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

Mr. Foley was represented by Ms. Ruth Stanton
Dr. Hinton was represented by Dr. Mark Kidd

Guests:
Mr. Joe Agnich, Assistant Professor of Mathematics, Loudoun Campus
Mr. Brian Anweiler, College-Wide Student Activities Coordinator
Mr. Randall Edwards, Special Assistant to the President
Ms. Adrienne Hinds, Division Dean, Annandale Campus
Ms. Shelli Jarvis, Acting Director of Human Resources
Ms. Michelle Keiffer, RSM McGladrey, Inc.
Mr. Ben Pittman, Budget Director
Mr. Josh Richey, Counselor, Alexandria Campus
Ms. Alison Thimblin, Special Assistant for the QEP
Mr. Scott Vanlandingham, RSM McGladrey, Inc.
Mr. Dan Whelan, RSM McGladrey, Inc.

Student Access
- Spring Enrollment
  - The Daily Enrollment Report for Spring 2011, as of February 1, shows an increase in FTES of 5% above the comparable date for Spring 2010.
  - At this time we are slightly below the projected annual target, but by the end of the semester Dr. Gabriel believes we will meet the annual target.
- 2011-2012 Enrollment Targets
  - Dr. Gabriel provided the Enrollment Planning by Campus and Division: 2011-12 report.
  - He requested that the provosts review the report, and if they feel adjustments are needed, please contact his office.
  - Dr. Gabriel requested that the provosts work with their academic deans to carefully review Table 9: Campus Programmatic FTES Targets by Division (pages 18-29), and then provide Dr. Gabriel with their division target numbers.
  - As directed by the Administrative Council, Dr. Sachs, Dr. Gabriel, Dr. Lerner, and Dr. Hill will convene a working group to review how ELI enrollment targets are generated and their relation to the sponsoring campuses.

Student Success: Employment of NOVA Graduates
- Dr. Gabriel provided two research briefs.
  - Employment Rates of NOVA Graduates: 2007-08 to 2009-10. The data used in this brief were collected by the Virginia Employment Commission.
    - For NOVA graduates in 2009-10, the data show 60.2% were employed within the first year after graduation. It should be noted that many NOVA graduates go on for further education rather than directly entering the workforce.
The data presented in this brief were for three years from 2007-08 to 2009-10 and were collected by the Virginia Employment Commission.

From 2007-08 to 2009-10, the rate of full-time employment for NOVA graduates ranged from 33% to 42%, and the rate of part-time employment ranged from 18% to 27%.

From 2007-08 to 2009-10, annual salaries for the graduates who were full-time employed ranged on average from $34,000 to $41,000.

For most years, AAA/AAS graduates who were full-time employed earned the most of all degree graduates while AA graduates who were full-time employed earned the least.

Dr. Templin summarized that graduates may be having trouble finding employment at the wage level they were anticipating, but the economy is picking up and we expect more and better opportunities in the future. The need in areas such as health care and IT will continue to grow, and NOVA must continue to graduate professionals to fill these critical needs.

SACS Reaffirmation of Accreditation Update

Report of the QEP Development Committee

- Ms. Thimblin introduced the members of the QEP Development Committee, and Mr. Agnich and Mr. Richey provided an update of the work on the QEP.

- The committee has identified the following advising needs:
  - Goal setting.
  - Program placement.
  - Course selection.
  - Class scheduling.

- The committee recommends the following approach to meet these needs:
  - Advising Specialists – currently this role is part of Pathway to the Baccalaureate. It is recommended that we use this model college-wide. Establishing initial contact with first time students is critical. As early as possible, the advising specialist would work with the student on goal setting, interpreting placement testing, and confirming or correcting program placement. The student would then be assigned a faculty advisor.

  - Faculty advisors would work with:
    - First semester, program placed students, once they have met with an advising specialist, and
    - Second+ semester program placed students.
    - Faculty advisors would focus on course selection, class scheduling, and reflection on performance.

  - Counselors would concentrate on specialized areas such as career planning, transfer, outreach, probation/suspension, veterans’ affairs, international students, students with disabilities, and advising for general studies (non-specialized) and non-curricular students.

  - Resources that will be needed for faculty and specialists include training, software to track students advising, knowledge of NOVA programs and resources, redesign of the faculty advising web site and handbook, and faculty mentors.
Resources that will be needed for students include online and print resources for exploration of program of study, SDV courses to help with goal development and program exploration, peer mentors, and expanded advising hours (online, evening, weekend).

- The Administrative Council noted that it is in the process of reviewing a proposal for summer stipends for structured academic advising. The Administrative Council and the QEP Taskforce agreed that it is important that faculty be clear regarding the difference between advising that is a normal and expected part of faculty responsibilities, and the structured academic advising provided during the summer for which the stipends are paid.

- The Administrative Council agreed that the QEP is moving in the right direction. The Council recommended the committee select target groups and focus their beginning efforts on these identified groups. In this manner, we can start small and learn as we progress toward a college-wide effort.

- Dr. Templin emphasized that the QEP should provide a plan for common faculty/staff roles and common processes across all NOVA campuses. The college can no longer have six different ways of providing this critical service.

- Dr. Sachs and Ms. Thimblin will meet to discuss software for tracking student advising.

- Dr. Templin recommended establishing a subgroup to explore the use of technology in the QEP effort as a whole. Technology will be critical in areas such as tracking student progress and interventions, and establishing an expert data base for advising content.

- The Administrative Council requested that it be clear that the Advising Specialist role is different from the current Student Services Specialist role; it is a new role based on best practices and would mirror advising in Pathway to the Baccalaureate program.

- Dr. Templin noted that he would like to see advising specialists working with potential students from their very first contact with NOVA. He is also very interested in using advanced students in a supporting role for new students.

- Dr. Templin added that as we work toward the next stage of planning we need to be projecting the overall cost.

- Dr. Templin congratulated the QEP Taskforce on their exemplary work.

**Institutional Effectiveness Audit**

- Dr. Gabriel distributed the report *Institutional Effectiveness Audit, November 2010.*

- The Office of Institutional Research, Planning, and Assessment (OIR) examined the Annual Planning and Evaluation Reports of educational programs, administrative support services, and educational support services for the academic years 2002-2003 to 2009-2010.

- The OIR audit evaluated:
  - Expected outcomes/goals/objectives.
  - Assessment methods.
  - Assessment findings.
  - Use of results for improvement.

- In 2009-2010, 100% of NOVA’s education programs submitted annual planning and evaluation reports.

- For 2008-2009 and 2009-2010, NOVA achieved 100% alignment in:
  - Expected outcomes, assessment methods, results and use of results.
  - Reporting of assessment methods.
Between 2002 and 2010, in the area of quality of annual planning and evaluation reports, NOVA has continued to improve. NOVA continues to show good progress regarding use of results.

**Briefing on Internal Controls, Risk Management & ARMICS**

- The Administrative Council is establishing the Internal Controls Committee to review internal controls, audits, and accountability, and how they affect operations.
- The Administrative Council requested that Vice President Garcia work with the McGladrey Group to begin this process.
- Mr. Whelan, Managing Director, RSM McGladrey, Inc., presented an overview of internal control best practices.
- Every department must think about how to mitigate and monitor risk.
  - **Current basic climate:**
    - Frequent fraud and accounting scandals.
    - Lack of trust by general public.
    - Boards of Directors appear to be allowing high risk accounting, inappropriate conflict of interest transactions, and extensive executive compensation.
    - Increased regulation and oversight.
  - **Lessons learned:**
    - Governance counts.
    - Good stewardship is vital.
    - Your reputation is your most important asset.
    - Do things right.
    - Take nothing for granted.
    - Reputation is not built overnight.
  - **Basic issues:**
    - Weak tone at the top.
    - Lack of follow-through on discipline issues.
    - Lack of appropriate policies and procedures.
    - Absence of segregation of duties.
    - Management overrides.
  - **Internal control framework:**
    - Designed to provide reasonable assurance regarding the achievement of business objectives, promote effectiveness and efficiency of operations, ensure reliability of financial reporting, and maintaining compliance with applicable laws and regulations.
      - Monitoring.
      - Information and communication.
      - Control activities.
      - Risk assessment.
      - Control environment.
  - **Model for success:**
    - Establish a foundation.
    - Design and execute.
    - Assess and report.
    - Support conclusions regarding control effectiveness.
Unrealistic expectations of internal controls:
- Ensure success and provide absolute reliability of financial reporting and regulatory compliance.
- Substitute for management.
- Protect an organization from errors in decision making, collusion, or management override.

Best practices:
- Code of conduct.
- Whistle blower policy.
- Risk assessment.
- Policies and procedures.
- Job descriptions.
- Training.

- Colleges and universities today are doing entity-wide risk assessments.
- The biggest hurdle is often the necessary culture change.
- Some of the benefits of internal controls and risk assessment include reduction of errors and better employee protection.
- The Internal Control Committee will think systematically about these issues and report back to the Administrative Council. Dr. Sachs and Vice President Garcia will be part of the committee. The next step is compiling the committee membership. The committee will start with issues identified in the current audits. The Administrative Council will revisit this in a couple weeks to look at committee composition and other issues.

Budget Review, Reallocations & Year-End Strategy
- Mr. Pittman and the Budget Office have been working with Administrative Council members to identify funds for reallocation.
- Mr. Pittman distributed the State M&O Budget Status Review and Deobligation FY2011 (as of January 27, 2011) report.
- Dr. Templin, working with Vice President Garcia, and Mr. Pittman have developed the following recommendations:
  - Fund distributed ETF allocation at 150% from College Funds (all units).
  - Request additional E&G student Financial Aid from System Office.
  - Stipend for college employees training on new systems, PropleSoft HR.
  - College funded employee bonuses.
  - Distribute additional discretionary State M&O.
  - Capital projects support/startup.
  - New lease space costs and prepayment, Manassas.
  - Additional deferred maintenance.
  - VCCS strategy project support for system wide purchase.
- Mr. Pittman requested that Council members review the reallocation recommendations and provide any additional requests to him.
- Mr. Pittman will be sending the current Equipment Trust Fund (ETF) allocation requests to the provosts and unit heads for their review and input. ETF funds are for campuses to replace or purchase new equipment.
- Concern was expressed regarding the ability of the warehouse to manage end-of-the-year delivery volume. Vice President Garcia advised he has approved outside storage to help
remedy problems experienced in previous years, and adequately accommodate end-of-the-year volume.

- Concern was also expressed regarding the ability of the purchasing department to handle the end-of-the-year order volume. Vice President Garcia is pursuing experienced contractors to help purchasing during the end of the fiscal year rush.
- The Administrative Council approved the recommendations for expenditure of the de-obligated funds.

**Ad Hoc Committee on Compensation Report**

- The Ad Hoc Committee on Compensation has reviewed P-14, student hire and adjunct pay.
- The following actions are recommended:
  - A 3% increase in the hourly rate of P-14s earning less than $45 per hour.
  - A 3% increase for all student workers.
  - A 3% increase for adjuncts whose pay is below 85% of the NOVA range.
  - Increase base pay by 2% for newly hired adjuncts, retroactive to the first of the year.
  - All increases (other than the adjuncts) would be effective January 21.
- The Administrative Council approved the recommendations.
- Dr. Templin will make an announcement to the college community.
- Ms. Jarvis will send Dr. Templin the effective dates for these increases to include with the announcement.
- Mr. Garcia will work with Ms. Jarvis to provide the Council members the cost of the proposed P-14 increase for their campus or unit.

**Student Activities Program Update**

- Dr. Maphumulo, Dr. Kidd, and Mr. Anweiler have conducted a review of NOVA’s Student Activities Program.
- Mr. Anweiler provided an update regarding their work with student activities.
  - Current college-wide initiatives include:
    - Homecoming festivities.
    - Richmond legislative visits.
    - Martin Luther King, Jr., Day of Service.
    - Celebration of NOVA’s diversity.
    - Black History Month.
    - Hispanic Heritage Month.
    - Women’s History Month.
    - Native American Heritage month.
    - Haitian earthquake relief fundraisers.
    - NOVA Day.
    - Leadership development.
    - Student newspaper.
    - Athletic and sports clubs.
    - NOVA Idol.
  - There are many campus-level initiatives in areas such as student government, leadership, campus life, and community outreach.
- What can be achieved with additional support:
Additional opportunities and resources for student leadership.
- Additional support for activities and programming for student engagement.
- Funds and personnel to support service learning initiatives and community service projects.
- Regularly scheduled trips to Washington, D.C., area points of interest such as museums and historic attractions.
- Day trips to New York City for theater and cultural attractions.
- Provide additional resources to student clubs allowing more initiatives and club activities.
- Student recognition programs.
- Expand the hours of the NOVA Fitness Centers, or create off-campus agreements with private businesses.
- Provide additional resources for student lounges and game rooms on campus.

Dr. Kidd noted that student retention and student engagement are all positively affected by increasing/improving activities and offerings. The more we engage students, the more we retain students.

Dr. Dever noted that the student activities budget does carry a fund balance. Therefore, if a campus does not spend all the money in a given year, it will carry over. This allows campuses to be strategic and plan for the future.

Dr. Hill noted that the Woodbridge Campus uses fund balances to help pay for tutoring.

Dr. Dever thanked Dr. Kidd and Mr. Anweiler for a well documented program overview and their suggestions for the future of the program.

At the next meeting of the Administrative Council, Dr. Dever will present a detailed proposal for an increase in the student activity fee, and how the additional funds will be used for both enhanced programming and for funding Student Centers. If approved, the proposal would go before to the College Board in March and to the State Board in May.

Cell Phone Stipends
Deferred to next meeting

Tracking
- NOVA Council for Financial Aid – Feb 8
- Classroom furniture proposal - Feb 8
- Summer Stipends – February 8
- Special Events Parking Policy, Rates & Fees – Feb 15
- 2nd Quarter WDCE results – Feb 15
- High School Recruiting – Feb 15
- Internal Controls Committee – Feb 15
- Results of Customer Service Definition Update – Feb 15
- Student Mental Health and Behavior – Feb 22
- Analysis of Potential Students Who Did Not Compete Registration
- Campus Interface Position with Finance & Administration
- Update on Keys and Card Swipes