Administrative Council
May 1, 2012

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

Guests:
Dr. Beth Harper, Associate VP of Student Services and Enrollment Management
Mr. Bob Moran, President of Moran Consulting, Incorporated

Access

• Summer Enrollment
  • Dr. Gabriel provided an update on enrollment as of May 1, 2012. The current enrollment report shows that the college has dropped 5,000 students from the summer 2012 sessions.
  • This is a 19% drop from this same time last year.
  • The summer enrollment report also demonstrates that 4.5% of students who have been dropped have registered again.
  • The enrollment report shows that 7-9% of spring students are registering. However, some of these students have not paid.
  • Dr. Gabriel stated that the students who have been dropped are being contacted via telephone.
  • Council members also suggested sending notes to students.
  • Dr. Gabriel will be sending electronically each Monday, to the Administrative Council updated information regarding summer enrollment by various venues including ELI.

Student Success

• Dr. Gabriel distributed handouts regarding retention rates by race/ethnicity over the last three years.
  • Asian and Hispanic students’ retention rates have exceeded other ethnic groups from years 2007-2010, according to the handout from Dr. Gabriel.
  • Dr. Gabriel also presented additional information showing retention rates by campus.
  • Native American students are not represented on graphs because of the small number of Native Americans attending the college.
  • In sum, Dr. Gabriel explained that campuses should analyze why some sub-groups are not doing well or staying in school.
  • Dr. Gabriel also expressed concerns about the gap in gender within race retention rates.
  • The college should develop initiatives and review AtD in relationship to this issue.
  • Dr. Templin also added that GPS for Success pilot has begun, and he suggested that someone from Administrative Council should supervise the process and report to the Administrative Council and the college on progress and achievements.

• The Creation of the Administrative Council Sponsor of the “GPS for Success” Program
  o The sponsor will fulfill each of the following duties:
    ▪ Helps to maintain consistency in the implementation of the “GPS for Success” program across campuses and minimize inter-campus variations;
    ▪ Extensively documents the “GPS for Success” processes and protocols for college-wide implementation with minimal variation across campuses;
    ▪ Establishes a college-wide communication plan that keeps stakeholders abreast of the “GPS for Success” program implementation;
Extensively documents the roles and functions of the “GPS for Success” staff on all campuses;

Coordinates with appropriate stakeholders in making a decision regarding a college-wide “tracking tool” to be purchased by the College for the “GPS for Success” program;

Works with the Student Success Coordinators and the Deans of Students in ensuring that no major changes are made without the formal approval of the Administrative Council;

Develops an assessment plan to be implemented across campuses to evaluate the “GPS for Success” program;

Works with the Advisory Council in implementing the “GPS for Success” program and functions as a link between the Advisory Council and Administrative Council; and

Keeps the President and the Administrative Council informed of issues to be addressed in making decisions.

Until the permanent Executive Vice President is appointed and is able to lead the “GPS for Success” program, the Vice President of Institutional Research, Planning and Assessment will act as the Administrative Council sponsor for the “GPS for Success” program and will be the direct supervisor of the Director of Academic Planning and Advising.

- Dr. Templin requested that communication between campuses should be explicit. Furthermore, a major role of the sponsor would be to communicate the plan college-wide.
- As an intermediary between Administrative Council and campuses, the sponsor will work with student success coordinators and deans of students. ELI would also have representation in this group.
- NOVA personnel representing key stakeholders will function as an advisory council for GPS for Success.
- PeopleSoft contains features that address the tracking of student performance, but VCCS has not approved the use of that feature yet. This feature may not be prepared for the fall 2012 semester.
- The Administrative Council approved the creation of sponsor of GPS for success, and Vice President of Institutional Research, Planning and Assessment will function in this capacity.

**SLO- Next Steps**

- Dr. Gabriel provided an update on the SLO and next steps.
- The process is going well. Provosts will submit a drafted Annual Planning and Evaluation Report to OIR by May 15, 2012.
- SACS requires 100% documentation, as in the past 95% documentation will be unacceptable by SACS.
- The report first goes to the visiting team; afterwards, the SACS Board will review the report.
- Dr. Gabriel also reminded the provosts to communicate this information to the deans at their respective campuses.
- All information will also be communicated via email as well.
- Dr. Tardd discussed issues with minimum progress specification for many departments and subject areas. What happens now?
• **Black-Out Dates for High Schools**
  o The Deans of Students are in agreement with the concept of early registration with the understanding that more would be needed from our HS Outreach personnel to determine the needs and expectations of our HS visitors and how we can best respond and facilitate those needs.
  o The Deans of Students proposed the following recommendations to be considered:
    ▪ Let HS students register early while they are here for visits. However, more planning would be needed in terms of how we can best accommodate large HS groups based on the QEP principles related to Student Success;
    ▪ Eliminate black-out dates so that all students are able to register;
    ▪ Consider the complications and confusion students experience as a result of having multiple priority groups;
    ▪ Consider the impact that early registration would have on those campuses piloting the QEP with respect to tracking and capturing data needed for assessment; and
    ▪ Consider programming necessary to accommodate the needs of those students, i.e., mini SOAR sessions and advising.
  o Dr. Leidig explained that WO and LO did not have SOAR and NSO dates already planned.
  o There was much discussion about the concern for black out dates in connection with IT and Student Services departments.
  o Dr. Maphumulo stated that he would like for the AL campus to participate in the registration of students during black-out dates.
  o The college community will receive more information regarding this issue by Monday of next week.

**Financial Aid Assessment Report and Recommendations**

• Mr. Bob Moran addressed three key concerns for the agenda:
  o **Enrollment Impact**
    ▪ Enrollment drives the budget.
    ▪ Operational effectiveness increases enrollment, not cost.
  o **Financial Aid Process**
    ▪ Students complain that the financial aid process is difficult. As a consequence, they often drop classes at NOVA and take classes at other colleges.
    ▪ Students begin financial aid process and do not finish in time for the start of classes and do not enroll.
    ▪ Streamlining and improving processes are goals.
    ▪ As of this date, 23,466 students have completed the financial aid process.
    ▪ From 2006-2007 to present, the rate of students who do not complete the financial aid process has increased from 31% to 39%.

• **Why we Lose students**
  o Students have failed SAP.
  o Students were never program placed.
  o Students owe debts to the college.
  o Students choose a different school to attend.
The ISIR, or Institutional Student Information Report, assists in interpreting student information on an Institutional Student Information Record (ISIR). ISIRs contain processed student information reported on the Free Application for Federal Student Aid (FAFSA), as well as key processing results and National Student Loan Data System (NSLDS) financial aid history information. ISIRs are currently sent electronically to schools by the Central Processing System (CPS).

- Dr. Templin posed questions about how to communicate and capture more students through financial aid, especially for students who choose NOVA as a school of choice but never attend or enroll in classes.
- The college must minimize the number of students who experience the complexity of the financial aid process.
- Dr. Harper explained that the college must protect the integrity of the financial aid and awarding process.
- Assess the process and relax the policy.
- Make revisions to the policy.

**Key Areas to Improve**

- Stop non-selected file review (verification).
- Improve the financial aid support center, an assessment was completed and an action plan was devised.
- Dr. Templin also suggested implementing a method for assessing customer service.
- Contract renewal occurs in 2013 for the support center.
- Support Center financial aid tracker so that students can gain access to status via website. (long term plan may include access via cell phone.)
- Many council members were interested to know the percentage increase and/or improvement in comparison to the old financial aid assessment.
- Dr. Templin requested another comparable example of the financial aid process and its impact on enrollment.
- Dr. Harper urged that the college can improve the number of students who complete the process.

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<th>What is a C-flag? - Items identified by the federal government in the application must be reviewed and researched.</th>
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<td>NASFA is an acronym for the National Association of Student Financial Aid Administrators.</td>
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<td>NOVA financial aid counselors are not expected to seek conflicting information. However, conflicting information must be resolved.</td>
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<td>When students receive green cards, they discard I-94’s as documentation of their citizenship status.</td>
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<td>Dr. Gabriel stated that more individuals than just financial aid personnel should be a part of this process.</td>
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<td>NASFAA, the National Association of Student Financial Aid Advisors, has indicated that the college is not required to request documentation of low-income living standards.</td>
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<td>With the new process, a large amount of paperwork can be reduced.</td>
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<td>Another advantage is that there would be no duplication of effort, no double checking or second review.</td>
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<td>Dr. Harper also added that the financial aid timeline causes much delay in the process.</td>
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An additional challenge was that students do not feel a sense of urgency to return documentation.

Dr. Templin urged that the college can contact students who have indicated on their ISIR that NOVA was a school of choice.

GPS for Success must take this into account; however, not all the students who apply for financial aid are first-year college students.

The impact is that students can be awarded at least 7-10 days faster if they have been selected previously by the federal government for verification.

One council member stressed the importance of students being able to make outbound calls and campaigns.

Another council member expressed concerns about why students bring documents to the campus as opposed to the Central Financial Aid Office.

The response was that the process was designed to operate in this way.

Important points are to review why some operations and functions of financial aid are back office functions, and the fact that some financial aid professionals may require training to complete required tasks.

Dr. Templin proposed that students and financial aid professionals both need to be accountable. Deans of student services and financial aid advisors can employ a system of checks and balances in working together.

Controls, compliance and accountability are major concerns.

- **Timeline for Implementation** details are listed below:
  - March 2012, File Reviewer restructure is due;
  - April 2012, IRS Data Retrieval occurs;
  - April 2012, Campus Review Process is developed;
  - Ongoing, File reviewer training continues;
  - May 2012, Campus process training begins;
  - May 8, 2012, A meeting at AL campus to address operations is scheduled to occur;
  - May 31, 2012, time-file review (measure) is due;
  - May 31, 2012, documents collection (measure) is due;
  - Remove logjam for file review (TBD);
  - Remove logjam for imaging connecting PeopleSoft (current testing); and
  - Develop access to students’ files between departments (TBD).

- **Next Steps**
  - Mandate accountability and consistency across the board
  - Assess staff across the board
  - Simplify and improve communication with students
  - Create more access for students
  - Increase effectiveness of training and communication
  - Strengthen relationships
  - Strengthen the support center
  - Revisit the structure of financial aid
  - Empower frontline to help students

Administrative Council agreed with the assessment report, recommendations and implementation strategies. Dr. Templin also requested a review of the net effect and difference on enrollment.
Dr. Templin has requested that Ina devise a system to work as a safety net for students who are likely to be eligible for financial aid and who will not have their awards.

Early reports (proposal) should be ready before the payment date, 1-2 weeks before payment is due (July 10, 2012).

Implementation of the new safety net is July 10, 2012.

Dr. Templin also addressed concerns about Pell Grant fraud. Post mortems should be performed to reduce errors and fraud.

### FY 2013 Budget Planning

- Ms. Dimkova provided a preliminary budget forecast to initiate the budget discussions for FY2013. The provided budget forecast scenarios are preliminary, as the College is awaiting the decision of the State Board for Community Colleges on changes in the tuition and fees for FY2013. Key factors in the developed scenarios are future enrollment growth for the College and possible tuition rates changes (not yet finalized).

- Budget topics discussed for FY2013:
  - **Budget Planning Considerations**: Administrators discussed current enrollment growth in comparison to enrollment projections. Both spring and summer terms demonstrated incremental growth in enrollment which was less than previously projected.
  - **Budget Scenarios**: Committee members also formulated projections tuition and state aid increases as well as what each scenario means for the college in terms of resources for next year.
  - **Budget Priorities**: Dr. Templin asked Mr. Bansal to provide more specific information about proposed building plans and new space in FY2013.
  - **Budget Requests received**: No decisions were made prior to allowing committee members to discuss the relationship between enrollment, tuition increases and available resources.

Further discussions on the budget for FY2013 would allow for a reevaluation of the initial requests if needed.

### Learning Technology Resources

- Dr. Sachs reported that Friday, May 18, 2012: Learning and Technology Resources Division offices will be closed for a Professional Development Day:

- The Libraries and Testing Centers will participate.

### Tuesday, May 8: Parrish Hall dedication ceremony.

The next meeting of the Administrative Council is scheduled for Tuesday, May 15, 2012 in the Large Boardroom, Brault Building.
Tracking

- College’s Access and Student Success Strategy for 2012-2013 – May 15
- English Redesign Status Report – May 15
- FY 13 Technology Plan – May 29
- Proposal on Space Planning
- Workplace Violence Prevention & Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group