Administrative Council

April 9, 2013

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

Guests: Ms. Alison Thimblin, Interim Dean, for Dr. Hill, Student Success Coordinator Team members: Mr. Michael Turner, Dr. Keri Bowman, Mr. Mark Mannheimer, Ms. Tanya Ingram, Dr. James Edwards, Ms. Rhonda Myers, Ms. Kimberly Nicely, Mr. Khaseem Davis, Ms. Cynthia Pascal and Ms. Fran Troy. Mr. Ronald Beckwith, Project Manager and Ms. Laraine Booker, Financial Analyst, Workforce Development Division.

Access

- **Spring Enrollment:** Dr. Gabriel distributed the enrollment figures for spring that showed a slight increase of .2% from the same time period last year, with total FTEs of 29,154.
- **Summer Enrollment:** The figures for summer enrollment were down when compared with the same time period last year, but Dr. Gabriel indicated that numbers were expected to increase closer to the summer sessions.

Student Success

- **Student Success Coordinators:** Dr. Gabriel provided a context for the presentation by the Student Success Coordinators stating that the QEP initiative evolved from the original focus solely on advising into an expanded objective of addressing the entire intake process to better ensure student class readiness.
  - Mr. Manheimer provided a power point presentation that explained the roles and responsibilities of the student success coordinators and gave an update on the status of the GPS for Success implementation. He stated that emphasis is placed on early student engagement, beginning with high school outreach. Key stakeholders will operate as a team to ensure students are class ready. Student success metrics will be developed to measure success rates and look at barriers and gaps.

- **Charge to the Student Success Task Force:** Dr. Gabriel distributed the taskforce list for consideration, and the predetermined parameters that include: working within a predetermined budget, observing timelines for taskforce work, working with a subgroup and then scaling up to the target population, expected student outcomes and full policy implementation timelines. The major changes include keeping stakeholders informed through a communication plan and bringing Faculty Advising Managers(FAMs), who play a critical role, onto the taskforce. Timelines in place are the following:
  - August 2013: A detailed, step-by-step Implementation plan will be completed. Administrative Council will review and approve the plan.
  - September 2013-June 2014: Test phase for the implementation plan, with stakeholder feedback for modifications and adjustments to the plan.
  - August 2014: Begin full implementation college-wide
• **ACAPA Proposal**: Council members approved the proposal presented by Dr. Bowman on March 19, 2013, with the following modifications to the GPS handoff:
  - The handoff from Advising Specialist to Faculty Advisor should be considered a transitional period during which the student is served by both parties.
  - The deadline for the handoff can be delayed for the 2013-2014 academic year and the procedure will be assessed and revisited at the conclusion of the 2013-2014 academic year.
  - Students who are deemed developmentally and academically prepared to move onto a Faculty Advisor should be transitioned as soon as this determination is made and beginning October 2013.

Dr. Templin went over the role of the Student Success Coordinator who is responsible for monitoring the overview of the entire process. He emphasized the importance of integrating the process and ensuring that it is designed from the student perspective. It is key, he stated, to talk about this role and how it is different from Advising Specialists and Deans of Students, and look at where the gaps may be and/or the discontinuity. If it is found through the CRM software and the metrics that students are getting hung up, the Student Success Coordinators will be aware of this and whether this is isolated or a trend - and - where we are relative to where we need to be in order for students to be class ready.

Dr. Templin asked that Drs. Ramsammy and Gabriel act as the co-chairs of the Task Force, and early on, calibrate the necessary resources to implement the six policy changes, define the population, to be clear about the outcomes, and determine what it will take to meet student needs. The near-term outcome to look at in defining success is having students class ready. Dr. Templin highlighted that fact that this is a new way of recalibrating our thinking. Provosts need to work with faculty to ensure that students are attending the first days of classes. Because issues of program selection and validation are critical, as early decisions and can be confusing to students, Dr. Templin recommended adding these components to the check list.

Dr. Templin congratulated Dr. Gabriel and the work group for their rigorous efforts.
Marketing Plan for ELI

Dr. Gabriel distributed an ELI marketing outreach strategy for 2013 that reaches out through print, television and radio advertising mediums to reach the target audience, which includes adults 25 and older, students looking for schedule flexibility, and technology savvy students. The messages will focus on:

- Flexibility and academic excellence at half the cost of other online institutions.
- NOVA’s capability to offer over 400 online courses and 40 degree programs.
- The ability to complete courses in as little as 8 weeks.
- Free online tutoring, 24/7 tech support and student success coaches.

Dr. Gabriel stated that the marketing plan would be measured and evaluated. A summer plan is being crafted to do micro targeting, a cost saving and effective approach.

Dr. Templin spoke about the need to determine whether NOVA’s state-wide reach to make the college the system provider is working as well as it could and suggested that NOVA was now well positioned to engage with four-year institutions to become joint distance learning providers. Dr. Sachs will look at national strategies and current regulations to bring this option to the table for consideration.

Status of Salary Strategy

Dr. Templin informed Council members that the Governor recently signed the budget bill which includes a 3 percent salary increase for teaching faculty, a 2 percent increase for classified staff, which includes an incremental amount for every year beyond 5 and up to 30 years. Additionally, the college will give an additional increase beyond the state increase to teaching faculty if the tuition increase is approved in Richmond. The Ad Hoc Compensation Committee is being asked to benchmark salaries against peer groups in the area to help NOVA be better prepared to determine what can be done.

WDCE Revenue Forecast

Mr. Beckwith and Ms. Booker provided an overview of the status of the Workforce Development Division, and the programs they offer in customized training, continuing education, language services, organizational development consulting and skills assessment to students, federal agencies and the private sector. While end-of-the-Fiscal Year revenues are forecasted to be below an overly aggressively set target Workforce Development is forecasted to be below budget in terms of expenses, resulting in a forecasted positive net to the College. Future plans are to reposition the unit to be more strategic in setting revenue and enrollment targets, develop and expand marketing efforts, and set realistic targets for future growth. Course and certificate programs will be expanded in the areas of medical certificates, project management, TESOL/TESL, AHA, multimedia/web development, and ACLI.
FY2014 Budget Options

Dr. Templin asserted that enrollments strategies needed to be focused in two areas where there is excess demand: ELI and Dual Enrollment.

- **Shared Services Distance Learning Initiative**: Dr. Templin asked that Dr. Sachs work with Ms. Dimkova on NOVA's requirements to meet the adjunct shortage. He asked Council members to meet with Dr. Schiavelli and Ms. Dimkova to look at their current and fall adjunct faculty needs and respond no later than April 30.

- **Dual Enrollment Initiative**: Dr. Templin asked Council Members to look at the dual enrollment figures provided by Dr. Leidig and determine whether there was general agreement on the overall target increase per campus of 20%, with a total of 54 additional sections. Dr. Leidig stated the big growth period would occur next year, with all of the high school contracts signed. In addition to the dual enrollment staff themselves, Dr. Templin emphasized the need for campuses to be actively involved in the dual enrollment initiative. He stated the amount of student increase for next year would be 130,000 and asked that this action be listed on the yearly calendar.

Dr. Templin informed Council members that the VCCS approved a bonus for P14 employees and pointed out that, as part of the greater strategy of salary increases, all five designated groups have now received increases. Mr. Bansal will send detailed bonus information to Council members.

Message on Adjunct Workload & Status of Salary Actions

Dr. Schiavelli distributed a description of the positions for adjunct faculty, part-time 9-month faculty and associate instructors in order for Council members to be aware of the breakdown on teaching hours, overloads, benefits and recruitment and selection process. He also distributed the VCCS directive on adjunct faculty that states: “Adjunct faculty at Institutions of higher education may not 1) work more than 29 hours per week on average over a twelve month period, including classroom or other instructional time plus additional hours determined by the institution as necessary to perform the adjunct faculty’s duties; or 2) meet or exceed, on average over a twelve month period, 75% of the course load for a full-time non-tenure-track teaching faculty member at that institution. Federal regulations under the Affordable Care Act ("the Act") are currently under development.

Follow-up Agenda for Budget Planning

Ms. Dimkova provided a follow up on special project budgeting, distributed the list of special projects and their deadline dates, and special project budgeting guidelines, aligned with the College's strategic vision. This will enable Council members to determine which projects should move to the regular operating budget and those that should be discontinued. The guidelines provided recommendations for maximum time allowed for special projects, minimum funding levels, timetables, a process for special project requests and approvals, use of funds, monitoring, and project de-obligation. Ms. Dimkova also provided a sample prototype for special project budget requests.
Tracking

- Advising Specialists – April 16
- NOVA First Campaign – April 16
- State Authorization of Distance Learning – April 16
- Proposed Policy on Weapons on Campus – April 16
- Military/Veterans Report – April 30
- Student Satisfaction Survey Results Discussion – April 30
- Report on Sustainability – May 7
- ZimRide – May 28
- SENSE Results
- SySTEMic Solutions
- AD/PH Release Time Work Group