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

Mr. Foley was represented by Ms. Ruth Stanton

Guests
Dr. Ron Buchanan, Dean, Communications Technologies & Social Sciences, Manassas Campus
Ms. Jacquelyn Cottom, Financial Aid Advisor, Alexandria Campus
Dr. Marilyn Deppe, Coordinator for Student Support Services at Annandale
Dr. Laura Franklin, Professor of French, Alexandria Campus
Mr. Dietrich Giles, Senior Enrollment Specialist Financial Aid/ VA Certifying Official
Dr. Elizabeth Harper, Associate Vice President for Student Services & Enrollment Management
Ms. Bridget Johnson, Assistant Controller, College Finance
Mr. Tom Kinback, Associate Director of Financial Aid for Campus Operations
Mr. Mitchell Markon, Business Office Manager, Loudoun Campus
Mr. Bob Moran, Moran Consulting
Dr. Sheri Robertson, Associate Vice President for Academic Services
Mr. Cory Thompson, Business Office Manager, Woodbridge Campus
Ms. Joan Zanders, Director, Financial Aid

Access
- Spring Enrollment
  - The Daily Enrollment Report for Spring 2012, as of February 21, 2012, shows an increase of 1.8% from the comparable date for Spring 2011.
  - Dr. Gabriel believes the spring semester will finish just below 2%.

Student Success
- At the last Administrative Council meeting Dr. Templin distributed copies of CCSSE: A Matter of Degrees.
- The report outlines three promising categories to student success:
  - Planning for success - assessment and placement, orientation, academic goal planning and registration before classes begin. NOVA is already moving ahead in each of these categories. Dr. Templin is recommending we benchmark our practices against some of the highest performing institutions to see how our practices compare.
  - Initiating success – fast tracking developmental education. We have made progress with developmental math, but we need to look closer at this. Our First Year Experience requires further review.
    - Our First Year Experience with learning communities has not proven to be overly successful. They take a long time to take root, and there are questions about their sustainability. Student buy-in has not been very successful.
    - Dr. Templin noted that in areas where we have provided cohorts and provided expectations beyond the classroom, we have seen success and we may want to build on this success.
    - Dr. Templin mentioned Year-Up, which is an alternative path for recent high school graduates that do not see themselves attending college. The success rate has been excellent. It is a highly structured six month program. There are
stringent rules regarding behavior in class, dress, and attendance. The program includes skills training and IT training. The students are placed in companies at the end of the six month program. The success rate is 95%.
- Year-Up is seeking community colleges to take this program to the next level. Dr. Templin believes we will be considering how to bring this to our college in the next year or two. This may be an avenue to refining our student success efforts.
- Work based learning and job placement are areas we need to work to improve.
- Milan Hayward is working on a business model for larger scale internships. He is exploring how we might re-define faculty load, faculty roles, and the role of business.

- Sustaining success – issues of class attendance and monitoring, tutoring, and supplemental instruction are all important factors in sustaining success.
- Dr. Templin is recommending three pilots:
  - The first pilot was originally suggested in response to the recommendations in the English Discipline Report. The recommendations were presented to the Administrative Council at the January 31st meeting.
  - The second pilot would include paraprofessionals and intense writing requirements,
  - The third pilot would be online.
- Dr. Gabriel distributed *AtD Recommendations for Improvements in Student Success*.
- Based on 3-year evaluations of AtD initiatives, the following recommendations are being made by the AtD Core Team at NOVA:
  - Mandate NSO for first-time students.
  - Mandate placement testing for first-time students.
  - Mandate enrollment in developmental courses during the first semester if placed.
  - Enforce current policy on SDV enrollment within first year for first-time students.
  - Eliminate late registration.
  - Mandate early advising for first-time students.
- After the Administrative Council planning retreat this summer, Dr. Templin anticipates we will have a complete implementation plan.

**Enrollment Process Improvement Team Report**
- Mr. Moran has been working with a process improvement team established by the Administrative Council to review NOVA’s current enrollment process, identify barriers, and make recommendations.
- The team includes representatives from various areas of the college, and students.
  - The goal: students successfully enrolling in classes through a simplified financial aid and payment process.
  - Process improvement steps used by the team:
    - Brainstorm causes.
    - Streamline causes into common themes.
    - Brainstorm why the cause exists.
    - Brainstorm potential solutions to the cause.
    - Formulate recommendations.
  - Root causes identified:
    - Complicated financial aid process and timeline.
    - Lack of external communication.
    - Payment plan.
• Counseling.
• Application process.
• Dropped classes.
• After-effects of changes.
• Website complicated.
• Student account holds.
• Lack of internal communication.
  o Enrollment team recommendations:
    ▪ Email communication to students personal email address.
    ▪ Enrollment checklist.
    ▪ Proactive communication.
    ▪ Required orientation.
  o Additional potential solutions:
    ▪ Flag students with high financial need early in the process and provide them with more information and potential requirements up front.
    ▪ Send a standard letter within SIS.
    ▪ Establish clear deadlines and communicate well to students.
    ▪ Send a second student communication that includes a checklist.
    ▪ Disburse aid throughout term as shorter-term classes reach their census dates and aid is “earned” for each student.
    ▪ Fall launch of “anticipated aid” function in PeopleSoft, enabling calculation of aid based on enrollment so that students will be advised earlier on aid awards.
    ▪ Extend the enrollment cancellation deadline for paying for classes.
    ▪ Offer additional payment plans.
    ▪ Offer a payment plan for debt (students pay down debt without being dropped).
    ▪ Revisit when to extend the “do not drops.”
• The team first identified and focused on challenges that can be addressed immediately.
• The task force is requesting Administrative Council approval of the recommendations, understanding that some will require more research and take more time to implement, such as mandatory orientation.
• Dr. Templin noted that we are hoping to create a fund using differential dollars to serve as a back-up for students who are identified as very likely to receive financial aid awards, but need more time. This would be a rolling system in which of a set number of students would receive the aid, and then as their awards are made and the fund is repaid, the money can be applied it to the next student on the list.
• Dr. Templin is suggesting the Administrative Council create a pilot in which the Pathways counselors, the advising specialists and financial aid work with the identified students. The students would sign a promissory note and we would hold their enrollment.
• Ms. Dimkova added that $300,000 seems a practical starting amount for this fund.
• Dr. Templin will form a small working group of representatives from the controller’s office, business office, financial aid, a Pathways counselor and an advising specialist. The working group will be charged with:
  o Identifying the target number of students, and the criteria for recognizing the students.
  o Implementation July 2012.
  o Reporting back to the Administrative Council by May 1.
• The Administrative Council thanked the team for their hard work and thoughtful recommendations.
Payment Redesign Process Report

- Mr. Markon and Ms. Johnson presented an overview of the current payment plan offered by NOVA:
  - Features on the Nelnet plan:
    - Nelnet is a guaranteed payment plan. Nelnet requires collection of 60% of the contract amount to make a guaranteed payment.
    - NOVA requires that Nelnet make the guarantee by the census date.
    - The plan is designed for students to spread out their payments when budgeting for an upcoming semester.
    - The cost to the student is an enrollment fee of $35-$45, plus a convenience fee of 2.5% if a credit card is used.
    - The plan accepts ACH debits, American Express, and Discover. They do not accept Visa.
  - Difficulties with the current plan:
    - Since Nelnet collects 60% before guaranteeing payment to NOVA, students entering the plan later in the enrollment period have a higher down payment and a reduction in the number of months to pay.
    - Down payments are due immediately when students enroll in the plan.
    - Payments are collected on the 20th of each month and there is no flexibility with this date.
    - Any account not guaranteed results in the student being dropped from classes.
  - Other plans:
    - Sallie Mae offers a variety of plans, all based on credit worthiness.
    - Many companies that offer loan programs require students to execute formal loan documents including promissory notes and truth-in-lending statements.
    - Sallie Mae and other companies are payment processors and are not willing to bear the risk of loss.
  - Nelnet payment plan on the web site:
    - The information about the Nelnet payment plan on NOVA’s web site is being rewritten to be clearer and more comprehensive.
    - During peak times, the payment plan will need additional webpage real estate to promote the plan.
    - An FAQ is being developed to assist students with the application process and inform them of important dates and deadlines.
    - The current website needs to be updated to remove old links, old search results, and multiple outdated pages related to the payment plan.
  - Direct communication:
    - An email account named NOVA Payment Plan is being created so that students can more easily identify communications from payment plan administration.
    - Make better use of social media to increase plan participation.
    - When the plan opens, flyers will be sent via email blast to all students from the past three semesters.
    - As important deadlines approach, emails will be sent to students 3-5 days prior to important deadlines and dates.
- Mr. Markon noted that the number of students who do not fulfill their agreements and lose enrollment is minimal.
Mr. Markon believes that we can increase the volume of plan participants through advertising and marketing.

The Administrative Council requested that communications be improved with students who are being dropped from classes. The student should be advised that they must choose what classes to drop, and by what date they must make this choice, or we will decide for them.

The Administrative Council thanked Ms. Johnson and Mr. Markon for the informative presentation.

2012-2015 Enrollment Targets

Dr. Templin reviewed the five enrollment growth strategies the Administrative Council has identified:

- High school recruitment – greater penetration.
- Enrollment process improvement redesign.
- Enhancing financial aid process – reporting back April 2.
- ELI and the adult learning strategy.
- Student success gains/increased retention.

Dr. Templin proposed a sixth strategy: Dual Enrollment.

- NOVA has the highest number of high school graduates attending in the VCCS schools, but the lowest percentage of students who have been dual enrolled.

Legislation has passed both houses that will require every school division and every community college to form an agreement regarding how they will reach dual enrollment targets. The goal is that high school students could complete at least one year (30 credit hours), or the entire associate degree.

NOVA is working on agreements to count AP and IB for college credit.

The goal is to shorten the time to the Bachelor’s degree and reduce the costs for students.

Dr. Tardd will work with Dr. Robertson to compile a report on how NOVA currently applies AP and IB, and report back to the Administrative Council.

Dr. Templin next asked the Administrative Council to discuss enrollment targets for the next three years.

Dr. Gabriel distributed three possible targets:

- 2.5% - Dr. Gabriel believes this is a realistic expectation for growth without any changes to our current processes, and without any new or additional efforts.
- 3.5% - Dr. Gabriel believes this is a realistic expectation for growth if we implement the growth initiatives currently under Administrative Council consideration.
- 4.5% - Dr. Gabriel believes this an optimistic, but possibly achievable expectation for growth if we implement the initiatives currently under Administrative Council consideration.

Dr. Templin cautioned that the budget is not going be as it has been over the last several years, it will be leaner and we will be challenged to work within it.

Dr. Gabriel was asked to provide the provosts current data on seat utilization for their campuses. Dr. Gabriel indicated that the seat utilization data will be processed only after "class room inventory” data have been accurately built at the college level.

Discussion occurred regarding piloting a special package of classes for Fridays to help boost enrollment on that day and to better use our space.

The Administrative Council agreed to start the budgeting process with a 3.5% enrollment growth target, and then re-visit this in November, 2012.
Curriculum Committee Recommendations on World Languages

- Dr. Buchanan explained that as we try to increase our offering of languages, we need to find ways to facilitate the hiring of faculty who can teach strategically important world languages for which very few graduate programs produce the credentials required by SACS for teaching these language courses. Thus, with the support of their deans and advice from Human Resources, the world language faculty have developed a rubric to guide the hiring of world language faculty who lack the master’s with 18 graduate hours in the teaching field.
- The concept and rubric have been reviewed by universities that accept NOVA students.
- The Curriculum Committee has reviewed and approved the recommendations. Three provosts have been a part of the discussion-- Dr. Hill, Dr. Maphumulo and Ms. Holt.
- Dr. Tardd added that if this is approved by the Administrative Council then it would be sent to SACS for approval.
- The Council requested that the following three criteria be removed from the draft rubric:
  - 2. A. “A publication in a peer-reviewed scholarly journal.”
  - 2. B. “Evidence of frequent language presentations.”
  - 2. B. “Holding a position in the governing board of a professional language and cultural organization.”
- Dr. Templin summarized that we need to establish a rubric, obtain peer institution agreements, and have SACS approve the recommendation. He added that:
  - If we hire a candidate who is not readily SACS acceptable we should include as part of our policy how we will help them obtain the credentials they need (with institutional support).
  - A next step is to have unbiased authoritative external group (specialists) review the rubric and support it as passing the test/validate it for competence at the collegiate level.
- The Administrative Council approved sending the recommendations to SACS for consideration.
- The Administrative Council approved proceeding with hiring faculty with the understanding that if the recommendations are not approved by SACS, we will have to work with the affected faculty members to get them to the level required.

Travel Agency and Travel Procedures - deferred

Tracking

- De-obligation of Funds – Additional Projects Requests Due – Feb 28
- Reallocation of 2011-2012 Funds – March 6
- Institutional Memberships – March 6
- Student Success Coordinators – March 27
- 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