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

Guests
Ms. Shelli Jarvis, Director of Human Resources
Mr. Dana Kauffman, Director of College Government Affairs and Community Relations

Access
- Spring Enrollment
  - The Daily Enrollment Report for Spring 2012, as of January 17, 2012, shows an increase of 2.1% from the comparable date for Spring 2011.
  - Enrollment cancellation will take place this evening and a clearer picture will emerge after that.
  - Dr. Gabriel believes that 2% will still be a good estimate after enrollment cancellation has occurred.
  - Out of the 23 colleges in the VCCS we are doing very well comparatively. Several are currently experiencing negative enrollment numbers.
  - On January 12th Dr. Templin attended The President’s Roundtable in Philadelphia, PA. The President’s Roundtable is a meeting of presidents from private and public colleges and universities throughout the United States.
  - NOVA was one of three community colleges invited to attend. The others were LaGuardia Community College and Cuyahoga Community College.
  - Discussion occurred regarding the rising cost of college, and the perceived benefits of a college degree.
  - The attendees will be creating a statement to the higher education society about getting costs of higher education under control.
  - Mr. Foley noted that apprenticeships may be a good avenue to pursue for growth. Partnering with businesses may provide additional avenues.
  - Dr. Templin added that redefining our value proposition, and redesigning what we are doing, will be important.

Student Success
- Student Learning Outcomes (SLOs).
  - Dr. Gabriel distributed the SACS Recommendation: Framework for Collective Accountability.
  - Based on their on-site visit, the SACS visiting team provided a recommendation regarding the assessment of academic programs, specifically student learning outcomes (SLOs). The following were reasons provided in SACS’s justification for the recommendation:
    - Not all educational programs have sufficiently documented the identification of student learning outcomes, the assessment of these outcomes, and/or evidence of programmatic improvement based on the analysis of the evaluative results.
    - It is not clear if all the education programs fully understand the concept of student learning outcomes.
Inconsistency exists between educational programs in each of these areas, especially in closing the loop, i.e. documenting improvements based on program-specific student learning assessment efforts.

- SACS Findings Leading to Recommendation:
  - From the sample of Annual Planning and Evaluation Reports the committee reviewed, half of them contained no entries for SLOs. Additionally, for some of the programs the evidence of improvement based on the analysis of results was insufficient.
  - The quality of the samples review led to a more in-depth examination of the most recent Annual Planning and Evaluation Report:
    - Of the 57 submissions for 2010-11, 15 (26%) had no entries for SLOs.
    - Other programs did not provide satisfactory evidence of improvements based on analysis of SLO assessments and results.
  - In addition to considering the documents NOVA provided to SACS, the on-site team also met with faculty and staff on campuses. Because of conversations during such campus visits, the on-site team concluded that faculty were not adequately familiar with SLOs.

- Meeting Requirements for Follow-up SACS Report:
  - NOVA has to submit to SACS a report demonstrating that processes have been put in place to ensure all academic programs assess SLOs, and providing evidence of improvements based on assessment results.
  - NOVA needs to include in the 2011-12 Annual Planning and Evaluation Reports this spring, how we assessed the SLOs and used the results to improve student learning. All programs will be required to report on assessments conducted in Fall 2011 and/or Spring 2012.

- Building a Framework for Collective Accountability:
  - The provosts, deans, assistant deans, and program heads will play a critical role in establishing a culture of assessment that will allow NOVA to meet SACS requirements and to demonstrate continual improvement of student learning at NOVA.
    - Coordinating deans responsible for programs need to be accountable for programs properly assessing SLOs, providing evidence of improvements, and documenting this work. In order to ensure this, the provosts will need to include SLO documentation as a factor in the annual evaluations of the deans.
    - Provosts will be accountable to the president to ensure that this is accomplished and will need to follow-up regularly within the next few months with deans, assistant deans, and program heads during the documentation process in advance of report submissions.
    - Deans will be assisted by assistant deans and program heads in achieving these goals. Assistant deans and program heads will work with the SLO lead throughout the SLO process.
    - As SACS indicated, faculty should become more knowledgeable about SLOs and using SLOs to improve student learning.

- Next Steps – Role of Administration:
  - The president will send a communication to provosts indicating the importance of SLOs, moving forward to meet SACS requirements, and establishing processes that will help NOVA continue to strengthen SLO efforts. The president will
request their collaboration in meeting the immediate SACS deadline for documentation.

- The executive vice president will follow-up with provosts and deans with more detailed information on the process for accomplishing this, and meeting the SACS deadline with a quality report.
- Once the executive vice president has defined the process, the deans follow up with the assistant deans, program heads, and SLO lead faculty for the programs they coordinate.
- Once the process is established, the programs will begin working to accomplish the immediate goal of completing the 2011-12 Annual Planning and Evaluation Report in time for the SACS deadline.

Next Steps – Role of Faculty:

- Given the SACS expectation that faculty should “understand the concept” of SLOs, the following will be done to increase this understanding:
  - The extensive documentation on SLOs available at NOVA will be distributed again with the expectation that faculty become knowledgeable about SLOs.
  - NOVA will provide a professionally produced video with information on SLOs to be viewed by teaching faculty. After viewing the video, the faculty will go through a certification process similar to MOAT which will be tracked and used to provide direct evidence to SACS that the teaching faculty are becoming more knowledgeable about SLOs.
  - Division-level participation in SLO related learning activities will be provided on an ongoing basis with the help of the division-level SLO liaisons.
  - As part of faculty evaluation, faculty will have to demonstrate that they are familiar with SLOs and understand the importance of them at NOVA.

- Dr. Templin noted that for programs that require external validation/accreditation, identification of student learning outcomes, the assessment of these outcomes, and evidence of programmatic improvement based on the analysis of the evaluative results is occurring. At issue are the programs that do not require external validation and/or accreditation.

- Eleven NOVA programs did not measure and report any SLOs in Fall 2011. The Administrative Council agreed that the list of the eleven programs will be shared with the provosts, and an emergency meeting of the academic deans will be scheduled to address these programs.

- Administrative Council agreed to approve Dr. Gabriel’s proposal in principle and further review the particulars at a future meeting.

- Dr. Templin noted that interest in learning outcomes is being driven from as high as the federal government level, and that our longer-term strategy involves creating a culture that understands the importance and necessity of the SLOs.

- Dr. Templin added that in the long-term he sees the need for a compliance officer on the academic side to ensure that from the SACS perspective we are regularly monitoring if we are doing what we need to do, and to create the reporting structures discussed today, and the trainings needed.

- Dr. Gabriel will summarize the discussion today and begin working with the provosts to identify the programs most at risk, and come up with the action plan. They will look at the program that are doing well with SLOs, and use these as a model.
Summer Session

- Drs. Templin, Tardd, and Gabriel will be meeting to establish the working group to review our current policy, and they will report back at a future Administrative Council meeting.

2011 Faculty Diversity Report

- Dr. Gabriel distributed a copy of NOVA Teaching Faculty: Fall 2010. This report is a snapshot taken in October 2010.
- Discussion occurred regarding what races are included in the white category. Ms. Jarvis noted that faculty of Middle Eastern and Eastern European descent are included in this category. She explained that these categories are the categories used in the pre-employment screening and that they are established by the federal government and NOVA cannot alter them.
- Ms. Jarvis added that post-employment, HR can provide more detailed information. She will work with Dr. Gabriel to provide this information at a future meeting.
- Dr. Templin noted that our student body is becoming more diverse. We need our faculty to become more diverse as well.
- At the request of the Administrative Council, Ms. Jarvis will compile and send out to the Administrative Council diversity data for adjunct faculty.

2012-2013 Enrollment Targets

- Over past years NOVA has experienced significant enrollment growth. The growth has been primarily driven by full time students, and younger students. This population appears to have reached a plateau, so the college needs to cultivate other areas of potential enrollment growth.
- These are the areas Dr. Templin has identified to help sustain and increase enrollment in future years:
  - Increasing a greater market share of recent high school graduates.
  - Adult learners.
  - Resolving issues with the current tuition payment and financial aid processes.
  - Increasing student success.
  - Dr. Templin is also working with Mr. Bansal and Ms. Dimkova to explore ways to control costs.
- At the next four Administrative Council meetings each of these issues will be explored in more detail. Dr. Gabriel will invite the high school recruiters to the next meeting.
- Dr. Gabriel will provide data on the student success indicators by campus at an upcoming Admin Council meeting.
- Ms. Dimkova and Mr. Pittman will review the strategy and present a revenue estimate based on a moderate tuition increase each year. We need to craft a plan for the coming year, and a long-term (2012-2015) enrollment plan.
- At the February 14 Administrative Council meeting, Dr. Sachs will provide information about the ELI strategy for serving additional adult learners.
- Dr. Gabriel distributed two documents:
  - Revised Enrollment Planning: 2012-13 Campus Targets
    - This report provides the enrollment target numbers previously proposed by Dr. Gabriel, and revised target numbers for the campuses. The revised target enrollment numbers for the campuses have been lowered.
- The original enrollment targets for the campuses range from 2.4% to 3.7%, and when combined with ELI’s enrollment target result in an overall growth of 4.3% college-wide.
- The revised enrollment target numbers reflect a flat 2% increase for all the campuses, and when combined with ELI’s enrollment target numbers, result in overall enrollment increases ranging from 2.7% to 4%, depending upon the campus.

  - The second handout provides data on the four areas Dr. Templin has identified for potential enrollment growth:
    - For the 2012-13 fall-to-spring retention of first time to college, transfer students, and returning students, OIR is estimating a 0.3% increase, resulting in an additional 592 FTEs.
    - OIR estimates a 2012-13 increase of 2.1% in recent high school graduates, resulting in an additional 94 FTEs.
    - Payment/financial aid awards – OIR estimates that by targeting more students who have applied for financial aid but are waiting for awards, and ensuring they are awarded before the payment deadline, an additional 240 FTEs could be realized.
    - Enrollment of adult learners – ELI FTEs are expected to increase by 12.8%, or 665 FTEs in 2012-13. In addition to this increase, the ELI target includes generating another 346 FTEs who are adult learners (students 25 and older).
    - All of these efforts when combined would result in 1,272 additional FTEs in 2012-13.

- The Administrative Council was asked to review the two sets of target enrollment numbers and to be prepared to discuss them further at the January 24 meeting.
- The provosts requested more detailed information on ELI growth to help them be more strategic in course planning and faculty assignments.
- Dr. Templin noted that the basis for funding is likely to shift over the next years from enrollment to completion. We must begin thinking about our enrollment in a different way, and these discussions will be ongoing.
- Dr. Sachs noted that strategic use of hybrid classes might increase enrollment. He added that capacity issues such as available seats in classes, and parking might negatively impact our enrollment.
- Dr. Saperstone asked OIR for data comparing ELI and hybrids, particularly focused on hybrid class success compared with the success of in-person classes. This data would be of interest to both students and faculty.
- Dr. Gabriel was asked to provide data to the provosts regarding where-we-stand for the current year in terms of enrollment.

**2012 Legislative Strategy**
- Mr. Kauffman distributed a list of the issues before the General Assembly.
- The student visits start with the Alexandria Campus on January 18.
- Our current NOVA Board is interested in being more actively engaged in legislative items, and board members may decide to participate in the student visits.
- The Governor’s proposed budget for 2012-14 includes:
  - Restoring previous proposed cuts in higher education funding.
  - More money for workforce development and financial aid.
o NOVA would receive pre-planning money.

- Mr. Kauffman provide points to share with the campus delegations:
  - Regarding the Governor’s budget, we should express that we are happy with it, and would be grateful for their support.
  - We ask for their support on three budget amendments:
    ▪ $500,000 each year of the biennium to support taking our successful Greater Prince William County STEM program region wide.
    ▪ $2.75 million to fund the planning of Annandale’s Phase VII academic building.
    ▪ $2.25 million to fund the planning for renovating Loudoun’s Reynolds Building.
- Mr. Gary asked Mr. Kauffman to review Yancey House Bill 720 to see if we should be supporting this. Mr. Kauffman will review it with Dr. Templin and report back to the Council.

**College Board Meeting – January 30**

- At the Board Retreat there was a discussion of using student fee increases to help fund student centers for the campuses.
- At the January 30 meeting, we will propose a .50 increase in the student fee as a first step.
- The second piece is a proposal to increase the parking fee from $75 to $105 per semester, with a $10 discount if you pay online. We are also recommending a name change from parking fee to transportation fee because some of this increase will be used to fund alternative modes of transportation.

**Upcoming Administrative Council Dates**

- Ms. Hurst has distributed the Administrative Council meeting dates through March.
- The Council was asked to watch for Curriculum Committee items. Dr. Robertson will send these out to the Council so they can be reviewed and approved at the January 24 meeting.

**Tracking**

- 2012-2015 Enrollment Planning – January 24
- High School Recruitment Strategy – January 24
- ELI Enrollment Strategy – January 24
- Task Force on Testing – February 7
- Student Activities Program Update – February 7
- Briefing on Internal Controls & ARMICS – February 7
- Budget Review, Reallocations, & Year-End Strategy – February 14
- Student Success Metrics By Campus –Unit – February 14
- Payment Redesign Process Team – February 21
- Workplace Violence Prevention and Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group
- Continuity of Operations in Instruction Task Force