Administrative Council
September 3, 2013

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.

Access

- Fall Enrollment: Dr. Gabriel distributed the weekly Fall enrollment figures which showed an overall increase of .5 percent when compared to the same time period last year. Dr. Templin requested a round-up of the Fall semester figures by September 17. In addition, he asked Dr. Ramsammy to do an analysis of the enrollment strategies at Manassas, given their significant increases.

Dr. Templin indicated the importance of looking at NOVA in the context of and in comparison to the enrollment figures across the state and nationally, but also pointed out that NOVA is still ahead of all the benchmarks. He asked that Ms. Dimkova and Dr. Gabriel look at overall enrollment, including high impact courses, and their impact on the budget. Critical issues to then focus on will include: how we reallocate vacancies according to demand and gravitating positions toward where the growth areas are, and, with the shortage of adjunct faculty, looking at whether the associate instructor position is a viable alternative.

Dr. Templin summed up the discussion by emphasizing the need to look at the college as a whole and the strategies that should be employed. He will devote the next several Administrative Council meetings to redesign and resource allocations.

Student Success

- Report of the ATD Student Success Taskforce: Dr. Gabriel provided an explanation the draft both he and Dr. Ramsammy crafted with the ATD Task Force on the policy changes, definitions, implementation plan, and resources needed. Policy changes include:
  1. Mandate Student Orientation (SOAR) for first-time students.*
  2. Mandate early advising for first-time students.
  3. Mandate placement testing for first-time students.
  4. Mandate enrollment in developmental courses during the first semester, if placed, for first-time students.
  5. Enforce current policy of SDV enrollment within first year for first-time students.
  6. Eliminate late registration.*

*Administrative Council approval will be needed on the definitions of late registration and first-time in college.
Student Success Coordinators, Student Advising Specialists, the Director of GPS and the Deans of Students will play lead roles in working through the implementation of the first three policy changes, using the case management model. The Developmental English Redesign Taskforce and the Developmental Math Redesign Taskforce will be represented on the implementation team for policy 4. The implementation of SDV Policy 5 will be led by the Special Assistant for SDV Implementation, with the assistance of the Deans of Students and SDV Cluster Chairs. When the policy 6 late registration is defined and implemented, the Academic Deans, Deans of Students and Provosts will be consulted for class session alternatives.

Resources, timelines, and the target population will be defined, along with the estimated impact of the policy changes on existing resources. Roles of critical players will be well-defined to ensure a smooth integration, in addition to mapping the student intake process for the end goal of ensuring students are "class ready."

Implementation team meetings will take place with the Administrative Council and at each campus to provide an opportunity to ask questions and discuss the policy changes to be effective Fall of 2014.

In preparation for further discussion, Dr. Templin asked Dr. Gabriel to estimate the cost for full implementation of the process, including the required personnel.

- **AACC report on “Reclaiming the American Dream:** Dr. Templin distributed a report produced in 2012 by the American Association of Community Colleges/AACC 21st Century Commission on the Future of Community Colleges. Dr. Templin is the chair of the VCCS Reengineering Task Force and as such drew Council member attention to the AACC recommendations for reimagining the community college. They include what AACC terms "the three Rs:"
  - Redesign student educational experiences
  - Reinvent institutional roles
  - Reset the system to create incentives for student and institutional success

The Commission believes that community colleges must change their institutional characteristics and calls for a new vision grounded in the "Three Rs." Dr. Templin explained the characteristics and asked Council members to think about them in the context of NOVA:
  - *From* a focus on student access *to* a focus on access and student success.
  - *From* fragmented course-taking *to* clear, coherent educational pathways.
  - *From* low rates of student success *to* high rates of student success.
  - *From* tolerance of achievement gaps *to* commitment to eradicating achievement gaps.
  - *From* a culture of anecdote *to* a culture of evidence.
  - *From* individual faculty prerogatives *to* collective responsibility for student success.
  - *From* a culture of isolation *to* a culture of collaboration.
  - *From* emphasis on boutique programs to effective education at scale.
  - *From* a focus on teaching *to* a focus on learning.
  - *From* information infrastructure as management support *to* information infrastructure as learning analytics.
  - *From* funding tied to enrollment *to* funding tied to enrollment, institutional performance, and student success.
Clergy Act Follow Up

Dr. Templin asked that Mr. Bansal move forward to develop a policy, look at what changes were necessary in PeopleSoft for consistency in the data, develop a committee and a committee charge, and produce an operation plan in order to be in compliance as soon as possible.

Parking & Transportation Services Task Force

In the absence of Mr. Dana Kauffman, who was not able to attend the meeting, Dr. Templin distributed Mr. Kauffman's draft proposal designed to look at parking issues both from a college-wide perspective and a local Annandale campus perspective. He asked Council members to read the proposal and be prepared for a discussion at the next Administrative Council meeting. The proposal recommends a college-wide task force composed of Mr. Bansal, and Dr. Saperstone taking the lead, along with six college-wide representatives, an Advisory group made up of eight Annandale campus/community specific representatives, and seven college resource persons. Dr. Templin also highlighted the need to solve the issues in as judicious a manner as possible.

Campus-based Community Outreach Teams

Dr. Templin distributed a draft plan for the creation of campus-based outreach teams to include Provosts, Board members and other local representatives. He stated that the mandate of the College Board is to assure that the community college is responsive to the needs existing within its service region. Outreach includes: connecting with and regularly updating local elected officials, county board members or city council members; holding periodic meetings with local chief administrative officers, county executives or city managers; regular outreach to state senator and delegates; working with area superintendents; and participating in and briefing local chambers of commerce. Provosts and Board members will give a “state of the college” address on an annual basis to their local elected officials.

With few exceptions, Dr. Templin will represent the regional perspective, and interact with regional leadership.

September College Board Meeting

Dr. Templin distributed the College Board meeting agenda and asked Council members to look at the action items which include, in part:

- Woodbridge Campus Workforce Development Center project approval
- Alexandria Campus Tyler replacement building vacating plan approval
- Utility easement approval for Woodbridge campus Workforce Development Center

Dr. Templin mentioned other items including the new board addition of a NOVA student, a presentation by Ms. Mary Macpherson, Special Assistant to the President and Northern Virginia Technology Council’s representative to NOVA, and a new feature of a board member “roundtable,” a discussion among Board members on activities in support of the college.
Other

The Board retreat will be held October 21st at George Mason University. George Mason University President Dr. Cabrera will be featured and will describe the growing relationship between NOVA and George Mason. The major theme for the retreat will be community engagement.

The meeting adjourned at 12:35 p.m. with the next meeting scheduled for September 10, at 10:00 am, at the Fairfax Administrative Center.

Tracking

- 2013-2014 Enrollment & Revenue Projections – Sept 10
- Update on Procurement – Sept 24
- Policies & Procedures on Advanced Standing – Oct 1