Administrative Council  
November 9, 2010

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

Dr. Dever was represented by Dr. Sheri Robertson 
Dr. Hinton was represented by Dr. Ron Buchannan 

Guests:  
William Flagler, Director, Emergency Planning and Management

Dr. Templin opened the meeting and gave the floor to Vice President Gary who reported that NOVA received an award from the Transportation Security Administration (TSA) for the continuing education training we are providing for their employees. Mr. Gary thanked Dr. Maphumulo and Dr. Saperstone. He noted that as result of the success of this program, the TSA is hoping to expand the program.

Student Access 
Fall Enrollment

- The Daily Enrollment Report for Fall 2010, as of November 9, shows an increase in FTES of 6.5% above the comparable date for Fall 2009. Dr. Gabriel projects a 6.3% increase by the end of the Fall semester.

High School Recruitment
Dr. Gabriel presented the actual versus projected numbers of Northern Virginia public high school graduates who registered at NOVA for Fall 2010 by Campus.

- Overall, NOVA reached 90.4% of the Fall target set for the College, resulting in a 0.4% increase from Fall 2009 to Fall 2010.
- The highest portion of a campus target met was at the Woodbridge Campus, with 99% of the target reached. This represents a 10% increase from Fall 2009 to Fall 2010.
- In Fall 2010 there were 1,103 recent high school graduates who applied to NOVA but did not register for courses. Of those students, approximately 53% (584 students) indicated that they did not register because they were waiting for financial aid at the time of registration. If these 584 students had been able to register, the enrollment by high school graduates for Fall 2010 would have exceeded the target.

SACS Reaffirmation of Accreditation 
SACS Compliance Certification – Distance Education

- Vice President Sachs, Executive Vice President Dever, and Charlotte Calobrisi have met with each campus about issues related to compliance with the SACS policy statement on distance education.
- Campuses are providing Dr. Sachs with information about any courses that they offer that fall under the SACS definition of distance education (“a formal educational process in which the majority of the instruction [interaction between students and instructors and among students] in a course occurs when students and instructors are not in the same place”) which is not under the sponsorship of ELI. Also, campuses are reviewing all classes designated as hybrids and determining whether any of them fall under the SACS definition of distance education. This report on hybrids is also being submitted to Dr. Sachs.
• The provosts are sending Vice President Sachs their recommendation regarding how they wish to continue with these classes. The courses will either fall under ELI, or if they choose to keep them campus based, the provost will need to see that the compliance requirements for the courses are provided.

• Vice President Sachs will provide an update on this at a future Administrative Council meeting.

• Dr. Sachs, working with Dr. Dever and Charlotte Calobrisi to develop a written policy for how classes with less than 50% face to face are to be handled since they are considered to be distance learning. This will include 100% online, Centra/Video courses, and hybrids with less than 50% face to face. He will also develop written policy on hybrids that have 50% or more face to face to insure consistency across the college, clear communication with students, and use of best practices. These policy recommendations will be taken to the Curriculum Committee and the Campus Councils for further discussion.

• Dr. Templin noted that we need a written policy for all these courses, with procedures under the policy defined, and a method of testing to establish an environment of institutional quality control.

College Planning: IE Audit
Dr. Gabriel has completed the instructional programs audit. He noted the following:

• Out of approximately 53 programs, 92% are submitting annual planning and evaluation reports each academic year.

• In the area of Use of Results by Major Category, the college is showing steady improvement across all categories.

• The quality of annual planning and evaluation has shown a solid trend of improvement.

• In the area of Percent Reporting Achievement of Target, the percentages since 2002 have varied greatly, but since 2006 we have seen significant improvement.

• How the data resulting from annual planning and evaluations are used across the campuses seems inconsistent. Dr. Gabriel is sending a survey to Administrative Council members to help assess this and to identify areas that require greater consistency.

Review of Questions regarding the Safety & Security Plan

• Mr. Will Flagler provided an update to the Implementation Plan for Recommendations of the Presidential Commission on Safety and Security.
  o Lock Implementation
    ▪ New locks have been installed throughout the college.
    ▪ Vice President Garcia informed the Council that they are now working to identify doors that may be compatible with an electronic card swipe system.
    ▪ The Annandale Campus is being used as the beta test site for swipe card access.
    ▪ Vice President Sachs requested that Vice Presidents Garcia work with his Information Technology staff during this process.
    ▪ Mr. Flagler noted that all exterior doors have been retrofitted so that no exterior doors in the college can be chained.
      • Dr. Templin charged Mr. Flagler with personally inspecting every exterior door on all campuses and reporting back to the Administrative Council.
  o Off-Campus Sites
    ▪ Mr. Flagler informed the Council that all off-campus locations now have prominently displayed emergency instructions.
24/7 College-wide Dispatch Center

- Under Action Step: Comprehensive plans for a college-wide 24/7 Dispatch Center will be developed, Mr. Flagler was directed to correct the completion date to Winter 2011.

College Police

- Under the Action Step: Regular consultation will occur between Campus Police and Provosts/Campus, Mr. Flagler was directed the change the status to “ongoing” and include a statement from the Chief explaining the process for this consultation, including how this process will be tested.

Emergency Planning and Management

- New campus emergency plans have been completed and sent to the provosts for review. Comments and due back by November 15.
- Action Step: Additional staffing will be considered for Emergency Planning and Management has been completed and the status will be changed to “complete”.

- Dr. Templin noted that the Implementation Plan is a living document which must be kept current and accurate regarding the work being done at NOVA to improve safety and security. He charged Will Flagler with being responsible for maintaining this document and with providing regular status reports to the Council.
- Dr. Gabriel is working with SGA presidents and Campus Council Chairs to help define how to communicate emergency messages.
- Dr. Templin charged Dr. Gabriel with forming a focus group of faculty and students to explore best methods for communicating emergency messages, and to provide a target completion date to Mr. Flagler for inclusion in the Implementation Plan for Recommendations of the Presidential Commission on Safety and Security.
- Dr. Templin charged Dr. Gabriel with drafting a communication plan for emergency messages and working with the emergency planning group on its execution.

Allocation of Non-Teaching Positions Round #3

- In response to Dr. Templin’s request that Council members tell him of their most urgent non-teaching position requirements, the following were identified:
  - Dr. Saperstone stated that the Annandale Campus is in need of support positions in the labs and in administration. With the growth in student population, it is imperative to have more staff to interact with them.
  - Dr. Hill noted that the Woodbridge Campus needs additional support between the campus and financial aid to help students successfully navigate the process. Dr. Hill added that he also sees a need for additional support personnel for at-risk students, and additional support in landscaping and grounds keeping.
  - Dr. Buchannan stated that with the increase in the number of students and faculty, the Manassas Campus needs additional administrative support and additional support services personnel.
  - Dr. Leidig stated that the Loudoun Campus is without an Educational Support Services position. More support staff for student services, additional administrative support, and more grounds keeping staff are also needed.
  - Dr. Maphumulo expressed that the most urgent need for the Alexandria Campus is the restoration of a dean position. Additional support from Human Resources in the recruiting and hiring process is needed, and additional operational support is needed.
Mr. Foley stated that the Medical Education Campus has a need for additional facilities staff.

Dr. Robertson stated the Academic and Student Services needs a project manager to support new and existing initiatives.

Vice President Gary expressed a need for additional staff in workforce development and marketing.

Dr. Sachs expressed that IT has a need for project management, and application development and standardization.

Dr. Gabriel’s most pressing need is support for the marketing unit.

Vice President Garcia stated that he has identified many of the same issues addressed by the provosts. He sees the most pressing need for support services in HVAC, grounds keeping, and in Human Resources for recruiting.

**Dr. Templin asked the provosts to share any innovations they have successfully implemented on their Campuses.**

- Dr. Saperstone has centralized responsibility of the adjunct folders, and started a Center for Academic Assistance to help relieve the deans of tasks that are more advising in nature.
- Mr. Foley has taken all Human Resources related functions and created a position that is essentially an HR liaison. He believes having subject experts established on the campuses in areas such as HR, purchasing, and budgets helps streamline the processes and lessens the administrative support burden.
- Dr. Hill has been working with student ambassadors at the Woodbridge Campus.
- The Council members discussed the advantages of assigning a specific person to be the official eVA purchaser for each campus. The processes in eVA are time consuming, and having an on-site expert might streamline this process and take the burden off other staff.
- The Council members also discussed the need to establish one person on each campus who assists the provost in emergency management situations.

Dr. Templin noted that it is important for NOVA to increase our engagement with and support of students. To accomplish this with limited support staff, we will need to consider new approaches to the issue. He charged the provosts to think of innovative ways to address this need, such as the use of volunteers, and to bring back ideas to the Council.

Dr. Saperstone agreed to work on a proposal for recruiting student volunteers and bring this back to the Administrative Council for consideration.

The Council agreed that the area of Workforce Development is worthy of further discussion. This would be a long-term investment, and an ongoing process.

Dr. Templin noted that there are some commonalities in the needs identified by the Council members. Council members have expressed interest in having one individual on each campus responsible for Human Resource functions, for all campus purchasing through eVA, and for providing assistance to the provost in emergency management situations. The functions may not combine well into one position, so this is an area that will require further research and discussion.

The Council approved setting aside six non-teaching positions to be held while this potential new position is defined. These six positions would be held until January when there is better information regarding whether or not additional budget reductions would be required by the Governor.
• Dr. Templin asked Council members to consider the discussion and begin defining how this might work.
• Dr. Templin charged Dr. Hill to review the McGladrey survey results and explore how that information might help guide this process, and create a proposal for Council consideration in mid-to-late January.
• Dr. Templin asked Dr. Maphumulo to provide a comprehensive restructuring plan for his new dean so that timely action can be taken to address this critical need.
• Non-teaching positions requests must be submitted to Dr. Templin by November 18.
• Faculty positions will be discussed at the November 16 meeting. Council members need to have their positions requests to Dr. Templin by Friday November 12.

Internal Controls
Ad Hoc Executive Committee on Internal Controls
• Internal Controls is an area of McGladrey expertise. An employee of McGladrey has been asked to address the Administrative Council at a future meeting on this issue.
• Vice President Garcia is leading the establishment of an Ad Hoc Internal Controls Committee to address oversight, leadership, communication, accountability, and standardization.
• Dr. Sachs and Vice President Garcia provided, and the Administrative Council approved, the following statement clarifying SIS and AIS systems ownership: “Administrative Council confirms the decisions made during implementation of the SIS and AIS systems that the Executive Vice President/Vice President for Academic and Student Services is the Data Owner for Academic Data, and the Vice President for Administrative and Financial Services is the Data Owner for Financial and Personnel Data in our systems.”

PeopleSoft HR System Implementation Committee
• Vice President Garcia presented a draft of the committee charge and composition for the proposed new PeopleSoft HR System Implementation Committee.
• The committee would provide guidance on comprehensive communication and training plans related to implementation, identify potential problems, and monitor the implementation process.
• Provosts were asked to submit to Vice President Garcia by Friday November 12 one representative from their campus in each of the following categories:
  o Classified staff
  o Full-time Faculty
  o P-14 staff
• Vice President Garcia will review the recommendations made by the provosts, make selections, and provide his proposed committee membership to the Council at the November 16 meeting.
• Dr. Maphumulo noted that the draft committee membership does not include a provost. Vice President Garcia will correct the omission and include a provost.
Gatehouse Lease

- Expansion of the Brault building seems unlikely in next 5-6 years. Due to severe space constraints, we will need to consider leasing additional office space for this period of time.
- Vice President Garcia and Dr. Sachs have identified an excellent property in terms of location and expansion potential.
- They have identified the departments to relocate.
- Employees at the 7630 Little River Turnpike location would relocate to the new space when that lease expires in 2013.
- The building is currently empty, and NOVA would be the major tenant.
- Move in can begin in May of 2011.
- A briefing will be provided to the College Board meeting on Monday November 15.

Review of Draft of 2011-12 General Information Working Calendar

- The Council approved the draft 2011-12 General Information Working Calendar
- The recommendations provided by the Ad Hoc Calendar Committee will require further discussion.

Faculty Diversity Progress Report

- Dr. Gabriel presented an analysis of teaching faculty diversity from 2009 through 2010.
- He noted that we are making substantial progress, and added that as we recruit we need to focus on outstanding faculty and diversity.
- Dr. Saperstone noted that the diversity of our existing faculty is an advantage in recruiting new diverse faculty, and we should therefore be paying close attention to our retention numbers.
- Dr. Gabriel will work on a study to measure retention of diverse faculty.

November College Board Meeting

- The agenda was provided for the College Board meeting on November 15 at Signal Hill on the Loudoun Campus.
- Corinne Hurst advised that the Board Packets have been distributed.

Curriculum Committee Items - deferred

Tracking

- Policy for Key Distribution
- Summer Stipends
- Violations of Computer Security Policy – Nov 16
- Approval of 2011-2012 Teaching Faculty Positions – 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