Administrative Council
May 29, 2012

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

Dr. Dee Martin attended for Ms. Christine Holt
Ms. Joyce Samuels attended for Dr. Julie Leidig

**Guests:**
Mr. Daniel Dusseau (AN), Chief of Police
Mr. William Flagler (AN), Director, Emergency Management and Planning
Mr. Rolando Garcia (WO), Dean of Learning & Technology Resources
Ms. Shelli Jarvis (AN), Director of Human Resources
Mr. Dana Kauffman (AN), Director of College Government Affairs and Community Relations

**Access**

- **Summer Enrollment**
  - Dr. Gabriel stated that summer enrollment is expected to be 4% below last year.
  - Transient students appear to take proportionately more courses at Annandale compared to other NOVA campuses.

- **Fall Enrollment**
  - Emails have been sent to students who were enrolled in spring regarding fall registration and payment plans.
  - Dr. Gabriel stated that an exact comparison of fall enrollment numbers from last year will be provided at a later date.
  - Also, revised tuition rates for fall have been posted on the campus web page.

**College’s Access and Student Success Strategy 2012-2013**

- **Student Access**
  - The college has developed the following college-wide priorities and goals for 2012-2013 in the interest of student access:
    - Recruit more recent high school graduates;
    - Expand Distance Learning;
    - Expand Dual Enrollment;
    - Improve financial aid;
    - Launch a campaign to reduce the costs of attending college—“NOVA First”
  - Dr. Gabriel will work with HS Outreach staff, and with the “NOVA First” initiative.

- **Student Success**
  - Dr. Templin summarized the focus of student success in three main objectives:
    - Students should successfully complete their programs of study;
    - Students should either transfer or complete the baccalaureate program;
    - Students must secure employment with family sustaining wages in a field related to their programs of study.
  - Dr. Templin added that higher education must begin to reconsider higher costs and eventual outcomes of higher education or the lack thereof.
  - Dr. Templin stated that the college is going to focus on the student success agenda with recent high school graduates.
NOVA’s student success agenda for recent high school graduates should focus upon the following strategies for student success:

- Work with the region’s high schools to ensure that their graduates are “college ready.”
- Foster significant student engagement, especially during students’ early experience with NOVA.
- Provide intensive and targeted remediation designed to increase successful course completion in follow-on college-level studies.
- Encourage student behaviors that are linked to student success.
- Revise institutional policies to promote student success.

NOVA Student Success Outcomes by 2015

- Increase student population from 2,500 to 6,000 graduates annually.
- Increase the graduation rate from 16% to 25%.
- Increase the number of graduates annually who transfer to a four-year college or university from 1,200 to 2,000;
- Increase the number of transfer students who transfer with a baccalaureate by 25%.
- Increase from 75% to 90% the number of NOVA graduates who secure employment with family sustaining wages in a field related to their program of study.

Both the Woodbridge and Alexandria campuses both have BRIDGE programs as resources for students.

The President continued to encourage the idea of making sure that students are ready for college, and students should also be engaged intellectually when they get to college.

College-Wide Priorities and Goals in Implementing NOVA’s Student Success Agenda

- Implement Achieving the Dream recommendations
- Launch “GPS for Success”
- Fully implement Student Success Coordinators
- Redesign Developmental English
- Refine Developmental Math Redesign
- Refine institutional and campus specific metrics and provide training on how to make data-driven decisions about student success.
- Improve college readiness

The college must find ways to increase the number of people the college is reaching in terms of its message.

Cost must decrease, and outcomes must increase.

Dr. Templin discussed the need for the Associate Instructors who focus on student engagement.

Associate instructors would begin to work online in terms of distance learning.

Faculty members have a responsibility for course design. Dr. Templin wants to initiate the idea of the associate instructors.

The overall goals are declining costs for students and the increase of engagement and student services.

As a result, instructors and adjuncts can spend more time on course design and course perspective.

Any student who wants to finish his or her degree at a reduced cost can do so by following the 3+1 format, finishing approximately 3 years at NOVA and 1 year at University of Phoenix to earn a bachelor’s degree.
• Programs which would participate in this new initiative are Business, Fire Science and other high enrollment programs.

• **Other College-Wide Priorities**
  - Other College Priorities such as STEM, Internship programs, Training Futures, HR/Purchasing pilots were discussed.

**Space Planning**
• The integration of leases and transfer of work stations at the Brault Building will begin soon.
• New campuses and renovated campus spaces are planned for the Loudoun (LO), Woodbridge (WO) and Manassas (MA) campuses.
• A planning meeting will be held with an emphasis on veterans June 22, 2012.

**Safety and Security-Status Report**
• Mr. Bansal provided an introduction on the “President’s Report on Safety and Security” at NOVA.
• Mr. Dusseau explained that the emergency notification process has improved.
• Drills have been scheduled and conducted across campuses.
• The Loudoun campus will host a weather-related emergency event next year.
• The central phone number to reach NOVA Police is established: (703)764-5000
• Emergency Operation plans are updated and maintained.
• Student behavioral and faculty safety concerns have decreased due to more interaction, education drills, and community policing outreach.
• The college has also experienced less reliance on non-public safety staff to accomplish public safety tasks.
• Police staffing is comprised of the following personnel and components: 50 sworn officers; central dispatch; unarmed security at NOVA who are available Monday through Friday, 24 hours per day; and outsourced security services on campuses on weekends and at NOVA off-campus locations during the week.
• Dr. Templin sought clarification as to whether the dispatch center can communicate with local police departments and FBI. Are there any gaps within the system?
• Mr. Flagler explained that gaps do exist because the OPS channel through the Fairfax County Police Department poses some concern for the college.
• Daily reporting, calls and line-ups have been initiated and are continuous.
• Monthly reporting on officer productivity to the Chief & Assistant Chief occurs frequently.
• Campus police officers have improved communications with students, staff and faculty members through newsletters, blogs and alerts.
• Accountability for management personnel has improved.
• Department of Criminal Justice sponsors and offers training to NOVA police officers.
• NOVA officers have completed 9,848 cumulative training hours.
• In the 2010-2011 academic years, NOVA had a 43% reduction in crime (property crime and theft account for the most significant reduction).
• The Office of Emergency Management and Planning has taken the following steps to improve safety and awareness at the college:
  - Hired three district emergency management coordinators
Increased training at campuses for faculty, staff and students
- Re-developed the Building Warden Program
- Held a state-mandated, full-scale preparedness exercise on the Annandale Campus.
- Scored 96% out of 100% on Governor’s Annual Preparedness Report
- The College received a perfect score on the 2011 COOP (Continuity of Organizational Operations Plan) evaluation from VDEM.
- Increased emergency preparedness outreach.

**Presidential Commission Findings:**
- Recommendations were implemented successfully
- Actions NOVA needed to initiate and changes NOVA needed to make are listed below:
  - Establish preventative measures, tools, and training
  - Improve emergency response, management and communications
  - Clarify organizational responsibilities and ensure coordination
- Continue Three Actions:
  - Ongoing: The College will develop a plan for integrating new interior locks for electronic card swipes.
  - Ongoing: The College will develop a plan for installation of Early Alert Warning System at all campuses and expand capability for it to be heard both inside and outside campus buildings.
  - Ongoing: The College will develop a plan for CBORD Access control system on the remaining campuses (AL, LO, MA and WO)

Council members responded with updates on progress made towards security and safety standards on their respective campuses.

**Clergy Audit Update**
- The Clery Act is a federal law that requires colleges and universities to annually report information about campus crimes, crime statistics and the institution's policies and procedures relative to campus safety and security.
- The Department of Education completed an on-site audit the week of 7/18/2011 through 7/21/2011.
- The exit interview with Department of Education (DOE) provides insight on the following concerns:
  - Issues identified by DOE
    - Clery training needs improvement.
    - NOVA must establish a list of Campus Security Authorities (CSAs).
    - Drug-Free School Act (not actually Clery).
  - Positives identified by DOE
    - Annual Security Report (ASR) was an “extremely good product” that may need “some clarifications.”
    - During review of student conduct and disciplinary records at Annandale mentioned everything appeared to be in order.
  - Recommendations from DOE
    - NOVA should establish a uniform method for collecting crime reports from CSAs.
    - Clery audit information should be incorporated into orientations.
    - Many institutions lack audit trails and good record-keeping.
Dr. Templin added that CSA’s will have to be trained and the system must be tested as a requirement by the federal government.

The college must still complete a bi-annual review as well.

The security and safety personnel at the college are required to maintain a crime log on campus that is accessible.

One council member proposed that this information should be shared with faculty along with the training at the welcome back events at the start of the fall semester.

Dr. Templin presented a scenario that the college could be reported in the news as being out of compliance with safety regulations and procedures. Dr. Templin urged that college personnel should begin working towards compliance college-wide immediately.

Academic Audit Report

Areas of Recommendations

- Ms. Shelli Jarvis spoke about academic audit.
- Workload and course credits were a concern.
- Contact hours needed to be recorded on the workload reports.
- The NOVA Faculty Handbook will be amended to reflect consistency with VCCS policy.
- Divisions will record contact hours.
- Shelli Jarvis will calculate contact hours for further review and discussion regarding programs such as Veterinary Technology and Automotive Technology.
- Release time and proper documentation for release times must be retained in faculty files.
- There was much dialogue over the concern for entering overload pay on time, as well as adjusting pay downward after overload has been calculated.

NOVA Board Community Outreach Strategy

- Dr. Templin explained the role of the College Board.
- The State Board of Community Colleges represents the interests of the community. The State Board is also responsible for preparing and reviewing a community plan.
- The NVCC Board established a new standing committee titled “Community Engagement Committee.”
- The NVCC Board has the need to maintain and manage relationships with the Virginia Community College Board members, the General Assembly and local business and civic leaders to advance and advocate for the interests of the college. As such, it was recommended that the NVCC Board must establish a committee to be governed by three Board members with the expressed intention to employ the following strategies:
  - Establish an advocacy agenda at the beginning of each academic year;
  - Present issues of local importance to the President and fellow Board members;
  - Report back to their appointing authority on what is occurring at the college or on what deserves consideration by the governing body;
  - Engage VCCS Board members, the General Assembly and local business and civic leaders on college interest and/or concerns
  - Help “ease the way” for new capital projects or programs requiring local government support and/or review; and
Help the Educational Foundation in formal fundraising campaigns.

- Dr. Templin and the Administrative Council will create a community plan that engages local elected officials, businesses and schools.
- In September 2012, Dr. Templin will present a recommended plan for community engagement.
- The plan will include a review of what is being done now and who is engaged in this process.
- The plan will also request the support of College Board members.
- Mr. Gary asked whether the college should begin to work effectively with the Chamber of Commerce from as a Workforce Development focus.

Critical variables:
- Identify key local players
- Keep communication lines open

Dr. Maphumulo expressed his concern that Provosts may begin to clash regarding what the college is doing as a collective entity.

Dr. Templin encouraged Provosts and other administrators at NOVA to be aware of what other Provosts are doing on their campuses to avoid overlap of responsibility.

2012 Legislative Summary

- One-time 3% bonus provided that the state can finish the fiscal year with a surplus.
- A 2% salary increase contingency has been proposed for the second year of the biennium (July 2013).
- Changes in capital planning include the authorization for renovations of the Reynolds building.
- Approval was granted to proceed with Phase VII of the Annandale Campus after progress is made on the Reynolds building and four other priority projects within the system.
- The Greater Manassas area STEM Solutions project was funded for region-wide implementation. Loudoun County will be the first expansion opportunity.
- Dr. Templin mentioned being able to justify space for the benefit of the college as a whole.
- Delegate Rust carried legislation that will require all public schools to work with community colleges in order to get dual enrollment perfected.
- The State Council of Higher Education for Virginia was given a directive to develop guidelines for awarding academic credit to students for educational experience gained while in military service and legislation which will create a state hiring preference for veterans.
- A bill requiring mutual aid agreements for investigating deaths and alleged rapes committed on college campuses was signed by the Governor.
- A bill that would require community colleges to adopt a Community College Mental Health Services action plan was one of the bills which were defeated during this term. However, NOVA already complies with the bill’s suggested minimum level of service.
- Senator Favola introduced legislation that would have required SCHEV (State Council of Higher Education for Virginia) to conduct a study which focuses on the feasibility of community colleges offering selected baccalaureate degrees in high demand areas. This study was another proposal which is likely to return to the General Assembly.
Tracking

- FY 2013 Budget Planning – June 5
- FY 13 Technology Plan – June 12
- Assessment of Developmental Math Redesign Initiative - July 17
- Food Services Contract
- Workplace Violence Prevention & Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group