Administrative Council Meeting
May 25, 2010

Members Present: Mr. Foley, Vice President Gabriel, Vice President Garcia, Vice President Gary, Dr. Hinton, Dr. Maphumulo, Ms. Samuels, Dr. Saperstone, and President Templin. Vice President Sachs participated by phone.

Dr. Jennifer Lerner represented Vice President Sachs.
Dr. Sharon Robertson represented Executive Vice President Dever.
Mr. Michael Turner represented Dr. Hill.

Guests:
Ms. Laraine Booker, Financial Analyst, WDCE
Dr. Elizabeth Harper, Associate Vice President, Student Services and Enrollment Management
Ms. Joan Zanders, Director, Financial Aid

Student Access:
• Summer Session
  o The Daily Enrollment Report for Summer 2010 shows an increase in FTES of 13.8% over the comparable date for Summer 2009. Dr. Gabriel advised that enrollments for the second six-week session are beginning to slow down.
  o An analysis will be done to determine whether this enrollment increase is being driven by recent high school graduates or transient students. Dr. Gabriel noted an increase in transient students over the comparable period for Summer 2009.

• High School Recruitment
  o Dr. Gabriel discussed the high school recruitment activities currently in place for Fall 2010. Each campus has a position for high school recruitment that reports to the Dean of Students.
  o The following information on both the college and campus targets for public high school graduates in the college’s service area was distributed:
    ▪ A sample of a data sheet listing the target number of students to be recruited for each high school and comparing it with the actual number who applied. This sheet is provided to the campus outreach coordinators every two weeks with contact information for recent high school graduates who have applied to the college during that period. Dr. Gabriel will also provide these reports to the provosts.
    ▪ A sample of the report that will be distributed in June comparing current enrollment with the fall target, with data sorted by campus and by high school.
  o During the summer, letters are sent to all recent high school graduates and their parents in the college’s service area.
Student Success:

- Graduation by Campus
  o Dr. Gabriel stated that although approximately 15,000 new students begin at NOVA each semester, the college’s graduation rate is only 12-14%. He noted that this graduation rate is lower than many of our peer institutions.
  o Data were provided on the number of associate degrees awarded to NOVA graduates by award type and campus for the five-year period of 2004-05 through 2008-09. The data reflected not only the total number of associate degrees awarded but also the number conferred by the award type and campus. The number of degrees awarded increased from 2,700 in 2004-05 to 3,182 in 2008-09.
  o The A.S. was the most commonly awarded degree, while the A.A.A. was the least. The number of A.A., A.S., and A.A.S. awards received grew during this five-year period, while the number of A.A.A. awards received decreased overall during this same time period.
  o Dr. Gabriel advised that the home campus designation assigned to graduates is currently based on a specific response on the admission application. However, this could change if a student takes more classes at a different campus. It was agreed that a better model for campus designation is needed.
  o Although there are numerous definitions of student success, a student’s achievement of his or her academic goals is basic to any definition. To increase graduation rates, it is critical that the various efforts in place to improve student success be linked to graduation. Dr. Templin also noted the need to consider how specific areas such as financial aid and academic advising can impact the graduation rate.
  o Dr. Templin advised that improving the college’s graduation rate will be a major focus of the Administrative Council Retreat in June.

  ▪ This includes not only projecting an achievable graduation rate but also identifying the means to meet this projection. This discussion will include three or four major leverage points for improving student success and assisting students in completing their program of study.
  ▪ It is necessary to identify college processes that are internal barriers to graduation. This will require examining each step in the process beginning with the application process and identifying gaps and areas needing improvement.
  ▪ Consideration must also be given to meeting the distinctive needs of distance learning and international students.

Financial Aid Restructuring Initiative Report:

- Dr. Harper noted the commitment and additional resources that NOVA has put into Financial Aid beginning in Spring 2009 when additional campus positions were added and an Associate Director was hired to support campus-based operations. Since the restructuring effort began, a number of other changes have been made to improve and expedite the financial aid process to better serve students.
If the college is to keep pace with the increased demand, continue to improve services, and build a reputation as one of the “best of the best,” significant structural changes are necessary. A closer working relationship between campus operations and the central office as well as the outsourcing of carefully selected support functions are two areas central to this restructuring effort.

Ms. Zanders provided data reflecting the significant and continuing increase in financial aid applications and awards and noted that financial aid applications are increasing at a higher rate than college enrollment. Although the college has increased its capacity to better manage the financial aid application and awarding process, some gaps remain. The restructuring efforts will focus on filling these gaps in order to provide a process that is seamless for the students.

Approximately 4,000 students have already received awards for Fall 2010. Dr. Templin noted the importance of providing students with what is needed for them to complete their program of study and graduate.

Dr. Harper and Ms. Zanders presented the financial aid restructuring recommendations requiring endorsement by the Administrative Council. These recommendations included estimated budgetary requirements and covered the areas of process, communication, training, and staffing.

The budget implications of these recommendations will be considered by the Administrative Council at the June 8th meeting as a part of the budget planning process.

Dr. Harper and Ms. Zanders will update the proposal to include a recommendation for a position to serve as liaison/monitor for the outsourced Financial Aid call center.

Workforce Development/Continuing Education:

Third Quarter Report

Vice President Gary noted the positive third quarter results as compared with earlier projections: revenue was higher by $134,964; the college share was up by $40,490; and expenses were down by $42,900.

The forecast for the end of 2010 includes: revenue approximately $496,000 below the target; expenses approximately $194,000 below the target; and college share approximately $149,000 below the target.

The net for 2010 is expected to be approximately $71,515 below the target.

FY11 Budget Proposal

Vice President Gary presented the following targets for 2011:

- An 8.7% increase in revenue to $10,893,842.
- A 6.2% increase in expenditures to $7,523,203.
- An 8.7% increase in college share to $3,268,153.
- A net of $102,486.

The following were considered in the setting of the 2011 targets:

- Contract Training—New initiatives with CAI and INOVA and centralized business development outreach.
- Open Enrollment—Growth in existing programs and the development of new program offerings.
- Distance Learning—Centralization and expansion of online programs.
The FY 2011 enrollment target of 23,870, set in collaboration with the WDCE Directors, reflects an increase of 8%.
An expected 5% increase in the number of companies served would bring the 2011 target to 1296.

Recommendations of the Task Force on Honors & Academic Challenge. Discussion deferred.

Potential Off-Campus Classroom Locations:
- Vice President Garcia has been contacted by Strayer University as to the possibility of NOVA using some of its classroom space during the daytime hours. He requested input on any space needs that could be met through this arrangement.

The next meeting of the Administrative Council is Tuesday, June 8, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
- Report of the Presidential Commission on College Safety & Security – June 8
- Fiscal Year 2011 Budget Planning – June 8
- Recommendations of Ad Hoc Compensation Committee – June 8
- Call Center Assessment – June 8
- Faculty Handbook – June 8
- Commencement – June 15
- Ad Hoc Budget Crisis Committee Release Time Report
- NCAT Redesign Initiative Approval Strategy
- Ad Hoc Budget Crisis Committee Recommendations Follow Up
- Six-Year Capital Outlay Plan