Administrative Council Meeting  
November 10, 2009

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

Student Access & Success:

- Fall Semester Enrollment
  - The Daily Enrollment Report for Fall 2009 as of November 10 shows an increase in FTES of 11.6% over the comparable date for Fall 2008.

- High School Graduate Targets for 2010-11
  - The report, Recent Northern Virginia Public High School Graduates Attending NOVA by Campus and High School: Fall 2005-Fall 2009 was presented by Dr. Gabriel.
    - From Fall 2005 to Fall 2009, enrollment at NOVA of recent high school graduates from this service area increased 81%.
    - From Fall 2008 to Fall 2009, enrollment at NOVA of recent high school graduates from this service area increased 16%.
    - On an annual basis, from 2005-06 to 2009-10, enrollment at NOVA of recent high school graduates from this service area increased 52%.
    - On an annual basis, from 2008-09 to 2009-10, enrollment at NOVA of recent high school graduates from this service area increased 7%. Although the data for Spring 2010 are an estimate, at this point, the college is expected to exceed its 2009-10 high school recruitment target by approximately 400 students.
    - Dr. Gabriel noted that approximately 400 recent high school graduates from outside the service area also enrolled at NOVA in Fall 2009.
  - The Administrative Council acknowledged the success of the college-wide strategy leading to this significant enrollment increase. Dr. Gabriel noted, however, that approximately 2000 other high school graduates applied but did not enroll. More detailed information on NOVA’s performance in recruiting these students will be presented at a future Administrative Council meeting.
  - The 2010-11 campus and college targets for recent Northern Virginia public high school graduates attending NOVA were presented. Instead of setting targets for individual high schools as has been done in the past, an overall target was provided for each campus. The provosts, in consultation with their high school recruiters and dean of students, were asked to use this campus target to determine specific targets for the various high schools in their service area. Dr. Gabriel advised that the target for 2010-11 reflects an increase of 200 students over the target for 2009-10.
  - As the number of expected high school graduates is peaking for our region, it is critical that the college develop a strategy for recruiting adult
students. An analysis is also needed to identify the populations currently enrolling in ELI.

Priorities for Non-Teaching Positions FY2010.

- **Internal Services for financial management:**
  - Vice President Garcia reported on current efforts to restructure the college’s financial services. These efforts include utilizing external resources to: (1) develop a customer service standard for financial services that, in the future, could be implemented college-wide; and (2) develop tools for setting benchmarks and identifying best working practices in reengineering efforts for the departments.

- **Need for financial analysis.**
  - The additional positions being requested would focus on the following internal services aimed at improving and enhancing financial management and analysis:
    - Addressing changes resulting from student enrollment growth, grants, and other special programs and ensuring proper tracking of budgeting, recording, and reporting information. A relationship management customer service model for working with the campuses and units will be implemented, creating more direct communications between campuses and the central office.
    - Improving customer service and more efficient management of the accounting office reception area as there is no coverage at this time.
    - Maintaining accurate information in the various VCCS-required databases, especially in the area of physical plan inventories. Accurate data is critical not only to comply with VCCS requirements but also for future planning.
    - Establishing business models with the help of performance reports for constantly monitoring all financial functions. Forecasting the cost of new programs and other operations will allow better utilization of the college’s resources. This position will also analyze new business ventures for the college.
    - Developing data mining techniques and reporting tools from the financial and student data base systems to support the budgeting, accounting, financial services, and compliance offices. This resource will supply needed information to develop accurate analysis and reconciliations.

- **Academic Dean support.** Discussion deferred.
- Dr. Templin stated that all presentations for the non-teaching positions should be completed by November 17, with final approval expected by early December.

Instructional Continuity:

- Drs. Buchanan, Dever, and Sachs have presented the Continuity of Instruction plan to the College Senate and the Instructional and Student Services Committee
and will meet with the Personnel Services Committee. A major concern expressed by these groups is the need for more consultation with the deans and faculty during the planning process. Council members agreed that more consultation would have been beneficial had not the perceived urgency of the situation required immediate action. Dr. Templin noted that, since the major portion of the college’s revenue now comes from tuition, payroll could not be met if a significant portion of the institution were unable to deliver instruction for an extended period.

- Dr. Sachs reported on the continuity of instruction preparation implemented this semester:
  - Eighty-four workshops were attended by more than 500 participants, and extensive use was made of the online self-instruction modules.
  - Competency was defined as the ability to build one Blackboard course that would include one function from each of the following areas: (1) moving content online; (2) online communication; and (3) online assessment. As of November 1, 72% of NOVA’s full-time faculty, 32% of adjunct faculty, and 50% of classified teaching staff have completed these requirements. In addition, a significant number of people in each of these categories have completed at least two of the three requirements.
  - Some level of Blackboard is being used in 62% of all NOVA courses. Of these, 20% are considered fully competent in Blackboard usage.
  - “Go Kit!” is a resource providing numerous tips on using Blackboard. An active blog is also in place to increase communication on this topic.

- The Administrative Council acknowledged the efforts of the Technical Applications Center and the campus personnel involved in this training process. The college has clearly made progress in this area and is much better prepared for an emergency situation.

- It was suggested that several classes be identified to implement an alternative delivery method for several weeks on a trial basis.

- The Administrative Council agreed that as new faculty are hired, they should be expected to have an understanding of the effective use of instructional technology, including course management system such as Blackboard. Drs. Dever and Sachs will collaborate on a statement regarding this for inclusion in the college’s upcoming recruitment. This expectation will need to be reinforced during the interview and hiring processes.

- The other component of this plan is the identification of courses that lend themselves to alternative forms of delivery. A compilation is being prepared based on analysis by the coordinating deans, in consultation with the discipline faculty. It will be ready for review by the clusters in January.

- Next steps include involving more adjuncts in Blackboard training and more discussion at the curriculum level on topics such as alternative delivery methods and management of lab requirements. Also, the delivery of instructional support and student services in the event of campus closure needs attention.

- Dr. Sachs will schedule a future Administrative Council meeting to be conducted remotely.
• Administrative Council approved the incremental implementation of the plan to provide laptops to faculty and staff power users as their college computer as proposed by the Information Technology Committee. This implementation is expected to take four years to allow for staggered replacement. Dr. Sachs will coordinate with the campuses on this implementation.

Town Hall Meetings:
• Dr. Templin outlined the topics for discussion at the Town Hall Meetings scheduled to begin this week.

Ad Hoc Budget Crisis Committee:
• A joint meeting of the Administrative Council and the Ad Hoc Budget Crisis Committee is scheduled for Thursday, November 12 at 11:30 a.m.

2010-11 General Information Working Calendar:
• Dr. Dever provided a draft of the 2010-2011 General Information Working Calendar along with the recommendations of the Ad Hoc Calendar Committee and the College Senate.
  o At the recommendation of the College Senate, the following were approved:
    ▪ The Commencement Committee should assess the success of Sunday Commencement 2010 and, to the extent feasible, use the assessment as a factor in finalizing the scheduling of Commencement in 2011.
    ▪ Holidays for faculty, staff, and students will be noted in the calendar as “College Offices Closed.”
  o The calendar will note that “selected offices” will be open on the Saturday before the beginning of classes for Fall 2010 and Spring 2011.
• The Administrative Council approved the 2010-2011 General Information Working Calendar.

The next meeting of the Administrative Council is Tuesday, November 17, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
Priorities for Non-Teaching Positions FY2010
• Student Services – Nov 17
• Academic Advising – Nov 17
Curriculum Committee Recommendations – Nov 17
High school recruitment results for 2009 – Nov 17
2010-11 Teaching Faculty Position Requests