Administrative Council Meeting  
October 2, 2012

Members Present: Dr. Ron Buchanan, Vice President Bansal, Mr. Foley, Vice President Gabriel, Vice President Gary, Dr. Hill, Dr. Leidig, Dr. Ramsammy, Vice President Sachs, Dr. Saperstone, Executive Vice President Schiavelli and President Templin.

Guests: Dr. Ruth Stanton, LTR Dean at MEC for Mr. Foley, Mr. Ben Pittman, Budget Director, for Vice President Dimkova, Dr. Lorinzo Foxworth, Associate Vice President for Workforce Development, Ms. April De La Rosa, Division Manager of Facilities Planning.

Mr. Gary introduced Dr. Lorinzo Foxworth, the new Associate Vice President for Workforce Development.

Student Access

• High School Enrollment:

Dr. Gabriel indicated that the High School outreach team has worked conscientiously to bring new students to the college, with 5,051 students registered for Fall semester, 87 students below the target of 5,138 and 98.3 percent of the target. Outreach efforts have improved overall and teams communicate with parents four times a year. Dr. Gabriel hypothesized there might be an issue, campus by campus, among students who have applied and students who registered. The Loudoun and Woodbridge campuses were 111 percent and 118 percent of target respectively. Dr. Gabriel stated that assigning advisors at the beginning of the process was important, and, too, the hand-off from the recruiters to the specialists with someone to manage the process. Dr. Leidig offered that some students were still “falling through the cracks.” Dr. Leidig requested, and Dr. Gabriel agreed to bring in the registration data from the previous year as a frame of reference.

  o Dr. Saperstone suggested that it would be helpful to know which schools were Pathway schools and overlay them with the target to ascertain how many applied and how many were accepted. The hope is that high school and Pathway teams are working together.

Dr. Templin outlined the four team members involved in the application process: the High School Recruiter, the Pathway Team, the Advising Specialist and the Risk Manager. It was important to disaggregate by specialist and find a way to measure data, including the number on financial aid. The advising, pathway and recruiting specialists should all be on the same team to provide enrollment targets and to embrace common goals which could then be measured. Dr. Templin asked Dr. Gabriel to disaggregate the data in order to prepare for next fall and added there was a need to “reframe the frame,” that assigning someone to be responsible to the “student” is more effective than assigning someone to the “process.”

  o Dr. Saperstone asked if there was the technology in place to have advising specialists track the students. Dr. Gabriel stated that a new software package was being purchased to provide a comprehensive array of student information, and the chosen vendor will be in place by December.
Dr. Hill commented on the importance of the front end process— from the time students apply. Dr. Gabriel reaffirmed that High School Outreach and Advising Specialists are working in partnership with each other.

- **Fall Enrollment:**

Dr. Gabriel stated that the percentage remains constant and will be at two percent by the end of the fall semester. ELI was making steady progress and would be in double digits by the end of the semester.

Dr. Gabriel distributed a college-wide enrollment discipline comparison that showed the number of seats taken from Fall 2011 to Fall 2012 and suggested that if there were more strategized class scheduling, the result could be an increase of one percent. Data will be synthesized for future discussion and a report forwarded to all Provosts for their Deans.

**Student Success**

- **Student Learning Outcomes:**

Dr. Gabriel distributed a handout on the fourteen SLO program revisions that remain to be submitted to OIR. He echoed comments from the previous Council meeting that some programs were still weak in documentation on “using results to improve student learning.” Dr. Gabriel will provide the Provosts a list of the remaining programs that require modifications, in order to meet the October 8 deadline.

  - Dr. Leidig indicated the difficulty when a lead person and a Dean were on opposite campuses. Dr. Gabriel responded that the structures would be realigned after the reports were submitted. Dr. Gabriel will send a model of a good report to the Provosts and Dr. Templin asked that they be personally involved in the fourteen programs that have yet to be submitted.

- **SENSE:**

Dr. Gabriel explained this national survey on first year students that captures the level of engagement, and gives evidence of the importance of early and repeated engagement. Provosts were asked to talk with their LTR Deans to see how the survey administration was working. Survey results will be given to the instructors doing the surveys, in addition to thank you letters.

**Achieving the Dream/AtD:**

Dr. Gabriel stressed that it was helpful to have Provosts support the AtD group. Dr. Templin addressed the role Pathway plays, how AtD fits in, and the need to redefine the AtD roles, develop leadership, look at a new agenda, while still retaining a level of tradition.

**STEM Education to the Business Community:**

Dr. Templin was featured in the fall issue of The Voice of Technology, published by the Northern Virginia Technology Council, on NOVA’s role in bringing STEM education to the business
community and NOVA’s efforts to serve Veterans and students who have not historically pursued postsecondary education.

Administrative Council Work Groups:

Dr. Templin distributed the dedicated meetings list that addresses critical issues facing the college. One Council member in each group was asked to act as the convener. Council members were queried on areas they felt required immediate attention, with distance learning and enrollment planning and management rising to the top of the agenda.

Dr. Templin asked Council members to map out key issues, questions to ask and critical objectives on which to focus. The following were considered essential to be included:

- **Distance Learning** – October 30
  1. What is the enrollment projection for 2015 and 16 and how much money is that?  
  2. What is it going to look like?  
  3. What is the relationship with Workforce Development?  
  4. What are the incentives for the campuses to cooperate with ELI— and - ELI with the campuses? How can we financially incentivize campuses and ELI to work together to reach that goal?  
  5. Do we need different processes to support distance learning in the context of faculty loads?  
  6. Hybrid to distance education possibilities should be examined.  
  7. ROI and risk calculation between distance learning and face to face learning should be explored  
  8. What is the impact on facilities – with distance learning?  
  9. What kind of marketing strategy is needed and what would it cost?  
  10. There is a need to address ELI withdrawal rates and how to reduce the nonsuccess rates.  
  11. What strategy should be employed to service dual enrolled High School students through distance learning? Need to look at schools with current programs.  
  12. What is the relationship between ELI and dual enrollment?  
  13. There is a need to look at ESL to "onboarding" students into the credit program.  
  14. What are the support services that are necessary to make this successful?  
  15. There is a need to address faculty recruitment.  
  16. There is a need to identify the associate instructors.

- **Enrollment Planning & Management** – November 27  
  1. A philosophical discussion is needed on enrollment and the price of growth.  
  2. Why and how are we growing? What is the decision process for growth? Need a program assessment and evaluation for a two and five-year plan to include curriculum development.  
  3. What are the components of the enrollment management team?  
  4. What leadership is needed?  
  5. Technical assistance is needed for the front line.  
  6. Is there a campus-level enrollment team? Is there a college-level team and what is the relationship between the two?  
  7. What are the metrics?  
  8. What is the "curb appeal" – our outreach and marketing?
9. What are the tools and the data the college and campuses need to do the work?
   a. A subgroup should attend a conference on enrollment management to look at
      the tools that should be employed (i.e., space management).
10. What are the budget implications (staffing, building leasing)?
11. There is a need to address schedule development, the rhythm of our schedules and
    the pattern to maximize loading faculty, use of facilities etc.
12. What do we want the target to be? What is the philosophy behind the enrollment?
13. Capacity and its impact should be addressed.
14. The sharing of information is important.
15. What are the limitations of enrollment management?
16. In order to grow, what are the resources the campuses need to support the growth?

Testing Advising Committee:

Dr. Schiavelli gave a brief overview of the new Committee and the mandate to look at testing in
depth, with a recommendation to add a second testing supervisor. The Committee composition
will include: a Dear of LTR as the Chair, an AVP for Academic Services, Coordinator of
Academic Assessment, and five faculty members representing Math, English ESL,
simultaneously representing ELI and developmental studies. The Committee will also include
staggered terms.

October 15 College Board Meeting:

Mr. Kauffman gave an overview of the October 15 NOVA Board Retreat that will focus on
outreach efforts to better communicate college priorities to community leaders. The meeting will
focus on four areas: 1) outlook on General Assembly Priorities for the 2013 Session, 2) VCCS
Board Priorities for 2012-13, NOVA Priorities for 2012-13 and Community Outreach. Invited
guest speakers include Senator Colgan who will speak on what is on the "horizon" for higher
education in the upcoming session, and Chairman Hank Chao, NOVA's liaison on the VCCS
Board, who will address system-wide priorities.

Campus Provosts will be given the opportunity to present their campus priorities, with time to
receive input on best tactics and strategies. Mr. Kauffman suggested that campus outreach
specialists should be invited to take notes and participate as appropriate.

All USA Nominations for 2012-2013:

Dr. Schiavelli gave a brief overview of the process for honors nominations in which each
campus nominates up to two outstanding students for scholarship competition. Council
members will be provided with complete information on all of the NOVA honors programs.

Other Items:

- Dr. Ramsammy gave a brief overview of the Secretary of Labor's visit, and the Training
  Futures program that the Labor Department is funding. Dr. Ramsammy recognized the
  enthusiasm of the secretary and her unreserved confidence in NOVA to manage this
  grant. He explained that the secretary recognized NOVA's demonstrated ability,
  infrastructure, and working relationship with the industry to make this a successful
  program. The secretary reiterated that this grant would continue to support the retraining
of unemployed people to secure a rewarding career. Secretary Solis also mentioned the professional advancement and permanent employment partnership with businesses that NOVA has established which will make this program successful.

- Mr. Gary announced that Workforce Development was successful in securing approval for a Contract Training Agreement with the USDA for the delivery of Leadership Training for USDA employees at 7 USDA locations throughout the United States. Initial contract award will be approximately $300,000.

- Dr. Leidig reminded Council members about the October 24, 10:00 a.m. ribbon cutting ceremony at the Loudoun campus for the new Learning Commons Building.

- Ms. Hurst reminded Council members that Leadership Program applications were due no later than Friday.

Dr. Templin reminded Council members that there was no Administrative Council meeting on October 9 and also thanked Council members who attended the Board appreciation dinner.

The meeting was adjourned at 12:10 pm. The next meeting is scheduled for Monday, October 15, in the large board room of the Brault building.

**Tracking**

- Administrative & Support Offices Transition to Pender – Oct 15
- Bookstore Contract Update – Oct 15
- Deferred Maintenance – Oct 15
- FY2013 Budget Forecast – Oct 15
- Credit Audit of Academic Programs – Nov 12
- Clarus Corporation Planning
- GPS for Success Planning Report
- ELI Associate Instructor Positions
- SySTEMic Solutions
- Workplace Violence Prevention & Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group