Members Present: Executive Vice President Dever, 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. Janet Bush, Publications Editor
Ms. Shelli Jarvis, Acting Director of Human Resources
Mr. Bob Moran, Moran Consulting
Dr. Sheri Robertson, Associate Vice President, Academic Services
Ms. Kay Robinson, Robinson HR Consulting

Student Access
- Spring Enrollment
  - The Daily Enrollment Report for Spring 2011, as of March 8, shows an increase of 5.5% above the comparable date for Spring 2010.
  - Dr. Gabriel noted that we have now met our target enrollment number for Spring 2011.

Student Success
- Dr. Gabriel distributed the Research Brief: *Gatekeeper Course Success Rate Trends for Black and Hispanic Male Students: Fall 06-Fall 09*.
  - Gatekeeper courses are defined as those that are critical to future success in college, such as general education or prerequisite courses, which have high enrollment and low success rates.
  - Five courses are designated as gatekeeper courses at NOVA:
    - ACC 211: Principles of Accounting.
    - ENG 111: College Composition I.
    - BIO 101: General Biology I.
    - MTH 151: Mathematics for the Liberal Arts.
    - MTH 163: Precalculus I.
  - Part of the Achieving the Dream initiative is to look at subgroups of students who may be underperforming.
  - The success rates of Black and Hispanic male students in gatekeeper courses are lower than the overall success rates for first-time NOVA students in all but two courses (MTH 151 for Black males, and BIO 101 for Hispanic males).
  - Dr. Gabriel asked the Administrative Council for consideration and recommendations regarding further efforts to help these students succeed.
  - Mr. Foley noted that NAS 161-162, Health Science I-II, serve as gatekeeper courses for students pursuing Nursing and Allied Health programs.
  - Dr. Templin observed that it would be important to determine the best approach to making the biggest impact on the largest number of students.
  - Considering the percentages and the issues, it was suggested that we may want to employ a model that captures a wider group of at-risk students, not just those in designated racial or ethnic categories.
  - Dr. Gabriel will review further and report back to the Council.
  - Dr. Maphumulo noted that teaming with organizations such as Year Up has proven very successful at the Alexandria Campus in effectively helping at-risk students to
be successful. Year Up is a one-year, intensive training program that provides urban young adults, 18-24, with a combination of technical and professional skills, college credits, an educational stipend, and corporate internship.

SACS Reaffirmation of Accreditation

- Status Report on SACS Compliance Certification.
  - The Compliance Certification is being locked today so that it can be put in final form by Compliance Assist for submission to SACS.
- Faculty Credentials.
  - Dr. Dever thanked the SACS reaffirmation team for all their hard work, particularly in handling some last minute issues. He noted the significant effort on the part of Dean Andy Cornell and others from the MEC in working diligently to rectify items that required quick turn-around.
  - We need to continue reviewing the faculty credential process to ensure that deans and others are clear about what circumstances necessitate a Justification Request and what documentation must be included.
  - There were some instances when it was determined that there was insufficient justification for a faculty member to teach a particular course or courses. As a result, we have reported partial compliance for Comprehensive Standard 3.7.1, Faculty Competence.
  - In instances of insufficient justification for Fall 2010 and Spring 2011, there will be formal communication to the dean and the provost.
  - We are researching the potential of using PeopleSoft to track qualifications and alert us when a faculty member is assigned to teach a class that may be outside of his or her identified area of competence.
  - Dr. Sachs added that DenoSys might be able to do this as well. This is an area that will be explored in the near future.
  - Training is critical, especially when staff turnover. We need to implement more formal mechanisms for training.
- Evaluations.
  - Dr. Dever stated that there are only a small number of missing adjunct faculty evaluations. We will be 100% in compliance.
  - Formal notifications are being sent out regarding the remaining missing evaluations.
- Dr. Dever noted that the review team will be examining student complaints and grade appeals to see if we have followed our written procedures.
  - Electronic files of student complaints and grade appeals are acceptable as long as they are complete and accessible.
- An update on the status of reaffirmation will be sent to the NOVA community in the near future.

HR Business Processes and Improvements

- Ms. Robinson of Robinson HR Consulting provided an overview of interviews conducted, and research performed, as part of the NOVA Human Resources Department Current State Assessment and Improvement Initiative.
- Objectives/procedures performed.
  - Objectives of assessment:
    - Assess the current state of the HR Department’s capabilities and processes.
o Conducted interviews with HR staff to:
  ▪ Identify perceived strengths and weaknesses.
  ▪ Determine job responsibilities.
  ▪ Understand work flow and processes.

o Conducted benchmark surveys via phone interviews and website research.

o Researched organizational models and interviewed additional HR Directors.

• Summary of current state:
  o The culture of HR is not conducive to efficiency or customer service (silos are present).
  o There is a major disconnect between payroll, benefits, and human resource information systems.
  o The HR Department has made some progress in streamlining and systematizing but there are many processes that can be improved, including recruitment.
  o HR focuses on transactions not problem-solving, and seems to lack ownership when problems occur.
  o The HR web site is not robust or user-friendly.
  o HR is not poised to provide the services necessary to assist in planned growth of NOVA.
  o HR does not have the credibility or confidence of all users at all levels.
  o Employees do their job but do not seem to understand why they are assigned some responsibilities.
  o Communication between functions of HR is poor or non-existent.
  o There is a lack of cross-training.

• Guiding principles for recommendations:
  o The HR Department must be posed to assist NOVA with planned growth.
  o The HR staff must be “closer” to customers and serve in a more proactive and consultative capacity.
  o HR processes must be streamlined to maximize staff utilization.
  o HR staff must be cross-trained to become more flexible.
  o HR must focus on improved internal and external communications.
  o Employees must have better access to HR information via the website.

• Recommended interim design of HR:
  o HR liaisons to the campuses, and one for the college staff, that report to HR. These will need to be HR generalists, and would serve as an interface between the campuses and HR. This position would:
    ▪ Expedite processing and problem-solving.
    ▪ Assist campuses with development of job descriptions and scheduling interviews.
    ▪ Monitor paperwork and transactions.
    ▪ Assist with employee relations problems.
    ▪ Access key specialists in college HR Department to facilitate problem-solving.

• First steps based on recommendations:
  o Identify the new HR Director so that person can get started.
  o Develop HR mission/culture focused on meeting customer needs.
  o Re-engineer recruitment process using a cross-functional team focused on the end-user.
Finalize roles and processes between HR and Payroll.
Restructure the HR Department, including development of the HR liaison role and a timetable for roll-out.
Begin work to upgrade HR website to be more transparent and user friendly.
Develop and implement robust training programs.

The Administrative Council agreed that this seems a reasonable start, and that when the new director is selected, this person should proceed to work in the direction recommended.
Mr. Garcia added that the next step is to share this information with the HR staff and get their input and their buy-in so that they have ownership of the change process.
Ms. Jarvis, Mr. Moran and Ms. Robinson will present this data to the HR Department in a meeting on March 23rd.

FY 2012 Non-Teaching Positions
Dr. Templin distributed a list of the FY 2012 priorities for non-teaching positions for Council review and discussion.
As requested at the last meeting, the Administrative Council members have provided Dr. Templin with a list of the positions they see as first priority.
Dr. Templin proposed moving forward with positions for three college-wide priorities:
- Campus interface with Finance & Administration.
- Taking ELI to the next level.
- Safety and security.
The Administrative Council concurred.
The specific position proposals will be presented to the Council at an upcoming meeting.

2011-12 Teaching Faculty Positions – Round 2
Dr. Gabriel provided list of the allocation of teaching faculty positions by campus.
The allocation is based on 10 retirements/resignations received after October 1, 2010. It also includes 4 new positions that have not yet been allocated.
Of the 14 positions, 12 are allocated to the campuses, and 2 are held for presidential discretion.
The provosts were asked to send Dr. Templin their recommendations for the newly allocated positions by Friday, March 18.

2011-2012 Student Activity Fee
Dr. Dever distributed a revised copy of the Proposed Increase in Student Activities Fee.
The proposal is scheduled to go before the College Board on Monday, March 21.
The provosts confirmed that they have been able to substantiate support from student leaders on their campuses for an increase in the student activities fee.
The SGA presidents from the Annandale and Alexandria Campuses will be asked to attend the Board meeting for a presentation on the Student Activities program.
The Administrative Council gave approval for the proposal to move forward to the College Board for consideration.
**Administrative Council Meeting**  
March 8, 2011  
Page 5

**Summer Stipend Communication**

- Dr. Templin asked the Administrative Council to review a draft of the communication he is planning to send out regarding summer stipends.
- The Council requested the Dr. Templin add language that clarifies that the stipends are intended for **generalist** advising, i.e., advising responding to the needs of students from a wide variety of programs, not just the program(s) associated with the faculty member’s discipline. Training is therefore required.
- The Administrative Council approved the communication with this change.
- Dr. Dever will work with Dr. Harper about the training that needs to be made available.

**Internal Controls/Risk Management Committee – Discussion deferred**

**Faculty Handbook Review**

- The *Faculty Handbook* is updated annually. The Administrative Council is asked to review the proposed changes, which will then be sent to the College Senate for review.
- The changes include:
  - The organizational charts have been updated.
    - After July 1 (when the soft launch is complete) we can update the charts to reflect the new Workforce Development structure.
  - The summer pay language has been updated, and is consistent throughout the *Handbook*.
  - The professional development section has been updated to reflect the change in the number credits allowable for tuition assistance.
    - 6 credit hours per semester allowable.
    - Removed the limit of 9 credit hours per fiscal year.
    - Free NOVA tuition for faculty.
- The Administrative Council approved moving forward with the changes to the *Faculty Handbook*.

**Lease Space for FY 2012 – Discussion deferred**

**NOVA Leadership Program Final Report Out (April 29) – Discussion deferred**

**Other – Reminder, March 10 Classified Cross Campus Day – get the word out.**

**Tracking**

- Student Activities Fee Proposal – March 15
- Institutional Memberships – March 15
- Catalog – March 15
- Report of the Honors Committee – March 22
- Parking Policies and Procedures – March 22
- Adjunct Faculty Transcripts – April 5
- Analysis of Potential Students Who Did Not Complete Registration
- Update on Keys and Card Swipes