Members Present: Dr. Buchanan, Executive Vice President Dever, Mr. Foley, Vice President Gabriel, Vice President Garcia, Vice President Gary, Dr. Hill, Dr. Saperstone and President Templin. Dr. Hinton participated by phone.

Dr. Jennifer Lerner represented Dr. Sachs and Ms. Joyce Samuels represented Dr. Tardd.

Student Access & Success:

- **Fall Semester Enrollment**
  - The Daily Enrollment Report for Fall 2009 as of November 3 shows an increase of 11.5% over the comparable date for Fall 2008. Based on the current data, Dr. Gabriel expects the enrollment growth for Fall 2009 to be approximately 6.7% above the target.
  - An analysis of the college’s significant enrollment increase will focus on identifying particular growth trends as well as the student populations that attended and those that did not. The number of recent area high school graduates that enrolled in NOVA will be compared against the targets set for this population. This information will be presented at the meeting of the Administrative Council on November 10.
  - Vice President Garcia is scheduled to present an analysis of the college’s physical space at the meeting on November 17. Each provost will provide an assessment of capacity on their campus. Enrollment projections, physical capacity, and the projected availability of new space are all considerations in identifying best practices in space utilization.

- **New Student Orientation**
  - Dr. Gabriel reported on the Summer 2009 New Student Orientation (NSO) college-wide outcomes. The data show that of the 2,152 students attending these orientations, 1,871 (87%) enrolled in Fall 2009. The data also reflect that only about one-third of the 5,282 students below the age of 19 who enrolled for the fall semester attended an NSO.
  - Prior to and again at the end of orientation, students were given a survey of ten basic questions about campus services and programs. The post-test mean scores were 1.5 higher than the pre-test mean scores, indicating the value added from this experience.
  - The largest percentage of enrollments of NSO attendees college-wide were in student development and in non-developmental math courses. It was agreed that there is inadequate capacity in SDV classes to meet the current demand, and that this demand will increase if more new students opt to take SDV in their first year, as they are encouraged to do and as VCCS policy directs. The recent revisions to this course were acknowledged. Dr. Dever will collaborate with the Deans Working Group as these efforts continue. Utilizing the course redesign model focusing on enhancing student outcomes while reducing costs could be one option.
  - The following questions were discussed:
- Should there be targets for NSO? It was agreed that targets would be helpful with the planning process.
- Who should coordinate NSO at the campuses? Currently the Dean’s Working Group and the NSO Taskforce are responsible for these events. Dr. Gabriel recommended that each campus designate an NSO coordinator. It was agreed that the coordinator should be someone other than the campus high school recruiter. Drs. Gabriel and Lerner will confer on a proposal to be presented at an upcoming Administrative Council meeting on the leadership structure and expected outcomes for next summer’s NSOs. Dr. Templin advised that a strategy is needed to increase the college’s penetration rate in area high schools.
- Should there be an allocation of funds for NSO as part of the M&O budget at the beginning of the fiscal year? Dr. Gabriel reported on the support given by the College Marketing and Communication unit in promoting the event and providing giveaways for the NSOs. He noted the extensive publicity that was provided and the promotion of the NOVA brand and the perception of NOVA as a high quality institution. It was agreed that the cost for food and giveaways should be reviewed. Dr. Dever noted that the campus budgets for community and student life might also be funding sources for these events.
  - The preliminary assessment of the NSOs is positive and the current model will be used for the orientations scheduled prior to the Spring 2010 semester.

2010-11 Enrollment Projections & Targets:
- Dr. Gabriel presented the draft document, *Enrollment Planning by Campus and Division: 2010-2011*. The projected college-wide growth for 2010-2011 is 5.5%. Dr. Gabriel requested that the provosts review the projected targets and advise of any needed revisions. Summer 2010 data for campus programmatic FTES targets by division are also needed. This document is expected to be finalized at an upcoming Administrative Council meeting.

Priorities for Non-Teaching Positions FY2010:
- Web Services
  - Dr. Gabriel provided a report on the status and future plans for enhancing web services at NOVA through NOVA’s website, mobile site, and social media.
  - With the completion of Phases 1 and 2 of the website redesign, Web Services and Digital Media (WSDM) is focusing on improving the functionality of the various web services so that students can move through college processes more easily. Phases 1 and 2 implemented a new design on over 100,000 pages and moved the old content into the new design while adding some new features. The mobile site and NOVA’s social media sites were implemented. NOVA now has a presence on
Facebook, MySpace, Twitter, LinkedIn, YouTube and iTunes U. Phases 3 and 4 are expected to be completed over the next two years.

- Four major measureable goals have been developed for guiding the completion of Phases 3 and 4. New and revised web pages, self-help tools and improved capabilities and processes will provide the college community with more online functionalities as well as user-friendly access on the College website, mobile site, and social media sites.
- Dr. Gabriel stated that, in order to provide accurate, easy to access web-based information, tools and services, additional staffing is needed.

- Dr. Gabriel reported that the College Call Center is currently transferring only 30% of calls it receives to other offices as compared with 60% last year. He also distributed a report on Common Questions Received via Online Chat and Email. This is a valuable tool for identifying the types of information and assistance needed by students.

- HR Recruiting, Orienting, Developing Adjunct Faculty
  - Dr. Dever and Vice President Garcia provided a proposal for an Adjunct Faculty Specialist position. With the significant growth in enrollment, more classes (and a greater percentage of class sections) will need to be taught by adjunct faculty. Drs. Dever and Gabriel were requested to provide data on the estimated number of sections expected to be taught by adjuncts over the next three years.
  - It is likely that a significant proportion of new full-time faculty will come from those with previous adjunct experience at NOVA. In the Faculty Class of 2008, 67% of regular hires and 87% of restricted hires had previous NOVA experience. It is very important that greater attention be given to the excellence and diversity of this major source of full-time faculty, and that the recruitment, orientation, and development of these faculty members occur in a systemic and coordinated way.
  - The proposed position of Adjunct Faculty Specialist would be based in Human Resources and would work closely with provosts and deans on such recruitment activities as relations with universities, job fairs, the Chancellor’s Faculty Diversity Initiative, and credentialing. This position would support the college’s strategic goal to focus on “student success by creating an environment of world-class teaching and learning.”
  - It was recommended that the position be restricted to determine its value and utility.

- CETL Strategic Plan:
  - Drs. Saperstone and Dever provided an update on the 2009-2010 strategic plan for the Center for Excellence in Teaching and Learning (CETL) that was originally presented to the Administrative Council in June. Based on the feedback received
at that time, some revisions have been made to the original plan and a needs assessment, conducted in conjunction with OIR, has been added.

- CETL supports two of NOVA’s strategic goals:
  - to increase professional development opportunities that result in enhanced teaching, increased productivity, and improved services to students.
  - to focus on student success by creating an environment of world-class teaching and learning.

- CETL functions as a supporter in the college’s efforts to improve teaching and learning services. It fulfills this role through such activities as: the Power Up Your Pedagogy conference; New Faculty Orientations; faculty learning communities; faculty mentoring program; Faculty Focus workshops; as well as through its *Teaching and Learning Matters* newsletter.

- The Administrative Council approved the CETL strategic plan and the establishment of a CETL Advisory Board. It was recommended that each campus have two representatives on this board. Dr. Templin asked that the membership of the Advisory Board be brought back to Administrative Council for approval.

- A decision on changing the position of director from a restricted to a permanent position was deferred until March.

Other:
Provosts are to provide Dr. Templin with their requests for teaching faculty positions by November 13 in preparation for further discussion at the Administrative Council meeting on November 17.

The next meeting of the Administrative Council is Tuesday, November 10, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
Instructional Continuity – Nov 10
High School Graduate Targets for 2010-11 - Nov 10
2010-11 General Information Working Calendar - Nov 10
Priorities for Non-Teaching Positions FY2010
  - Student Services – Nov 10
  - Academic Dean support – Nov 10
  - Academic Advising – Nov 17
Curriculum Committee Recommendations – Nov 17
High school recruitment results for 2009 – Nov 17
2010-11 Teaching Faculty Position Requests