Administrative Council
April 10, 2012

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

Dr. Hill was represented by Ms. Lori Leeker

Guests
Ms. Kathleen Dolan, Moran Consulting
Dr. Beth Harper, Associate Vice President of Student Services and Enrollment Management
Ms. Shelli Jarvis, Director of Human Resources
Mr. Bob Moran, Moran Consulting

Access
• Spring Enrollment
  o The Daily Enrollment Report for Spring 2012, as of April 10, 2012, shows an increase of 1.7% from the comparable date for Spring 2011.
  o OIR has contacted a small sample of students registered in spring to inquire if they plan to enroll in summer classes.
  o OIR will be making similar calls to transient students to collect such data.
  o OIR has sent postcards to the campuses. Dr. Gabriel requested that the provosts tell their outreach specialists to contact the NOVA print shop if they need more postcards.
  o Dr. Tardd recommended a review of our practices for enrolling transient students to be sure they are being consistently applied.
  o Dr. Gabriel agreed to review this and report back to the Administrative Council.
  o Dr. Templin noted that he received one of the postcards in the mail. It was eye-catching, informative and succinct. He proposed that NOVA consider using the same format to package and better promote the cost savings that can be realized by using NOVA as the first part of a student’s Bachelor’s degree.
  o Dr. Templin has a meeting scheduled with Ruthe Brown, Director of Dual Enrollment, and others to talk about the new requirement from the VCCS that community colleges have agreements with all high schools so that at least one year of college can be completed in high school.
  o Dr. Templin is working to craft the package deals with various four-year schools to make it possible to drive down the cost of the Bachelor’s degree. Several have been open to discussing this.
  o Dr. Templin believes that promoting total education cost savings to both families and tax payers will be very effective.
  o Drs. Templin and Gabriel will be discussing this further and report back.
• Summer Enrollment
  o The Daily Enrollment Report for Summer 2012, as of April 10, 2012, shows a decrease of 10.9% from the comparable date for Summer 2011.

Student Success
• Retention: Fall to Fall
  o Dr. Gabriel distributed Fall to Fall Retention: Fall 2006 – Fall 2010.
o OIR is working with SIS to pull the data for 2011. As a result of recent software upgrades, some of the queries are not working properly and OIR needs to carefully review the data. Dr. Gabriel estimates the 2011 data will be available in the next 2-3 weeks.

o The data for the Medical Education Campus will be reviewed and packaged differently. The MEC programs operate differently, so the data will require a more individualized approach.

o There are areas of significant growth the Administrative Council would like to further explore, including:
  - Veteran enrollment.
  - The number of students receiving financial aid.
  - ELI enrollment.

o Dr. Gabriel will have OIR review our enrollment data to identify any significant spikes, and bring this information the Administrative Council for further discussion.

Financial Aid Assessment Report
- The number of students receiving financial aid has grown substantially.
- When reviewing the fall data, it was clear that a large number of students were making multiple attempts to register for classes and were ultimately unsuccessful.
- Some of these students attempted to register relatively late in the summer, needed financial aid, and ended up hung-up in the process.
- A task force was established to review the situation and explore what steps might be taken to resolve the issues.
- To assess the problem, surveys were conducted of students, staff, and internal customers. Interviews were conducted, focus groups formed, an assessment was taken of the new financial aid support center, and benchmarking was performed against comparably sized colleges.
  - The interviews and the data clearly indicate a positive change in Financial Aid over recent years. Fewer issues are being escalated, and the numbers are moving in the right direction.
  - Financial Aid is connected to many internal functions; policies and procedures within Financial Aid impact other functions and vice versa.
  - While there are specific individuals responsible for leading Financial Aid, the ultimate responsibility is on all leaders.
  - Time from application to award has become an important measure. It appears that faster award time has a positive impact on enrollment numbers. At this time NOVA is not measuring time to award, and NOVA’s policies and procedures are not designed for speed.
  - Balance needs to be achieved between enrolling students and assuring compliance.
  - Further training is needed for the Financial Aid Support Center staff.
- Ten recommendations resulted from the task force review:
  o Streamline the process.
  o Empower the front line to help students by identifying ways to give them access, training, and decision making power.
  o Re-visit the structure (campus and CFAO).
  o Increase accountability and consistency.
Create more access for students and internal customers to Financial Aid by publishing roles and contact information, establishing a responsiveness standard to both internal and external customers, and have an option for students and staff to reach Financial Aid by phone for escalated issues.

Assess staffing – review current staffing and try to match volume better.

Increase effectiveness of training and communication.

Strengthen relationships (CFAO to campuses, and Financial Aid to other departments).

Simplify and improve communication to students.

Strengthen the support center with continuous quality assurance assessments, retraining, and working to improve college staff support to help build trust.

The task force also conducted an in-depth Financial Aid process review. The team created flow charts of the current processes, analyzed the steps to differentiate between what is required and what is discretionary, and identified logjams in the process.

Dr. Harper presented the following results:

- Some processes are federally required.
- Some processes are implicitly required and generally accepted.
- Some processes are discretionary NOVA requirements.
- The team reviewed and grouped current Financial Aid processes accordingly.

Key areas where processes can improve:
- Verified process review.
- Non-verified files review.
- Low income verification.
- Transcripts.
- W2s.
- Campuses process.
- Support center.
- How to measure time (application to award).

The team provided specific recommendations in each of these areas, and they estimate the college can remove a month of time from the process by implementing these recommendations.

Dr. Templin asked the Administrative Council to identify the issues and recommendations that can be addressed immediately and focus on those. The more complex issues we will need to take our time and explore in more detail at future meetings.

Dr. Templin noted that we have created an environment to help ensure there is no financial liability and no audit risk. The Administrative Council needs to provide guidance regarding our level of risk tolerance so that we can better define what is required in these processes, and what is discretionary.

Mr. Moran recommended that we may look at enrollment cancellation models at other schools.

Mr. Moran will be returning to discuss in more detail the specific recommended steps at a future meeting. In the meantime Mr. Moran is asked to:

- Email a copy of presentation to all Administrative Council members.
- By May 2nd, send Dr. Templin a list of the actions already being taken and of those that can be implemented right away. For each recommendation, provide the estimate of time it will shave off the process.
Provide Dr. Templin a risk level assessment of non-federally selected files, flagged files, and other normally checked and verified files. The Administrative Council needs to discuss the issue of risk in more depth and will require the analysis for that discussion.

Send Dr. Templin the analysis of what would it take to get 1,000 more students over the goal line. This was our target when we began the process review.

Send Dr. Templin a summary of the improvement suggestions for the Financial Aid Support Center.

Send Dr. Templin the recommendation for how we are going to measure customer service on a point by point basis.

Dr. Templin asked Drs. Harper and Tardd to:

- Be sure that as we are implementing changes, we are documenting each with a rationale.
- Create a timeline of the actions being taken and their projected impact (how the action will improve fall enrollment).
- Provide a list of any delays identified on the campus level, so that the provosts can work to address them.

Dr. Templin thanked Mr. Moran, Dr. Harper and the process improvement team. This is a difficult and challenging process. Financial Aid has gone from awarding 15 million students to 100 million in only a few years. The CFAO should be very proud of this achievement, and very proud of their work to continue to refine the process and improve service to students.

**Round 2 Faculty Positions**

- Dr. Templin has received everyone’s input and will be sending the information to HR so the positions can be posted.

**Verification of College Data Collection on SLO’s**

- Dr. Templin has received everyone’s input except Woodbridge.
- Dr. Templin will be contacting the campuses with areas still not in compliance.
- The report is due to SACS next week.
- May 15th the preliminary drafts of 2011-2012 Annual Planning and Evaluation Reports for respective programs are due from the provosts.

**Other**

- There will be no Administrative Council meetings on April 17 or April 24. The next meeting of the Administrative Council will be on May 1, 2012. At the May 1 meeting, the Administrative Council will focus on FY13 budget planning. The capacity for new positions is very limited, but we have previously made some commitments, so these decisions will require much consideration.
- Dr. Templin asked the provosts to think about future candidates for the SCHEV Outstanding Faculty Award so that we can begin to cultivate them. Dr. Charlie Errico will be contacting the provosts for the names of potential candidates.
- Dr. Sachs noted that on Saturday, May 12th Blackboard will down for upgrades. No ELI tests will be administered that day. ELI students are being notified. The Testing Centers will not give ELI Blackboard tests that day, but will still be open and functioning otherwise.
Tracking

- Outstanding Faculty Award Nominations – April 15
- Student Success Coordinators – May 1
- English Redesign Status Report – May 1
- Specialized Accreditation – May 1
- FY 13 Technology Plan – May 29
- Proposal on Space Planning
- Workplace Violence Prevention & Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group
- Continuity of Operations in Instruction Task Force