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

Mr. Gary was represented by Ms. Laraine Booker

**Guests**

Ms. Michaelle Keiffer, RSM McGladrey, Inc.
Mr. Ben Pittman, Budget Director
Dr. Sheri Robertson, Associate Vice President, Academic Services
Mr. Scott Vanlandingham, RSM McGladrey, Inc.

Dr. Templin opened the meeting and distributed a few of the quotes from the Presidents’ speech at NOVA on February 13, 2012. Dr. Templin noted that President Obama has many good things to say about NOVA.

Dr. Templin and the Administrative Council thanked Dr. Gabriel for all his hard work making the event successful. Dr. Gabriel noted that the success of the event is very much attributable to all the staff involved; NOVA shined and it reflects well on all of us.

**Access**

- Spring Enrollment
  - The Daily Enrollment Report for Spring 2012, as of February 14, 2012, shows an increase of 2.4% from the comparable date for Spring 2011.
  - At this time there is a small disconnect between financial aid and enrollment cancellation.
  - Dr. Gabriel believes because of this disconnect, the estimate might be inflated by about 0.5%.
- Dr. Templin distributed *A Matter of Degrees, Promising Practices for Community College Student Success*, a report from the Center for Community College Student Engagement (CCCSE).
- He requested that the Administrative Council review the report and be prepared to discuss it at the next Administrative Council meeting.

**Student Success**

- Dr. Gabriel distributed a draft of *Metrics by Campus and Units* report. He asked that the report not be distributed outside of the Administrative Council yet because it is not in final form.
- The report includes the following data:
  - Access by campuses and units in the following subgroups:
    - Recent high school graduates.
    - Dual enrolled students.
    - ELI students.
    - International students.
    - Students below 25 years old.
- Students between 25 and 45 years old.
- Underserved student population.
- Developmental and ESL students.
  - Student success data by campuses and units in the areas of retention, graduation, and transfer.
  - Student engagement.
  - Financial aid.
  - Pathway students.
  - Faculty diversity.

- This will be an on-going project for the next couple of years.
- The Administrative Council asked Dr. Gabriel to expand diversity to include staff data.
- Dr. Gabriel is hopeful that by the end of the summer OIR will be able to provide access to the data online.
- The Administrative Council requested that OIR also provide percentages for the data on page 90.
- The Administrative Council requested that OIR include zip codes in the data so that geospatial mapping can occur to see where the students are coming from. This may give us insight into areas that require a specific focus.
- Dr. Gabriel noted that Lisa Hill from the Alexandria Campus is working with OIR this summer to show the data graphically in different formats.
- The Administrative Council was asked to review the report and be prepared to discuss it at the next Administrative Council meeting.

**Briefing on Internal Controls**

- Ms. Dimkova introduced Mr. Vanlandingham and Ms. Keiffer of RSM McGladrey, Inc. They have been working with the NOVA on internal controls.
- They are proposing the establishment of an internal controls division at the college.
- The college needs to more closely monitor risks and have a single point of contact for audit resolutions.
- Working with RSM McGladrey, NOVA has established:
  - A structured ARMICS framework and approach, and standardization of internal controls documentation.
  - A working internal controls committee.
  - Separation of finance from administration.
  - Resolution of numerous repeat audit findings.
  - Restoration of partnership with VCCS and Auditor of Public Accounts.
  - Standard policies and procedures in the office of the controller and business offices.
  - Issuing written warnings for non-compliance with finance policies and procedures.
- RSM McGladrey is recommending that NOVA now work to establish:
  - A culture of risk awareness.
  - A code of conduct.
  - Proactive, collaborative communication.
  - A holistic approach to audit remediation.
  - A collaborative partnership with VCCS and Auditor of Public Accounts.
  - Standard policies and procedures.
  - Ownership, accountability, and transparency.
  - Zero tolerance for repeated violations.
• The proposed risk management structure is:
  o A Risk Management Committee that is a subset of the Administrative Council. The Risk Management Committee will:
    ▪ Set and encourage a risk management culture and risk awareness.
    ▪ Approve risk management policy.
    ▪ Create the environment and structure for risk management to operate effectively.
    ▪ Challenge plans/proposals.
    ▪ Understand the most significant risks.
  o The divisions and units will:
    ▪ Manage risk day-to-day.
    ▪ Promote risk awareness in the divisions and units.
    ▪ Ensure risk management is considered during the conceptual stage of a project, and throughout the life of a project.
    ▪ Implement risk improvement recommendations.
    ▪ Identify and report changed risks.
  o The role of risk management function/staff:
    ▪ Propose risk management policy.
    ▪ Facilitate annual college risk assessments.
    ▪ Build a risk aware culture within the organization including education and training.
    ▪ Assist risk identification and assessment.
    ▪ Establish an audit calendar and testing ARMICS “promises made” on all audits, and other areas identified based on significant risks.
    ▪ Ensure compliance with state and federal regulations and laws.
    ▪ Maintain risk response processes including contingency and business continuity programs.
    ▪ Monitor hotline calls.
    ▪ Prepare and coordinate reports for senior management.

• Mr. Vanlandingham presented the proposed mission statement for risk management: *The mission of NOVA’s Risk Management Function is to promote an integrated college-wide risk management culture that is structured, disciplined and incorporated into the business decision process and aligns with NOVA’s strategic goals. NOVA’s Risk Management Function identifies accesses, controls/mitigates, monitors, reports the risk exposure and evaluates department’s management of risk to minimize losses and maximize opportunities.*

• Ms. Dimkova was asked to establish a system of escalation so when an issue is not addressed, there is a clear path of escalation and the provosts are engaged throughout.

• The provosts requested a monthly update as well so that they are aware before a problem escalates.

• It is recommended that the new Internal Controls unit report to the President, and the Academic Compliance unit report to the EVP.

• The Administrative Council requested that they develop a timeline for Administrative Council review.

• The Administrative Council thanked Mr. Vanlandingham and Ms. Keiffer of RSM McGladrey for their guidance and hard work.
Budget Review, Reallocations, and Year-End Strategy

- The Administrative Council was provided a list of the current budget status of approved special projects which outlined areas where Mr. Pittman has identified funds for de-obligation and reallocation.
  - The Council is asked to review and provide their feedback to Mr. Pittman by February 28.
  - At the same time, Administrative Council is asked to communicate areas where they will require additional funding. A form was distributed to the Administrative Council to use for this purpose. These requests are also due by February 28.
  - Dr. Sachs asked the provosts to advise him of IT equipment needs for any new buildings opening after July 1.
  - Mr. Pittman will return for the March 6 meeting with a summary of the information he receives from the Council.
  - At the March 6 meeting, Ms. Dimkova will provide an estimate of the costs of the Moran Consulting, and lead a discussion of how Mr. Moran’s time is requested, used, and billed.
- Mr. Pittman distributed a first draft of the fiscal year 2013 budget planning/scenarios development dated February 6, 2012.
  - Two big assumptions have changed – our rate of growth has slowed, and the rate of growth for tuition has slowed.
  - The Administrative Council asked Mr. Pittman to provide estimates based on a no growth scenario.
  - The Administrative Council asked Mr. Pittman to add a line at the bottom of the draft that provides percentages for tuition and fees vs. general fund.
  - Dr. Templin asked the Administrative Council to consider what they believe is realistic in terms of enrollment growth for next year, and be prepared to discuss this further at the March 6 meeting.

Curriculum Committee Recommendations

- Dr. Robertson presented the following items that were reviewed and approved by the Curriculum Committee at its January 26, 2012 meeting:
  - Revisions to General Education Approved Electives.
    - Based on input from the Council for General Education and the affected clusters, the Curriculum Committee recommends that the following courses be removed from the list of approved general education electives:
      • CHM 121-122 Health Sciences Chemistry I-II
      • HIS 187 Interpreting Material Culture
      • PSY 211 Research Methodology for Behavioral Sciences
      • PSY 213 Statistics for Behavioral Sciences
      • PSY 245 Educational Psychology
      • PSY 250 Law Enforcement Psychology
      • PSY 255 Psychological Aspects of Criminal Behavior
    - The Administrative Council approved the recommendation.
  - Communication Design AAS Revisions.
    - In response to the VCCS degree credit audit, the Communication Design cluster proposes revisions to the Communication Design AAS and its Interactive Design specialization.
As approved by the Administrative Council roughly a year ago, ART 140 Introduction to Graphic Skills, ART 135 Visual Communications, ART 141 Typography I, ART 142 Typography II, ART 263 Interactive Design I, and ART 264 Interactive Design II all will be reduced from 4 to 3 credits each.

This reduction in ART credits makes room for the addition, also previously approved, of the 3-credit ART 209 Creative Concepts and Writing. The faculty now propose two additional revisions:

- The faculty recommend removing the PED/RPK elective to keep the number of credits for the parent program and the specialization to 66-67 credits.
- The cluster proposes a 3-credit version of ART 287 Portfolio & Resume Preparation rather than 1-credit version. Currently, students are spending far more time than the 1 credit allocated for this capstone course. The VCCS Master Course File allows this course to be offered for 1-4 credits. The 3-credit version of ART 287 would include 2 lecture hours and 2 studio hours.

The Administrative Council approved the recommendation.

- Occupational Therapy AAS Revisions.
  - The Occupational Therapy Assistant (OTA) faculty proposes revisions to the OTA curriculum to meet the educational needs of the students, the requirements of the American Council for Occupational Therapy Education (ACOTE), and to address the VCCS degree credit audit.
  - The revised curriculum design places an emphasis on having students take all of the foundational courses first. It will sequentially place the courses in accordance with lifespan development, focusing on educating students on appropriate treatment of pediatric clientele and ending with the focus on geriatric clientele.
  - The Administrative Council approved the recommendation.

- Proposed Reactivation of History of England as a Two-Semester Sequence.
  - The History faculty propose reactivating the two-semester version of History of England. Currently a one-semester course, HIS 211, the faculty would like to also be able to offer the topic in more depth by reactivating History of England I-II.
  - The course covers such a wide breadth of historical events and major social, political and religious changes that one semester is not enough time to discuss the entire history of England.
  - The course used to be offered as a two-semester sequence.
  - The History cluster approved the change at its January 2012 meeting and the deans support the change. Several senior state institutions (such as the University of Virginia, the University of Mary Washington, George Mason University, Virginia Tech, and James Madison University) have said they will accept the sequence. VCCS colleagues also have offered support for the proposal.
  - The Administrative Council approved the recommendation.

- Discontinuance of the Travel and Tourism Certificate and Tour Guiding Career Studies Certificate.
  - The Business and Public Services Division of the Annandale Campus recommends that the Travel and Tourism certificate, and the related Tour Guiding career studies certificate, be discontinued effective Fall 2012.
  - According to the Fact Book, there were 14 Travel and Tourism certificate graduates from 2005-06 through 2009-10, and a total of 3 graduates of the Tour Guiding career studies certificate over the same period.
Tourism is a very large industry in our area, but these two programs are not meeting local needs. The acting dean is working with hospitality faculty to develop a tourism specialization within the Hospitality Management program because their research has shown that the majority of tourism programs are under the hospitality umbrella.

Students who wish to continue to pursue a tourism program will have seven years to complete the discontinued certificates, and will also be advised of the potential new program option.

The Administrative Council approved the recommendation.

**Town Hall Meetings**

- Dr. Templin held his first 2012 Town Hall on February 8. Issues raised by the college staff included salaries and job security.
- He asked the Administrative Council to provide ideas and issues he might consider for the next Town Hall.

**Tracking**

- Enrollment Process Improvement Team Report – February 21
- Payment Redesign Process Report – February 21
- 2012-2013 Enrollment Target Budget Implications – February 21
- 2012-2015 Enrollment Targets – February 21
- Institutional Memberships – March 6
- Financial Aid Assessment Report - April 2
- Workplace Violence Prevention and Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group
- Continuity of Operations in Instruction Task Force