Members Present: Executive Vice President Dever, Mr. Foley, Interim Vice President Gabriel, Vice President Garcia, Vice President Gary, Dr. Gueverra, Dr. Hill, Dr. Hinton, Vice President Sachs, Dr. Saperstone, Dr. Tardd, and President Templin.

Guests:
Ms. Myrtho Blanchard, Director, Human Resources
Dr. Jennifer Lerner, Director, Extended Learning Center

Dr. Templin welcomed Mr. Miguel Garcia to the Administrative Council. Mr. Garcia joined NOVA as Vice President for Financial and Administrative Services on October 1.

Student Access & Success:
- Fall Enrollment Analysis
  - The Daily Enrollment Report for Fall 2008 as of October 7 reflects a 2.4% increase in FTES over the comparable period for Fall 2007. Dr. Gabriel reported that enrollment cancellations resumed following the completion of the financial aid adjustment process.
  - Dr. Gabriel presented preliminary data on NOVA’s growth trends for Fall 2008. These data encompassed the following areas:
    - Growth in selected disciplines by campus. Both the top 15 percent of disciplines with the highest growth and the bottom 15 percent of disciplines with negative growth were considered. Dr. Gabriel noted that the top 15 percent experienced significant growth. He advised that, in the future, reviewing data on all disciplines could provide a more comprehensive college-wide review.
    - Capacity limits as shown by a report on unsuccessful registration attempts by students at each campus. Dr. Gabriel advised that the number of unsuccessful registration attempts appears to be decreasing as efforts continue to improve schedule management.
    - Utilized capacity is reflected in the percentage of sections run and the percentage of seats filled in these sections. The data indicate that, college-wide, 89% of the sections offered are run, up from 87% in Fall 2007. The ten disciplines with the highest percentage of seats filled and the ten disciplines with the lowest percentage of seats filled were considered in this data. Dr. Gabriel stated that 95% is the optimum target for utilized capacity. It was agreed that more work needs to be done in schedule entry, capping of classes, and space utilization.
  - Data to be considered in setting the new FTES targets for Spring 2009 were also presented. Additional data, reflecting the methodology for projecting Spring 2009 enrollment based on a percentage of Fall 2008 enrollment, will be presented at a later meeting. A planning strategy for Spring 2009, to include capacity and marketing, will also be discussed.
The Administrative Council will review the results of NOVA’s 2007-2008 high school outreach efforts and the implications for Spring and Fall 2009.

- ELI Success Data
  - Drs. Sachs and Lerner reported on student success at the Extended Learning Institute (ELI). It was noted that ELI experienced a growth rate of approximately 15% in 2006 and, although it continues to grow, it has been at a significantly lesser rate. This reduced growth rate is predominantly linked to issues of capacity, especially lack of instructors.
  - Although the cohort of students taking only ELI classes is increasing, not many students are using ELI courses to earn degrees or certificates. It appears that these courses continue to be considered filler courses.
  - Dr. Sachs stated that the model on which ELI was originally based is no longer adequate for present demands. Utilizing the established principles of the Academic Transformation Project, especially the principle of course redesign, efforts are underway to improve student success at ELI. Dr. Lerner distributed the certification process required for faculty to teach a distance learning class and noted that these requirements are consistent with the VCCS expectations on electronic teaching, learning, and student services.
  - The following results were noted for several ELI team redesigns completed during the Fall 2006 to Fall 2007 period:
    - ITE 115: 24% increase in student success
    - PSY 201: 29% increase in student success
    - ENG 111: 50% increase in student success
    - ENG 112: 61% increase in student success
  - Common features of the redesigned courses are:
    - Increased student interaction and collaboration
    - Increased faculty-student interaction
    - Cohort model
    - Engaging, relevant material
    - Deadlines/pacing
  - The course redesign process begins with an invitation to all faculty in the discipline to participate. Dr. Lerner reviews applications and selects 2-5 faculty for the team who are paired with 1-2 instructional designers. The creation of one shared course usually takes a 3-5 month design process. The Course Coordinator monitors the course and faculty.
  - Among the many benefits realized through the faculty work on ELI courses that transfer to the campuses are:
    - New skills for faculty to use in face-to-face instruction.
    - Best practices that transfer to hybrid instruction.
    - Certification of faculty will feed into emergency planning.
    - Technology and instructional design result in innovations for efficiencies of scale.
    - More tools are added to the mainstream.
  - Next steps for ELI include continued emphasis on advanced faculty certification and professional development, course ownership structure, and development of a
strategic plan focusing on adult students. As has been the case in the past, guidance as to campus needs through interaction with the deans will continue to be an important part of this process. It was also suggested that ELI should be referenced in the college’s recruitment ads.

- Dr. Templin noted the need for a five-year strategic plan for ELI that addresses both a growth strategy and economies of scale, and is based on a superior learning outcome.
- Dr. Sachs reported that NOVA has just been ranked by the Center for Digital Education as the number two most digital community college in the country among large community colleges.

Budget Reduction Planning:
- Status Report
  - Dr. Templin reported that an announcement from the Governor is expected this week. Based on this announcement, the Administrative Council will work through the details of the college’s budget reduction plan.
  - NOVA’s final plan is expected to be completed on November 5 in a joint meeting of the Administrative Council and the Budget Crisis Committee.
  - It is critical that work continues on the various budget reductions plans should future cuts be imposed.
- State Policies & Procedures on Personnel Actions
  - Ms. Blanchard provided the council with information regarding both state and college policies on various personnel actions.
  - A cost analysis of the various actions will be developed by Ms. Blanchard and Mr. Ben Pittman, Budget Director.

Tutoring Proposal:
- At the Administrative Council meeting on August 25, Dr. Gabriel presented an evaluation of the Perkins tutoring program that was undertaken to measure the program’s effectiveness over a two-semester period. The report concluded that while the tutoring program was extensively input oriented, the focus on outcomes was lacking. At that time, it was recommended that AtD, a methodology based on data-driven planning and already in place, might be the best avenue for coordinating this program.
- Drs. Gabriel, Gueverra, and Tardd were requested to develop a charge outlining the process for assigning the AtD team the responsibility for streamlining the Perkins Grant tutoring program with the expectation that sufficient attention be paid to student outcomes, and to measure the outcomes in order to determine the effectiveness of the program. Although a college-wide supplemental instruction and learning program demonstrating NOVA’s commitment to high quality educational and tutoring practices is the ultimate goal, the initial focus will be on the coordination of efforts for the Perkins tutoring program already in place. The charge includes the organizational structure, current practices, best practices, implementation, evaluation, reporting, and budget matters.
- Dr. Gabriel advised that this proposal recognizes the flexibility needed by the campuses and is not intended to centralize the tutoring program. It was recommended that a
coordinator be designated for this program and that this position report to the 
Administrative Council member responsible for the Achieving the Dream initiative.

- The Administrative Council accepted this preliminary proposal but requested that the 
language be revised to address tutoring only and not supplemental instruction. The 
council members will review this charge and forward any comments to Dr. Gabriel. A 
revised charge will be considered at a future Administrative Council meeting.

SACS – Faculty Credentials Compliance:
- The Administrative Council previously approved a timeline and division of labor for the 
SACS reaffirmation process. Dr. Dever provided a status update on the review of faculty 
credentials.
- Information from the 2008 edition of *The Principles of Accreditation: Foundation for 
Quality Enhancement* addressing this process was distributed. Dr. Dever also provided 
information on justifying and documenting the competence of faculty members.
- For this reaffirmation process, a roster of teaching faculty is required for each specified 
semester. This roster will identify each faculty member, each course taught, relevant 
academic degrees and course credits earned and other qualifications. It is critical that 
faculty qualifications align with the course outcomes.
- Ms. Blanchard presented a draft plan, including a time table, for the review of faculty 
files by Human Resources. In preparation for the SACS compliance report, an audit of all 
faculty files, both full and part-time, will be conducted. She noted that this proposed 
process was reviewed with a representative group of academic deans.
  - HR will begin the process by providing each campus with audit checklists, and 
    instructions to be used by academic deans to review all adjunct files before the 
    HR audit of these files begin.
  - A list of all full-time teaching faculty and a list of all adjunct faculty will be 
    compiled, including courses currently taught and workload per semester, prior to 
    beginning the audit on these files.
  - A tentative schedule for auditing campus adjunct files was presented. Any 
    concerns regarding this schedule are to be forwarded to Ms. Blanchard.
  - Procedures for tracking problems and corrective actions will be developed. 
    Campus follow-ups will be conducted to ensure that corrective action has been 
    completed for all files identified in the audit as incomplete.
  - It was agreed that the checklist should be distributed as soon as possible.

Center for Excellence in Teaching & Learning (CETL). Discussion deferred.

Chancellor’s Commonwealth Professorship/Faculty Fellowship Programs. Discussion deferred.

Virginia Tech Initiative. Discussion deferred.

News
- Federal legislation for vets at the MEC.
  - Mr. Foley reported that Congressman Moran and Congressman Murta sponsored 
    legislation, that has been signed by the President, that allocates $19 million 
    dollars to the Army Continuing Education System (ACES) for the establishment
of programs with community colleges nation-wide to provide increased opportunities for soldiers and wounded warriors to acquire technical, vocational, or advanced training and re-training.

- The pilots are expected to focus on re-training programs in high-demand career occupations, including rehabilitation, nursing, medical technology and other health care occupations.
- More details on this pilot will be provided as they become available.

- Status of Great Expectations Program. Discussion deferred.
- Volkswagen contribution to NOVA. Discussion deferred.
- AACC/Wal-Mart Workforce and Economic Opportunity Initiative Grant Award. Discussion deferred.

The next meeting of the Administrative Council will be Tuesday, October 14, at 9:30 a.m. in the Large Board Room.

Tracking & Upcoming Items:
Six-Year Capital Outlay Plan – October 14
Curriculum Committee Recommendations – October 14
High School Student Recruitment Report – October 14
Faculty Diversity – October 21
Military Outreach Services Report – October 21
Allocation of New Classified, Admin& Professional Faculty Positions – October 21
Allocation of New Teaching Faculty Positions - October 21
Review of Student Activity Fee – October 21
Emergency Planning Table Top Exercise – Oct 28 - 9:30 am – 1:30 pm
SACS- Institutional Effectiveness & Student Learning Outcomes – November 4
Faculty Recruitment Strategy for Class of 2009 - November 4
CEWD Quarterly Enrollment/Revenue Report – November 4
Telecommuting Policy Recommendation
LRS Position Finalization Green Idea