Administrative Council Meeting  
February 9, 2010

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

Budget Planning for 2010-2011:
- Discussions are underway on a budget strategy for 2010-2011 that would permit NOVA to remain strong in the midst of an uncertain financial environment and declining state funding. In addition to responding to the college’s immediate needs, it is critical that budget milestones be identified and contingencies developed to address possible changes in the financial situation.

2010-2011 Enrollment Assumptions:
- Dr. Gabriel advised that the 2009-2010 increase in FTES is expected to be approximately 11.6%. Because the 2010-2011 enrollment target set in October was based on a smaller 2009-2010 increase, it should be revised to reflect the current enrollment momentum.
- Dr. Templin recommended that, for initial budget purposes, the enrollment target for 2010-2011 be revised to a 6% increase over the now projected FTES for 2009-2010. A contingency budget plan would also be developed based on the possibility of an 8% increase in FTES.
- Dr. Gabriel noted two factors that should be monitored:
  - The physical capacity of each campus
  - The retention of students who chose ELI classes due to lack of space in traditional classes.
- Dr. Gabriel will provide the provosts with specific enrollment targets and headcount data for Fall 2010.
- The opportunity to implement full-service weekend programs was discussed. Drs. Sachs and Saperstone will look into the re-instatement of a comprehensive training program for faculty teaching hybrid courses.
- The need for standardized practices for building utilization was discussed. Vice President Garcia will check into the status of the utilization report currently being developed. A summary of available PeopleSoft tools to assist with classroom utilization will also be provided.

Resource Assumptions and Budget Strategy for 2010-2011:
- Vice President Garcia and Ben Pittman, Director, Budget Office, will develop scenarios for both 5% and 10% budget cuts.

Immediate Actions Needed to Support 2010-2011 Goals:
- Differential Tuition
- Recruiting Recent High School Graduates.
Dr. Gabriel noted that efforts are underway for enhancing recruitment activities this spring and summer. 2010 targets are also being set for area high school graduates expected to attend NOVA.

- Recruiting International Students
  - The number of F-1 students continues to increase.
  - The analysis of this recruitment needs to be accelerated. One critical area in this project is the marketing of ESL to foreign students.

- Recruiting and Servicing Adult Learners through E-Learning
  - Developing more short-term classes and a specialized marketing campaign for adult learners are major focuses of the college’s current e-learning pilot.
  - Dr. Sachs will look into the development of a business proposal to make NOVA the e-learning arm for other colleges within the VCCS. Under this arrangement, NOVA’s ELI courses would be available to these colleges, which would, in turn, promote these courses. Dr. Templin requested that the proposal be available to pilot in the VCCS in the fall.

- Marketing & Web Support
  - Current staffing is not adequate for the enhanced marketing and web support needed to promote the college’s major initiatives and other programs on the NOVA website.

- Physical Capacity
  - An estimate for fall capacity is needed.

- Financial Aid
  - To deal with the continuing increase in the number of NOVA students receiving financial aid, a portion of the differential tuition funds will be used for staff positions.
  - The report on Financial Aid Restructuring is due to the Administrative Council in April.

- Call Center Support
  - A report of the current Call Center’s performance against specific benchmarks is expected to be presented to the Administrative Council in May.

- Other items for consideration include:
  - A new model for increasing the adjunct faculty pool through enhancing both the recruiting and hiring processes and professional development opportunities. The development of part-time faculty is critical not only in responding to immediate faculty needs, but also in providing future full-time teaching faculty.
  - The identification of specific needs within student services. The provosts will confer with their dean of students on this matter.
  - LRS/Educational Support Services and academic dean support need to be revisited.
  - Dr. Templin noted that resources will be reserved to address the recommendations of the Presidential Commission on Safety and Security.

Allocation of Non-Teaching Positions:
- College Priorities for Positions
The non-teaching positions presented to the Administrative Council for dealing with the impact of growth on the college as well as positions requested by the campus or unit will be prioritized as follows:

- Positions needed immediately to perform a critical function or to create critical enrollment capacity for next year. The emphasis is on the need to recruit these positions now.
- Positions responding to critical needs but not essential to managing fall enrollment.

The current plan is to allocate approximately 60 positions over the remainder of FY 2010 and FY 2011. These positions will be prioritized and filled as specific enrollment and financial milestones are met. Recruitment efforts will begin on the first 40 positions.

Dr. Gabriel noted that several weeks will be needed to develop the requested distribution model for non-teaching positions.

Immediate and Long-Term Actions Needed:

- Resource assumptions and budget strategy will be reassessed at specified milestones.
- Recommendations from the Ad Hoc Budget Crisis Committee will continue to be considered in all budget planning.
- Positions needed to support enrollment growth and new revenue generation will receive priority.

Grant Opportunities:

- NCAT Grants
  - The National Center for Academic Transformation recently announced a new community college redesign program, Changing the Equation, to improve student learning outcomes in remedial/developmental math while reducing costs for both students and institutions using NCAT’s proven redesign methodology.
  - Dr. Sachs advised that a great deal of structure is needed for a redesign project and that the support of all involved in the project is critical.
  - Drs. Hinton and Gabriel will include a discussion of this grant opportunity at the AtD meeting scheduled for February 19th.

- Gateway to College National Network Grants
  - Project DEgree is a grant opportunity aimed at community colleges that want to improve service delivery to students who begin in developmental education, and that have high enrollments of low-income and minority students. It is a new way to think about student services and classroom instruction to dramatically improve retention and course pass rates.
  - This model is based on the Gateway to College Initiative—a successful college-based dropout recovery model currently available at 27 colleges in 16 states. Anyone interested in this opportunity was asked to contact Dr. Maphumulo who was previously involved in the Gateway to College Initiative.

- Both grant opportunities will be discussed further at the Administrative Council meeting on February 16.
Other:
  ● Dr. Dever will look into a college response to the loss of instructional days due to snow closures.

The next meeting of the Administrative Council is Tuesday, February 16, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
Quarterly WDCE Report- Feb 16
2010-2011 Proposed Institutional Memberships - March 2
Consolidated Working Calendar – March 16
Faculty Handbook – May 18