Members Present: Vice President Bansal, Dr. Buchanan, Vice President Dimkova, 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. Charles Errico, Assistant Dean for Business and Social Sciences, Mr. Dana Kauffman, Director of Government Affairs and Community Relations, Dr. Sheri Robertson, Associate Vice President for Academic Services, and Mr. Bill Chamberlin, Director of Facilities.

Access
- Fall Enrollment: Dr. Gabriel gave a comparison of the FTES from the Fall of 2011 to the Fall of 2012, an overall increase of 774 FTES and at a growth rate of 2.6 percent.

- Spring Enrollment: Dr. Gabriel gave the Spring comparison from November 2011 to November 2012 that showed a decrease of 940 FTES, or 14.8 percent, but stated that enrollment will likely go up in the next two to three weeks. Dr. Gabriel emphasized the need to focus on the second eight-week session as that appears to be a growth area. Virtually all the campuses are keeping pace, but those doing particularly well are the Alexandria and Manassas campuses. A detailed analysis will be done, with a focus on the areas where growth has occurred.

Dr. Templin expanded the discussion on growth by stating that it was essential to "segment out scheduling and segment out the student population to see what is driving growth – whether it is an issue of preference or whether NOVA is attracting new students."

Personnel Services Committee Reports

Dr. Errico, Chair of the Personnel Services Committee/PSC, presented a summer pay proposal developed by the PSC and approved by the College Senate that requests raising the equivalent pay from last year's seven hours to eight hours in the summer of 2013. Dr. Errico stated that the summer pay formula for full-time faculty varies at the twenty-three colleges in the VCCS and that NOVA's formula is more generous than most of the other colleges. Dr. Errico pointed out that the summer is more expensive to fund since there is a greater percentage of full-time to part-time faculty teaching and that student enrollment falls and affects productivity. The PSC recommendation also included stipends for program heads/assistant deans and for structured faculty advising. The summer is a time when many new students fresh from high school need advising and it is important that full-time faculty be available to assist them.

Dr. Errico indicated that the support for this one-hour increase was also consistent with the Compensation Committee philosophy of helping those most in need, such as the junior faculty who are more likely to take advantage of a more generous summer pay formula. The increase per instructor would be approximately $832, and based on those faculty likely to teach eight hours or more, might cost the college approximately $200,000.

Discussion followed by Council members over the possible duplication with the new advising specialists coming on board. Dr. Errico clarified that the Advising Specialist and the Faculty
Advisor each have very different responsibilities. The role of the Advising Specialist is a more general one, responding to questions and providing assistance on universal student requirements. A “hand-off” then takes place whereby the student is referred from the Advising Specialist to the Faculty Advisor who provides specific program assistance in accordance with his/her subject expertise.

Dr. Templin recommended holding the proposal just until after the budget is studied and asked that this proposal be included in the list of items for a decision, but not delaying a decision as summer schedules are now being assembled.

**VCCS Faculty Evaluation Redesign**

Dr. Templin introduced the proposed teaching evaluation system developed by the VCCS Reengineering Task Force with the Chancellor’s urging that it especially focus upon new and junior teaching faculty.

Dr. Errico, NOVA representative to the Chancellor’s Faculty Advisory Committee (CFAC) and a member of the VCCS re-engineering task force on faculty evaluations, distributed a handout and presented a power point that explained the changes in the evaluation system, the process, and the roll NOVA would be asked to play. The revised system has three components: 1) evaluation, 2) annual performance and professional development objectives, and 3) reward and recognition. The new evaluation process establishes standards and expectations of performance in each of four prescribed domains: teaching, service, institutional responsibility, and scholarly and creative activities.

First-year faculty will receive an evaluation at the end of each semester; second and third-year faculty will receive one evaluation per calendar year; multi-year faculty will receive an evaluation only in the last year of their multi-year appointment. Evaluation data will come from students, supervisors, peers and self-evaluations. Faculty evaluations will be reduced from a five to a two category rating system: “meets expectations” or “does not meet expectations.”

Dr. Errico stated that the college needs to form a Faculty Evaluation Committee no later than the end of fall semester to develop an evaluation implementation plan for NOVA, the training required for the new system, and the creation of a Reward and Recognition program. Suggestions for the makeup of the Faculty Evaluation Committee were: four members of the PSC, four members of the College Senate, four members of the Instructional and Student Services Committee and four members of the Administrative Council. The majority of the Committee should be composed of teaching faculty, but there should also be a representative from HR, Budget/Finance, a Dean and a Provost.

Dr. Templin stressed the important role that training would play for Provosts, Deans, and Assistant Deans who will need to learn to implement the new system. He also suggested that this new approach to faculty evaluation creates an opportunity for faculty, especially senior faculty, to discuss and help define what “meets expectations” should mean at NOVA. As colleagues, he said, our faculty should help define the standards of performance and excellence that they expect of each other as they move from first-year faculty to senior faculty, from instructor to full professor.
Dr. Errico stipulated that a majority of faculty members will be required to vote on the process and fall convocation would be the only time they would all be together. The plan then goes to the President for approval and on to the Chancellor no later than October 31, 2013.

Dr. Templin will confer with Drs. Shiavelli and Errico to develop an overall strategy to bring back to Administrative Council members.

**Curriculum Committee Recommendations**

Dr. Robertson presented the following items for approval that were reviewed and approved by the Curriculum Committee at its September 27, 2012 meeting. All but the last item were approved by the Administrative Council:

- Remove MDL 195 Infusion Therapy and the PED/RPK elective from the Radiography AAS degree curriculum, to be effective Fall 2013.
- Remove the Health IT career studies certificate’s admission requirement that students must have 6 months’ experience in either health care or information technology and add HIM 100 Introduction to the Health Care Delivery System to the curriculum, to be effective Spring 2013.
- Remove the PED/RPK elective from the Air Conditioning and Refrigeration AAS curriculum, to be effective Spring 2013.
- Add SDV 100 College Success Skills as an alternative to the currently-required SDV 106 Preparation for Employment; make SDV 100/106 co-requisites for AIR 111, 121, and 154; and remove the requirement of BLD 196 On-site Training or 197 Cooperative Education from the HVAC-R career studies certificate curriculum, to be effective Spring 2013.
- Remove ARC 201 History of Modern Architecture from the Architecture Technology AAS curriculum, to be effective Fall 2013.
- Discontinue the Real Estate Brokerage certificate, the Real Estate Brokerage career studies certificate, and the Real Estate Residential Appraisal career studies certificate, to be effective Spring 2013.
- SDV Discipline Review Action Plan: Dr. Robertson explained that over the next year, two types of training would be needed for counselors and large numbers of others who would like to teach SDV, and for which additional college funding would be required. Counselors need to be trained to use the new NCAT model for teaching SDV as a hybrid course. Non-counseling faculty need to be trained to teach the content of SDV, as well as how to use the NCAT model. The trainings need to be implemented in the Spring of 2013.

Council members suggested approaching the Center for Excellence in Teaching/CETL and possibly other groups that would not involve extra funding for training. Dr. Templin recommended deferring the decision on the issue until further discussion, and after the Student Success strategies for SDV have been completed. He asked Council members to look at the SDV Discipline Review Action Plan, crystalize recommendations, and be prepared to make a decision.
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Dr. Templin thanked Drs. Robertson and Schiavelli for their work helping the State Council on Higher Education in Virginia and the State Committee on Transfer understand how and why NOVA works with StraighterLine, an organization that offers low-cost online courses that are transferable to accredited partner institutions such as NOVA.

**FY 2013 Revised Budget Discussion**

Ms. Dimkova distributed a list of all the college-wide projects to be funded, separated into the categories of the initial requests, the adjustments in light of the current budget, and the final active requests.

Dr. Templin’s recommended a number of steps to be factored into final decisions, to include compensating campuses that have managed their budgets but need additional funding, funding less to those campuses that overspent, looking at the way the adjunct budget is formulated and restoring the variances, and looking at release time and overload practices.

In looking at a number of expenditures and in connection with expected spring enrollment forecasts, Dr. Templin approved funding for a 3 percent retention bonus for full-time employees employed before April 1. Dr. Templin is working with the community college system to see if a bonus could be approved for the spring semester for part-time employees.

Dr. Templin approved the summer advising pay proposal recommended by the Personnel Services Committee and approved by the College Senate.

**Six-Year Capital Outlay Proposal**

Mr. Kauffman presented an overview of the draft plan developed by the Ad Hoc Work Group on Capital Planning and Financing, for Council member discussion, and in preparation for final decisions at the next Administrative Council meeting. Mr. Kauffman explained that it was important to keep in mind that on each building project, local college capital would be required to leverage the funds allocated by the state. A mix of different projects, renovations, new building, capital leases, and a range of types of campuses were assembled. Dr. Templin informed Council members that a diversity of projects was needed as the categories VCCS approves each year are different, and, NOVA, therefore, needs to be prepared with an extended list of different types of major building plans.

Mr. Bansal distributed and explained a draft proposal for a building on the list called the Alternative Education Center. Among the proposed uses of the building would be ELI infrastructure and offices, a Prior Learning Assessment office, an Assessment Center to support both ELI testing and possibly Prior Learning Assessment, Internship, Co-op and Career Placement centers, administrative offices for the Adult Career Pathway, back offices for Dual Enrollment, and a technology data center. The space justification would come from ELI enrollment. In the absence of a building of this type, rental space would need to be found to house these areas.

**Financial Aid Restructure**

Dr. Schiavelli distributed an organizational proposal for the restructuring of the college Financial Aid office, designed to ensure that the proper elements and commitments are in place to
provide consistent and excellent service to students and to the overall campus financial aid operation. Specific objectives of the service agreement include:

- Providing clear reference to service ownership, accountability, roles and/or responsibilities.
- Presenting a clear, concise and measurable description of service provided to the campus.
- Matching perceptions of expected services with actual service support and delivery.
- Clarifying campus responsibilities in support of the financial aid office.

The new model will establish a Campus Financial Aid Manager to serve as the on-site expert for the campus to resolve financial aid-related issues, with a high level of decision-making authority. The financial aid operation will be under the direct supervision of the Executive Vice President.

Dr. Templin stressed that as campuses negotiate the service agreement, they ensure that there are common core hours of operation, in order that students appreciate that the offices will all be open at the same time on each campus.

A pilot program was introduced at the Alexandria campus and has been well-received by students. The Financial Aid Manager has been invited to all the Provost staff meetings and has been heavily engaged with the campus community. Administrative Council members approved moving forward on the agreement process.

**Dual Enrollment** Dr. Templin briefly touched on the topic of dual enrollment and the need for a comprehensive discussion the overall structure.

The Working Calendar will be deferred for approval at the next Administrative Council meeting.

The meeting was adjourned at 1:20 p.m. The next Administrative Council meeting is scheduled for Tuesday, November 20, at 9:30 a.m. in the large board room of the Brault building.