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

Dr. Hinton was represented by Dr. Ron Buchannan
Vice President Sachs was represented by Dr. Jennifer Lerner

Guests:
Mr. Ben Pittman, Budget Director

Dr. Templin asked the Council members for feedback regarding the summer pay announcement. The following comments were provided:

- Need to clarify who has authority to approve or disapprove a stipend.
- Need to clarify how much flexibility there is in the system.
- Need to determine ground rules.
- Need consistency across campuses.

Student Access

- Fall Enrollment
  - The Daily Enrollment Report for Fall 2010, as of November 2, shows an increase in FTES of 6.6% above the comparable date for Fall 2009. This is 1% above the Fall target. Dr. Gabriel projects a 6.3% increase by the end of the Fall semester.
- Reasons for Not Completing Fall 2010 Registration
  - The Office of Institutional Research conducted a telephone survey of students who applied for admission for Fall 2010, but did not complete registration. Dr. Gabriel presented the results of the survey.
  - Three groups were identified:
    - Recent high school graduates who applied to NOVA.
      - Approximately 53% stated they were not able to afford tuition. Nearly all of these respondents said they applied for financial aid, but it was not awarded in time to register for classes.
      - Approximately 27% stated that they decided to attend another college.
      - Approximately 17% stated that they plan to enroll at NOVA during the Spring 2011 semester, or the next academic year.
    - Students who filed FAFSA but did not complete registration.
      - Approximately 61% of the respondents were aware that they had not completed the financial aid process.
      - Approximately 39% of respondents were unaware they had not completed the financial aid process.
    - Students awarded financial aid but did not complete registration.
      - Approximately 27% of these respondents had their financial aid dropped because they did not meet minimum credit or SAP requirements.
• Approximately 20% of these respondents stated that they were registered at NOVA but declined student loans because they did not want to accumulate debt.
• Approximately 13% did not register because they experienced difficulties getting information from counselors on selecting the appropriate courses.
• Approximately 10% were not aware they had been awarded financial aid. Some were enrolled at NOVA for the Fall term, so they must have registered late.
• Approximately 10% graduated or transferred to another school.
• Approximately 10% cited personal reasons.
• Approximately 7% stated that they decided to register at another school.
• Other reasons stated included work schedule conflicts, lack of evening or weekend classes, and being placed into a developmental math class.

- Suggestions received from respondents for improving the financial aid process included:
  - Giving students more time to complete the financial aid process.
  - Providing consistent information about the process.
  - Making electronic submission of documents possible.

- Based on the results of the survey, the Administrative Council agreed upon the following:
  - We need to continue with efforts to promote enhanced early engagement with students in follow-up to their application to the college. Part of this effort needs to be focused on clarifying, confirming, or correcting their program placement, which occurs as a result of their selection from the choices listed under Educational Goals on the online application for admission.
  - We need to focus attention on improving communications with students who apply for financial aid, particularly to ensure that those who are required to provide additional information are clear about what they need to do.
  - We need to structure better processes for dealing with students who apply and register at the last moment. In particular, if we are to eliminate late registration, we should provide a schedule (e.g., 12-week session) of high demand classes that these students could take.
  - Dr. Dever indicated that, in follow-up to the Administrative Council action regarding the report of the Task Force on Financial Aid Restructuring, he is in discussion with the Deans of Students about a proposal for strengthening the relationship between the central and campus-based financial aid offices. This, in turn, will help in addressing the financial aid problems experienced by some potential students who do not complete registration. He will share the proposal with Council members.
Student Success

- SENSE Results - Details by Campus
  - Dr. Gabriel provided the Survey of Entering Student Engagement (SENSE) 2009 research briefs. The survey provided benchmark comparisons in a variety of areas: Early Connections, High Expectations and Aspirations, Clear Academic Plan and Pathway, Effective Track to College Readiness, Engaged Learning, and Academic and Social Support Network.
  - As a result of the research findings, the Administrative Council agreed upon the following:
    - Since NOVA scored below the national average in some categories, these areas need to be reviewed.
    - It is NOVA’s ambition to be one of the leading community colleges in the country, and this must be kept in mind as we discuss benchmarking – we must set the bar high, not merely be no worse than average.
    - We have many on-going efforts college-wide that we anticipate will result in significant improvements in the Fall 2010 survey.

SACS Reaffirmation of Accreditation

- Institutional Effectiveness (IE)
  - Dr. Gabriel’s office has been performing IE compliance audits so that we can address any identified issues between now and March.
  - He will be providing checklists to the provosts for processes that should be on-going.
  - SACS will be paying particular attention to Student Learning Outcomes (SLOs). Deans and faculty need to give SLOs focused attention.

Mission Statement & Draft Strategic Plan Revisions

- Strategic Vision and Goals
  - Dr. Gabriel distributed copies of proposed updates to the NOVA Strategic Vision 2015: Gateway to the Academic Dream. These updates included revisions:
    - Changes to opening narrative
      - Northern Virginia is expected add more than 350,000 people this decade.
      - School enrollments across Virginia are expected to increase by 50,000 students over the next five years. Ninety percent of that growth will take place in Northern Virginia.
      - By 2015, 86,000 students are expected to graduate annually from Northern Virginia high schools.
      - 300,000 job vacancies are projected in Northern Virginia in the next ten years.
    - Strategic Goals, Student Success
      - Increase by 30% the projected number of students successfully completing their developmental requirements.
      - Increase the persistence percentage by 3% annually (add definition of persistence).
      - Add goal addressing bridging attainment gaps.
• Increase annual graduation number to 6,000; increase the graduation rate from 16% to 25%.
• Add goal of increasing by 25% the number of transferring students who graduate with a baccalaureate.

Access
• Increase the anticipated number of students enrolled in distance education to 4,500 FTEs annually.
• Update projected number of students receiving financial aid to 26,000.

Excellence
• Add health information systems and ESL to the list of instructional programs specified for enhancement.
• Change International Education to Global Learning
• Add statement reflecting “One College” reputation for excellence.

Resources
• Increase amount of annual funding goal to $150 million
• Increase amount of projected annual operating revue from $100 million to $260 million.

The following comments were provided by Administrative Council members:
• How students are program placed impacts persistence. The student is faced with an overwhelming list of choices on the online application for admission, so we need to help them better navigate the process.
• It is important to note that students must be program placed to qualify for financial aid.
• At this time we measure student transfer as success. We need to develop the ability to measure student graduation rates from four-year institutions. This should be part of a larger national conversation. We need to monitor how well the program and courses taken at NOVA prepare students to pursue their major at the university. If students are not in the right program or are not taking the right courses, they are delayed or deterred from completing their baccalaureate degree.
• Systematic data back about our graduates will help us identify and address problematic areas.

The Administrative Council agreed to send the proposed updated revisions to the College Board for its review and approval at the November 15th meeting.

Mission Statement
• SACS requires that the college periodically review and, as needed, update its mission statement. The Ad Hoc Committee for Mission Review submitted its proposed statement. The Administrative Council endorsed a revision that retains the same structure and elements but tightened some of the wording: With commitment to access, student success, and excellence, Northern Virginia Community College provides collegiate education and workforce development, whether in person or on-line, to serve the needs of its region and the Commonwealth for a well-educated citizenry and globally competitive workforce. Both statements will be submitted to the College Board for its consideration at the November 15th meeting.
LRS/Educational Support Services structure

- Dr. Leidig presented the Consensus Proposal to Address the Issue of College-wide LRS Restructuring.
  - The proposal is intended to help provide consistency across campuses.
  - The proposal recommends renaming the unit Education Support Services to reflect its change in mission.
  - The proposal endorses the following vision statement:
    
    *Educational Support Services will positively impact student access and success by helping students become intelligent and ethical consumers of information in a digital age, and provide forward-looking leadership and access to a robust array of world class resources and services.*

  - Within the unique needs of each campus ESS includes responsibility for faculty services and instruction; and may include computer labs, instructional technology, tutoring, testing, academic centers, media and IT support.

  - Each campus will have a Dean of Educational Support Services that will report to the provost.
  - The position description for each dean will reflect the responsibility for college-wide cooperation and leadership in addressing key areas needing the attention of ESS: Accessibility, Document Retention, Intellectual Property Management, Copyright Management, Information Literacy, Disaster Recovery, and Collaboration/Partnerships within and outside of NOVA. The deans will be expected to work together to develop protocols for college-wide consistency on these issues.
  - Each dean of ESS will have responsibility for the library and the testing center. Other duties, to be assigned by the provost, may include tutoring, professional development for faculty, academic computer labs, and Instructional Technology (IT).
  - IT will be separated into two categories:
    - Operational IT which includes installation, maintenance, repair, replacement cycle management, day-to-day troubleshooting services and related functions.
    - Strategic IT which includes such things as new instructional technologies for the classroom and development of academic computer labs.
  - Operational IT will not automatically fall under ESS. The provost will have the flexibility to decide if this will have a separate reporting line on their campus.
  - Hiring committees for the Deans of ESS will include representation from Dr. Dever’s and/or Dr. Sach’s departments as well as representation from another campus, where feasible.
  - The provosts, working with the deans, will identify tasks, outcome metrics, and standardizations that would guide the implementation of the proposal and would serve as a basis for assessing the success of the restructuring effort in two years. Dr. Hill will provide a summary report regarding those actions to Administrative Council by March 1.
FY 2011 Budget Update

- Mr. Pittman provided status reports as of November 1.
  - We have done well enough that the November 2nd decision package will be implemented. We need to decide how to allocate the additional one-time only money.
  - Dr. Templin suggested deferring some positions until we see the budget for next year. He also expressed concerns over attempting to hire too many positions at once.
  - Mr. Pittman asked Council members to review their budgets and identify any areas where fiscal expenditures may have been delayed. Those who anticipate carrying a balance should report that to his office.
  - Identified balances will be pooled and brought back to the table in January for redistribution.
  - Feedback is needed from units on their special projects so that in January the Administrative Council can identify funds that can be de-obligated and spent on other important projects.
  - Mr. Garcia will work with Bill Chamberlain to identify all requested facilities projects, and better identify any duplicate requests.
  - Budget reports will be provided monthly from here out.
- The following items were identified for follow-up:
  - At an upcoming Administrative Council meeting, different classroom furniture design options will be reviewed. It is important to consider the impact these designs will have upon classroom capacities.
  - The Council will need to explore options for breaking up the proposed Early Alert Warning System if the total package is not accepted for procurement by state regulations.
  - Mr. Garcia will work with Bill Chamberlin to identify projects requested by the provosts that will be accommodated within his FY11 budget. Provosts need to identify critical projects for which they need to request additional funding.
  - On January 25 the Administrative Council will review the budget status, and assess the list of projects that have been requested by members of Administrative Council for funding from non-recurring funds. At that meeting the Council will forecast the year-end balance and allocate any remaining funds, teaching faculty positions, and other non-teaching positions.
  - Administrative Council members are to send special requests to Mr. Garcia and Mr. Pittman by January 15.

Allocation of Teaching Faculty Positions for 2010-11

- Dr. Dever distributed copies of NOVA’s Plan for Faculty Recruitment. The plan builds on the college’s strategic plan, and outlines the overall process for approving and hiring faculty.
- When a faculty vacancy occurs, the position returns to the college for reallocation. It is taken with other vacancies and new positions and then put through the allocation model.
- The model accounts for campus size, growth, full time/part time faculty ratio, the programmatic mix, and the campus vacancy ratio. Growth is particularly rewarded.
- 15% of vacancies are set aside for presidential discretion.
- Positions at MEC are not included in model.
• In addition to excellence, diversity is major goal for faculty recruitment, and we have seen incremental but significant improvements over the past years.
• The Administrative Council requested that ELI inform the provosts of its faculty needs.
• Once the vacancies to be filled are identified using the allocation model, the recruiting process can begin December 1.
• Requests and justifications for teaching faculty positions for 2011-2012 are to be sent to Dr. Templin by Friday, November 12. The Council will review the list at the November 16th meeting.
• Dr. Dever distributed a report NOVA Faculty by Discipline and Campus, September 2010. It is based on the report that HR periodically prepares of all teaching faculty by campus and discipline, but arranged here so that one can readily see the picture for any discipline across all campuses. He suggested that the report is useful in gaining an overview about where the college has put its faculty resources and indicating areas that may need attention.
• Dr. Hill noted that the list also provides an opportunity to look at how the campuses might be able to share faculty. It is also an opportunity to review specialty programs like HVAC, which has become a regional need, and possibly explore spreading these classes out among all the campuses.

Allocation of Non-Teaching Positions Round #3 – Discussion deferred

Review of Draft of 2011-12 General Information Working Calendar – Discussion deferred

Tracking

SACS Compliance Certification – Distance Education – Nov 9
Final approval of 2011-2012 General Information Working Calendar – Nov 9
Review of Questions regarding the Safety & Security Plan Nov 9
Allocation of Non-Teaching Positions Round #3 – Nov 9
Review of Draft of 2011-12 General Information Working Calendar – Nov 9
Policy for Key Distribution
Summer Stipends
Violations of Computer Security Policy – Nov 16
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