Members Present: Ms. Dimkova, Mr. Foley, Dr. Gabriel, Ms. Holt, Dr. Leidig, Dr. Maphumulo, Dr. Sachs, Dr. Saperstone, Dr. Tardd, and Dr. Templin.

Dr. Hill was represented by Dr. Maria DeLongoria
Mr. Chamberlin was represented by Mr. Ed Mellon

Guests
Chief Dan Dusseau, Chief of Police
Mr. Will Flagler, Director, Office of Emergency Planning and Management
Mr. Bob Moran, Moran Consulting
Mr. Ben Pittman, Director, Budget Office

Dr. Templin welcomed Ms. Christine Holt, she will be serving as the interim provost at the Manassas Campus.

Access
- Fall Enrollment
  - The Daily Enrollment Report for Fall 2011, as of November 1, 2011, shows an increase of 2.5% above the comparable date for Fall 2010.
  - At the end of the semester Dr. Gabriel estimates an increase just below 3%, which is higher than the system average.

Student Success
- Two key points:
  - The college-wide passing rate for all developmental students has fluctuated between 45-50%, this is in line with the national trend.
  - The college-wide passing rate for student success in college-level math courses is between 64-65%.
- Dr. Gabriel noted that OIR is preparing to conduct a review of the student attrition rate and of the pace at which students move through developmental math.
- Dr. Templin noted that our challenge is to enhance student success at less cost per student. Ms. Dimkova will need to be involved once the cost issue is brought into consideration.
- We need to increase the success rate in less time and at less cost. Dr. Templin added that is not about developmental math, it is about successfully completing college-level math.
- The Administrative Council will re-visit this in the spring.

Update On The Customer Service Excellence Initiative
- Mr. Moran presented an update on the service excellence initiative, including:
  - An overview of the culture change process to date.
    - We recognize that there will always be people in the organization that are not service-oriented. Similarly, there will be people who are always service-oriented, and then there will be a large number that are affected by the environment. The
goal is to capture that last group and create the environment that makes them service-oriented. Eventually those that choose not to be service oriented will be held accountable to the new standard.

- The process began in August by introducing the process improvement initiative to the provost staff. Between August and December baseline measures have been taken, work has been done to align senior management, and managers and staff are being trained.
  - Reviewing the roadmap.
    - Our approach to creating a new culture of service at NOVA includes:
      - Inspired leaders who will engage their staffs, resulting in loyal students and producing results.
      - Critical to the success of these efforts are working systems, process, behaviors and standards.
    - We have defined quality customer service at NOVA as being professional and informative, respectful and welcoming, and open and accessible.
    - We have worked to align NOVA’s leadership through interviews, well thought out communications regarding what this initiative is and is not, and senior management sessions to clarify their role and to plan the initiative.
  - Assessing where we are now, and next steps.
    - The Woodbridge cross-training pilots are underway. These trainings are being given by front line people from NOVA and not Moran Consulting.
      - We are building a list of frequently asked questions and a glossary of terms as we go.
      - Mr. Moran requested that Council members communicate with their staffs that the Moran team may be contacting them to work on the Frequently Asked Questions.
    - Update of Process Improvement Teams.
      - The Faculty Hiring Process Improvement Team is preparing for pilot implementation, and setting up new technology for applicant tracking.
      - The Student Bounce Process Improvement Team is starting a student bounce team on each campus.
      - The Enrollment Process Improvement Team is starting to work on students lost due to the cumbersome payment process.
      - Team Leader Training has been piloted in September. In the future training will be delivered to others on how lead a process team.
  - What is needed from Administrative Council and other leaders:
    - Guidance, resources, time and energy, recognition.
  - Summary of next steps:
    - Student and Internal Survey Data.
      - Prepare to receive reports.
      - Plan the communication of results, and action planning.
    - Faculty training:
      - Pilot team to prepare material and delivery.
      - Schedule faculty training on campuses.
    - Cross training:
      - FAQ’s and department presentations developed across all campuses.
- Schedule cross-training for all campuses.
  - Train-the-trainer:
    - Identify trainers for each campus to attend a train-the-trainer session.
  - Process teams:
    - Enrollment Process Improvement Team to review and improve current processes to prevent losing students due to cumbersome payment processes.
    - Determine other process teams based on what we learn from data collected.

- Strategic learning and ideas for next year:
  - The role of the new operations director may embrace some of the operational related outcomes, for example:
    - Cross training of staff between departments.
    - Managing campus feedback and closing the feedback loop.
    - Process ownership.
    - Refining the service measures (Matrix) for each functional area.
    - Performance evaluations include standards of behavior and performance measures for each function areas.
    - Bring provosts together with recent data to further refine the role to have some consistency across campuses.
  - Develop a cross-functional team to work with IT on intranet design and functionality.
  - Assign a process improvement team for website content updating.
  - Assign a process team to look at process infrastructure, identify core processes and develop recommendations for new compliance organization and campus alignment.

- Requested Information:
  - Faculty members to participate in the pilot program on December 2\textsuperscript{nd}.
  - Contact names from each department to work on FAQ’s and presentations.
  - Webinar to provost staff – reinforcing the training and managing the feedback.
    - Mr. Moran would like to present at the same time to all, possibly during their provost staff meeting.

- The provosts commented that the trainings have resulted in very positive feedback. The trainings are re-energizing and motivating.
- Ms. Dimkova thanked Mr. Moran for his cooperation in staying within state requirements when planning travel and such. This has not been easy, due to the demands we have placed on his schedule.
- Mr. Moran will return to present the data for the baseline measures at the Nov 22\textsuperscript{nd} Administrative Council meeting.
- Other item under discussion is how to customize the training program for faculty. Mr. Moran asked provosts to assign 1 to 3 people from their campus and ELI to attend a meeting on Friday, December 2\textsuperscript{nd} to go through the service excellence training program and help customize it for faculty at NOVA.

**SACSCOC On-Site Reaffirmation Committee Visit**
- On Friday, November 4\textsuperscript{th} there will be a preliminary session for Administrative Council members and their immediate reports to prepare for the On-Site Reaffirmation Committee visit.
- This is not an optional meeting. Everyone must attend.
- Information regarding the On-Site Reaffirmation Committee visit will be provided. This information should be disseminated to campus and unit personnel.
• Provosts are expected to run campus town hall meetings to share this information.
• PowerPoint presentations will be provided for the campus town hall meetings.
• It is important to emphasize to staff that they must attend the campus town hall meetings.
• The On-Site Reaffirmation Committee will pay particular attention the Core Requirements and Comprehensive Standards addressed in the Focused Report.
• It is important that Administrative Council members and their staff review the Focused Report and the QEP.
• Additional information regarding the QEP will be sent out at the end of this week.

Budget
• FY2012 Budget Update
  o The FY2012 budget approved by the Administrative Council was based on 5% enrollment growth, and at this time enrollment has increased by only 2.5%
  o Mr. Pittman distributed a financial status documents outlining:
    ▪ Key drivers (enrollment target, Administrative Council approved positions for FY12, and personnel targets).
    ▪ Revenue.
    ▪ Expenditures
  o The Administrative Council reviewed the November 1 special projects list to make decisions regarding projects funding and where savings may be realized.
  o Some of the items listed as special projects are actually recurring (such as the QEP and the increase for classified staff) so they must be treated as such.
  o The Council agreed that we must follow-through with the funding for the QEP, the new buildings coming online, and for additional lease space.
  o The Administrative Council approved proceeding with funding the December 1 contingent projects, and revising the forecast based on Dr. Gabriel’s revised numbers.
  o Subject to Dr. Gabriel’s review of the full to part time faculty ratio, Dr. Templin is recommending we proceed to fund items on the special project list, and that we remain conservative in our enrollment forecast.
• FY2013 Budget Update
  o The Council reviewed how many new full time teaching faculty we will recruit for next fall, how many new classified employees we will hire, proposed salary increases for faculty and staff, and deferred maintenance projects we had hoped to fund.
  o Dr. Gabriel will refine the full to part time faculty numbers, and return with a revised distribution recommendation.

Allocation of Teaching Faculty Positions for 2012-2013
Deferred until next meeting

Potential “Bridge” Tuition Payment Strategy
• Dr. Templin and Ms. Dimkova have reviewed NOVA’s current payment plan, and situations in which students have been dropped because financial aid does not come through in time.
• They are investigating whether NOVA can use tuition differential dollars to establish a line of credit that could be awarded internally to cover tuition expenses for students identified by Central Financial Aid as very likely to qualify for financial aid, but not in time for the census date.
• If approved, Ms. Dimkova will work to write the policy and procedures, and coordinate with the Administrative Council.
• The Council raised questions regarding changes to Pell Grants. Dr. Templin asked Dr. Tardd to following-up with the financial aid directors and Ms. Zanders, and report back to the Council on what has recently changed in financial aid.
• Ms. Zanders will be asked to attend the Administrative Council meeting when this is discussed.

Contagious Disease Proposed Policy
• Mr. Flagler is leading a college-wide team to review the Contagious Disease Policy and report back to the Administrative Council.
• Mr. Flagler distributed a proposed draft policy that brings NOVA’s policy into compliance with VCCS policy.
• The Council requested that Mr. Flagler work with Mr. Steve Bennett on the proposed policy in regards to potential implications for international students. It was suggested that they compare the proposed policy with policies from institutions such as Montgomery College and George Mason University.
• Mr. Flagler will add a statement that identifies the types of contagious diseases that are considered of public health significance.
• Mr. Flagler will return with an update at a future Administrative Council meeting.

Annual Evaluations
• Dr. Templin reminded the Council that annual evaluations will be scheduled very soon. Provosts and vice presidents were asked to please submit self-evaluations. Ms. Hurst and Ms. Amato will schedule the evaluations.

Other
• Concern was expressed over the structure of the English Redesign, and if the college is properly prepared for implementation in terms of resources.
• Dr. Templin asked Dr. Gabriel to report back regarding the likely implementation date for this, and then the Council will discuss the resources that will be needed.

Tracking
• Developmental English Redesign & Implementation – Nov 8
• Financial Aid Call Center – Nov 8
• 2011-2012 All USA Student Nominations – Nov 8
• Summer Session Pay Policy – Nov 8
• Approval of 2012 Working Calendar – Nov 8
• Pathway to the Baccalaureate – Nov 22
• Internal/External Customer Satisfaction Survey - Nov 22
• Continuity of operations in instruction – Nov 22
• Task Force on Testing – December 1 report due
• Chancellor’s Town Hall visit – Dec 1
• AD/PH Release Time Work Group