Administrative Council
March 18, 2014

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: Mr. Mitchell Markon, Business Manager, Loudoun Campus, Mr. Rick Tittmann, Director of Business Services, Ms. Alison Thimblin and Ms. Teresa Overton, Math Redesign Co-Chairs, and Mr. Guy Meruvia, Director of Compliance.

Top-Ten Digital Community College Recognition

Dr. Sachs announced that NOVA was ranked number 2 in the national ranking of digital community colleges by the Center for Digital Education. The annual ranking is determined by an exhaustive survey and review of documentation provided by NOVA. The Digital Community Colleges ranking showcases how community colleges are using information technology to deliver services to their students, faculty and staff.

Access

- **Spring Enrollment:** Dr. Gabriel distributed the enrollment figures for the week which showed a slight increase of 0.6 percent when compared to the same time period last year, with positive growth for the Loudoun (2.5%), Manassas (8.5%) and Woodbridge (1.7%) campuses. The annual yearly projection is expected to be in the range of 2.5 percent.

  Dr. Templin called for a major discussion on budget forecasting for next year to determine where and how much funding will be needed.

Student Success

- **Status of Student Success Policy Change Implementation:** Dr. Gabriel distributed a draft update on the implementation plan for the six ATD student success college-wide policy changes that all GPS and Pathway students new to NOVA for the Fall 2014 will be expected to follow. All students will be expected to follow the sixth policy change of on-time registration. Included in the draft was a comprehensive communication plan for those internal and external audiences who need to be informed about the policy changes and with specific strategies and tactics to reach them. Materials will also be distributed to the stakeholders and frontline staff, faculty, students and local media outlets. Detailed information will be available on the NOVA website, social media outlets and on digital signage. Student messaging will reinforce the link between the mandates and getting a strong start at NOVA resulting in college success. For faculty and staff messaging will provide a strong knowledge-base of information about the policy changes.
Dr. Templin recommended tracking on-time registration exceptions/waivers as well as the manner in which they were determined. After data is collected he asked that Dr. Schiavelli lead a discussion with the academic deans on the numbers and specific types of extenuating circumstances to discern patterns and look at anomalies.

The Provosts discussed their planned campus-wide activities to promote on-time registration that include strong faculty engagement and substantial outreach to high schools, students, and parents of students.

- **Results of Developmental Math Redesign**: College Developmental Math Coordinator Teresa Overton and Coordinating Dean for Mathematics Alison Thimblin presented material on the developmental math redesign and progress made so far. The redesign follows the NCAT model, with ten units from what were three courses and with no more repeated material and multiple exit points depending on credit level course needed. The students spend two hours in computer classrooms at a set time with their instructors, two hours spent in Master Math lab at a set time with their instructors and additional time during open hours. The course uses the common documents and assignments across all campuses and is taught in the same manner and with a common grading rubric.

  The data show that there have been improvements using the redesigned model, including improved success in the credit courses that students take after completing developmental math. The first round of data showed a 74 percent success rate for students in the initial cohort who succeeded within 4 terms or were college-ready, almost 20 percentage points higher than any of the other 14 colleges in the system that were surveyed. There are differences in success rates between campuses, and a college-wide meeting is planned for developmental math leadership to refine the redesign and to address common issues.

Dr. Templin thanked Ms. Overton and Ms. Thimblin for their continuing leadership and also stressed the need for consistency across campuses.

**Payment Plan**

Mr. Markon and Mr. Tittmann presented the current NOVA student payment plan, the only VCCS authorized plan to date. The plan was presented primarily because a combination of the key payment plan dates and student orientation schedules impact the payment options available for students.

The earlier a student enters the payment plan, the more months their tuition balance is spread over and the spread may be up to five months. The payment dates begin as early as May 9 and end by August 27. This early schedule impacts the available options for students as explained below:

- Students attending orientation after May 9 would not be able to take advantage of the five monthly payment plan option with no down payment for Fall tuition.
Students attending orientation after June 11 would not be able to take advantage of the four monthly payment plan option with no down payment for Fall tuition and would have a required 20% down payment. Students attending orientation after July 10 would not be eligible to take advantage of the three monthly payment option with a 20% payment amount down for Fall tuition and would instead be required to put a 40% payment amount down.

As a result of the early payment dates, many students are not able to take advantage of the options available to them. Mr. Markon suggested that because student orientation is now mandatory for all first-time to college, GPS and Pathway students an early orientation date would provide more options for students to pay their Fall tuition. Marketing is being done to provide as much information as possible to business offices, high schools, students, and their parents about the plan.

Dr. Templin asked that Dr. Leidig and Ms. Dimkova draft a tuition proposal and that Dr. Gabriel's technical team work with them to aggregate orientation dates to see how many cross the progression and how many students come through and are ready to go. He also asked that Ms. Dimkova work with the payment vendor on a proposed solution to the payment dates.

**International Student Task Force Report**

This issue was tabled until the next Administrative Council meeting.

**Academic Organization Proposal**

Dr. Leidig presented recommendations on behalf of all six Provosts on the structure for the college's academic affairs that is designed to introduce a level of consistency across all campuses and address the pressure points on workloads for both Academic Deans and Provosts.

The workload and expectations for Academic Deans has increased over the years and, at the same time, the role of the campus Provost has grown far beyond the role of a Chief Academic Officer. Taken together, these trends have created two pressure points that needed to be addressed. The Provosts examined the roles and responsibilities of the Deans, Assistant Deans and Associate Deans at each campus and focused their efforts on the issues of whether there was sufficient support for both Division Deans and Provosts.

They agreed that the Annandale model, with the position of Dean of Academic Administration and an Associate Dean to support each Academic Dean addressed the pressure points without changing basic reporting relationships. On the other hand, the model currently being piloted at Manassas would change reporting relationships, with faculty reporting to Associate Deans and Academic Deans reporting to a Dean/Chief Academic Officer. If both models are available it would lead to widely differing job duties under the same titles from campus to campus. The Provosts were concerned that non-parallel structures could create inequities and confusion. Ultimately, they recommended that the college as a whole adopt the basic structure
already established at Annandale but not necessarily with all campuses immediately having all the roles. Academic Deans would continue to report directly to Provosts and full-time faculty would continue to report directly to Academic Deans. Depending on campus need and number of full-time faculty, two other component positions would be available. As campuses grow in staffing, enrollment, and or complexity, a Campus Dean or Dean of Academic Administration (actual title TBD) position could be added to assist the Provost with strategic activities; or, Associate Deans could be added to assist Academic Deans with organizational tasks in large divisions, freeing up the Dean to address higher-level leadership responsibilities. These support roles would provide critical additional resources to the campus without disrupting existing reporting relationships, as the current structure at Annandale demonstrates.

Dr. Templin suggested the recommended structure be adopted as well as a commitment to funding. All Administrative Council members agreed to this arrangement. Dr. Templin also asked that the Provosts define roles and responsibilities for Academic Deans, Associate Deans, Assistant Deans and Dean of Academic Administration, and bring them back to the next Administrative Council meeting.

NOVA Speak Up Hotline

Director of Compliance Mr. Guy Meruvia introduced the new NOVA hotline designed to provide all employees with a confidential mechanism to report concerns about unethical, illegal and/or other concerns related to fraud, waste and abuse at NOVA. Mr. Meruvia indicated that fraud or misconduct is commonly detected through employee tips and an organization’s hotline is an essential part of an anti-fraud program. He distributed examples of concern and their definitions. The NOVA Speak Up Hotline will be managed by an independent third party service provider with all reports made to the compliance team.

Examples of the types of concerns that might be reported include:

- Accounting irregularities/issues
- Conflicts of interest
- Fraud
- Kickbacks
- Safety issues
- Workplace violence/threats
- Theft of cash, goods or services
- Waste, abuse or misuse of institution resources
- Faculty academic misconduct (unethical or dishonest activity related to academic work or misrepresentation of academic credentials)
- Student grades and academic records (improper or unauthorized alteration of student grades, transcripts, or academic history)

All concerns related to customer relations, discrimination, employee fair treatment, sexual harassment, wage and hour issues and other employee relations issues will be redirected to the employee relations area in Human Resources. Student callers will be redirected to the student handbook for any grade appeals or grievances.
The hotline will be promoted throughout the college and the compliance committee will begin working on protocols for resolution mechanisms. Reports can be made by toll free phone at 855.806.7348 or on the web at www.reportlineweb.com/novaspeakup

Dr. Templin asked that Council members review the list of types of reports/concerns and their definitions, forward comments or concerns to him, and bring any suggestions they might have back to the table.

**Curriculum Committee Recommendations**

This topic was tabled until the next meeting.

**QUINN Briefing**

This topic was tabled until the next meeting

**OTHER:**

- **Withdrawal Date:** Due to the number of snow days and school closings, Council members agreed on Friday, March 28, as the new withdrawal date. A message will go out college-wide immediately.
- **Chancellor’s Outstanding Faculty Award:** Dr. Schiavelli reported that there have been insufficient nominees received to date for the Chancellor’s Outstanding Faculty Award.
- **Campus Councils:** Dr. Templin asked that the Provosts give thought to their Campus Councils to ensure strong leadership at NOVA.

The meeting adjourned at 1:00 p.m. with the next Administrative Council meeting scheduled for Tuesday, March 25, at 9:30 a.m. in the Provost Conference room at the Annandale campus.

**Tracking**

- Preliminary Results of GPS for Success – March 25
- Veterans' Issues and Organization – March 25
- Budget Planning – March 25
- AAS Cyber Security Program Approval-March 25
- Education Summit Follow Up
- Assistant Dean/Program Head Compensation