Administrative Council
February 15, 2011

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

Guests:
Ms. Charlotte Calobrisi, Special Assistant for Reaffirmation of Accreditation
Ms. Shelli Jarvis, Acting Director of Human Resources
Mr. Bob Moran, Moran Consulting
Ms. Willie Pomeroy, SACS Assistant
Ms. Cindy Smith, SACS Assistant
Mr. Rick Tittmann, Business Manager

Dr. Templin convened the meeting and reminded the Administrative Council members that immediately following the Council meeting, training on project management will take place. The training will be focused on the role of Administrative Council members in supporting project management and establishing a common set of definitions and operations.

Student Access
- The Daily Enrollment Report for Spring 2011, as of February 15, 2011, shows an increase in FTES of 4.8% 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 is hopeful we will meet the annual target.

SACS Reaffirmation of Accreditation
- Dr. Dever stated that there are still Justification Requests and faculty evaluations that need to be completed.
  - Each provost was provided a list of Justification Requests still needing completion for his or her campus.
  - All are asked be completed by Monday, February 21.
  - Dr. Dever reviewed the way the information for the SACS faculty roster is required to be formatted. In those instances where the information in the third column (Academic Degrees & Coursework) is insufficient by itself to justify faculty according to SACS Guidelines for Faculty Credentials, then a Justification Request must be completed and so noted in the fourth column of the roster (Other Qualifications & Comments).
  - When SACS Vice President Dr. Cheryl Cardell visited in November, she reviewed the process and indicated that it appears sound and meets SACS requirements.
  - Ms. Jarvis noted that for people hired under the previous Outstanding Qualifications process, we need to go back and create a new summary.
  - Ms. Smith noted that she is still going back through the records and she may discover more Justification Requests still needing to be completed. If that happens, she will immediately inform the appropriate provost so he or she can act upon it as quickly as possible.
  - Dr. Saperstone commended Ms. Pomeroy and Ms. Smith for their hard work; her staff have said they have both been very helpful, and she has heard very positive feedback regarding their performance.
The Administrative Council will review this matter again at the February 22\textsuperscript{nd} meeting.

- Evaluations.
  - All evaluations for faculty-ranked personnel who taught or worked in the fall semester were supposed to be completed by January 31; however, a few full-time and adjunct evaluations are still missing.
  - Ms. Pomeroy provided reports to the provosts of the adjunct evaluations that have not been completed.
  - Provosts are being asked to review these lists, indicate with an X the reviews that they have completed, and notify HR.
  - All reviews are to be completed by February 28.
  - A list of missing full-time evaluations was provided to the Council members.
  - Ms. Jarvis noted that several retirements have occurred. If someone taught in the fall and then retired, he or she is still included in the report. In these instances, please put a note in the file that the faculty member has retired and that will suffice in place of the evaluation.
  - If you have questions about the full-time list, please contact Cherelle Faust or Marlene McCabe. Be sure to inform Ms. Pomeroy or Ms. Smith of the results.

- College Planning Process
  - Dr. Gabriel provided the OIR Policy Brief: College Planning Process
    - NOVA’s Mission and Strategic Plan form the basis of college-wide and individual unit annual planning and evaluation processes.
    - The Administrative Council, led by the President, functions as the College Planning Committee and oversees the development and implementation of the Strategic Plan.
    - The Administrative Council, along with the NOVA Board, meets to review, assess, and revise the college Mission and Strategic Plan once every three years.
    - The Unit Planning and Evaluation Working Group was established to provide consistency and rigor in the planning process and to ensure that the college Strategic Plan is appropriately integrated into all instructional program and administrative and campus services unit and subunit plans.
    - Throughout the ongoing annual planning and evaluation cycle, the budget is integrated at several levels within the college’s systematic institutional effectiveness model.
  - Dr. Gabriel is working with Academic Impressions, an organization that serves higher education professionals by providing a variety of educational products and services that help tackle key strategic challenges.
  - In order to help discern our training needs, Academic Impressions will send a survey to 120 of our faculty and staff using 7-9 online questions about college planning. They will tabulate the results of this questionnaire, and then come to the college to report back to the Administrative Council, and according to the feedback, make recommendations.
  - Dr. Sachs noted that one of the bigger challenges is that the majority of employees lack a big picture understanding of the college planning process.
Dr. Maphumulo suggested creating an accreditation website to provide quick reference to critical information. He suggested the site might include a list of ten things that members of the college community should be able to articulate when the onsite committee visits the college.

Dr. Dever noted that there is a NOVA reaffirmation website, but it does not currently include a list like this. He will take this suggestion back to the Reaffirmation Steering Committee for consideration.

Dr. Templin added that he feels this is a good idea, and suggested the site might also address where we are in the reaffirmation process.

Mr. Foley recommended regular email updates as reaffirmation gets closer.

Dr. Hill requested that any training provided by Academic Impressions include implementing plans on the campus level.

**Human Resources Customer Service Assessment Survey**

- Mr. Moran of Moran Consulting presented the results of the Human Resources Customer Service Assessment Survey.
  - **Overall results**
    - 768 individuals responded.
    - 5,018 unique written responses were received.
    - A clear and almost unanimous message was that a healthy HR department is vital to NOVA’s success.
    - The mission of HR was seen as having two complementary aspects:
      - Support: “Help us get where we need to go.”
      - Control: “Tell us what we cannot do.”
    - Issues that were identified included problems with customer service, knowing whom to see for particular questions, unit cohesion, responsiveness, consistency and accuracy of information, and the hiring process. Some employees were repeatedly identified as exemplary, and there was recognition that some processes had improved over the years.
  - **Recommendations**
    - HR professional on each campus to answer questions and provide information and guidance.
    - Refine the HR mission.
    - Adopt a customer services focus.
    - Review the current department structure and staffing.
    - Clarify roles and responsibilities.
    - Establish standards for responsiveness.
    - Formalize training.
    - Focus on internal (HR) trust, communication, and engagement.
    - Improve relationships and credibility with faculty and other departments.
    - Explore integrated technology.
    - Improve processes. beginning with hiring.

- Mr. Foley noted that it is very important that there be a HR/interface professional on each campus. The work being done with evaluations and JRs for SACS is a good example of the type of issues for which this position could provide support.

- Dr. Leidig noted that the hiring process needs to have some degree of transparency. The rules for salaries are unclear, and the provosts feel disconnected from the decision making.
• Mr. Moran added that the lack of transparency in the hiring process was mentioned throughout the surveys.
• Dr. Hill added that in his most recent experience with HR he noticed positive change already occurring.
• McGladrey is reviewing efficiencies, processes, and personnel. They have looked at other colleges for best practices. They will prepare a report to be considered at a future meeting.

Results of Customer Service Definition Update
• Mr. Moran presented the revised draft definition of customer service, reflecting input provided by the Administrative Council at the February 8th meeting:
  o Customer service at NOVA is a set of behaviors that convey a genuine desire to provide assistance to the internal and external customer and help the person feel valued throughout the process:
    ▪ Accessible – available and approachable
    ▪ Attentive – undivided attention and active interest
    ▪ Accurate – information and clarity
    ▪ Accountable – ownership and responsibility
    ▪ Proactive – anticipating needs and provide solutions and not excuses
    ▪ Respectful – kind and courteous
    ▪ Responsive – timely responses and solutions
• Implementing the NOVA customer service definition statement:
  o Revise definition statement based on most recent Administrative Council feedback.
  o Develop descriptors supporting the definition.
  o Transform descriptors into standards of service.
  o Present revision to Administrative Council.
  o Develop tools to support definition.
  o Develop communication plan.
  o Draft project plan.
  o Develop marketing materials and tools.
  o Test the definition.
• Mr. Moran advised the Council that he has recently been contacted by campus-level offices requesting training solutions.
• Dr. Templin asked Mr. Moran to work with these offices and communicate the direction of the Administrative Council so that the message and direction are clear and consistent.
• Dr. Sachs added that a piece of the training must also be disseminating accurate information to help do away with myths, and to help identify the gaps we need to address.
• Dr. Dever noted that we must consider attitudes (sense of pride), personal fulfillment, and internal motivation – not just think of customer service as a set of abstract standards.
• Mr. Moran will begin talking with HR and start action planning by incorporating the draft customer service definition developed by the Administrative Council.
• The Annandale Campus will work with Mr. Moran to beta test training as part of the deans customer service workshop.

Priorities for FY 2012 Positions
• The Administrative Council has previously reviewed position requests in February, July, October, and December.
As we draw closer to the end of the fiscal year, we need to address the positions held in reserve for FY 2011.

The Council will give priority to the positions that need to be in place by the fall semester.

The goal is to allocate those positions by early March.

At an upcoming Administrative Council meeting, Dr. Hill will report on the proposed campus positions for interface with Financial and Administrative Services.

Dr. Templin informed the Council that at the February 22nd meeting he will bring a consolidated list of the various college-wide priorities that have been identified.

Dr. Dever will work with Ms. Jarvis to get a list of the faculty vacancies that have occurred since October 1.

Dr. Hill asked Dr. Templin and the Administrative Council to remember that when new positions are considered, there must also be consideration regarding space to house the people.

Internal Controls/Risk Management Committee

Dr. Templin distributed a draft of the charter for the new Risk Management Committee.

NOVA is establishing the Risk Management Committee to provide leadership and recommendations to NOVA’s President and the Administrative Council in the oversight of the internal control functions of the College:

- The committee’s purpose will be to provide reasonable oversight regarding the following areas:
  - The overall systems of internal control and risk mitigation.
  - Reliability of financial reporting.
  - The integrity of the financial statements of NOVA.
  - Compliance by NOVA with legal and regulatory requirements and with ethical standards.
- The committee membership will include:
  - Academic (E.V.P., Academic and Student Affairs, Dr. Dever)
  - Provosts (2)
  - Finance (V.P. of Finance, Mr. Garcia)
  - IT (V.P. Instructional & Informational Technology, Dr. Sachs)
  - Workforce Development (V.P. Workforce Development, Mr. Gary)
- The committee will meet at least four times per year, or as needed.

Dr. Templin asked Council members to review the draft charter and be prepared to discuss at a future meeting.

Special Events Parking, Policy, Rates, and Fees

Mr. Tittmann provided the following background information:

- Currently, NOVA has no central policy for special event parking; at each campus the fee structure is different.
- Parking services needs to be self-sustaining; the collection of fees and fines in addition to selling permits is how parking services maintains operations.
- The VCCS is looking for NOVA to have a standard college policy

Mr. Tittmann is recommending applying the current visitor fee structure to special events. The college-wide rate for special event hangtags or garage coupons would be $1 per hour/$6 max per day across the college. There would be no special discounts.

A special event is defined as more than 15 people, and normally a commercial event.
All parking fees will be collected by Parking Services prior to the event which eliminates the need for pre-approved contracts, invoices and collections.

Provosts have the authority to designate visits as official business, special guests of provosts, or special events. There is a form that requires Provost’s signature – it will be kept on file for review by VCCS Auditors.

Dr. Hinton noted that that when special events are advertised it will be important to provide information regarding parking costs in the advertisements so that people know.

Mr. Tittmann added there are several ways to approach parking for special events:
  o Follow the standard parking procedure: event attendees use visitor parking on the campus using meters or paying hourly garage rates.
  o Event organizers may purchase hang tags or garage coupons ahead of time and distribute to attendees.
  o Event organizers may work with Parking Services to reserve spaces for the event (possible if there is no impact on faculty, staff, student parking).

Dr. Templin noted that creating a college-wide parking policy for special events is the last piece of the parking review; and once decided, all parking policies will be consistent across the campuses.

The Administrative Council approved the recommendation for the special events parking policy.

Dr. Maphumulo stated that the areas where a provost has latitude are not self-evident. He requested that this issue be discussed by the Administrative Council, with the goal of creating clarity and consistency across the college campuses.

Dr. Templin will schedule this discussion for an upcoming Administrative Council meeting. Mr. Tittmann will return for the discussion.

Tracking

- Student Mental Health and Behavior – Feb 22
- Adult Career Pathway Proposal – Feb 22
- Student Performance in Gatekeeper Courses – Feb 22
- Catalog – Feb 22
- FY 2012 Positions - Feb 22
- 2nd Quarter WDCE results – Feb 22
- High School Recruiting – 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