Administrative Council Meeting
October 21, 2008

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

Dr. Ronald Buchanan represented Dr. Hinton.

Guests: Mr. Dave Courter, Director, College Enterprise Services
        Mr. Ben Pittman, College Budget Director

Dr. Templin stated that the October College Board meeting was very positive and thanked council members for their participation and support. Dr. Templin and the Administrative Council acknowledged the excellent presentation by Mr. Dana Kauffman, Special Assistant to the President for Community Outreach.

The cover story for the October 20th issue of the Community College Week is “Nursing A Health Care Shortage” and includes information on NOVA’s Nursing and Allied Health programs.

Student Access & Success:

- Implications of Fall Enrollment for Spring Semester
  - Dr. Gabriel provided data on the new FTES targets for Spring 2009. Using actual enrollment targets for Summer 2008 and Fall 2008, the Spring numbers reflected the enrollment required to reach the 2008-2009 annual target.
  - Maintaining the 93.76% Spring/Fall FTES ratio of the previous academic year will result in a shortfall of 117 FTES for reaching the spring target. It is important that each campus ensure that its spring schedule has sufficient capacity to meet or to exceed its spring target.

- Implications of Recent High School Graduate Enrollments for 2009-10
  - The 2008-2009 target for recent high school graduates enrolled at NOVA was not reached. NOVA’s market share of this population also declined.
  - It was agreed that a comprehensive strategy and an institutional focus on this effort is needed. Among the points to be considered in this strategy are:
    - The value of community college as part of a student’s journey toward receiving a baccalaureate degree. Parents should receive targeted information on financial aid and other opportunities at NOVA to include stories from students who have completed this journey.
    - The Guaranteed Admission Agreements presently in place.
    - Comprehensive information on the Virginia Two-Year College Transfer Grant and the process for qualifying for and accessing this. This information also should be shared internally so that faculty can better advise students.
It was agreed that more structured leadership and additional training are needed to enhance the effectiveness of the High School Outreach Specialists.

- Although each campus needs to have its own strategy for high school recruiting, all campus plans should include some common elements from the college plan.
- As originally designed in 2006, the high school initiative has two distinct parts: (1) outreach, which is responsible for building and continuing good relationships with the schools through a variety of coordinated programs; and (2) recruiting, which has the specific outcome of getting students to enroll at NOVA.
- Dr. Templin and Dr. Gabriel will confer with others as appropriate on a marketing and recruiting campaign. The training needed for successful recruitment will also be discussed.

Once the proposed high school targets are distributed by Dr. Gabriel, the provosts will confer with their staff on a campus plan. Dr. Templin advised that each campus plan should identify resources needed for implementation. Targets for each high school will be validated at the meeting on November 4, and the proposed recruiting plans for the campuses and the college will be presented on November 11. Plans need to be finalized by early December.

Although recent high school graduates remain the prime target for enrollment growth for 2009-2010, it is vital that the development of a comprehensive marketing strategy for adult learners be continued. Continued growth is critical not only for dealing with the budget crisis but also for justifying the college’s capital projects.

The utilization of the College Call Center and the significant increase in the college Financial Aid program are two examples of positive changes within the institution. Dr. Templin noted the need to assess these two pressure points from a customer service viewpoint to ensure that their processes, in coordination with other college offices, are effectively responding to student needs. Dr. Gabriel will undertake the assessment in consultation with those immediately involved.

- Enrollment Management, Marketing & Recruitment Strategy
  - Dr. Templin stated that the following areas need to be addressed in the college’s enrollment management planning:
    - An apparent decrease in enrollment momentum.
    - Financial aid opportunities to include Work Study. Dr. Dever is working with the Financial Aid Office on ways to increase student participation in work study, to include clarifying the associated processes.
    - Lack of capacity at ELI is being reviewed by Dr. Sachs.
    - Extensive marketing of opportunities available at the new Innovation Park site in Prince William County.
Vice President Garcia is reviewing the current deferred payment agreement (FACTS). A report is expected following the completion of his review.

Dr. Buchanan noted the difficulty in finding adjunct faculty, especially for the high demand teaching periods. He suggested the development of a program using George Mason University graduate students modeled on the Chancellor’s Faculty Diversity Initiative. Dr. Templin stated that a comprehensive institutional adjunct strategy is needed that would encompass recruitment, professional development, and retention.

Dr. Gabriel presented the proposed 2009-2010 growth targets. The college target of 4.6% is based on a projected percentage of growth in relation to 2008-2009 FTES and incorporates demographics, projected high school graduates, and past enrollment trends. More detailed data were presented on the
- campus programmatic annual FTES target
- FTES targets by location/venue;
- location/venue FTES target by programmatic contributors
- programmatic FTES target by semester (the provosts will provide the final plan)

Any questions or concerns regarding this data should be forwarded to Dr. Gabriel. These targets are expected to be confirmed at the Administrative Council meeting on November 4.

- First week of classes: extended times for services available
  - As an example of what services to include in the extended hours schedule, the Woodbridge Campus list of offices to be open was distributed. The criterion should be the services needed by students at that time of the semester.

- Perkins Tutoring Program
  - Dr. Gabriel reported that no revisions, except the title change requested by the Administrative Council, had been received for the Perkins Tutoring Program proposal. The Administrative Council approved this proposal as presented.

Implementation of FY09 Budget Reduction. Vice President Garcia, Mr. Courter, and Mr. Pittman provided a summary of the college’s current budget reduction plans.

- 5% Reduction Actions to be Implemented
  - Mr. Pittman provided a breakdown as to the funding of the 5% (approximately $4 million) budget reduction. This plan includes a 5% reduction in the M&O budgets for each campus and unit.
  - This plan had previously been approved and will be implemented, effective immediately.

- Position Freeze
Mr. Courter stated that the hiring process can continue on any positions whose recruitment started before September 1. Any positions becoming available between September 1 and November 30 are in a 90-day hiring delay status. A hiring freeze goes into effect December 1 for all vacancies except teaching faculty and public safety classified positions.

Mr. Courter presented a proposal for managing the hiring freeze. It is based on a vacancy target of 45 positions as of June 30, 2009. These positions are divided among the campuses and college staff. The proposal includes a process for donating a specified number of positions toward this goal, which would then be returned to the campus or unit once the freeze is lifted. The Annandale, Loudoun, Manassas, and Woodbridge provosts agreed to donate their current vacancies for Dean of Educational Support Services toward this target, with the expectation of having the positions to fill once the freeze is lifted.

Vice President Garcia will provide council members with guidelines for implementing this process. Clarification will also be provided as to the number of positions presently with a 90-day delay status.

- Carryforward Funds

  Mr. Courter presented a plan for the implementation of projects funded from carryover funds.

  Vice President Garcia should be advised this week if the status of any of these projects has changed or if there are other critical needs that should be considered. This topic is scheduled to be revisited at the meeting on November 4.

  It was agreed that enhanced custodial support should go forward.

  Vice President Garcia stated that a comprehensive assessment of each of these budget areas will be conducted on February 1.

Allocation of New Classified, Admin& Professional Faculty Positions. Discussion deferred.

Allocation of New Teaching Faculty Positions. Discussion deferred.

SACS Principles – Documentation of Faculty Competence:

  Dr. Dever followed up on the previous discussion of the revised process for justifying and documenting the competence of faculty members. This includes a new Justification Request Form that will replace the current Outstanding Qualifications Form.

  The Administrative Council approved the Justification Request Form as presented.

Virginia Outstanding Faculty Award Nominations. Discussion deferred.

Center for Excellence in Teaching & Learning (CETL). Discussion deferred.
Military Outreach Services Report. Discussion deferred.

The Administrative Council will participate in an Emergency Planning Table Top Exercise on Tuesday, October 28, from 9:30 a.m. to 1:30 p.m. in the Forum in Ernst. The next regular meeting will be Tuesday, November 4, at 9:30 a.m. in the Large Board Room.

Tracking & Upcoming Items:
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
Review of Student Activity Fee – November 4
Faculty Diversity – November 4
Telecommuting Policy Recommendation
LRS Position Finalization
Green Idea