Administrative Council Meeting
April 3, 2007

Members Present: Vice President Baker, Executive Vice President Dever, Mr. Foley, Associate Vice President Gabriel, Vice President Gary, Dr. Guererra, Dr. Hill, Dr. Hinton, Dr. Saperstone, Dr. Tardd, President Templin, and Ms. Wilhelmi.

Dr. Monica Sasscer represented Vice President Sachs.

Dr. Athos Brewer, ACE Fellow, also attended.

Commencement:
- Dr. Templin acknowledged the provosts’ efforts in encouraging more faculty participation in the commencement ceremony. A significant increase is expected for this year’s event. Governor Kaine will be the commencement speaker.

Enrollment Management & Student Success:
- Summer Enrollment Report.
  - Dr. Gabriel distributed the Daily Enrollment Report for Summer 2007. As of April 2, the data reflect a 9.7% decrease in FTES when compared to Summer 2006. Dr. Gabriel noted that these data are very preliminary and that the later start date for the summer session may be impacting registration.
- Marketing activities for Summer/ Fall 2007 Registration:
  - Among the various activities that Dr. Gabriel discussed were:
    - Letters to Northern Virginia and D.C high school seniors and juniors and their parents promoting registration.
    - Two mailings of postcards to potential visiting (transient) students.
    - Admit packets to all new students applying for the Summer and Fall 2007 semesters.
    - Radio and newspaper ads promoting the Summer and Fall 2007 semesters and targeting the adult market, to begin on April 15.
    - Extensive training for the Call Center staff in such areas as customer service, PeopleSoft, and financial aid, as well as the development of a NOVA information guide that will provide accurate and readily available information to callers. Calls to applicants who have applied to NOVA but never registered are scheduled to be made before the end of Summer/Fall registration.
    - Approximately 210,000 postcards will be sent to Northern Virginia residents who are 20 to 45 years of age, high school graduates, do not currently have an associate’s degree, and have an income below $70,000 a year.
  - In an effort to keep the front-line staff informed, Dr. Gabriel will electronically distribute to various college units marketing materials that are being sent to different constituents.
Dr. Dever discussed the enrollment process for visiting (transient) students. He advised that this information was also previously distributed by email.

- Although transient students are not subject to developmental prerequisites, documentation is required to support their readiness for courses requiring college-level prerequisites.
- Each campus has designated one counselor as the contact person for transient students. As these counselors will need to personally enroll these students in certain classes, the provosts were asked to monitor this process and provide supplementary assistance as needed.
- Information on this process as well as contact information is available on the college website.
- This process will continue to be evaluated each year and refined as needed. Dr. Dever stated that it is critical that sound and efficient processes are in place to support the extensive marketing to the transient student population.
- Dr. Templin noted the importance of identifying the classes taken by these students as these data could inform scheduling decisions for future summer sessions.

Status Report on Student Recruitment & Outreach Activities:

- Dr. Dever discussed the status report on Essential Activities for High School Outreach and Recruitment that was recently distributed. He noted that the comprehensive plan developed by the ad hoc committee gave the primary responsibility for high school outreach and recruitment to the campuses, specifically to the Deans of Students in conjunction with the Provosts, with support provided by the college-wide offices of the President, Executive Vice President, Associate Vice President for Student Services and Enrollment Management, and Marketing and Communications. A matrix was developed to define each area of responsibility and reflect activities aimed at reaching these goals for both college-wide and campus-wide offices.
- Dr. Gabriel distributed a listing of potential public high school graduates by academic year 2006-2007 to 2009-2010 and the 2006-2007 recruitment target for each campus.
- Dr. Templin noted the importance of establishing a good working relationship with the high schools and of focusing on preparing students for college while they are still in high school.
- It is critical that everyone involved in high school outreach and recruitment be aware of college-wide opportunities and programs as well as those available on their campus.
- Dr. Gabriel reported that Maria Marcogliese is working with the campuses to structure NOVA’s message to be used in the high school outreach and recruitment effort.

Student Success: Pilot Plus Two:
Dr. Hinton reported on the Manassas student success pilot to create a model for outstanding customer service. She acknowledged the excellent work of the subcommittees presently engaged in addressing assessment, training and development, campus communications strategies, and models for customer service.

The major goals of this initiative are:

- To create a sustainable and comprehensive student-centered service strategy based on a widely shared knowledge base and philosophy that permeates every office and every interaction on the campus. The committee will be using a “team-based” philosophy and is presently reviewing various models for customer service.
- To develop a team of empowered personnel using training, information, and technology to support effective customer service. A series of training workshops is being planned, and new campus communications tools are under development.
- To develop a campus mission statement of service and core values.
- To improve overall student retention rates on campus. Peer institutions that excel in the area of student retention are being considered for best practices.
- To increase the level of student engagement and satisfaction on campus as indicated by data on campus performance on the Community College Survey of Student Engagement (CCSSE) benchmarks.

Dr. Hinton also reported on several activities that have worked well on the Manassas Campus.

- Spanish-speaking staff are now positioned in strategic offices to provide interpreter assistance. This has proven very helpful, especially having such services available in the business office. An attempt is being made to identify other language resources.
- In an attempt to accommodate students, the Student Services Center is now open to 7:30 p.m., Monday through Thursday.
- Teaching faculty who must be absent from class are encouraged to invite counselors to guest lecture on the topic of “out-of-class” resources available to support student success. Lecture topics include services such as tutoring, disability services, career counseling, financial aid, as well as academic advising. The feedback from students and teaching faculty on these in-class lectures has been consistently positive, and student follow-up after the session has been impressive. Based on the success of these lectures, the Manassas Campus has committed to conducting large-group academic advising sessions as well as providing opportunities for one-on-one academic advising during Academic Advising Week, April 2-6.

Assistant Provost Position:

- Dr. Saperstone presented a proposal for an Assistant Provost position at the Annandale Campus. She noted that when campuses had the opportunity to hire additional faculty and classified staff in the fall of 2006, it was the decision of her staff not to
reorganize back into five academic areas. They recommended instead a reorganization that would remove some of the responsibilities from the current units. At the present time, there is no level of responsibility between the provost and the unit level managers of the campus.

- This position would enhance the Provost’s opportunities to better serve the college.
- Dr. Saperstone acknowledged the efforts of her staff and stated that this recommendation is a result of their strategic planning and goal setting. She also noted that the Annandale Campus is the largest campus in the VCCS and last year generated more annualized FTES than all other VCCS colleges, with the exception of Tidewater.
- This issue will continue to be explored. Dr. Dever and Dr. Saperstone will confer on identifying the conditions under which a campus would be eligible to request an additional position based on division growth. Dr. Templin will confer with the VCCS as there is presently no such position in the system.
- Dr. Dever reported that a recommendation has been received from the Academic Deans Council regarding a reassessment of the positions of Division Deans and Assistant Division Deans. This will be reviewed and presented to the Administrative Council for consideration.

Policy on Reimbursing Travel Expenses for A&P Faculty Candidates:

- Vice President Baker presented a proposal for reimbursing travel expenses for candidates for employment.
  - Recruiting Teaching Faculty: When a regular teaching faculty position is allocated and authorized for a recruitment, the College will reserve a pool of up to $1,200 to be used to support the travel of candidates who live more than 100 miles from the hiring campus. Provosts may use their discretion to provide additional funding from their own resources in support of candidates’ travel expenses.
  - Recruiting Classified Staff: The policies and allocations for regular P-3 classified position at pay grade six or above are the same as for the teaching faculty.
  - Recruiting Administrative Faculty at the Director or Dean Level: In general, the policies for recruiting higher level administrative faculty are the same as for teaching faculty. For recruitments in this category, the central college account will support candidates’ travel up to $2000 per search.
  - Recruiting Provosts, Vice Presidents and the President. The full cost of candidates’ travel will be reimbursed from central college resources.

- Vice President Baker advised that in addition to increasing the amount of funding for each search and including professional and administrative faculty, this revised policy should also provide greater flexibility for deployment of funds across a search.
- The Administrative Council approved this proposal, to be effective FY 2008, as presented.
Faculty Emeritus Resolution:

- The Administrative Council, on the recommendation of the College Senate, approved the removal of the restriction limiting the number of nominations for Professor Emeritus to be recommended during any given year. This change will be made to the Faculty Handbook.

Knowledge Worker Study and Follow Up:

- Dr. Templin distributed an executive summary from a study by the Greater Washington Initiative on Human Capital: Greater Washington’s Knowledge Workers.
- He stated that the large number of 2005 job openings requiring associate degrees, as documented by the report, validates the role of community colleges in helping to sustain the economic growth of the region. Also noted was the number of critical positions in fields where NOVA has strong programs.
- The Washington Post will host meetings focusing on the following business clusters: (1) Media, Art, and Design; (2) Professional Services; (3) Healthcare and (4) Information Technology. Dr. Templin will participate in the meeting on health care and recommended that NOVA be represented at each of these sessions.

State Board Facilities Visit:

- Dr. Templin announced that the Building and Sites Division of the State Board Committee on Facilities will be visiting the college in May. The plans for the visit are not yet complete, but the Loudoun, Manassas, and Woodbridge campuses should be prepared for visits.

The next meeting of the Administrative Council will be on Tuesday, April 10, at 9:30 a.m. in the Large Board Room.

Tracking & Upcoming Items:
Institutional Advancement Reorganization Plans
Achieving the Dream Planning
College Response to the State of Virginia’s Continuity of Operations Plan