Administrative Council
February 12, 2013

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

Guests: Mr. Therman Coles, Legal Affairs, Mr. Dan Dusseau, Police Chief, Ms. April De La Rosa, Division Manager, Facilities Planning, representing Vice President Bansal, Dr. David Epstein, Dean of Communications and Humanities, representing Dr. Hill, Dr. Dariel Martin, Dean of Science and Applied Technology, representing Dr. Ramsammy and Mr. Ben Pittman, Director of Finance.

Access

- **Spring Semester Enrollment**: Dr. Gabriel distributed the current figures for Spring enrollment which showed a slight decrease of .5 percent, but he explained that the overall enrollment projection expected by the end of the semester continues to be between two and three percent. He stressed the need to keep improving processes and practices and to find additional mechanisms to manage and reach students who are lost in the system. Sixty percent of the dropped students were recovered through the use of the college’s call center, but after classes begin, the call center must be used for incoming student calls.

Dr. Templin framed the hypothesis that the lost students would be recovered and the enrollment period better managed through the opening up of financial aid and enrollment information. Dr. Templin asked that Dr. Gabriel pull together an interdisciplinary team to include Financial Aid, OIR, and the Call Center and begin to tease out some assumptions after looking at where NOVA is losing students.

- **Recent High School Graduates**: Dr. Gabriel provided a handout on the public high school graduates at NOVA which showed an increase of 3.7% over the projected fall target. He explained that the college is beginning to see students who failed in the fall and were returning in the spring.

Dr. Templin underscored the importance of promoting NOVA to parents by developing targeted marketing campaigns to show the value of NOVA. He reiterated that “NOVA is the largest provider of transfer students in the state and we have a value statement that can be made.”

Student Success

- **Student Learning Outcomes/SLO Update**: Dr. Gabriel distributed the Annual Planning and Evaluation Report for 2011-2012, which will be shared with the Deans and is available on-line. This report presents yearly assessment results for degree-awarding programs and select certificates at NOVA, documenting student learning outcomes and how results have been or will be used in making continuous improvements. Dr. Gabriel stated that improvements have been made and lessons learned. It was unanimously agreed by Council members that the current SLO leadership would remain in place for
the remainder of the academic year and that new assignments would begin in the 2013-2014 academic year.

**Fall 2013 Enrollment Planning**

Dr. Templin distributed the college-wide priorities and goals for 2012-2013 and future enrollment strategies for 2013-2014. Priorities and goals include:

- **Access**
  - Recruit more recent high school graduates.
  - Expand distance learning.
  - Expand dual enrollment.
  - Improve financial aid.
  - Launch a campaign to reduce the cost of attending college – “NOVA First.”

- **Student Success**
  - 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 training to make data driven decisions.
  - Consider veterans as a target group.
  - Improve College Readiness.

- **Employee Compensation**
  - Three percent bonus for employees in December.
  - Full-time faculty salary increase.
  - Classified staff competitiveness salary adjustments.
  - Faculty promotions.

- **STEM**
  - Evaluate progress of SySTEMic Solutions in Prince William County, Manassas and Manassas Park.
  - Expand SySTEMic Solutions to Loudoun, Fairfax, and possibly Arlington counties.
  - Integrate Pathway to the Baccalaureate with SySTEMic Solutions.
  - Create STEM internships/cooperative education opportunities.
  - Create region-wide workforce development alliance with NOVA as the hub.
  - Develop a plan for expanding NOVA’s STEM offerings.
  - Meet the Governor’s expectations regarding STEM expenditures.

- **CBO Partnerships**
  - Evaluate the progress of the Adult Career Pathway initiative.
  - Expand Training Future partnership to Manassas.
  - Expand Year Up partnership to Woodbridge.
  - Expand Goodwill partnership.
  - Create/expand CBO partnerships in Alexandria.
  - Launch national CC-CBO consortium if DOL grant is awarded.

- **HR/Purchasing Pilots**
  - Assess the effectiveness of the HR/Purchasing pilots.
  - Scale the HR/Purchasing pilots across the college.

- **Community Engagement**
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- Develop a community engagement strategy at each campus with at least two high profile activities that involve schools, elected officials, and businesses that showcases the college’s value to the community.
  - Facilities
    - Bring the Woodbridge, Loudoun and Manassas facilities on line.
    - Engage Claris or equivalent company to assist in managing space efficiency.
    - Integrate leases and transition from Brault to Pender.
    - Develop and implement major renovation/deferred maintenance projects.
    - Appoint working group to coordinate all aspects of capital planning and financing.
  - College Operations
    - Increase support of campus/unit operations.

Dr. Templin handed out the enrollment strategies for 2013-2014 which focused on:
- Recruitment and enrollment of recent high school graduates - with a target.
- ELI enrollment growth by 12 percent. (Dr. Sachs to provide a strategy)
- Dual enrollment expansion and targets.
- Financial aid targets. (Dr. Schiavelli to provide by March 19)
- Student retention and student success: Student Success coordinators, Advising specialists, CRM implementation and a baseline for future targets.
- Enhanced class schedule management: pilots on 8-week/hybrid courses at the Alexandria and Loudoun campuses.
- “NOVA First” marketing strategy.
- Enrollment and retention of military personnel and veterans.

Dr. Templin stated that the enrollment target for 2013-14 would be 37,130 FTES, an increase of 3.5 percent over the previous year. He asked Council members to think about whether there was something additionally that should be done to advance the cause for next year and “to take a look at what part of the target each strategy contributes and how they are all connected to each other - how they incentivize each other.”

**FY2013 Budget Forecast**

Dr. Templin restated the difference in the current state budget structure from past years in which the state provided the larger portion of the funding. The current funding ratio is 80 percent from tuition, with only 20 percent from the state, and, as a result of the change, it becomes necessary to do a periodic recap of the budget. Ms. Dimkova distributed the fiscal year 2013 revenue, expenditure and budget analysis, as well as a listing of special projects that could be de-obligated in order to maintain a necessary budgetary carryover amount. Projected expenditures for this fiscal year total $252,675,207.

Dr. Templin proposed the formation of a methodology to balance enrollment with productivity. As a college, he argued, “we’ve emphasized enrollment, but lost efficiency and productivity, so we need to bring this into balance.” He asked Council members to verify the special project adjustments before the next Administrative Council meeting and also asked Council members to forward information on enrollment initiatives that could be funded now and urgent needs that required funding to Ms. Dimkova by the following Wednesday.
Dr. Templin stated that the budget would be the first agenda item for the February 26 Administrative Council meeting.

**Regulations on Workplace Safety**

Dr. Templin introduced the discussion by stating that the State Board had promulgated regulations concerning weapons on college campuses, and that it was NOVA’s responsibility to tailor a college policy around the regulations.

Mr. Coles and Chief Dusseau gave an overview of the contents of the Second Amendment, the state regulations on workplace safety, and explained that the right to bear arms was not unlimited. The Court made clear in a recent case in the District of Columbia that prohibition of firearms could exist in sensitive places such as schools and government buildings and were presumptively lawful. Mr. Coles explained that it was important to understand the law and the issues, what NOVA could and could not do, and the state regulation versus the college policy.

A January 25, 2013, memorandum from the System Counsel and Assistant Attorney General stated that the regulation prohibits the possession or carrying of any weapon by any person, except a police officer, on college property in academic buildings, administrative office buildings, student centers, child care centers, dining facilities and places of the like kind where people congregate, or while attending any sporting, entertainment or educational events. This prohibition applies to students, employees and visitors, whether or not they openly carry the weapon or have been issued a concealed handgun permit.

Mr. Coles further stated that the college policy has always been that no guns were allowed on campus, with the exception of the police.

Dr. Templin called for the formation of a college policy that abides by the law and asked that Dr. Gabriel participate in this effort as well and report back to the Administrative Council within six weeks. He ended the discussion by saying that everything possible would be done to restrict firearms on all NOVA campuses and off-site centers.

**Testing Center Closings**

It was unanimously agreed by Council members that all NOVA testing centers shall abide by the published hours in the working calendar and that the hours shall not be changed for any reason.

**Affordable Care Act & Part-time Employment**

Ms. Jarvis presented an overview of the Affordable Care Act and explained that additional guidance is expected from the Governor, and clarification from the Internal Revenue Service and other regulatory agencies. While more information is expected from VCCS later this year about how to define policies and procedures, Ms. Jarvis emphasized the importance of establishing working standards as quickly as possible in order not to restrict staffing options for the fall semester.

Dr. Templin asked that Administrative Council members work through conversations with their staffs and come back to the table to provide input and offer suggestions on how and when NOVA should implement a plan. He pointed out the “if we can find a way to bridge the loss of
income, we should do that." Ms. Jarvis and Dr. Schiavelli will craft a template to for Council members.

**Chancellor’s OER Adoption Grant**

Dr. Templin distributed the Adoption Grant proposal request, and asked that Council members share the proposal with their staffs. The OER initiative is dedicated to reducing the cost of textbooks and other course materials in high enrollment courses by adopting free, openly-licensed materials. Fifteen proposals will be selected to receive $3,000 to pilot the free course materials in a minimum of one section of the course for two semesters during the 2013-14 academic year.

**Virginia Master Teacher Seminar**

Dr. Schiavelli gave an overview of the Chancellor’s professional development seminar being held July 7-11 of this year and Dr. Templin encouraged faculty to apply. The Center for Excellence in Teaching and Learning/CETL will distribute details to all faculty and will coordinate the logistics and registration. VCCS will sponsor one faculty member and Dr. Templin stated that the college would sponsor four additional faculty.

The meeting adjourned at 1:15 p.m. with the next meeting scheduled for February 26, at 9:30 a.m. in the large room of the Brault building. There will be no meeting on February 19.

**Tracking**

- Work Group Report: Student Success Policy Design – Feb 26
- Faculty Diversity Update – March 5
- Curriculum Committee Recommendations – March 5
- Update on College Safety and Security – March 5
- Dual Enrollment – March 12
- Military/Veterans Report – March 12
- Extended Learning Institute – March 12
- GPS for Success Planning Report – March 19
- Financial Aid – March 19
- Student Success Coordinators – March 26
- Work Group Report: Understanding Budgets – April 2
- Advising Specialists – April 9
- NOVA First Campaign – April 9
- ELI Associate Instructor Positions
- SySTEMic Solutions
- Workplace Violence Prevention & Threat Assessment Policy Guidelines
- AD/PH Release Time Work Group