Administrative Council
March 29, 2011

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

Dr. Gabriel participated by phone

Guests:
Dr. Randall Edwards, Special Assistant to the President
Ms. Shelli Jarvis, Interim Director of Human Resources
Mr. Bob Moran, Moran Consulting

College-Wide Priority Position Requests
- Continuing the discussion from the March 22nd meeting, the Administrative Council will review three more college-wide position requests. Another three will be presented at the April 5th meeting, and then the Administrative Council will decide which positions to move forward with.
  - Campus interface positions with Finance & Administration
    - The provosts recognize that the need at each campus is not identical; however, there are general areas of responsibility identified as common to all the campuses.
    - General areas of responsibility that are common to all the campuses include non-academic functions such as budget planning and management, HR, facilities and planning, purchasing and procurement, and serving as a liaison to emergency planning and safety.
    - The provosts suggest a job title such as operations officer or operations manager.
    - The provosts see the position reporting to the provost and interfacing with the Vice President Garcia’s respective areas.
    - Dr. Lerner noted that she and Dr. Sachs believe the creation of this type of position will be very beneficial for ELI as well.
    - Dr. Templin noted that HR and procurement are both defined areas of expertise. Two campuses have been allocated a procurement officer/buyer. We need to clearly map the relationship the campus procurement officer/buyer would have with the proposed operations officer/manager that we are discussing. Other campuses have asked for HR Specialists.
    - It is anticipated that we will pilot HR positions on two campuses (one of which will be Alexandria or Annandale) and procurement positions on two campuses (one of which will be Alexandria or Annandale).
    - The same clarity is needed regarding the relationship this position would have with HR - will this person be an expert on HR processes, or will they serve as a facilitator?
    - Dr. Templin added that we need to work through the division of labor and authority, and create consistency across the campuses.
    - Dr. Templin asked the provosts and Dr. Sachs, led by Dr. Hill, to meet with Mr. Flagler, Chief Dusseau, Mr. Mellon, Mr. Pittman, Ms. Jarvis, and Mr. Chamberlin to review how this position would interface with their respective units. The interface would be a two-way street, and therefore we need input from these units.
The provosts expressed concern over defining the position too tightly. The position needs to be flexible enough to effectively meet the needs of each campus.

Dr. Templin stated that he understands the need for flexibility, but consistency across the campuses is critical. This position cannot end up being different in scope on each campus.

Dr. Templin will work with one of our consultants to help ensure the role expectations meet the needs of the provosts and interface appropriately with the college-level offices.

The goal is to create a well-defined template for the position while allowing for some degree of adaptation at the campus level.

Next steps:
- Dr. Hill will send Dr. Templin the most recent position description created by the provosts.
- Dr. Templin will work with one of the consultants to try to create a template description for the position.
- The provosts and Dr. Sachs will meet with representatives from all units this position would interface with to get their input and suggestions.

### Procurement and Human Resources

- Dr. Edwards provided an update regarding the staffing requests from the Procurement Department.

- There are two procurement specialist vacancies at this time, and they are hiring an administrative assistant.

- Administrative Council members expressed that, from their perspective, the role of the procurement unit seems unclear. Is the unit intended to provide policies, procedures, and guidance? Or is it to procure goods and services? Or both?

- The Council members also expressed that the responsibilities of the person making the request, the person placing the order, and the purchasing specialist need to be more clearly defined and communicated.

- Dr. Templin requested that the provosts ask representatives from their campus to work with Mr. Mellon to review the needs and processes with the goal of helping to design a process that is more streamlined and coherent with a fair division of labor.

- Dr. Templin noted that the same type of review needs to be undertaken between the campuses and HR. He asked Ms. Jarvis to partner with two or three Council members to begin this process.

### Buildings and Grounds

- Dr. Templin asked Dr. Edwards and Mr. Chamberlin to meet with the provosts to help define the additional resources each campus needs from the Buildings and Grounds unit.

- The Administrative Council requested that Mr. Chamberlin attend to a future meeting to explain the current unit structure so that the provosts may be better prepared to evaluate and move forward with new position requests for the unit.
Internal Controls/Risk Management Committee

- Dr. Templin distributed a draft proposal of the Senior Risk Management Oversight Committee charter.
  - Mission – Northern Virginia Community College has established a Senior Risk Management Oversight Committee to provide oversight leadership of NOVA’s risk management program and to provide recommendations to NOVA’s President and the Administrative Council regarding risk mitigation and the adequacy of the internal control functions of the College.
  - Purpose – the committee will provide reasonable oversight regarding:
    - The overall systems of internal control and risk mitigation.
    - Reliability of financial reporting.
    - The integrity of NOVA’s financial statements.
    - NOVA’s compliance with legal and regulatory requirements and its own ethical standards.
  - The Committee will be comprised of at least five members of the Administrative Council appointed by the President. The following shall constitute the standing membership of the Committee:
    - Executive Vice President, Academic and Student Services
    - Campus Provost (provost member shall serve for two-year terms)
    - Vice President of Financial Services
    - Vice President of Administrative Services
    - Vice President of Instructional and Information Technology
  - The Committee shall meet at least four times per year or more frequently as needed as determined by the Chairperson
  - Authority – the Committee’s role is one of oversight:
    - The Committee shall have the power to request investigations into any matters within the Committee’s scope of responsibilities, with access to all books, records, facilities and personnel of NOVA.
    - NOVA’s Division of Financial Services is responsible for preparing the college’s Local Funds quarterly financial statements; NOVA’s Office of Risk Management is responsible for the day-to-day operations of testing internal controls and assessing compliance with college and state policies; and the Virginia Community College System (VCCS)/Auditor Public Accounts (APA) Internal Auditors are responsible for internal auditing of both the state and local financial statements. The Committee recognizes that management and the Internal Auditors have more time, knowledge, and detailed information about NOVA in these respects than do the Committee members. Consequently, in carrying out its oversight responsibilities, the Committee is not providing any expert or special assurance as to NOVA’s financial statements; compliance certifications or any professional certification as to the Auditors’ work.
  - Key responsibilities:
    - Education and communication.
    - Internal control and risk management.
    - Financial reporting.
    - Compliance with laws, regulation, ethics, and policies.
  - Support staff - the Committee and its work will be supported by the College’s Office of Risk Management.
Will need to hire a director of risk management who would be responsible for identifying the landscape of possibilities and bringing this information to the Committee.

Dr. Templin requested that Council members review the draft document and provide any feedback to him.

Dr. Dever noted that the formation of this committee is not externally mandated at this time. NOVA is putting this committee into place to positively shape our culture by implementing best practices for risk management.

Lease Space for FY2012

A proposal for new lease space for the Manassas Campus is being presented to the VCCS Systems Office.

Dr. Templin requested that Dr. Edwards map out the stages of the lease executions that are coming up for the Administrative Council. The Council can use this as a guide to when discussions should be scheduled at future meetings.

Customer Service Definition

Mr. Moran provided an update regarding the work in progress to create a definition of customer service at NOVA.

Research was been conducted last summer and fall with students, faculty and staff.

The research identified the need for a definition of customer service for the college.

A clear definition of customer service will serve as a launching pad for improvement.

Many challenges – NOVA is multi-functional, multi-cultural, and multi-campus.

To create the desired customer service culture we need to address:

- Service behaviors
- Service vision
- Service standards
- Service system and procedures.
- Accountability
- Measurement
- Reward and recognition
- Feedback
- Communication

Draft Who We Are statement: *We, at NOVA, are one of the leading institutions on higher education in the United States and a vital contributor to economic development in Northern Virginia. We are committed to transforming student lives through academic excellence and professional development for all. We create opportunities for our students to positively impact their futures, their communities, their regions and the world.*

The sense of the Administrative Council was that the statement needs more review and revision.

Mr. Moran will be sending out an electronic questionnaire to get another round of review and input on the Who We Are statement.

The survey will be sent to a cross section of people.

The Who We Are statement is very closely linked to the new mission statement.

The Administrative Council gave approval for Mr. Moran to use the draft statement in proceeding with the work on NOVA’s customer service definition.
Introduction to the organization:
- Communicate the definition frequently with passion and in a positive light.
- Create an environment where staff is inspired to give great service.
- Develop processes that have the customer at the center.
- Measure service and link to departmental goals.
- Manage feedback and communication, continually reinforcing the desired behaviors.
- Support the implementation of the definition through accountability (behavioral interviewing, job descriptions, coaching, performance reviews).
- Recognize excellence and reward the NOVA staff for their success in improving service.

Align the senior management:
- Senior Management Retreat
- Assessment overview - internal and external customer data
- Clarification of goals and expectations
- Understanding and commitment of the role of Senior Managers

Implementation - next steps:
- Introduce the definition at all Provost staff meetings
- Pilot:
  - Measurement system – internal and external customer service.
  - Training staff (fundamentals of excellent service).
  - Training management (creating the environment for success).
  - Develop supporting tools.
  - Pilot locations.
  - Plan organization-wide roll out.

Mr. Moran asked the Council members to begin tracking problems they receive that could have been handled prior to arriving at their office. It will be helpful as we progress to make note of some of these issues as they arise.

Training has begun with the business office staff.
This Thursday, March 31, the HR department will receive training.
The Administrative Council gave approval for Mr. Moran to begin working on a pilot with the Provost Staff at the Annandale Campus.
The Administrative Council gave approval for Mr. Moran to begin a campus-wide pilot at the Woodbridge Campus.
From these two experiences the Administrative Council will review what worked, what did not work, and how to proceed.
Dr. Templin asked Mr. Moran to provide the Council with a schedule so that the Administrative Council can map out future discussions and updates.
HRMS Update

• Ms. Jarvis provided an overview of the new HR system which is scheduled to go live on Monday, April 11, 2011.
  o What HR and IT have done:
    ▪ Added a new webpage on the NOVA website to assist employees with NOVA’s Professional Development Center (PDC) and online training.
    ▪ Provided initial leave balances to VCCS for uploading to test database.
    ▪ Conducted a webex/webinar for managers and supervisors.
    ▪ Developed Help Desk protocol for assisting employees logging into NOVA PDC.
    ▪ Progressing through necessary data collection tasks.
  o What HR is currently working on:
    ▪ Security that will be tied to AIS budget codes.
    ▪ Data clean from existing systems.
    ▪ Conversion of leave balances from DenoSys.
    ▪ Training through NOVA’s PDC.
    ▪ On-site training and hands-on help prior to go-live.
    ▪ Additional communications.
  o What we have to do:
    ▪ Identify campus “champions.”
    ▪ Complete data verification as requested by VCCS.
    ▪ Determine HRCopyIDs (this is the way people are able to view employees data and timesheets).
    ▪ Assign HRCopyIDs and set security.
    ▪ Update employee department codes and job data prior to going live.
    ▪ Communicate and train, train, train.
  o Ms. Jarvis will be sending out a chart that explains what training people need to take according to the type of employee they are.
  o Employee training must be completed by Thursday, April 7.
  o Once the new system in live, employees will need verify that their data is correct.
  o EWPs, probationary reviews, and job vacancy postings and information, will remain in DenoSys.
  o Ms. Jarvis will email today’s presentation and other information to the Administrative Council to share with their staff.

Tracking

• Adjunct Faculty Transcripts – April 5
• Task Force on Student Athletics- April 5
• ACLI Briefing – April 5
• Curriculum Committee – April 5
• Developmental Math Redesign Implementation – April 19
• NOVA Leadership Program Final Report Out - April 29
• Analysis of Potential Students Who Did Not Complete Registration
• Update on Keys and Card Swipes