Administrative Council
July 12, 2011

Members Present: Mr. Chamberlin, Dr. Dever, Ms. Dimkova, Mr. Foley, Dr. Gabriel, Mr. Gary, Dr. Hill, Dr. Hinton, Dr. Leidig, Dr. Maphumulo, Dr. Sachs, and Dr. Templin.

Dr. Saperstone was represented by Dean Christine Holt

Guest:
Mr. Brian Anweiler, College-Wide Student Activities Coordinator
Ms. Nichole Carfagaini, Moran Consulting
Mr. Therman Coles, Legal Assistant
Ms. Kathleen Dolan, Moran Consulting
Dr. Randall Edwards, Special Assistant to the President
Ms. Shelli Jarvis, Director Human Resources
Dr. Bruce Mann, Dean of Liberal Arts, Annandale Campus; Chair, Student Athletics Task Force; Co-Chair Applied Music Working Group
Dr. Jim McClellan, Dean of Liberal Arts, Alexandria Campus; Co-Chair Applied Music Working Group
Mr. Bob Moran, Moran Consulting
Mr. Andrew Peck, Moran Consulting
Dr. Sheri Robertson, Associate Vice President, Academic Services
Ms. Ryma Samuels, Assistant Third-Party Contract Administrator

Dr. Templin convened the meeting and congratulated Dr. Dever on his appointment as President of Thomas Nelson Community College.

Dr. Templin congratulated ELI, Jack Partlow, and the entire BUS 100 Team for having been awarded a 2011 Blackboard Catalyst Award for Exemplary Course Design for the significant achievements accomplished using Blackboard.

Access
- Summer Enrollment
  - The Daily Enrollment Report for Summer 2011, as of July 12, 2011, shows an increase of 5.3% above the comparable date for Summer 2010.
- Fall Enrollment
  - The Daily Enrollment Report for Fall 2011, as of July 12, 2011, shows an increase of 2.6% above the comparable date for Fall 2010.
  - This is slower growth than in previous years. Dr Gabriel noted that in another 3-4 weeks we should have a clearer picture of the fall enrollment numbers.
  - Dr. Templin asked Council members to work to address three areas:
    - Reaching out to high school applicants who have applied but have not completed their registration.
    - Identifying and contacting Financial Aid applicants who have completed the FAFSA but have not followed through on subsequent steps to receive awards or who have received awards but have not enrolled for classes.
    - Work on more intense marketing efforts communicating the value of studying online at NOVA.
Student Success

- Dr. Gabriel distributed a report of the graduation numbers for 2010-11 (final numbers may still be adjusted).
- There were 4,890 graduates with Associate Degrees, Certificates, and Career Studies Certificates, an increase of 22% from 2009-10.
- When General Education Certificates are included, the increase is 44%.
- Dr. Templin distributed a graph of VCCS colleges and their graduation, transfer and workforce credential rates from 2007-2010.
- NOVA’s record is remarkable for the large numbers and the extent of gain in each year.
- Dr. Templin commended the efforts of all involved, with particular mention of the Central Records Office.

Crisis Communication Guide

- Dr. Gabriel distributed the newly published NOVA Crisis Communication Guide.
- A media crisis communication expert will attend a future Administrative Council meeting. Dr. Gabriel also intends to retain this expert to hold workshops for campus-level employees regarding media interaction during a crisis.
- Dr. Gabriel noted that this training will need to be on-going. As new campus operations people are hired, they will also receive the training.
- The Administrative Council requested that the training include outlining the circumstances when it is appropriate for a provost to speak to the media.
- Dr. Templin asked the Council members to review the Guide and be prepared to provide any feedback at the July 26th meeting.

Faculty Salary Plan

- The 2011-12 faculty contracts have been sent out.
- Administrative Council members noted that they have received positive feedback regarding Dr. Templin’s clear and timely communications with faculty regarding on-going salary efforts.

Clery Act Review

- The Clery Act is a federal law that requires colleges and universities to annually report certain information about campus crimes, crime statistics and the institutions policies and procedures relative to campus safety and security.
- A complaint has been lodged against NOVA with the Department of Education regarding an alleged violation of the Clery Act.
- A DOE Review Team will conduct a compliance review of NOVA’s Clery Act and Drug-Free Schools Act policies and procedures beginning on Monday, July 18 and running through Thursday, July 21.
- The Administrative Council approved the posting of policy and procedures for alcohol and controlled substances. Also the posting of NOVA Annual Security Reports for 2008, 2009, and 2010 (as compiled on July 6, 2011).
Customer Service Update

- The following Who We Are statement was approved by the Administrative Council:
  - Through excellence in teaching and commitment to outstanding service, we help our students create brighter futures, and make vital contributions to economic prosperity and quality of life in our community.
- Mr. Moran has completed the campus-level survey to identify areas where the campuses and the college should be the same, and areas where they should be different.
  - The campus-level feedback identified the following areas as instances when the campuses need to be the same:
    - Policies and procedures.
    - Training.
    - Information dissemination.
  - The campus-level feedback identified the following areas as instances when the campuses need to be different:
    - Academics.
    - Students.
    - Pilot programs.
- These campus-level results correspond with those that resulted from the Administrative Council meeting on June 14.
- Mr. Moran presented an update of the on-going customer service pilots to the Administrative Council:
  - Woodbridge Organizational Pilot – the Students Services areas are complete, other support areas are scheduled for August, and the faculty are scheduled for January, 2012. One outcome identified so far is the need for a position responsible for updating policies and procedures at the college-level and on the campus-level.
    - Mr. Mark Bumgarner has spearheaded the pilot on the Woodbridge Campus. Dr. Hill commended him for his commitment to the process and the resulting success of the pilot on the campus.
  - Student Bounce Team Pilot on the Woodbridge Campus – the root cause analysis is complete and they are working on recommendations. One early recommendation is that there is a need for cross-training between the departments.
  - HR Faculty Recruitment Process Team – they have completed the technology research, challenged the steps of the old process, and are working to streamline the steps aligned with the new technology. There will be a meeting with provosts prior to August to refine some steps that affect campuses, and then an update will be given to the Administrative Council in August/September.
    - Dr. Hinton commended the work of the Human Resources teams, particularly their efforts to identify new technologies that will help improve the recruitment process.
  - Cross Training Pilot - FAQs by department and a glossary of terms will need to be developed. Recommending presentations among departments that include the department mission, who’s who, location, FAQs, and common challenges. They have begun creating a template for these presentations.
- The timeline and next steps organization-wide will include an introduction to provost staff, baseline measures, senior management alignment, training all staff and managers, and establishing process improvement teams.
Procurement Pilot Proposal

- At the request of the Administrative Council, Dr. Randall Edwards convened a meeting with Dr. Hill, Dr. Hinton, Dr. Saperstone, and Mr. Ed Mellon to discuss the proposal for procurement pilot positions on the Woodbridge, Manassas, and Annandale campuses.
- The meeting included a review of best practices in procurement and at peer institutions and an evaluation of current NOVA processes and campus needs. There was also a discussion about the need for balancing between compliance and customer service; with the understanding that the pilot positions would focus on improving customer service and creating efficiencies on the campuses and in central procurement.
- The follow recommendations were presented for Council approval:
  - The campus procurement specialist will approve requisitions for purchases under $5,000 and process the purchase order directly to the vendor. Requisitions for purchases in excess of $5,000 will be reviewed by the campus position and recommended to central purchasing for final approval and processing. The campus position will be responsible for reviewing all requisitions and POs for compliance with procurement policies and procedures.
  - The Campus Procurement Specialist will also perform the following duties: obtain bids/quotes; research and identify SWAM vendors; assist campus units in identifying approved vendors; serve as a campus-based resource on eVA protocol and procedural updates; assist with P-card audits; work with inventory control to prepare receiving reports; handle/coordinate purchases through ETF and Tech Fund as appropriate; assist with non-emergency purchases and with sole source justification.
  - Each campus position will assist the campus in identifying a core group of staff to develop purchasing expertise in campus units.
  - The position will report to the central procurement office with a dotted-line relationship to the director of campus operations. The position will reside on the campus after completing the appropriate training from the central office. Central procurement will regularly meet with the campus procurement specialists as a group.
  - With additional training and skill development, campus procurement specialists may obtain additional purchasing authority.
- The Administrative Council noted that the pilot position should also be used to examine the processes in purchasing to help identify redundancies and areas where improvements can be made.
- The Administrative Council approved moving ahead with the pilot project as recommended.

Personnel Policies Committee Recommendations

- At the May 24th Administrative Council meeting, the Personnel Policies Committee recommendation regarding overload pay for 12-month faculty was deferred for further discussion at the request of Mr. Foley.
- The procedures were developed by a work group that included Mr. Foley, Ms. Jarvis, and Dr. Dever. The purpose is to clarify some procedural matters that have been confusing for MEC teaching faculty on twelve-month contracts. These procedures were approved by the College Senate at its April 21st meeting.
- The Administrative Council approved the policy as presented. It will be included in the next edition of the Faculty Handbook.
**Applied Music Proposal**

- The Work Group on Applied Music was formed to address a number of issues identified with the way that applied music classes have been offered at the college. Deans Jim McClellan and Bruce Mann co-chaired the group. Members included music faculty; deans from all campuses offering applied music (Alexandria, Annandale, Loudoun, and Woodbridge); Academic Services; Financial Services; College Information Systems; and Human Resources. The Administrative Council approved moving forward with the recommendations from the work group, to be effective for all applied music classes offered at the college starting in Spring 2012:
  
  o Applied music classes should be held on campus; If this is not possible, lessons must be conducted in another public space. In instances where there is institutional or programmatic need for holding the class at an off-campus location, a standard contract will be developed between the college and the individual or entity providing the instructional space. Among other things, the contract will specify the conditions of the arrangement and the respective responsibilities of the parties.
  
  o Instructors of applied music should be members of the full-time or adjunct faculty of the College, subject to the same requisite credentials and background checks of other faculty.
  
  o The names of the applied music instructors should be listed in the schedule of classes.
  
  o The College should list the fees for the lessons in its schedule of classes and these fees should be consistent across all campuses offering applied music.
  
  o The College should be the collecting agency for the applied music fees.
  
  o Instructors of applied music should be hired as adjuncts and as P-14s. Their adjunct contracts should explain that they are responsible for participating in end-of-term juries and for the entering of grades, as well as any recitals that may be scheduled. The P-14 status allows the College to pay instructors an additional amount per hour to actually provide the instruction.
  
  o Adjunct pay for instructors of applied music should be determined by the same formula as that used for PLACE and similar sections where there is no minimum desired enrollment.
  
  o P-14 pay should be at a rate of no less than fifty dollars per hour in order for NOVA to be competitive with other local purveyors of applied music lessons for academic credit.
  
  o The additional fee associated with applied music lessons at NOVA should be set at a rate equal to or less than the amount charged by GMU. (Dr. Dever noted that although Mason may be regarded as a point of reference, the amount collected must be sufficient to cover costs incurred by the college. The total amount collected at both institutions includes their respective tuition and fees.)
  
  o The number of minutes of instruction necessary for credit in applied music should be standardized across the College. There should be no less than fifteen hours of instruction during a semester for a two-credit course and seven and one-half hours of instruction for a one-credit course. The Work Group recommends that an hour lesson for a two-credit course be sixty minutes and a half-hour lesson for a one-credit course be thirty minutes. The contract should specify the required number of minutes to clarify that the time allotted for lessons is not the same length as the fifty-minute academic hour or the twenty-five minute academic half-hour.
The Administrative Council thanked Drs. McClellan and Mann and commended them and the entire work group for an excellent job in a short amount of time.

**Student Athletics Update**
- The Task Force on Student Athletics presented its report on April 5. The recommendations were reviewed in detail and generally endorsed by the Administrative Council on May 24. At that time, the request was made for further clarification of several points, to include organization, governance, and affiliation with the National Junior College Athletic Association (NJCAA). In response to the request, Task Force Chair Dr. Bruce Mann presented the following points:
  - The organizational chart now has the proposed position of Athletic & Recreation Coordinator (Athletic Director) reporting to the College-wide Student Activities Coordinator, who in turn reports to the Provost of the Alexandria Campus, who reports to the President. This makes clear that Student Athletics is part of Student Activities, not a separate entity.
  - There is also a provision for a Student Athletics Advisory Council, chaired by the Alexandria Provost (or designee).
  - The VCCS has no problem with NOVA transitioning from the VCCS Intercollegiate Athletic Board to the NJCAA. Five other VCCS colleges have already done so. The Task Force recommends that NOVA stage the transition to NJCAA, with club team status in 2011-12 and full membership thereafter.
  - Recruitment for teams is intended to be targeted to the college’s service area, to those students already attending NOVA.
  - The recommendation regarding the initiation of a Sports Management Specialization is subject to the college’s standard academic processes.
  - Proposed budgets for the next four years were presented to show how the program would take advantage of the increases in the student activities fee projected to occur over the same time period.
  - All in all, the recommendations provide a plan for a comprehensive athletic program at the college, with balanced attention to both intercollegiate sports and intramural/recreational opportunities across all campuses.
- The Administrative Council approved moving forward with implementation of the Task Force report. Appreciation was expressed for the excellent work of the group.

**Adjunct Faculty Transcripts**
- Ms. Jarvis distributed the SACS Faculty Compliance Update which lists all faculty who are in the review process, and what action needs to take place.
- Ms. Jarvis then distributed to the provosts a handout identifying the adjunct transcript issues for their campus.

**Other:**
- Dean Holt noted that Annandale Campus staff will be moving offices over the next week which may result in some downtime and limited services. They anticipate the moves will be complete and they will be fully operational again on Monday July 18.
Tracking

- Administrative Council Retreat – July 21
- Financial Aid Status Report – July 26
- Six-Year Capital Plan – State Board Approval – July 26
- Student Excellence & Achievement Banquet – July 26
- AD/PH Release Time Work Group
- Analysis of Potential Students Who Did Not Complete Registration
- Update on Keys and Card Swipes
- Implementation of the Recommendations on Presidential Commission on College Safety & Security