Administrative Council Meeting  
June 29, 2010

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

Mr. Ronald Beckwith represented Vice President Gary, Dr. Jim McClellan represented Dr. Maphumulo, and Ms. Christine Holt represented Dr. Saperstone.

Guests: Ms. Ina Dimkova, Director of Financial Services  
Mr. Scott Van Landingham, McGladrey, Inc.

Dr. Dever convened the meeting in the absence of President Templin.

Reengineering Project, Finance & Administration:

- Vice President Garcia reported on the current Finance & Administration reengineering project. He introduced Mr. Scott Van Landingham from McGladrey, the consulting firm retained by the college to assess its current business practices and recommend improvements. This effort will begin with a comprehensive review of business office operations and will later be expanded to other areas.
  - In creating a customer-centered organization, the college’s process management must focus on the successful delivery of a well designed product to satisfy customer needs of all the population segments it serves. Identifying the customer groups, process surveys, customer surveys, and financial data are all elements to be considered in designing any realignment of performance management systems.
  - The interview process is a critical tool for understanding the college’s organizational structure and assessing its processes and capabilities. Both internal and external customers will be interviewed.
  - Vice President Garcia noted that this project could serve as a model for future restructuring efforts.

- Mr. Van Landingham advised that due to the scale and complex nature of the project, the consulting team would use a formal and proven methodology. This would include benchmarking and identifying best practices and would include the following phases:
  - Phase I—Scope
  - Phase II—Diagnose
  - Phase III—Design
  - Phase IV—Implement

- A status report is expected by the end of summer.

- Council members noted that topics such as the responsibilities of the business offices for shared services and for campus emergency management were critical to this review.

Student Access:

- The Daily Enrollment Report for Summer 2010 as of June 29, 2010, shows an increase in FTES of 12.7% over the comparable date for Summer 2009. Dr. Gabriel noted that enrollment for the second six-week session has not been as strong as expected.
• The Daily Enrollment Report for Fall 2010 as of June 29, 2010, shows an increase in FTES of 23.5% over the comparable date for Fall 2009. The tuition payment deadline for Fall 2010 is July 30. Dr. Gabriel advised that, prior to enrollment cancellation, emails and letters will be sent to students who have not paid.

Employee Compensation Plan:
• Dr. Dever reported that the VCCS did not approve NOVA’s proposal for competitive salary adjustments for faculty. Although the VCCS indicated its support of NOVA’s goals and approach, it did not support this year’s plan because other VCCS institutions were not in a position to make similar salary adjustments, and there was concern with the timing and the number of faculty affected. This is a major disappointment as the college had worked closely with the VCCS staff in presenting its case for salary realignments for faculty who are least competitively paid.
• Salary adjustments due to promotions in academic rank will proceed.
• The one-time competitive market alignment bonuses for selected categories of full-time classified staff are in place.
• Dr. Dever acknowledged the work of the Ad Hoc Compensation Committee and College Governance in developing the various employee compensation plans. The committee will continue to work on a proposal for 2011-2012.
• Council members requested clarification on the institutional policy for the use of stipends. Human Resources will be requested to provide guidelines as to the correct internal process for providing stipends or other options to compensate faculty for work that is a significant addition to their normal responsibilities.

Faculty Handbook:
• Dr. Dever advised that the proposed changes to the 2010-2011 Faculty Handbook had been reviewed and approved by the College Senate.
• The Administrative Council approved the 2010-2011 Faculty Handbook as presented.

Recommendations of the Task Force on Honors & Academic Challenge:
• As a follow-up to the April 27th presentation of the Task Force on Honors and Academic Challenge, the Administrative Council approved moving forward with the following recommendations for 2010-2011:
  o Create an Honors Coordinator position to provide structure to a college-wide honors program. For 2010-2011, this position would be 50% reassigned time. In the future, it was recommended that this be a restricted position for a specific period of time and that the Coordinator should continue to teach at least one class.
  o Strengthen the role of the College Honors Committee so that it is empowered to move the program forward.
  o Provide central funding for 20% reassigned time during fall and spring and a commensurate stipend for summer duties for Campus Honors Chairs for Alexandria, Annandale, and Loudoun. As the Manassas and Woodbridge campuses organize their programs, they will become eligible for comparable funding.
o Strengthen the role of the Campus Honors Committees so that they are empowered to move their respective programs forward in accord with the overall college plan.
o Develop clear and distinctive processes for admission into the Honors Program for both first-time students and students already enrolled at NOVA.
o Establish comprehensive academic advising for honors students from first contact to graduation and transfer. The College Honors Committee would develop this in conjunction with the QEP Committee.
o To attract prospective honors students, make available 15 scholarships of 3 credits each to the Alexandria, Annandale, and Loudoun campuses for 2010-2011.
o Ensure that designated Honors sections for cohort groups are allowed to run. This will require close communication and coordination between Provosts, Division Deans, and Campus Honors Chairs.
o Develop an Honors Institute on each campus for implementation in 2011-2012.
o Develop a College Honors Learning Community across the five campuses for implementation in 2011-2012.
o Give further consideration to the proposed name change to NOVA Honors College for implementation in 2011-2012.
o Drawing on the extensive cultural, economic, and governmental resources of the Washington metropolitan area, identify internship programs that will enhance the quality of honors students’ experiences at NOVA.
o Develop clear support and accepted pathways for honors students to gain admission to selective colleges and universities.
o Develop a comprehensive marketing plan to promote the Honors Programs internally and externally in time for promotion and recruitment in 2011-2012.
o Develop an assessment plan, in conjunction with OIR, for implementation in 2011-2012 and ongoing after that.

- Council members provided the following suggestions to further enhance the task force recommendations:
  o The charge to the College Honors Committee should include developing clear and appropriate standards for designating a course as “honors.” Resources from external organizations such as the National Collegiate Honors Council should be utilized.
  o The College Honors Committee should include an LRS representative.
  o Dr. Hill requested that the Woodbridge Campus join this program as soon as it can get organized instead of waiting until 2011-2012 to participate. Dr. Hinton advised that the Manassas Campus will also begin to organize for its participation. Dr. Dever will assist these campuses on budget needs resulting from these efforts.
  o Although the Medical Education Campus will not be participating in the initial development of this restructured college honors program, it should be represented on the College Honors Committee.

- Dr. Dever commended the overall report from the Task Force on Honors and Academic Challenge. It builds on the successful work of the past in providing superior academic opportunities for outstanding NOVA students. At the same time, it provides a clear plan
for enhancing the overall organization and visibility of the program, resulting in ever
greater opportunities for the best and brightest of our students.

Other:
- Collection of past debt:
  - Vice President Garcia and Ms. Dimkova discussed the collection of past debt. Letters have recently gone out regarding these debts to the college.
  - Council members requested a communication providing more information on this matter and outlining the appropriate process for responding to inquiries about this.
  - It was noted that from this point forward, the college will send collection letters on a set schedule.
- Dual Enrollment Workgroup:
  - Recommendations should be submitted to Dr. Dever for membership on a workgroup to clarify the procedures that college and campus units have for all aspects of dual enrollment. Clarification of the roles and responsibilities related to career counselors will also be addressed.
  - Recommendations for specific discussion items should also be submitted to Dr. Dever.
- SREB Survey:
  - A representative from each of the five comprehensive campuses is needed to complete a survey as part of the Southern Regional Education Board (SREB) College Readiness Initiative.

The next meeting of the Administrative Council will be Tuesday, July 6, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
- Call Center Assessment – July 6
- Ad Hoc Budget Crisis Committee Release Time Report – July 6
- Curriculum Committee Items – July 6
- Commencement – July 13
- Six-Year Capital Outlay Plan – July 13
- Ad Hoc Budget Crisis Committee Recommendations Follow Up
- Financial Aid Restructuring Proposal – July 13
- Next Generation Extended Learning Institute Proposal