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

Guests
Dr. Jennifer Lerner, Associate Vice President for e-Learning

Access
- **Spring Enrollment**
  - The Daily Enrollment Report for Spring 2012, as of January 24, 2012, shows an increase of 1.9% from the comparable date for Spring 2011.
  - Our enrollment forecast for 2011-2012 was 5%, but the overall growth for this year has turned out to be 2.7%. This will have budgetary implications.
  - Some Administrative Council members expressed concern that the redesign of developmental math could have an impact on achieving target enrollments.
  - Dr. Gabriel will look into this issue.

Student Success
- **Student Learning Outcomes (SLOs).**
  - SLOs are a central issue facing American higher education.
  - We need to approach SLOs as a college community, the faculty will need to own the process, and there will need to be accountability.
  - The SACS Reaffirmation Committee Report indicates that NOVA needs to improve in the area of Student Learning Outcomes.
  - In response to the committee report, Dr. Gabriel noted that we have three options:
    - As we finish the 2011-12 cycle we ask our programs to submit reports by April 1.
    - We revisit the 2010-11 report with the deans and faculty (but this has practical problems, such as data collections in the actual classrooms).
    - We create a strong plan for strengthening the 2011-2012 report, and submit that plan in April. Doing this will trigger a monitoring report that we will be required to submit in September to show our success as a result of the strengthened plan we submitted in April.
  - Dr. Gabriel distributed a chart identifying the SLO lead faculty by campus and program/certificate.
  - In instances where an SLO lead is not identified, the provosts are asked to send the name to Dr. Gabriel.
  - Dr. Gabriel will send out the updated chart electronically by the end of the week.
  - The Council agreed that there will need to be a conversation about clusters, their function, and making them more robust.
  - Mr. Foley noted that the programs at the MEC have student learning outcomes identified as part of their accreditation through independent medical accreditation organizations. These accrediting bodies have their own format for reporting student learning outcome data.
  - As NOVA is working to improve student learning outcomes, Mr. Foley is requesting that the MEC be given consideration in terms of the format so that they do not have to re-format the data repeatedly.
o The deans, the SLO leads, and the provosts will need to be explicit regarding roles and responsibilities.
o Overall the provosts expressed that the role of program heads/assistant deans needs to be more clearly defined. This may be a good opportunity to do this as we consider their role with the student learning outcomes.
o Dr. Gabriel distributed the handout *Programs with No SLO Entries for 2010-2011 Annual Planning and Evaluation Reports*.
o Dr. Gabriel will remove the dean’s names and distribute the list electronically to the Administrative Council.
o Training and resources need to be provided to the deans so that they can own the process.
o OIR has worked with the deans and set up division-level consultants on the campuses that serve as their SLO experts.
o Dr. Templin added that there are a couple of missing pieces in the current system:
  ▪ Independent critiques of the reports just submitted to SACS.
  ▪ An academic compliance officer ultimately responsible for student learning outcomes.
o Dr. Gabriel will work with the provosts and deans to schedule the initial meeting.
o Dr. Gabriel will send out some background information to prepare for the meeting.
o Dr. Templin summarized that the immediate action is the development of our plan to strengthen the 2011-2012 report. In the long term the tone must be about student learning, effectiveness, improvements, and measureable results.

2012-2015 Enrollment Planning

• Dr. Gabriel distributed comparisons of FTE target and actual numbers for 2010-2011, and 2011-2012.
• Dr. Templin noted that we have been very aggressive in our approach, and so far our performance has matched it.
• We need to look strategy-by-strategy and decide the best approach for the coming years.
  • Dr. Gabriel believes our demand is going to continue to grow. When we factor in our investment in Financial Aid, ELI’s growth plan, SDV, NSO and SOAR, and our new focus on adult learners, he believes 2.5% growth would be a reasonable expectation. 3.5% growth is possible, but he hesitates to go as far as 4.5% at this time.
  • These are the areas Dr. Templin has identified to help sustain and increase enrollment in future years:
    o Recent high school graduates.
    o Adult learners.
    o Resolving issues with the current payment plan.
    o Increasing student success.
  • The Administrative Council noted that it is important as we explore these growth strategies, that we are cautious and intentional regarding any potentially negative impact to the campus–level enrollment numbers.
  • Dr. Templin is requesting the Administrative Council craft a plan aimed at what we can do over the next three years to sustain enrollment growth. Immediate growth is desirable, and will result from some of our current efforts listed above, but we also need to focus on the long-term.
• The Administrative Council will be taking an in-depth look at the identified enrollment growth strategies in meetings throughout the month of February.

ELI Enrollment Strategy
• Dr. Lerner presented an overview of the ELI enrollment history, and enrollment strategy through 2015.
• A copy of the presentation is provided as Addendum 1 to the minutes.
• Dr. Lerner distributed a campus-by-campus plan for meeting 2012-2013 ELI targets.
  o The plan outlines campus-by-campus enrollment targets, and includes recommendations regarding how to reach these targets.
  o The next round of new courses will be ready late in the fall or early spring.
  o The provosts are requested to share this with the deans and decide what sections they will add. We need to identify the faculty now, so that we are ready to go live with class as soon as the need is identified.
  o The Administrative Council requested that as we progress, OIR send campus progress reports to the provosts on a regular basis. The provosts suggested a variation of the current enrollment report, broken down by campus for ELI.
  o The provosts thanked Dr. Lerner for this very valuable information. This provides a course of action and a collaborative plan between ELI and the campuses.
  o Dr. Templin added that with course redesign, which ELI has adopted, SLOs are independent and consistent across a course.
  o Dr. Lerner will email the presentation and handouts to the Administrative Council.
  o Dr. Lerner noted that the one-campus programs need to be considered for ELI. She welcomes this discussion.
• The Administrative Council agreed that the new faculty roles being considered by ELI may prove instructive in re-examining roles on the campuses.
• ELI will be working with Administrative Council to clarify these new roles, and how they will function.
• The new positions being implemented by the system, such as the associate instructor, will need to be considered along with the ELI faculty roles.

FY2012 ARMICS
• Ms. Dimkova distributed a copy of the VCCS correspondence asking for us to complete a web-based risk assessment questionnaire. The deadline for responding is February 17, 2012.
• Ms. Dimkova requested that the Administrative Council complete the survey.
• The provosts should also speak with their deans of students, because Ms. Dimkova will be sending it to them to complete as well.
• Dr. Templin noted that the intent is for management to become aware of vulnerabilities; to have the chance to identify them, and address them.

Curriculum Committee Recommendations
• Dr. Robertson presented the following items that were reviewed and approved by the Curriculum Committee at its December 1, 2011 meeting:
  o English Discipline Review
    ▪ Curriculum Committee endorses the English Discipline Review report. The report is comprehensive, well written, and a model for other discipline review reports.
The review included active representation from each campus and ELI. The report focuses on student learning outcomes, and the action plan includes numerous recommendations for improving student learning.

Dr. Robertson noted that some of the Review recommendations will have enrollment/financial implications.

The Administrative Council supports the recommendation in concept, but agreed that more review and discussion will need to take place before the Council approves the action plan.

- **Change of Title of Network Security Career Studies Certificate**
  - The IT faculty and their deans and advisory committee recommend changing the title of the Network Security career studies certificate to “Cybersecurity.”
  - When the program was developed, the industry had not settled on a term for this form of security; however, the IT Advisory Committee now urges a change of the program’s name to “Cybersecurity” to be consistent with current terminology.
  - The faculty anticipate creating a fifth IT prefix, ITS (for Information Technology Security), but have not developed a formal proposal to that effect yet.
  - The Administrative Council approved the change of title, to be effective Fall 2012 if the college Board approves.

- **Health Information Technology Career Studies Certificate**
  - The Medical Education Campus proposes a Health Information Technology career studies certificate.
  - The proposed career studies certificate is designed for students who already are information technology or healthcare professionals, and who need to learn how to adopt, implement, and support the use of electronic health records.
  - The related non-credit program has trained approximately 110 students, with another 90 in the pipeline, and another 98 to start soon.
  - The new program would be part of an overall strategy by the Health Information Systems Center of Excellence to prepare workers for changes in the health information field that must occur in response to federal legislation.
  - The Administrative Council approved the new career studies certificate, to be effective Fall 2012 if the Board approves.

- **General Education Certificate Implementation**
  - Now that NOVA has offered the General Education certificate for a year, changes to its implementation appear warranted.
  - Currently the General Education certificate is described only in the front of the catalog, in the Instructional Programs section on Types of Degrees and Certificates.
  - It is administratively awarded only to students who are placed in an AA or AS degree program, have no previously-earned degree from NOVA or any other college or university, are currently enrolled at NOVA, and have successfully completed the courses listed above but are not yet completing a degree.
  - Students receive a certificate and a letter from Dr. Templin, but students who receive only the General Education certificate may not join the procession at Commencement and are not listed in the Commencement program.
  - Transfer to some Virginia senior institutions may be facilitated by completion of the General Education certificate. Virginia Commonwealth University is considering developing articulation agreements for AAS graduates who also
complete the General Education Certificate. Old Dominion University (ODU) already has an articulation agreement with the VCCS that guarantees admission of AAS graduates who also complete the General Education certificate. In addition, ODU has proposed a NOVA-specific articulation agreement that includes specific transfer pathways for many AAS degree graduates but it also requires that those students complete the General Education certificate.

- To acknowledge General Education certificate graduates’ accomplishments and to facilitate the transfer of students in AAS programs, the Curriculum Committee proposes that after consultation with personnel in Student Services and Enrollment Management, Transfer Services, and College Information Systems, the following changes be made to implementation of the General Education certificate:
  - List the General Education Certificate in the Programs of Study section of the catalog so that it will be easier to find and easier for everyone to see the requirements.
  - Restrict enrollment, but allow counselors to place AA, AS, AAA, and AAS students in the General Education Certificate after advising them of its limitations. Ask College Information Systems to program PeopleSoft so it can create a Degree Progress Report for Certificate students.
  - This will allow all degree candidates to use the Degree Progress Report to check their progress toward the General Education Certificate. Also, it will allow career-technical degree candidates to earn the Certificate, potentially making them eligible to participate in Guaranteed Admission Agreements with ODU and other universities.
  - Work with Student Services and Enrollment Management and with College Information Systems (CIS) to develop a mechanism to allow AAA and AAS students to receive the General Education Certificate and have it noted on their official transcripts. Dr. Robertson will work with other offices to determine whether or not AAA and AAS students should apply for the General Education certificate or have it awarded administratively.

- The Administrative Council approved the recommendation without the Commencement piece. Adding the General Education Certificate to Commencement will require further Council discussion.

**Minimum Degree Requirements for AA and AS Programs and Proposed Response to VCCS Credit Audit**

- In response to the VCCS credit audit requirement that most AA and AS degrees require no more than 61 credits with few or no hidden prerequisites, the Curriculum Committee based upon the recommendation of the clusters proposes reducing NOVA’s Personal Development requirement for AA and AS degrees from 3 to 2 credits, including 1 credit of SDV and 1 of PED 116. In addition, the Curriculum Committee proposes revising all AA and AS degree programs and their specializations, except the Teacher Education specialization, to remove the third personal development requirement unless requested not to by the cluster with responsibility for the program. These changes should be effective for Fall 2012.

- Curriculum Committee members discussed the probable effect of this action on PED enrollment and on the need for PED adjunct faculty. It was suggested that
perhaps some physical education could be moved to Workforce Development. Committee members recommended supporting the PED Cluster in the development of new programs related to their discipline. The committee also suggested asking the PED Cluster to make recommendations for a new marketing campaign to draw the attention of community patrons to the wide range of affordable activity courses. As many people make improved fitness one of their New Year’s resolutions, January would be a good time to market our courses.

- Several other changes are recommended to AA and AS degree programs in order to meet the Chancellor’s challenge. The changes were suggested or approved by the clusters with responsibility for the programs in question. Dr. Robertson provided a chart of these changes for Administrative Council review.
- A Council member expressed opposition, and the Council agreed to table this issue pending further discussion at the next Administrative Council meeting.

Meeting with Student Leaders - deferred

Summer Session - deferred

Tracking

- Task Force on Testing – February 7
- Student Activities Program Update – February 7
- Briefing on Internal Controls – February 7
- Budget Review, Reallocations, & Year-End Strategy – February 14
- Student Success Metrics By Campus –Unit – February 14
- High School Recruitment Strategy
- Payment Redesign Process Team – February 21
- Institutional Memberships – March 6
- Workplace Violence Prevention and Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group
- Continuity of Operations in Instruction Task Force