Administrative Council Meeting  
October 12, 2010

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

Guests:
Mr. Bill Chamberlin, Director, Facilities Planning and Support Services  
Ms. Ina Dimkova, Director, Financial Services  
Ms. Geri Dolan, College Events Planner  
Captain Dan Dusseau, Chief, College Police  
Mr. Will Flagler, Director, Office of Emergency Management and Planning  
Mr. Robert Moran, President, Moran Consulting, Inc.

Student Access:
- Fall Enrollment  
  - The Daily Enrollment Report for Fall 2010 as of October 12 shows an increase in FTES of 6.6% over that of the comparable date for Fall 2009. Dr. Gabriel noted that the college has met its target for Fall 2010.
  - Dr. Templin stated that the final FY 2011 funding allocation that was held pending verification of fall enrollment will be considered by the Administrative Council on November 2. The next allocation of non-teaching faculty positions, as well as the allocation of teaching faculty positions for 2011-2012, will be included in this discussion.

Strategic Plan Update:
- Mission Statement Review  
  - An ad hoc committee, co-chaired by Drs. Hinton and Sachs, has reviewed NOVA’s current mission statement and recommended the following revision:

    “While holding firmly to the values of access, opportunity, excellence, and student success, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.”

  - This recommended statement will be presented at the Strategic Planning Work Session. Comments and suggested revisions should be submitted to Dr. Dever.
  - Both the revised strategic plan and the revised mission statement will be presented to the College Board for review and approval at the November meeting.

- Agenda for the Strategic Planning Work Session, October 18  
  - The Work Session will include a report on the status of the major goals and strategies in the current version of the college’s Strategic Plan (November 2007). It will also provide the opportunity to consider revised or additional goals and strategies for the next version of the Strategic Plan that will be submitted to the College Board for its review and approval at the November meeting. Also included in the work session will be presentations on Northern Virginia’s demographic, economic, and employment trends to 2020. Dr. Templin noted the large increase in
jobs expected for this region and the higher level of education required for these jobs.

- Dr. Templin stated that three pillars have emerged in the strategic planning for NOVA: access, student success, and excellence. The college has made significant progress in all three areas, with access being the most notable; student success is expected to be the focus for the upcoming version; excellence may well emerge as the focus in the revision planned for 2013.
  - The point of emphasis for student success has shifted from retention to completion of a program of study. This is critical both for transfer programs leading to the completion of a bachelor’s degree as well as for workforce and certificate programs leading to employment with family-sustaining wages in a field related to the program of study. It was noted that non-credit courses play a critical role not only for providing job training but also for providing a path for students to complete a credential.
  - It is important to continually review the programs offered at NOVA to ensure that the institution is meeting the needs of its students and the community.

- Student Success Agenda
  - Dr. Templin distributed a draft agenda aimed at providing a coherent framework for bringing together NOVA’s numerous efforts to enhance student success.
  - Included in this draft agenda are specific student success target groups, outcomes, and strategies. Feed-back is encouraged as the college advances in its efforts to develop a coordinated and highly effective student success strategy.
  - Dr. Dever noted the need to include student learning outcomes in any student success agenda. The SACS COC requirement for student learning outcomes as part of the reaffirmation process provides an opportunity to institutionalize this process.
  - Other suggested topics to be addressed in this document were faculty roles and responsibilities and the timeframe needed for completion of a program of study.

- Discussion Questions
  - Members of the College Board and Administrative Council will serve as facilitators for the discussion groups at the work session. Questions will be provided to the facilitators prior to the event.

- Group Assignments
  - Data appropriate to the specific topics will be provided to the groups to assist in structuring their discussions.

College Safety & Security:

- Status Report on Implementation of Commission Recommendations
  - Vice President Garcia and Mr. Flagler presented a status report on the implementation plan for the recommendations of the Presidential Commission on Safety and Security. This plan addresses the timeframe for the implementation of the commission’s recommendations in the following areas: (1) Preventative Measures, Tools, and Training; (2) Emergency Response, Management, and Communications; and (3) Clarifying Organizational Responsibilities and Ensuring Coordination. The plan identifies whether the recommendations have been completed, are scheduled for completion at a specific time, or are ongoing. An updated report will be available soon on the college website.
Mr. Chamberlin advised that the installation of interior locks in all the classrooms has been completed and the replacement of fire-rated doors is in progress.

The Administrative Council will continue to receive status reports on this implementation plan on a regular basis.

- Proposed Reorganization and Allocation of Safety and Security Positions
  - Chief Dusseau and Mr. Flagler presented a Public Safety Enhancement Plan: 2010 that included both short-term and long-term goals for the College Police and the Office of Emergency Management and Planning.
    - NOVA’s geographical location and the requirement to comply with federal and state public safety legislation provide unique challenges for public safety planning.
    - The plan identified the following actions to be taken immediately:
      - A 24-hour Communications Center to provide one number to call for all public safety issues. It is expected to be in place by May 2011.
      - A Public Safety Department to consolidate the College Police and the Office of Emergency Management and Planning. While these agencies would remain separate because of their distinct missions, the addition of a Public Safety Director would allow the Chief of Police and the Director of Emergency Management and Planning to focus on specific mission implementation and management activities.
      - The establishment of three Safety Districts to focus on improving communications between the college and local first responders; enhancing reporting to college administration; ensuring clear accountability for public safety; and improving communications before, during, and after an emergency incident.
    - The Administrative Council recommended moving forward with this plan. In order to meet the request for positions necessary to staff this plan and to address additional staffing needs in the Office of Student Mental Health and Behavior, the Administrative Council approved the allocation of 14.5 positions for safety and security.
  - Information on this plan will be included in a future edition of the Intercom.

- A draft policy for key distribution was distributed for consideration by the Administrative Council. It will be addressed at the next meeting.

**Enhanced Cleaning Proposal:**

- Vice President Garcia provided a breakdown of the cost per campus of the enhanced cleaning contract requested by the Administrative Council. This expense is above the regular cleaning contract and provides extra cleaning services for fitness centers, theaters, and the Dental Lab.
- This contract will be extended, and the additional expense will be funded from the college’s central maintenance funds.

**Evaluation of Summer Academic Advising:**

- Dr. Dever discussed his review of the campus reports on the Summer 2010 academic advising. He noted that the majority of responses received from the faculty and the
students participating in summer advising were positive. In that respect, the college’s effort to provide students with a more consistent and systematic opportunity to receive academic advising during the summer was successful. However, it was agreed that the process for tying academic advising with faculty load was problematic and that these two components should be separate.

- Without regard to academic load, structured academic advising at designated times would become one means to provide additional compensation to faculty during the summer session.
- The development of a consistent and systematic summer compensation plan for the Assistant Deans and Program Heads separate from their teaching requirements is also a critical need for the college.
- It was agreed that the following should be considered in preparation for Summer 2011:
  - The development of a compensation plan that is systematic and structured and would address concerns regarding summer compensation for Assistant Deans and Program Heads as well as for faculty providing structured academic advising during designated times of need.
  - Each campus would develop an advising schedule based on its expected needs.
  - The process needs to be approved and in place early enough to provide faculty with sufficient planning time in relation to the summer class schedule. Effective communication regarding the process is critical to its success.
- The Personnel Services Committee and the College Senate are currently developing recommendations for faculty compensation for the summer session.

Moran Business Office Customer Service Study Results:

- Robert Moran reported on the results of the Business Office Customer Service Study recently conducted by his company. This survey was not about processes but how to provide the best experience for the customer.
- The Administrative Council, deans of students, business office staff, and students participated in interviews and surveys aimed at identifying opportunities for improving customer service in the college business offices.
- Mr. Moran stated that the responses received were generally positive and noted the following:
  - The organization is open to change and welcomes the opportunity to improve its customer service.
  - The college does not currently define customer service so there is no standard to measure performance.
  - The steady growth in enrollment has impacted everything.
  - The customer should be at the center of everything.
  - Decisions are usually top-down and not bottom-up.
  - Inertia, complacency, and mediocrity have been tolerated.
  - Great people are doing great things and need to be recognized!
- The business offices are in a unique position and have a number of different responsibilities.
  - They are responsible for compliance on a number of financial matters.
  - They are a critical point of contact providing critical services to students.
  - Staff members often have to deliver bad news.
o Having certain responsibilities to the campus and other responsibilities to the college is sometimes confusing for the staff.
o The Business Managers often have to fill gaps for specific duties and are challenged by having to respond to both campus and college requirements.
o The delegation of certain financial process responsibilities to a specific campus has been problematic for some.
o Driving the students to use the web has presented some problems.

- The responses indicated that the majority of complaints (approximately 85%) are with processes and not with individuals.
- One recurring complaint is that students are shuffled from place to place in their search for assistance. As students are looking for fast and efficient service, accurate information, and courteous interaction, they should not have to go to multiple offices.
o Three areas have been identified that are most likely to send students to another office for assistance:
  - Student Services
  - Financial Aid
  - Business Offices

- The following next steps for improving customer service were discussed:
o The development of a comprehensive definition of customer service as well as a way to measure student satisfaction with the service received. Moran Consulting, Inc. will provide a draft definition for review.
o Training to respond to frequently asked questions for each of the areas noted above might help reduce the number of offices a student would need to visit.
o Include the people on the front lines in the discussions for improving the processes.
o People need to be recognized for what they do.

- Mr. Moran was requested to present these findings to each Provost’s Staff.
- McGladrey Consultants will report on their review of business office processes at a future meeting.

The next meeting of the Administrative Council is Tuesday, October 19, at 9:30 a.m. in the Large Board Room at Brault.

Tracking:
- Faculty Compensation for Additional Work – Oct 19
- Wireless Communication Stipend Policy - Oct 19
- Student Course Load Policy – Oct 19
- Curriculum Committee Items – Oct 19
- Violations of Computer Security Policy – can we do on Oct 19
- Summer Session Compensation – Oct 27
- LRS/Educational Support Services structure – Oct 27
- Budget Update – Nov 2
- Allocation of Teaching Faculty Positions for 2010-11 – Nov 2
- Allocation of Non-Teaching Positions Round #3 – Nov 2
- Review of Draft of 2011-12 General Information Working Calendar - Nov 2
- SACS Compliance Certification – Distance Education – Nov 9
• Final approval of 2011-2012 General Information Working Calendar - Nov 9
• Analysis of Potential Students Who Did Not Complete Registration
• Update on Keys and Card Swipes
• Ad Hoc Budget Crisis Committee Release Time Report
• Ad Hoc Budget Crisis Committee Recommendations Follow Up