Administrative Council
October 8, 2013

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

Guests: Dr. Riley Dwyer, Dean of Communication and Human Studies, McGladrey representatives Mr. David Mineo and Ms. Michaele Kieffer and Deborah M. Rosen, Director of Grants and Special Projects and Policy Review Manager Mr. Krish Narasimhan.

Dr. Templin announced that Dr. Laura Franklin, Professor of Foreign Languages at the Alexandria campus, received the 2013 Southern Teaching award and that Ms. Reva Savkar, Associate Professor of Chemistry at the Annandale campus, received the 2013 Chancellor’s Award for excellence in teaching.

Education Summit

Dr. Templin explained the agenda for the Northern Virginia Education Summit and the role of George Mason President Dr. Cabrera in examining the region’s public educational system with the objective to offer students multiple pathways to achieve their educational goals, often at reduced cost to students and their families.

Dr. Templin is focusing on the changing demography in the region, particularly in the growth areas of Loudoun, Manassas and Woodbridge, and the resulting implications for public education in Virginia. Four basic educational pathways are emerging: traditional four-year residential; traditional 2 plus 2 (NOVA and George Mason); dual enrollment and accelerated programs; and, students who left without a post-secondary credential - the 3 plus 1.

Barriers for success will be explored, among them, college readiness, navigation of the system, financial aid, and students getting into the right program areas for eventual employment. Participants will leave the meeting with an understanding of how to work together to get college-level learning into the schools, secondly, to find a way to navigate the system with the Pathway to the Baccalaureate, thirdly, to make dual enrollment more intentional, and finally, to reach sySTEMic solutions to encourage students to study in the areas of Math, Science and Technology and Health Care.

The meeting will be a kick-off with George Mason designed to produce agreements across the system. Teams will then convene to design a plan of action.
Potential Impact of Federal Government Actions

Dr. Templin, with concurrence of Ms. Dimkova, indicated that at present there were no problems connected to the federal government shutdown. Thirty-seven thousand FAFSAs have already been processed prior to October 1 and are therefore not at risk. Awards after that date may be delayed if the shutdown continues.

Grants Program and Management

McGladrey representatives Mr. David Mineo and Ms. Michaele Kieffer and NOVA grant director Deborah Rosen were charged with performing a comprehensive assessment of NOVA grant sponsored programs, the amount of growth experienced and how the growth has been managed. They did a review of the current grant process, held interviews with key NOVA personnel and compared NOVA’s grants process to leading practices. They distributed data analyses that showed a 70 percent funding growth rate at NOVA from 2009 to 2013. The challenge was not in the receipt of funds, but more the management of the funds. Discrepancies found included a lack of understanding in some of the programs with limited understanding of roles and responsibilities. There was also disconnect between offices preventing a collaborative approach, staffing concerns, limited accountability and uncoordinated record retention. Mr. Mineo stated that all institutions experience these issues to some degree and the difference is the manner in which they are resolved.

Policy and procedural recommendations were developed, some of which have already been initiated and include:

- Organization the People
  - Centralized grants function
  - Training
  - Public relations
  - Grants Advisory group

- Policies and Processes
  - Develop/update policies and procedures
  - Create measurements and reports to evaluate performance
  - Formalize a sustainability plan
  - Explore use of incentives

- Technology
  - Explore grants software
  - Determine root cause of updating account AIS coding
  - Create tools and resources and refine website
  - Communicate program coding
  - Implement electronic record retention

Dr. Templin described NOVA’s laissez-faire attitude on the grant process primarily because the college has been so successful, but going forward other components need to be explored and included as part of the overall process: where the college is going, why we are going forward on a given grant and who the sponsors are that can help us get there. In addition to federal grants, there is philanthropy and we therefore need to know what is out there and then begin to develop essential relationships. There is the overarching matter of ensuring that what we do is good for
NOVA to achieve our goals and, at the same time, to look at what we do when the grant is over. As state funds decline, we need to be more organized, accountable and intentional. NOVA has had remarkable growth and now needs a formal grant structure.

Dr. Templin suggested that in order to operate at a higher level, additional positions might be needed. He recommended giving thought to the advantages for everyone if funding were allocated for new positions with positive spin-off effects that might include, for example, increased international student enrollment growth if there were discretionary resources to support it.

Dr. Templin underscored the need for a value proposition to look at the optimal investment and what it takes to get to that point and then create financial and programmatic goals. Being in compliance and using funding appropriately is a large issue and we have gaps between what we have promised and what was done. In contrast, smaller grants may require disproportionately more work. Having a balanced portfolio will be important, not necessarily measuring the number of grants NOVA receives.

Dr. Templin pointed out that NOVA is located in the most favored geographic area. At the Alexandria campus, for example, NOVA is training 1000 students and placing them directly in living-wage jobs. Year-up is morphing and wants to come to NCVA. Because we will not have enrollment and tuition increases, these avenues for growth will be important.

**Emergency Management Presentation**

Mr. Bansal presented a video by Mr. Will Flagler, Director of Emergency Management and Planning, on the importance of administrative management training and understanding and being in compliance with NIMS – the National Incident Management System, a structure for the management of all complex or multi-jurisdictional incidents. Training is mandated by the state, homeland security and by the VCCS. He emphasized the importance of understanding what the responsibilities were during an emergency and the way in which the college leadership reacts during a crisis.

Mr. Bansal suggested that the training be done as a group to include all those who are involved in a given emergency. Dr. Templin asked that coordination take place to have the Administrative Council members trained. He thanked Mr. Flagler and Mr. Bansal for all their work to date.

**Rationalizing NOVA's Policies and Procedures**

Mr. Bansal stated the goal is to develop a self-sustaining policy framework that includes processes and tools, accountability and continuous improvement. Outreach, education, training and enforcement were recommended for policies that are function-specific, campus-specific and college-wide. Mr. Krish Narasimhan, who is assisting the college with the review of policies and procedures, distributed several draft policy prototypes for discussion and stated that our efforts should be designed to provide congruency among internal policies and alignment with VCCS and DHRM policies and federal regulations. Mr. Narasimhan indicated that he had reviewed the policies and procedures of 22 colleges in the VCCS system, in addition to community colleges in other states, the corporate world, and medical institutions. Based upon his background research, Mr. Narasimhan analyzed NOVA's existing policies, gaps, overlaps, and
inconsistencies, and the way in which college policies were formulated and approved. The biggest issues observed were the organization and the clarity of the policies.

Correspondingly, Dr. Templin added that NOVA does not have a system in place for managing policies and procedures, deciding who is responsible and determining how procedures are kept up to date. He suggested the process be concentrated around three major foci: 1) the format; 2) a policy on policies and the stakeholder process, conferring through our governance structure, and 3), the stages, including the timing. He recommended that Dr. Schiavelli, Mr. Bansal and Ms. Dimkova meet to confer on the process before any further discussions take place.

The meeting adjourned at 1:00 p.m. with the next Administrative Council meeting scheduled for Tuesday, October 15, at 9:30 a.m. in the large boardroom of the Fairfax Administrative complex.

**Tracking**

- 2014-15 Faculty Allocation Model – Oct 15
- Update on Faculty Evaluation Plan – Oct 15
- All USA Team, Phi Theta Kappa nominations – Oct 15
- NOVA’s STEM Strategy – Oct 15
- SAILS Early Alert System – Oct 15
- Procurement Update
- Cleary Act Follow Up