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

Dr. Hinton was represented by Dr. Mark Kidd
Vice President Garcia was represented by Ms. Dimitrina Dimkova

Guests:
Mr. Bill Chamberlin, Director Facilities Planning and Support Services
Mr. Randall Edwards, Special Assistant to the President
Ms. Lori Strumpf, Strumpf Associates: Center for Strategic Change
Ms. Jennifer Xu, Perkins Eastman
Ms. Michelle Thomas, M Design Studio

Advisory Committee for College Safety and Security
• A draft charge and membership list for the new Advisory Committee for College Safety and Security was distributed.
  o The committee will provide the college administration with an ongoing advisory perspective from various constituent groups about the status of issues related to safety and security.
  o Although the committee will not be responsible for operations, it may consult directly with, and receive reports from, those offices specifically charged with responsibility for emergency planning and management and other matters related to safety and security.
  o The committee will make observations and recommendations to the President.
  o Dr. Templin asked Administrative Council members to check that their unit or campus is properly represented, and to provide all comments to him by Friday, February 11, 2011.

NOVA Council for Financial Aid
• Recognizing the critical importance of financial aid in achieving the college’s strategic goals for access and student success, the Administrative Council previously authorized the formation of the Task Force for Financial Aid Restructuring Initiative, which made its report on May 11, 2010.
  • The Council asked the provosts and Executive Vice President to meet and review in depth the conclusions and recommendations. Based on that review, the Administrative Council approved and funded the implementation of major task force recommendations on July 13, 2010.
  • One matter was singled out for further consideration: Issues remain about the recommendation to strengthen and formalize the “dotted line” relationship between the Central Financial Aid Office and the campus offices.
    o Dr. Dever was asked to work with the Deans of Students and the Director of Financial Aid to further clarify what this would entail.
    o It was agreed that primary supervisory authority for campus units remain with the deans, but this should involve active consultation and coordination with the director, who has primary supervisory authority for the Central Office and overall accountability for the integrity and regulatory compliance of the program. The
director and deans should consult regularly about the overall operation of financial aid processes.

- The operational connection between the central and campus-based offices has been enhanced by the addition of an Associate Director of Financial Aid for Campus-Based Programs, who regularly visits all offices as a “circuit rider.”
- This position and other ones that have been approved for central and campus-based financial aid over the past several years, along with various improvements in processes, have resulted in significant increases in the number of students served and the volume and amount of awards made.
- With the ongoing emphasis on the importance of financial aid and the substantial commitment of resources to enhance its functionality has come the expectation that financial aid at NOVA will not just be good (problem areas addressed) but excellent (superior service validated by students, documented by outcomes, and recognized by peer institutions). Getting to this level requires not just good management—doing things right—but strong leadership—doing the right thing.
- Monthly training is being provided to all financial aid staff
- Dr. Dever has met with the Deans Working Group, who recommend that a leadership team (deans, the associate vice president for E-Learning, the director of Financial Aid, the associate vice president for Student Services and Enrollment Management, and a provost) also meet to address the issues.
- Dr. Kidd noted that from the deans’ perspective this is a welcomed improvement. It is difficult to address issues when you have no input into the process. This line of communication is going to be very helpful.
- Dr. Templin suggested that the NOVA Council for Financial Aid select a critical process and have the McGladrey Group work with them to teach process mapping, and reflect on what is done versus what is required. Policies and procedures would be written as a result of this mapping. This would help bring in the front line people. We have very talented people and they can provide valuable input.

- Ms. Dimkova noted that the McGladrey Group was successful in helping Financial and Administrative Services review their processes and identify what worked and what was not working. It was an empowering tool for the office staff and resulted in a better understanding of the processes.
- Dr. Dever noted that Vice President Garcia and he had recognized the need to strengthen the partnership between College Financial Aid, which awards aid to students, and Financial and Administrative Services, which distributes the awarded aid to students. To that end, they have asked that a cross-functional team (consisting of Dr. Harper, Ms. Zanders, Ms. Fristoe, and Ms. Dimkova) regularly meet to identify and resolve issues.
- The Administrative Council agreed to move forward with the work of the NOVA Council for Financial Aid.

Classroom Furniture Proposal

- Mr. Chamberlin provided an overview of the project to update and standardize classroom furniture at NOVA.
- M Design Studios and Perkins Eastman were hired to recommend furniture options, beginning with Annandale, Alexandria, and Loudoun Campuses.
- They worked with the provosts to identify viable solutions for both group-based learning and lecture format.
Following campus visits, the classrooms have been divided into six different categories, based on the classroom size:

- X-Small <500 SF
- Small 500-600 SF
- Medium 600-750 SF
- Large 750-800 SF
- X-Large 800-1,000 SF
- XX-Large – 1,000 SG < SF

Two recommendations were presented:

- The Node Chair:
  - A sample of this chair was presented to the Council.
  - The node chair is mobile so that seating may be easily and quickly rearranged into different classroom configurations. The base of the node chair provides storage for backpacks. The node chair has been designed with an adjustable work surface, accommodating both left- and right-handed students

- The Inquire Table and Strive Chair combination:
  - Inquire tables are available in a variety of shapes and sizes, with straight or canted legs, casters or glides. They can be quickly rearranged to adapt to various classroom configurations.
  - The Strive chair has a flexible back that provides lateral support and the contoured seat dissipates pressure points. The Strive chair is on casters so that it can also be easily rearranged to adapt to changing classroom formations.

The Node Chairs and the Inquire Table/Strive Chair combination are currently being tested in classrooms on several campuses. Students are being asked to provide feedback.

Dr. Saperstone expressed concern that with the new furniture configuration, some of the Annandale Campus classrooms would lose as many as five seats. Also, she has a faculty member who has expressed concern over the students being too close to each other, with the resulting potential for cheating.

Dr. Kidd noted that with the proposed new furniture, there seems to be a benefit of gaining some space in the larger classrooms, but in certain disciplines it will limit or decrease space.

Dr. Templin asked that the campuses that want to run a trial with the new furniture send Mr. Chamberlin an official request to set up test rooms.

Mr. Chamberlin added that the furniture people will need to visit each campus and work through the order details. He asked provosts to speak with him by the end of the day to set up these appointments.

**Summer Stipends**

Dr. Saperstone distributed revised draft proposals for summer stipends for structured academic advising and for summer stipends for assistant deans and program heads.

She has incorporated feedback from the Administrative Council, the deans, and the College Senate.

**Summer Stipends for Structured Academic Advising:**

- During the summer there are three types of student advising:
  - Advising by assistant dean/program head who may do advising during the summer stipend hours.
- Advising by faculty teaching in the summer as part of their regular teaching responsibilities.
- Structured advising – these are designated hours based on student needs. These needs may include, but are not limited to SOAR, NSO and general advising.
  - The stipends will be paid for the third category – structured advising.
  - Each campus provost will be responsible for working with their staffs to develop a set of structured advising hours and allocating the structured advising stipend units.
  - The Medical Education Campus will not be participating.
  - Faculty do not have to be teaching to qualify for the stipend.
  - Faculty who do participate will take college-provided training and receive a certificate of completion.
  - Dr. Harper and Ms. Peck will be asked to coordinate the training.
  - Faculty will be compensated for their training hours, as long as they complete the training and receive their certificate.
  - Virtual advisors will also be trained.
  - Priority will be given to full-time faculty, but adjunct faculty can participate.
  - If funding runs short, a campus may use their State M&O funds; however, funds designated for structured advising may be used only for structured advising. If there are structured advising funds that are not planned to be used, then the balance should be returned to the college by April 1.

- Summer Stipends for Assistant Deans and Program Heads.
  - Guidelines for summer stipends:
    - Allocation of stipend units within academic divisions will be made by the provost in consultation with the academic deans.
    - All campuses which have 9-month teaching faculty who are assistant deans and program heads will participate.
    - Nine month assistant deans and program heads, at the discretion of the campus provost, may participate.
    - Assistant deans and program heads are not required to work or participate in this proposal.
    - A maximum of 10 units or $5,000 will be appropriated to an individual assistant dean or program head.
    - Not all assistant deans and program heads will receive the same stipends. Based on the number and type of duties an assistant deans or program head performs for a variety of disciplines, the number of stipend units will vary.
    - Campuses must work within the funding available.
    - If a campus anticipates not using any available funding, it should be returned to the college by April 1, 2011.
    - In the past, the MEC 9-month assistant deans and program heads have received compensation for summer work. Since the funding allocated in the method above will not sufficiently meet the MEC financial needs for the summer, the MEC provost can supplement the funding received with campus adjunct funds.
  - Dr. Templin noted that although the MEC system will not be in total conformity with the guidelines this summer, we will need to revisit this, and this will most likely change in years to come.
• Dr. Dever added that there is a new HR form for this purpose that will need to be completed.
• As part of this proposal, an assessment of this process will take place after this summer.
• Drs. Dever, Saperstone, and Gabriel will meet to develop a proposal for allocating release time for equitable workloads for assistant deans and program heads. This proposal will include training, and re-assessment and calibration. They will report back to Administrative Council at a future meeting.
• Training will be available beginning in March.
• Dr. Saperstone will revise the proposal to address the inclusion of adjuncts, and email it to the Council members.
• The Administrative Council approved the two proposals for summer stipends.
• Dr. Templin will include information about the stipends in one of his messages to the college community.

Workforce Development/Continuing Education Reorganization
• Over the past 12 months, NOVA’s Workforce Services division has been examining how to improve service delivery to businesses and students.
• The process included steering committees comprised of provosts, workforce development directors, and staff.
• The process included focus groups and interviews with business customers who have received services from the current workforce development system across one or more of the campuses.
• The improvement process has led to a proposed reorganization driven by six guiding principles:
  o Position the workforce development unit to be competitive.
  o Increase the number of businesses served.
  o Increase customer satisfaction.
  o Enhance ability to innovate new products and services.
  o Increase revenue.
  o Increase student enrollment.
• The Administrative Council is asked to endorse the following recommendations:
  o Reorganize the current approach to workforce development to create a Workforce Development Division that operates college-wide, as opposed to within each campus.
  o Move the new Workforce Development Division under the supervision of the Vice President for Workforce Development.
  o Position the Workforce Development Division to expand the number of businesses served and to increase revenue over the next two years.
  o Establish for businesses a single point of contact for delivery of services.
• Vice President Gary noted that they have worked with the workforce staff and outlined an organization chart that has been endorsed by the leadership team.
  o They are prepared to go into “soft launch.” Soft launch means that from an organizational perspective people know they are moving into the structure, and they know not all is exactly in place, so they are using what they do know and reinventing as they move forward. The fundamental principles are set, but the form is taking shape and being created.
• Ms. Strumpf added that this is a change effort as much as anything else. During the soft launch, the systems and processes will be continually evolving.
• The soft launch would be implemented through June. As of July 1, the new structure will be in place.
• Vice President Gary will send the guiding principle of the soft launch to the Administrative Council members.
• Dr. Templin expressed appreciation for the willing attitude of the provosts and cautioned that this transition may be more difficult on the larger campuses.
• Vice President Gary is scheduled to brief the VCCS on the WD Reorganization February 18, 2011.
• The Administrative Council gave approval to move forward with the soft launch.

**Cell Phone Stipends**
• Dr. Sachs informed the Administrative Council that 169 stipend requests were received by his office.
• There are inconsistencies across the campuses regarding who should be paid a cell phone stipend.
• In order to help establish some consistency, Dr. Sachs provided a list of recommended criteria to receive a stipend as well as an indication of how the criteria apply to various position categories at the college.
• The Administrative Council approved the recommended cell phone criteria.
• Dr. Sachs will work with each Administrative Council member to identify who will qualify for a stipend, as well as instances where a college cell phone, or other technology, is more appropriate.

**Proposed Increase in Student Activity Fee**
• An increase in the Student Activities Fee from $1.10 to $1.60 per credit hour, effective Fall 2011, is proposed.
• The additional funds will be used in two ways:
  o Enhancing the on-going program of student activities, and
  o Starting a capital fund for supporting Student Centers.
• The college is seeking to respond to the needs and aspirations of an increasingly younger student body, a greater number of whom are taking classes on a full-time basis and who are therefore present on campus for an extended period of time.
• Students Activities at NOVA seeks to build a community of learners and inspire the growth of the whole student by facilitating extracurricular and co-curricular programs that support student engagement, leadership, involvement, teamwork, retention, and life-long learning opportunities.
• NOVA also seeks to provide students with the type of space conducive to a comprehensive collegiate experience. The College’s Capital Outlay Plan (2012-2018) currently includes two Student Centers, and the updated Strategic plan approved by the College Board in November 2010 calls for establishing Student Centers on each campus.
• If the Administrative Council approves the increase, it will be taken before the College Board in March, and then to the State Board in May.
• Dr. Templin asked that Administrative Council members communicate with their student leaders, and get their input regarding student support of the proposed increase for Fall 2011.
• The proposal at this time is for an increase in 2011-2012, but we also need to consider the long-term.
Dr. Dever distributed for consideration a chart proposing an annual increase of the student activities fees by $0.50 through 2021. If these incremental increases were implemented, we could add $1.5 million dollars for enhanced programs, and have accumulated more than $32 million for Student Centers by the year 2021.

Priorities for FY 2012 Positions
- At the February 15th meeting, the Administrative Council will begin discussion regarding how to allocate remaining FY 2011 positions.
- This will be a two-part discussion
  - The six positions for the campus interface with Finance and Administration.
  - How we will allocate the positions remaining.
- The Council will be given an update regarding the new safety and security positions from Chief Dusseau.
- Dr. Hill noted that we must also discuss space for these new positions. Campuses are running out of space.
- Dr. Sachs added that we have reached the point where we need to further explore telecommuting and space sharing.
- Dr. Templin requested Dr. Sachs to find other colleges and universities that have successfully implemented telecommuting and space sharing, and to bring this information back to the Council for review and discussion.

Other
- Dr Hill inquired about contact information for Dr. Steven V. Roberts, J.B. Professor of Media and Public Affairs, George Washington University, who gave a televised presentation on immigration in Northern Virginia. Dr. Hill would like to invite Dr. Roberts to give his talk at the Woodbridge Campus for the campus and the community.

Tracking
- 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
- Adult Career Pathway Proposal – Feb 22
- Catalog – Feb 22
- Institutional Memberships – March 8
- Report of the Honors Committee – March 8
- Analysis of Potential Students Who Did Not Complete Registration
- Campus Interface Position with Finance & Administration
- Update on Keys and Card Swipes