 3% increase for classified staff. Given the lack of an agreed upon budget, however, these cannot be regarded as definite decisions.
- Dr. Templin noted that any adjustments provided by NOVA will be based on external market competitiveness. External competitiveness for teaching faculty is based on the discipline, and competitiveness for professional and administrative faculty is based on the position. Market comparisons include both the Washington metropolitan area and peer institutions across the nation.

Open-Door Campus Visits:

- Arrangements are being finalized for Dr. Templin’s visits to each campus. He will discuss the year’s accomplishments and the budget outlook for 2006-2007.

2006-07 Goals:
Dr. Templin provided council members with his self-evaluation of the 2005-2006 college goals. This document provides a snapshot of accomplishments during this period.

At the Administrative Council meeting on April 18, Dr. Gabriel will report on the correlation between the indicators of institutional effectiveness and the 2005-2006 college goals. Developing College goals for 2006-2007 will also be considered.

At the meeting on May 2, Dr. Gabriel will address the integration of planning for SACS with setting goals for the institution, the campuses, and the units.

FY 2007 Congressional Requests:

An update from Patton Boggs on the VCCS appropriations efforts was distributed. This document provides observations concerning this year’s budget cycle and on-going efforts to advance the VCCS’s requests for appropriations for special projects, a number of which are associated with NOVA.

Fall 2006 Convocation:

Dr. Hill presented the recommendation from the faculty sub-committee of the Professional Development Committee that professional development opportunities be included in the Fall 2006 convocation events. This recommendation was based on the positive response to such activities at the recent Spring Cross Campus Day.

In addition to the President’s address on the state of the college and the recognition of the recipients of the Education Foundation’s Outstanding Service Awards, Dr. Pat Daron, recipient of the SCHEV Outstanding Faculty Award, will be recognized. Included in the concurrent professional development sessions will be the sabbatical presentations.

The proposals were approved by the Administrative Council.

Dr. Hill noted that the Professional Services Committee is willing to take over the responsibility for this event.

Dr. Dever reported that the Dean’s Working Group is working on an alternative event for the Student Services staff in September. Because of the heavy workload in the Student Services Centers during the week of Convocation, most staff will not be able to attend. This alternative event would include an address by the President as well as professional development opportunities.

The notation “NOVAConnect Registration Only” will be removed from the Convocation entry in the 2006-2007 General Information Working Calendar.

Tracking & Upcoming Items

- Evaluation strategy for Student Services reorganization – April 18
- Campus beautification resources – April 18
- Assessment results, indicators of effectiveness & annual planning – May 2
- Report from Ad Hoc Committee on Flu Pandemic Response – June 6
- Evaluation of fall registration and advising process – September 12

The next meeting of the Administrative Council will be held on Tuesday, May 2, at 9:30 a.m., in Brault.