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: Ms. Bridget Johnson, Director of Financial Services, Mr. Michael Johnson, Director of Military Services, Mr. Ned Katzman, Director of Auxiliary Enterprises, and Ms. April De La Rosa, Division Manager, Administrative Services

Access

- **Summer Enrollment**: The summer enrollment figures remained in the minus category at 4 percent, when compared to the same time period last year. Comparatively speaking, NOVA is doing better as the average for all colleges in the VCCS system was a drop of almost 6 percent.

- **Fall Enrollment**: Fall enrollment figures for the week of July 2 showed an enrollment increase of 5.7 percent over the same time period last year. OIR is reaching out to 3,400 students with different forms of communication to direct them to the appropriate places for assistance in order to complete their registration and payment processes.

- **Protocols for Contacting Students Not Enrolled**: Dr. Schiavelli provided a communication plan with suggested protocols for identifying and contacting specific groups of students experiencing a number of issues connected to financial aid, open check-list items that prevent them from registering for classes, and those students who have received aid but have not registered and/or moved through their programs to graduate. Dr. Schiavelli went over the tasks that should be done by Financial Aid Advisors, Advising Specialists, Counselors and Student Success Coordinators to reach out to the current student population for resolutions.

Dr. Templin hypothesized that there are sufficient students coming to NOVA, but we are losing them in various problem categories along the way. He suggested the need to begin to segment groups of students and clearly identify who has responsibility for those groups, to ensure that the gaps are filled and to prevent overlapping staff efforts. He recommended that on the GPS for Success, the Provosts meet with Dr. Gabriel on a regular basis to reexamine systems. The Student Success group is the operations group to improve the process. The Co-Chairs of the operations group should engage in regular conversations on issues and suggested resolutions with the Provosts. In connection with returning students, Dr. Templin will work with Drs. Schiavelli and Gabriel to craft a mechanism to help them.

Student Success

- **NOVA’s Baccalaureate Completion Rates**: Dr. Templin distributed data collected by OIR on NOVA’s graduation rates from 2004 through 2007 and stated that it was time to
take ownership of completion rates, looking at how well students complete their two-year degrees prior to transfer. There is a need to look at where students get “hung up” – which ones are struggling and which ones are doing well. The data shows, for example, that for the 2004-2005 cohort, the largest proportion of students earned their Bachelor’s degree 5 years after attending NOVA. For the 2006-2007 cohort, the largest proportion of students earned their degree 6 years after attending NOVA.

Dr. Templin proposed that a competency agreement be established with George Mason whereby when a student comes to NOVA and graduates, the student is already accepted as a Mason student. If research can be done that shows that NOVA’s graduates perform as well as Mason students, they should be accepted. Dr. Templin is asking that OIR work on this initiative, a guaranteed pathway for NOVA students, with NOVA being largely responsible for the Baccalaureate success.

2013-2014 Draft Priorities and Goals

Dr. Templin distributed the final 2013-2014 NOVA Draft Priorities and Goals and stated that the budget needed to be finalized by the end of the week. He also distributed the Chancellor’s approved Goals supporting Achieve 2015 and NOVA’s plan for contributing to the goals. The two sets of goals are enumerated below:

Northern Virginia Community College - College-wide Priorities & Goals for 2013-2014:

Safety & Security
- Develop a parking and transportation plan at the Annandale Campus that enhances the safety of students.
- Expand security and police protection to critical areas of the college.
- Continue installation of an electronic swipe system for all external doors.

Access
- Recruit more recent high school graduates, especially those from historically underrepresented groups
  - Implement the college’s recruiting plan.
  - Create “hand offs” between high school outreach personnel and campuses (focus upon advising specialists).
  - Create a mechanism of following up with those applying for admission and FAFSA filers.
  - Increase the number of low-income, minority, immigrant, and first-generation students who move from non-credit to credit courses.
- Expand Distance Learning
  - Pilot limited use of Associate Instructors at ELI.
  - Implement baccalaureate completion programs with University of Phoenix, American Public University, Western Governors University, Excelsior College, Old Dominion University, and George Mason University.
  - Participate in national consortium with Straighterline, Saylor Foundation, Excelsior College and others using open source content to deliver low-cost college-level courses.
Monitor and improve the streamlined procedures and processes related to the ELI faculty appointment and supervision process.
- Expand options for assessment of prior learning and non-traditional learning.
- Expand the statewide distance learning program.
- Develop and execute a marketing plan targeting e-learning for adults.
- Develop a "co-designed" baccalaureate in Cybersecurity for active duty Marines in partnership with George Mason University in cooperation with the Northern Virginia Technology Council.

- Expand Dual Enrollment
  - Implement the HB1184 Dual Enrollment strategy with area schools.
  - Create new dual enrollment options for schools and high school students, including a STEM Academy for Manassas, Manassas Park, and Prince William County schools.
  - Ramp up marketing and recruiting efforts to schools and parents.

- Improve Financial Aid
  - Streamline the verification process.
  - Accelerate the awards process.
  - Explore the potential of automated systems for document handling, verification, and awards.
  - Assess the utility of a "safety net" for students who are hung up in financial aid.
  - Develop and monitor indicators of effectiveness for financial aid.

- Launch a campaign to bring public awareness regarding NOVA's efforts to reduce the cost of attending college – "NOVA First"
  - Promote "early college" through dual enrollment option (including IB, AP).
  - Promote options for prior learning, nontraditional learning, CLEP.
  - Promote financial value of attending NOVA as part of a 2+2 baccalaureate program.
  - Promote "guaranteed admission" to Virginia schools as great financial value.
  - Promote the community college transfer scholarship.
  - Promote 3+1 options with Mason, ODU, WGU, APU, UoP, & Excelsior College.
  - Promote cost-effective career and technical education programs.
  - Illustrate the high return on investment for students and taxpayers.

**Student Success (Implementation of NOVA's Student Success Agenda)**

- Implement Achieving the Dream Recommendations by fall, 2014.
  - Appoint an ATD Student Success Taskforce.
  - Require initial advising to include confirmation of program placement and approved first semester scheduling.
  - Require assessment & placement in Developmental Education where appropriate.
  - Require completion of at NSO/ SOAR prior to start of classes.
  - Require completion of SDV within first 15 credit hours.

- Fully implement GPS for Success at all campuses.
  - Integrate the recruiting, transition, financial aid, NSC/SOAR, advising, SDV, assessment, payment with the goal of students being "class ready" on the first day of class.
  - Implement the use of the "Hobson" CRM system.
  - Refine and monitor indicators of effectiveness for the GPS for Success initiative.

- Fully Implement the Developmental English redesign.
- Refine the Developmental Math redesign.
Assess effectiveness of the math redesign.
  - Make program refinements based upon assessment.
  - Refine institutional and campus specific metrics and provide training on how to make data driven decisions about student success.
    - Begin training annual college adoption of “QUINN” for data-driven decisions.
  - Assess student success and services for veterans.
  - Assess student success and services for international students.
  - Improve College Readiness.
    - Assess findings from Fairfax County Pathway Connection pilot.
    - Make program refinements based upon assessment.
    - Develop a plan to scale Pathway Connection.

**Excellence**
- Implement a new teaching faculty evaluation system that nurtures, recognizes and rewards excellence.
- Implement an enhanced honors program across the college
- Fully institutionalize the processes whereby Outstanding Faculty of Virginia Awards and student JKCF scholarship nominations are made
- Reinvigorate and support the Center for Excellence in Teaching and Learning

**Employee Compensation**
- Provide 5% salary increase for teaching faculty.
- Fund all faculty promotions.
- Provide 3% average salary increase for other full-time employees including classified staff competitive salary adjustment.
- Provide 2% increases for part-time and adjunct faculty.

**STEM**
- Further refine and expand SySTEMic Solutions in Prince William County, Manassas, and Manassas Park.
- Scale SySTEMic Solutions to Loudoun, Fairfax, and Arlington Counties.
- Integrate Pathway to the Baccalaureate with SySTEMic Solutions.
- Create STEM internships/cooperative education opportunities with support of Chambers of Commerce and Tech Council.
- Create region-wide workforce development alliance with NOVA as the hub.
- Develop a strategy and plans for expanding NOVA’s STEM offerings.
- Meet the Governor’s expectations regarding STEM expenditures.

**CBO Partnerships**
- Implement the expansion of Adult Career Pathway initiative.
- Expand Training Futures partnership to Manassas.
- Expand Year Up partnership to Woodbridge beginning in 2014.
- Expand Great Expectations program.
- Nurture national CC-CBO consortium with DOL grant.

**Community Engagement**
- Enhance the community engagement strategy with each Provost, Vice President and College Board member.
- Fully implement the community engagement strategy at each campus with at least two high profile activities that involve schools, elected officials, businesses in a way that showcases the college’s value to the community.

**Strengthen Academic Divisions**
- Provide competitive salary increases for academic deans.
• Assess the organizational structure and capacity of the academic divisions.
• Assess the role and compensation of assistant deans/program heads.

**Resources**

• Design budget planning processes that incentivize collaboration between campuses and other college units to generate new revenues and to accomplish college priorities.
• Develop a budget planning process that supports the attainment of college-wide priorities and goals and provides to campuses and other college units the resources needed for their achievement.

**2013-2014 Technology Plan Distribution to Campuses**

Dr. Sachs presented the proposed distribution of Campus allocations from the 2014 college technology plan from the college Information Technology Committee for approval. Allocations totaled $1,250,000 and were based on the number of campus/ELI student FTES. The distribution was approved with a modification that reduced the ELI allocation by $60,000 in order to increase each campus allocation by $10,000.

After Fall enrollments and the impact on the available funding through the Technology Fee are known, Dr. Sachs will bring the plan back to Council members to determine if modifications are needed.

**VA Benefits Processing/Roles**

Mike Johnson, Director of Military Services, and Bridget Johnson, Director of Financial Services, presented their efforts and a new set of best practices developed after an initial audit finding determined that the college had failed in certification processes and financial documentation. Immediate steps were taken, findings completed, and all funds accounted for.

Staffing challenges and poor customer service to Veterans occurred and were due in large part to the 80 percent increase in military affiliated students since 2008. Technological innovations to streamline document and financial management and enhance communication between Veterans, Certifying Officials, and Financial Aid Services have been proposed to simplify the process and improve customer service to Veterans. Two campus audits have recently been completed with positive findings.

Dr. Templin thanked Ms. Johnson and Mr. Johnson and reiterated the importance of making the new process a priority in order to ensure the success of the new system. He recommended building off the GPS model to look at this group separately, having an Advising Specialist who concentrates solely on Veteran students, with a need to examine the management process and the mechanism employed to look at success rates. This is a two-part process: certification and the organization of the advising. Dr. Templin asked that Drs. Schiavelli and Gabriel and Ms. Dimkova confer on this issue, with a charge and timeline, and with Deans and Provosts to disaggregate the functions and define the certification process with a plan to move forward.
Auxiliary Enterprise Budget

Mr. Bansal, Mr. Katzman and Ms. De La Rosa presented the College Auxiliary Enterprise budget that indicated that a 2 million dollar projected revenue increase would be realized from 2013 to 2014. Revenue comes from contract-operated services in beverages, bookstore, food services, vending, student copy and print fees, the college print shop, NOVA Card Services and new programs. These are local funds that can be used for any purpose deemed by the college.

Funds have been used for campus and community life activities on all six campuses, supplementing work study programs, providing campus discretionary funding, administrative support, equipment repair and maintenance, and college-operated auxiliary salaries and contract expenses.

A Council member asked how the Provosts could be helpful. Dr. Templin highlighted the need assist College Enterprises in working together to create processes that incentivize new growth and create a planning process to deploy these resources, and bring all of NOVA’s local monies to the table to make good decisions about allocations. NOVA receives funding from the NOVA Foundation, Auxiliary Enterprises, parking, student tuition, and general fund dollars.

Mandatory Employee Training at NOVA

This topic was deferred until the next Administrative Council meeting.

VCCS Capital Priorities 2014-2016

Dr. Templin handed out the top 25 approved 2014-2016 projects from the State Board for Community Colleges. Included in the top 25 are five projects for NOVA:
  o Renovation of the Seefeldt Building at the Woodbridge campus
  o Construction of an Extended Learning Support building
  o Renovation of the Howsman, Colgan, and Power Tech buildings at the Manassas campus
  o Construction of Phase IV Academic building at the Alexandria campus
  o Acquiring property at the Loudoun campus

Mr. Kauffman will craft a strategy to present to the upcoming legislative session.

CollegeSnaps

Dr. Templin will meet with this group, and to look at the possibility of partnering with this company, as they show proof of their new concept of a smartphone application allowing Advising Specialists to communicate directly with students, and with the ability to track all of the student responses.
The meeting adjourned at 1:00 p.m. with the next Administrative Council meeting scheduled for July 9, in the large board room of the Fairfax Administrative Center.

**Tracking**

- HR Knowledge Center – July 9
- Administrative Council Retreat – July 30
- VCCS Chancellor’s Retreat – Aug 13-14
- Follow-up Agenda for Budget Planning
- SENSE Results

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**Chancellor's Goals Supporting Achieve 2015 - July 2013 through June 2014:**

**GOAL: ACCESS**

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.

1. **Increase Enrollment from Underserved Populations**
   Increase enrollment from underserved populations by 3% over 2012-13.

2. **Educational Programs**
   Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).

3. **Virginia Education Wizard**
   Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students. Achieve 15,000 Career and Course Plans by community college students.

4. **Implement Student Level Tracking Of Career Coach Services**
   Establish access to student data at the division level for career coaches via agreements with division superintendents or school principals.

5. **Expand Great Expectations Enrollments**
   Adopt and implement a strategic plan for the program identifying goals and outcome measures that align with Achieve 2015-Take Two and other VCCS system-wide measures of student success. Increase by 10% the number of GE students who successfully earn at least 16 hours of credit per year.

6. **Expand Shared Distance Learning Model**
   Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course originating colleges to the model.
GOAL: AFFORDABILITY
Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

7 Increase Financial Aid Recipients
Increase the number of students receiving financial aid by 5% over 2012-13 with special focus on middle class students.

8 Benchmarks for Financial Aid Shared Services Model
Implement and monitor the performance benchmarks of the Financial Aid Shared Services model.

GOAL: STUDENT SUCCESS
Triple the number of students graduating, transferring, or completing a workforce credential to 91,173, including tripling the success of students from underserved populations to 39,393.

9 Enhance Veterans Services
All colleges will develop plans to expand and enhance services for veterans and active duty military personnel with attention to prior learning. Plans will be submitted to the Chancellor by October 1, 2013.

10 Encourage College Readiness
All colleges will develop plans to strengthen college readiness initiatives between colleges and K-12 partners. Plans may be sequenced over several years. Plans will be submitted to the Chancellor by November 1, 2013.

11 Develop Student Services Initiatives
Implement an automated early alert system (eWISE) to strengthen persistence.

12 Evaluate Developmental Education Redesign
Evaluate effectiveness of developmental mathematics and developmental English redesign.

13 Explore Emerging Learning Technologies
Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.

14 Develop Digital Textbooks for High Volume Courses
Continue development and promotion of the adoption of openly licensed digital textbooks for high volume VCCS courses.

15 Increase Employment Attainment By Students Served By On Ramp And Adult Career Coaches
Meet individual college targets established for job placement of individuals served by On Ramp and the Adult Career Coach Program’s Experiential Learning/Job Placement Coordinators.

16 Support Credit And Noncredit Credential Attainment By Dislocated Workers And Middle College Participants
Increase the number of credentials earned by individuals served through On Ramp, Middle College, and Adult Career Coaches.

17 Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates
Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC.

18 Student Success Reporting
Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015-Take Two and the Reengineering Task Force recommendations.

19 Dual Enrollment Success
Monitor college dual enrollment efforts and assist colleges in implementing HB 1184.
GOAL: WORKFORCE
Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

20 Serve Employers Through College Courses, Programs, And Outreach
Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts by 6% and report annually all their employer activities.

21 Implement Workforce Enterprise System
Monitor and report on the multi-year implementation of a workforce enterprise system.

GOAL: RESOURCES
Raise at least $550 million in cumulative gifts and grants to support the mission of Virginia’s Community Colleges.

22 Leverage Support From The Virginia Workforce System
Leverage funding and in-kind contributions from workforce partners and workforce funding streams.

23 Leverage VCCS Purchasing Volume
Obtain Level II delegated authority for procurement for the system.

24 Increase VFCCE Fundraising
Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2012-13.

25 Increase Online Donations
Increase the number of online donations to the VFCCE by 20% over 2012-13.

26 Launch Rural Virginia Horseshoe Initiative
Launch Rural Virginia Horseshoe Initiative pilot across the seven community colleges within the rural horseshoe region.

27 Increase Revenues Generated By Workforce Development Services
Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.

MANAGEMENT GOALS
In order to accomplish the goals set forth in Achieve 2015- Take Two and these Chancellor’s Goals, various management goals are necessary.

28 Expand Data In Decision Support System
Complete implementation of the financial aid and human resources modules and plan for adding new data to Quinn.

29 Monitor Achieve 2015-Take Two
Monitor implementation of Achieve 2015-Take Two.

30 Meet Management Standards
Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.

31 Improve Efficiencies In Administrative Services
Identify best opportunities to improve efficiencies in administrative services across the system and begin implementation.

32 Continue Emergency Preparedness
Host or sponsor a series of threat assessment team training programs and functional exercises throughout the VCCS.
33 **Project Management**  
By March 1, 2014, colleges will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.

34 **Implement Revised Faculty Evaluation System**  
Complete implementation of a revised faculty evaluation system.

35 **Develop VCCS Leadership**  
Offer opportunities to develop promising VCCS leaders for senior roles.

36 **Complete Internal Audit Plan**  
Complete the FY 2014 Internal Audit Plan.

37 **Create Diversity Taskforce**  
Create a diversity taskforce to define VCCS policies and practices for recruiting and retaining a diverse workforce and leadership. A VCCS president should serve as chair and a State Board member should serve as co-chair.