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

Dr. Gabriel was represented by Ms. Peggy Frankel

Guests
Mr. Will Flagler, Director, Office of Emergency Planning and Management
Ms. Kerin Hilker, Director, Pathway to the Baccalaureate

Dr. Templin introduced Mr. Tony Bansal, the new Vice President of Administrative Services.

Access
- **Fall 2011 Enrollment**
  - The Daily Enrollment Report for Fall 2011, as of December 8, 2011, shows an increase of 2.4% from the comparable date for Fall 2010.
- **Spring 2012 Enrollment**
  - The Daily Enrollment Report for Spring 2012, as of December 8, 2011, shows a decrease of 4.1% from the comparable date for Spring 2011.
  - Ms. Frankel distributed an update to the Spring 2012 Enrollment Plan.
    - The Call Center has completed making calls to the students who have applied for Spring 2012, but not registered for classes yet.
    - The high school outreach specialists are being provided weekly reports of high schools students who have applied but not registered classes.
    - On December 6th a letter was sent to approximately 13,000 students who have registered for Spring 2012 classes but have not paid yet. The letter informed them they need to pay by December 16th or their classes will be dropped.
    - The December 16th letter includes the phone number for the Financial Aid Support Center and a statement that campus financial aid specialists are available to work with students.
    - On December 16th when students who have not paid for Spring 2012 are dropped, automated calls will go out to the students informing them that they have been dropped from classes, and recommending that they review their records and try to re-register and make the payments.
    - Beginning daily on December 16th, OIR will send the campuses contact information for students dropped for non-payment. In addition to automated calls, the campuses will have the option to make personal calls to these students.
    - OIR will work with the Central Financial Aid Office to make sure that the financial aid support center liaison at NOVA will direct students through the process of completing their registration and payment.
  - Dr. Templin noted that the new Enrollment Process Improvement Team has been established and is working to identify the reasons why approximately 1,000 students were lost in enrollment process last fall. The team is working to streamline processes and remove unnecessary barriers.
Dr. Templin summarized three next steps:

- Dr. Tardd will find out if the Call Center can reach out to the targeted students.
- Dr. Tardd will check with Financial Aid to see if they can reach out to the identified students.
- Drs. Templin and Tardd will explore if there is additional support the college can provide the campuses so that they can reach out to the students.

Dr. Templin asked Dr. Hill to clarify to the Enrollment Process Improvement Team that success should be defined as a student applying, navigating the financial aid process, registering for classes, and having evaluation and measurement systems in place. All of this must be in sync with our QEP process.

**High School Recruitment Targets for Fall 2012**

Ms. Frankel distributed the report: *2012 Northern Virginia Public High School Graduates at NOVA by Campus and High School: Fall 2012 Target.*

- Overall enrollment of Northern Virginia public high school graduates at NOVA has increased 0.3%.
- Dr. Templin asked the provosts to discuss the 2012 target numbers proposed for their campuses with their deans. He would like them to ask the deans for their thoughts about the enrollment targets for the high schools, and ideas where we may be able to increase our market share.
- Dr. Gabriel will ask the same questions of the outreach specialists.
- The Council agreed that while considering this, we must also factor in The Pathways to the Baccalaureate program. We need to look back on the program’s enrollment, progressively over the years, and map that against our overall high school recruitment, and explore if we might be able to increase our market share by increasing capacity for the Pathways program.
- Dr. Foley added that we may be able to realize gains by emphasizing our career and technical programs more.
- Mr. Bansal asked about capturing students in the 11th grade and offering a program through which they can complete their Associates Degree in their 13th year.
- Dr. Templin noted that this is done in other states, and maybe something we need to explore.
- On December 7th Dr. Templin met with leaders of several of the region’s chambers of commerce and the Northern Virginia Technology Council to talk about the educational implications of tomorrow’s workforce needs, and how Northern Virginia’s businesses can engage with our educational system to “grow our own,” especially in STEM fields.
- The goal of the meeting was for leaders from business and education who are engaged in initiatives focused on addressing skill gaps, and other business leaders who have expressed an interest in engagement, to agree on actions that should be taken and commitments needed to move forward.
- It is anticipated that there will be approximately 650,000 job openings in our region the next ten years. The fastest growing job category for our area is expected to be the STEM fields.
- A business coalition is being established, and NOVA will be taking the lead. This will probably begin with STEM at Woodbridge and spread to all our campuses.
o There will be a second meeting in February, and once the effort is broken into regions, the provosts will become involved. Dr. Templin believes this could happen as soon as May 2012.
o Dr. Templin suggested the provosts hold a conversation with their local Chamber of Commerce executives so that the groundwork is laid for what is coming.
o Dr. Templin will send out two reports *The Changing Demography of Northern Virginia*, and *The Changing Economy of Northern Virginia*.
o The Administrative Council will revisit this at the January 17th meeting.

**Summer Session.**
- Structured Academic Advising
- Stipends for program Heads and Assistant Deans
  o Dr. Templin distributed last year’s plan and asked the Council to review and be prepared to discuss it further at the December 15th meeting.
o Last year there was an impression that the plan was unclear, and also that some people took advantage.
o Ms. Frankel will bring data collected from faculty and students regarding the plan used last summer to the December 15th meeting.

**Pathway to the Baccalaureate**
- Ms. Hilker provided the following overview and update on NOVA’s Pathway to the Baccalaureate program:
  o The Pathway to the Baccalaureate is consortium of 48 high schools in all eight local school systems in NOVA’s service area, NOVA, and George Mason.
o The program is focused on college readiness, transition to college, and retention.
o There are 6,500 actively participating students in Pathway’s high schools, on all NOVA campuses and at George Mason University.
o Through the Pathway counselors in the high schools, students go through a personalized intake process in the high school where potential barriers to success are identified. An individualized plan is developed for students to address their barriers and successfully transition to college.
o High school participants meet individually with a Pathway counselor every 3-4 weeks to determine progress and complete critical transition steps including the FAFSA and NOVA applications.
o Monthly workshops on college transition issues are offered in the high schools, SOAR is provided in the high school, and the students are taken on NOVA campus visits.
o Placement test preparation workshops are provided to all students, and placement testing is offered on-site at participating high schools.
o At NOVA, academic advising, first semester enrollment in SDV, 8 hours of community service and participation in campus life are mandatory for program participants.
o Pathway 2011-2012 projections:
  - 2,500 students in the high schools.
  - 3,200 at NOVA.
  - 800 at George Mason University.
93% of the students represent at-risk populations as defined by the U.S. Department of Education.

**Current pilot initiatives:**
- Pathway Connection
  - College Readiness
- SySTEMic Solutions partnership
- Service-Learning/Volunteer
- Internship/Co-op Development

**Pathway college access collaborations with NOVA campuses:**
- High school/community outreach.
- Early engagement.
- Recruitment.
- Dual enrollment.
- Placement testing.
- SOAR/NSO/Bridge participation.
- Case management/tracking.
- Admissions and financial aid support.

**Pathway college success collaborations with NOVA campuses:**
- Promote ongoing student engagement.
- Significant growth in SDV 100 capacity/enrollment.
- Assist with campus retention efforts.
- Assist with college and campus events and programs.
- Promote college services and resources.
- Achieving the Dream.
- QEP development.

**Outcomes:**
- 85% transition directly into post-secondary education.
- 90% first to second semester persistence rate.
- 81% annual persistence rate.
- 73% in good academic standing after the first semester.
- 98% earn transferrable college credit in the first year of college.
- 66% of deferrals and stop-outs return within one year.
- Associate level graduation rate is double NOVA’s graduation rate.

**Pathway’s current challenges include size, sustainability, and space.**
- The provosts requested that Ms. Hilker send them the number of students by high schools engaged in the Pathway program.
- The provosts also requested that Ms. Hilker send them the EWPs for Pathway counselors and advisors.
- The provosts asked Ms. Hilker to present to the campus staff and faculty. She will contact the provosts to schedule the presentations.
- Ms. Hilker requested that in future space planning the Pathway staff be including in the planning.
- Drs. Hill and Tardd will work to make sure there is a Pathway person on the Enrollment Process Improvement Team.
- Dr. Templin noted that there is work underway to design an adult equivalent to the Pathway program.
• The Administrative Council thanked Ms. Hilker for the update on Pathway, and commended her for the success she and her staff are realizing with this program.

Contagious Disease Proposed Policy
• Mr. Flagler, Director, Office of Emergency Planning and Management presented a revision to NOVA’s Contagious Disease Policy.
• Mr. Flagler worked with Dr. Harper and Mr. Bennett to clarify how the draft policy will impact our international students. Dr. Harper and Mr. Bennett have approved the revised policy, and support implementation.
• The Administrative Council approved the draft policy.

Recommendations of the Advisory Committee on College Safety and Security
• Dr. Leidig presented the recommendations from the Advisory Committee on College Safety and Security:
  o Recommended to be mandatory:
    ▪ National Incident Management System (NIMS) training specific to higher education for all employees. This can be completed online and takes about 2 hours.
    ▪ Evacuation and shelter-in-place training for all faculty and staff.
    ▪ EWPs should be modified to reflect a mandatory training (like we do with MOAT).
    ▪ Specialized, in-depth training for those with specialized roles such as hall wardens and directors of operations.
  o Recommended (voluntary) training:
    ▪ Training on mental/behavioral health issues in the classroom (strongly recommended or faculty).
    ▪ The webinar “At-Risk for Faculty” was previewed by several committee members. They thought it was very valuable for assessing and responding to students in crisis but it did not fully address what to do with confrontational, belligerent, or otherwise problematic behavior stemming from mental health issues.
    ▪ A wide variety of other training to address safety concerns as they arise.
  o Symposium:
    ▪ The committee is recommending a decentralized half day session at each location for a safety and security focus. This would be a joint venture among our emergency coordinators, the deans of students, and the provosts.
• Mr. Flagler was asked to conduct further analysis regarding whether the NIMS training is appropriate for all faculty and staff, or whether it would be better for us to develop our own similar training module and require the NIMS training of those who would be directly involved in incident management.
• The Administrative Council approved half day safety and security symposiums at each campus. These symposiums would be developed in partnership with the Campus Operations Directors, Police, District Emergency Management Coordinators as well as others as necessary.
• The Council inquired about the safety and security the plan for off hours, evening, weekends. Dr. Leidig advised this is on the agenda for the next advisory committee meeting.
• The Administrative Council recommended that when the mandatory training is developed for the faculty and staff, it then be modified for students and made part of NSO or SOAR.
• The Administrative Council recommended a standard emergency statement that can be put on all class syllabi, and be posted on the web site. This statement would need to be reviewed and approved by the College Senate.
• Ms. Frankel was asked to work with Dr. Gabriel and the deans to identify where the mandatory training might fit in during a student’s early college experience.
• The Administrative Council asked the committee to complete its evaluation of the modules and report back at a future meeting.

**VCCS Developmental Education Institute June 3-8, 2012**
• Dr. Templin informed the Council that the VCCS Developmental Education Institute will be held June 3-8, 2012
• The faculty that attended last year said it was very good, but NOVA has been given only one slot this year.
• Dr. Templin asked the provosts to ascertain who and how many faculty are interested. If we have sufficient interest, we will consider bringing it to NOVA.

**Tracking**
• 2012-2013 Catalog Review – December 15
• Task Force on Testing – January 31
• ELI Enrollment Strategy – January 31
• Workplace Violence Prevention and Threat Assessment Policy Guidelines
• AD/PH Release Time Work Group
• 2012-2015 Enrollment Planning – January 24
• High School Recruitment Strategy – January 24
• Continuity of Operations in Instruction Task Force