Administrative Council Meeting  
July 28, 2009

Members Present: Dr. Buchanan, Executive Vice President Dever, Mr. Foley, Vice President Gabriel, Vice President Garcia, Dr. Hill, Dr. Hinton, Dr. Saperstone, and Dr. Tardd.

Mr. Jerry Boyd represented Dr. Saperstone for part of the meeting. Dr. Jennifer Lerner represented Vice President Sachs, and Ms. Esther Perantoni represented Vice President Gary.

Student Access & Success:
- Summer Session
  - The Daily Enrollment Report for Summer 2009 as of July 28 shows an increase in FTES of 9% over the comparable date for Summer 2008. This is 4.6% over the target. Dr. Gabriel expects the final data to show an increase in FTES of approximately 8.5%.
- Fall Semester
  - The Daily Enrollment Report for Fall 2009 as of July 28 shows an increase in FTES of 12.5% over the comparable date for Fall 2008.
  - Enrollment cancellation is scheduled for August 1.
  - Dr. Gabriel encouraged the use of the available enrollment management tools during the upcoming peak registration period.

2008-09 College, Unit & Administrative Goals:
- Annual Planning and Evaluation Reports for 2008-09 goals are due to Dr. Gabriel immediately.
- Goals for 2009-2010 are due to Dr. Gabriel by August 1.

Administrative Council Retreat – August 11:
- The Administrative Council Retreat will be held on Tuesday, August 11 from 9:00 a.m. to 4:00 p.m. Ms. Hurst will provide logistical information on this event.
- The focus of the retreat will be the impact of college growth. Members were asked to review the related questions and issues listed by Dr. Templin in his communication of July 15.

Follow-up to Joint Meeting with Deans:
- Council members noted the positive reaction to the new Leadership Development Program.
- There is interest in expanding participation in the Chancellor’s Faculty Diversity Initiative. Dr. Dever noted that Human Resources is currently responsible for providing the deans with information on prospective candidates who indicate an interest in teaching at NOVA.
  - Interest was also expressed in developing a similar program for administrative and professional faculty.
- Continuity of Instruction
  - It was agreed that before the fall semester begins, the following need to be in place for the Continuity of Instruction plan.
- Identification by the Technical Application Center (TAC) of faculty trained in teaching a class through distance delivery. Training and tutorials continue to be available for faculty.
- Identification of factors to determine courses that can be migrated to distance delivery in an emergency situation.
- Distribution of the documents that currently set the standards for teaching a class through distance delivery.
- A set of explicit expectations for the analysis and reports to be prepared by deans and faculty.
- A general communication to the college community providing more specific information on this plan.
  - It was noted that migrating a class to a distance delivery method in case of an emergency is not the same as teaching a full-fledged ELI course. Individual classes cannot be converted mid-semester into ELI courses.
  - Should the need arise to transition from a face-to-face delivery to distance delivery, faculty would need to be proficient enough in the use of Blackboard to convert immediately to this method. In addition to addressing the immediate emergency situation, this added proficiency would also provide faculty with long-term instructional tools.
  - Students will need information as to what they will need in case of such an emergency. There is also the need to determine the remote capability needed by Student Services and other college units and to develop specific operational processes.

- White House Community College Initiative
  - Improving the graduation rate (earning a significant college credential) is the major focus of this initiative and other recent initiatives sponsored by foundations and policy groups.
  - Although improving the graduation rate has been a strategic goal for NOVA and the VCCS, some provosts noted that some in the college community have reservations about this emphasis. It is important to engage the college community in an open and broad-based discussion about this matter, with multiple perspectives being shared.
  - The case management model is a proven method to promote program completion, but its resource-intensive nature means that its use is probably limited to selected groups.
  - Academic advising is a more broad-based method to promote graduation, and the institution has made progress with this. Much remains to be done, however.
  - A topic for future consideration will be enhancing the admissions process so that the program placement of students occurs with greater awareness and guidance.

College Readiness and College Success- Engagement Strategy for Fairfax County Public Schools:
- The development of an engagement strategy for working with Fairfax County Public Schools (FCPS) on college readiness and college success is needed now that FCPS has expressed a strong interest in pursuing these matters with NOVA.
• It was agreed that the NOVA team needs to include representatives from all campuses. Attention also needs to be given to expanding the effort to other regional school systems.

• Student success, the first goal in NOVA’s *Strategic Vision 2015: Gateway to the American Dream,* lists College Readiness as its first objective:
  o College Readiness—in cooperation with regional school systems, reduce from 54 to 40 the percentage of recent Northern Virginia public high school students that need to enroll in developmental courses at NOVA.

• Mr. Boyd discussed the work that the Annandale Campus has been doing with FCPS. He noted the various time gaps that have been identified between the completion of both English and math courses in high school and the beginning of corresponding college-level courses.

• Dr. Dever requested that council members provide suggestions for membership on a college-wide core team to work with FCPS.

• Dr. Dever proposed that, in the future, high schools could identify and assess specific students, provide any needed remedial help through programs developed jointly with NOVA, and certify the students’ readiness for college. With this certification, students could proceed directly to college-level courses. Research would need to verify the effectiveness of such an approach. This process between the high school and NOVA would be analogous to the transfer relationship between NOVA and four-year institutions.

• Dr. Dever also noted that the college is increasingly engaged in a number of activities and projects that involve the ACT COMPASS tests in reading, writing, and mathematics.
  o Expertise needs to be developed by NOVA not only in the assessment methods of COMPASS but also in its diagnostic capabilities in order to target or modularize needed remediation at high schools and in the college’s developmental programs.
  o Expertise in COMPASS will be also important for implementing the recommendation of the VCCS Placement Review Task Force and the Developmental Education Task Force. It will also support projects associated with Achieving the Dream and other student success initiatives.
  o It was recommended that four faculty members (one in reading, one in English, and two in mathematics) be identified who would each receive a total of 9 credits of reassigned time (6 credits in Spring 2010 and 3 credits in Fall 2010). These faculty members would be expected to become familiar with these tests and the associated literature in their discipline areas and to contribute to the efforts of workgroups carrying out various activities and projects related to college readiness and developmental education. The faculty members will produce a joint report at the end of the Fall 2010 semester.

• The Administrative Council endorsed this recommendation and will provide Dr. Dever with feedback for further development of this proposal.

Status of Wait List Implementation. Discussion deferred.
SACS Reaffirmation:

- Dr. Dever provided a status report on the college’s preparations for SACS Reaffirmation. He provided updated documents on the projected schedule and the proposed division of labor, as well as a draft proposal for the composition of the Steering Committee.

- A timeline for this process includes the following major events:
  - The SACS orientation of the NOVA leadership team in Atlanta in Spring 2010.
  - The March 2011 due date for NOVA’s Compliance Report followed by the off-site peer review in May.
  - The submission of the Quality Enhancement Plan (QEP) four to six weeks in advance of the Fall 2011 on-site review.
  - The June 2012 review by the Commission on Colleges.

- Efforts currently in place include:
  - Charlotte Calobrisi, Special Assistant for SACS Compliance, continues to work on the compliance document with a current focus on education programs, student services, and learning resources.
  - Ms. Alison Thimblin will serve as the Special Assistant for the Quality Enhancement Plan (QEP). Along with Ms. Calobrisi, she will co-chair the Steering Committee.
  - Work continues on the audit of faculty credentials by Human Resources.
  - Work continues on institutional effectiveness and student learning outcomes. Dr. Gabriel advised that Dr. Jennifer Roberts, Coordinator of Academic Assessment, has conducted numerous workshops for teaching faculty and deans on writing student learning outcomes for specific programs. By the end of summer, it is expected that student learning outcomes will be written for 68 degrees and certificates. Dr. Gabriel noted that student learning outcomes will be included in the Annual Planning and Evaluation Report for Instructional Programs beginning in January 2010. By Fall 2011, the college will be in the middle of its third cycle of reporting student learning outcomes.

- The Steering Committee for the Reaffirmation of Accreditation will have the responsibility for overseeing and guiding NOVA’s reaccreditation process. It will be appointed by the President in consultation with the Administrative Council. The Administrative Council will provide feedback to Dr. Dever on the draft proposal and membership of this committee. The committee will need to begin its work in early Fall 2009.

- Dr. Dever noted that much attention has been given by Ms. Calobrisi and Dr. Robertson to ensuring that the college is in compliance with the Commission’s substantive change procedures and policies. The reporting requirements for substantive change have become increasingly rigorous, requiring the college to be in frequent communication with the Commission about a number of areas. These include new and discontinued programs; off-campus sites where 25-49% of a program’s requirements can be met and those where 50% or more of a program’s requirements can be met; consortial relationships and contractual agreements for instructional programs; and distance education.
Other:

Mr. Foley noted a report in a publication of the *Military Times* on the fifty most popular institutions of higher education for active duty military. The list included Tidewater Community College and a number of proprietary schools but did not include NOVA. The college needs to position itself to take advantage of the numerous opportunities resulting from the new GI Bill and other programs.

The next Administrative Council meeting is Tuesday, August 4, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
Commencement Survey Report—August 4
Chancellor’s Strategic Planning Retreat – August 25-26
2009-10 WDCE Financial & Enrollment Targets