Administrative Council  
March 25, 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: Ms. Diana Cline, Budget Director, and Dr. Sharon Robertson, Associate Vice President for Academic Services.

Dr. Templin reported that the Northern Virginia Technology Council in expressing their view that in an area of great wealth that we are not doing well enough to give back to the community pledged 10,000 hours for Northern Virginia Community College initiatives.

Annandale Campus

Dr. Saperstone presented an overview of the Annandale campus which included an inside look at original, newly renovated and new buildings, successful programs, faculty awards and student support services. All newly renovated buildings include student study centers with computer access. The Science programs have the greatest positive increase in FTES over the past five years: 19% increase in Biology, 49% increase in Chemistry, 80% increase in Physics and 43% increase in Math.

Parking is a campus concern and neighbors have expressed concern about the safety of the students who park on the streets adjacent to the campus. A College Parking Committee made recommendations to the NOVA Board in an attempt to ease the problems. These recommendations included a reduced parking fee, and free parking during specific days and times. The campus has designed a Friday Only program where a student can get a degree by attending only Friday classes and is in the process of developing an Evening program so that students can earn a General Education degree by attending only evening courses. This Program will be launched in the Spring of 2015.

Dr. Saperstone presented a video produced by the Annandale Pathway students which showed why they feel the campus is special. Also featured were the Culinary Arts program and Chef Jonach who will be honored by the Austrian Embassy; Calliope, the award winning student journal; a cherry tree planting on the campus by the President of the National Cherry Blossom Festival; and office space for adjunct faculty, the CETL program and the student Honors program.

The Provost pointed out the six Annandale faculty who received the prestigious SHEV Outstanding Faculty of the Year Award, two who received the Chancellor’s Excellence in Teaching Award, three Fulbright Scholars and one Scholar in Residence, an outstanding philanthropic faculty member and a State Department grant awarded to build study abroad.

Campus resources available to promote student success include open labs, a science center where students may do hands on work with faculty, a multimedia center, language lab, and an
oral communications center that helps students improve their speaking and presentation skills both individually and in group settings.

**Access**

- **Spring Enrollment**: Dr. Gabriel distributed the weekly spring enrollment figures which showed a slight increase to 0.7 percent when compared to the same time period last year. The VCCS average for all community colleges in the system was a -1.59.

**Student Success**

- **Community College Transfer Students**

Dr. Templin launched a discussion on a number of hypotheses to think about in addition to the GPS for Success and the policy changes that are now in place. If the goal for our students is the bachelor’s degree, we need intentional pathways designed between and among institutions. NOVA might jeopardize the success of its students with the way in which it operates and offered several examples:

- Receiving an “R” in Developmental Math is not success and also places students at Pell grant risk when they are actually making satisfactory progress.
- International students are getting trapped in ESL and are using up their Pell status by not making progress quickly enough. He suggested examining the completion rates of a group of students.
- Community college students take too many courses unrelated to their degree, 81 credits on the average when 60-62 credits are needed. Overspecialization may create too many choices and may reduce the chance of reaching the goal of a four-year degree. He recommended that preliminary research be done.

Dr. Templin reported the national hypothesis that community college students are allowed to “wander,” resulting in their taking too many courses over too long a period that won’t apply toward their baccalaureate and they then use up their Pell eligibility. He recommended looking at our own students to see if there may be some emerging best practices:

- Whole programs of study
- Informed choices and "meta majors"
- Default pathways
- Guaranteed milestone courses
- Intrusive, just-in-time advising
- Math alignment to majors
FY2014 & FY2015 Budgets

Dr. Templin stated that NOVA is above the average enrollment in the system and as a result of the growth, NOVA is a reliable revenue source for other community colleges in the system. As NOVA grows above the average in the system, the college will generate more funds for the system, but it will also capture more of the general fund dollars from the VCCS.

- **FY2015 Budget Planning Calendar:** The special projects need to be determined in April so that a budget can be finalized. Dr. Templin offered to prepare a calendar of projects and their requirements to develop a budget proposal in early May and asked Council members to forward their special projects and required amounts. The review of special projects will be added as an agenda item for the next Administrative Council meeting.

- **Projected FY2014 Balance and Projected Revenues & FY2015 Budget:** With enrollment changes, the budgets will be reformulated and presented at next Administrative Council meeting.

**International Student Task Force Report**

This topic was tabled for the next Administrative Council meeting.

**Curriculum Committee Recommendations**

- **AAS Cyber Security Program Approval**

With the support of the IT Advisory Committee and the IT deans, the IT Cluster proposed a 66 credit Cybersecurity AAS degree program to be offered initially at the Alexandria, Manassas, and Woodbridge campuses. It will soon also be available through ELI. The proposed program prepares students for work as cybersecurity analysts who are needed anywhere that has networks and information that needs to be secured. In our area, most cybersecurity jobs are with defense and civilian agency contractors, so graduates who have or at least are eligible for a security clearance are highly prized. Local employers are especially interested in hiring veterans, most of whom can obtain security clearance, and several Marine Corps Military Occupational Specialties were evaluated for credit equivalent to several IT courses required in this proposed program.

This degree serves multiple purposes to meet the widely differing demographics of students interested in it. Its principal purpose is to prepare students for careers as cybersecurity technicians or analysts. Many students enrolled in the existing IST AAS and Cybersecurity career studies certificate already work in Information Technology and are enrolled in the program to transition into the cybersecurity field. Almost half of the students in our existing IST AAS degree and Cybersecurity career studies certificate program already have a degree, usually in an unrelated discipline. Thus, the faculty expect that a high percentage of students will not need to transfer into a related baccalaureate program. However, students who are not
already working in the field and who do not already have a bachelor's degree in something are likely to need to transfer. Students will be able to transfer into George Mason University’s BAS for Cybersecurity. Students already transfer to George Washington and Marymount Universities, both of which offer academic pathways to the master’s degree.

Despite the likelihood that many Cybersecurity students will transfer, NOVA proposed a career-focused AAS rather than a transfer-oriented Associate of Science (AS) in order to meet local employers’ needs while taking advantage of partnerships that allow students to transfer their credits to some excellent universities with IT programs. Use of an AAS rather than an AS also takes into account the nature of the expected student population.

The proposed curriculum is an enhancement of our existing Information Systems Technology AAS degree in combination with our Cybersecurity Career Studies Certificate (CSC) and will use existing courses. These courses have been shared with the National CyberWatch Center (NCC) and are consistent with the NCC Model Cybersecurity Curriculum that is shared with other community colleges across the nation. These courses have already been mapped to the National Security Agency’s (NSA’s) and the Committee on National Security Systems (CNSS) standards, recognizing NOVA’s cybersecurity program as a Center of Academic Excellence Two-Year (CAE2Y).

The program also will help prepare students for industry certification exams, but the courses are not considered certification-focused. NOVA has a partnership with CompTIA that enables us to offer 30% discounts to students who purchase CompTIA exam vouchers.

The Administrative Council approved the proposed Cybersecurity AAS program to be effective Fall of 2014.

• Advanced Standing for Northern Virginia Criminal Justice Training Academy

Northern Virginia Criminal Justice Training Academy (NVCJTA) graduates work with the various county, city and law enforcement agencies throughout Fairfax, Arlington, Fauquier, Loudoun Counties, as well as other cities throughout Northern Virginia; even NOVA police may attend the NVCJTA. From March 2001 through June 2012, NOVA granted up to 25 credits for the Basic Law Enforcement School; 12 credits for the Combined Basic Deputy Sheriff School (Basic Court Officer) or 12 credits for the Combined Basic Deputy Sheriff School (Basic Jailor). No more than a total of 28 credits were given. As our SACS visit approached, ADJ faculty reviewed and the Administrative Council approved credit for prior learning obtained through the Fairfax County Criminal Justice Academy (FCCJA) and Prince William County Criminal Justice Academy (PWCCJA), but did not have time to also evaluate the NVCJTA. Thus, we stopped awarding advanced standing for NVCJTA graduates.

Over the summer and fall of 2013, an ADJ faculty member reviewed more than 200 lesson plans, assessments, and instructors’ backgrounds and the ADJ faculty proposed renewal and increase advanced standing credits for NVCJTA graduates. The proposal recommends offering the same advanced standing credit to NVCJTA graduates as is available to graduates of the FCCJA and PWCCJA.

No more than 32 credits will be given to students placed in the ADJ AAS. No more than 26 credits can be applied to the ADJ certificate because of the SACSCOC residency requirement. The NVCJTA curriculum will be reviewed again in academic year 2016-2017.
The faculty and Credit for Prior Learning Committee further recommended that NOVA grant advanced standing credit as previously granted under the agreement which expired 2011 and was extended through June 2012 for graduates of NVCJTA who completed their credits prior to January 2013. This would afford advanced standing credit to all successful NVCJTA graduates retroactively since the expiration of the previous agreement.

The Administrative Council approved the granting of credit for prior learning as listed above for students who completed training at the NVCJTA in January 2013 or later, and to extend credit according to the pre-2011 agreement for students who completed NVCJTA prior to January 2013, effective immediately.

- **Hospitality Management Program Review Action Plan**

The Hospitality Management Program Review describes a productive, academically sound single-campus program. Based at the Annandale Campus, it includes the Hospitality Management AAS; the Food Service, Hotel Management, and Nutrition specializations; and the Culinary Arts and Meeting, Exhibition and Event Management certificates. There are only four other community college Hospitality programs in Virginia (Tidewater, J. Sargent Reynolds, Dabney South Lancaster, Virginia Highlands) and four institutions offering related baccalaureate degrees (Virginia Tech, Virginia State, James Madison University, George Mason University). Students enrolled in this program participate in close to twenty different professional organizations and just in the past year have attended or been a part of over 25 professional activities, conferences or events. The program also hosts a student club which is a branch of the National Society of Minorities in Hospitality and offers a “60 Second Chef” series on NOVA TV. It is making good progress with definition and assessment if SLOs.

Although most of the recommendations have no fiscal implications, recommendation 8, which recommends a classroom computer system, and recommendation 12, which recommends an annual operating budget, do carry significant cost. Suggestion 2, regarding kitchen supplies, also has a financial impact.


- **Photography Curriculum Revisions**

**Revisions to the Photography Specialization of the Fine Arts AAA**

The Photography cluster proposed revisions to the Fine Arts AAA Photography specialization designed to improve students’ portfolios. The addition of PHT 270 Digital Imaging as a requirement compels students to learn digital imaging software, which has become an essential part of contemporary photography. This is balanced with offering students the option of taking film-based courses (PHT 103 and PHT 104) and/or additional digital courses (PHT 101 and PHT 102). Students could mix and match these courses: PHT 101 or PHT 103 (entry-level courses) and PHT 102 or PHT 104 (second-level courses); they will not be required to choose a film or digital sequence.
The AAA degree is designed to prepare students to work as photographers, although it also transfers reasonably well. The faculty recommended replacing the second Social Science elective with a PHT elective to expand students’ training in photography, broadening the portfolios they will have developed prior to graduation. The more comprehensive portfolios will aid them in finding employment in the field of photography; such portfolios often also are reviewed as part of the transfer process.

The Administrative Council approved revising the Photography specialization of the Fine Arts AAA to require PHT 270 Digital Imaging; allow a choice of any two courses among PHT 101, 102, 103 and 104; and to replace one Social Science elective with a PHT elective, to be effective Fall 2014.

Revisions to the Photography AAS
With the support of their dean and advisory committee, the Photography cluster proposed revisions to the Photography AAS degree effective Fall 2014.

- Require PHT 101 Photography I, PHT 102 Photography II, and PHT 201 Advanced Photography I rather than making them options. Currently, students may choose between each of these courses and another course. The other courses (PHT 100 Introduction to Photography, PHT 135 Electronic Darkroom, and PHT 211 Color Photography I) are no longer appropriate options as most of the material they cover has been incorporated into other PHT courses.
- Add PHT202 Advanced Photography II to help students include examples of advanced photographic skill in their portfolios.
- Add the option of a PHT elective to the current requirement of a second Social Science elective. This will allow students to either broaden their portfolios or extend their general education.

The Administrative Council approved revising the Photography AAS to require PHT 101 Photography I, PHT 102 Photography II, and PHT 201 Advanced Photography I rather than making them options; to add PHT202 Advanced Photography II; and to add the option of a PHT elective to the current requirement of a second Social Science elective, to be effective Fall 2014.

• English Specializations

The Administrative Council considered proposals for three English-related specializations of the Liberal Arts AA that were approved by the Curriculum Committee at its January 30, 2014, meeting. NOVA English faculty collaborated for over a year to develop three Liberal Arts specializations corresponding to the three main areas of English studies: Literature, Creative Writing, and Writing. Three subcommittees of English faculty researched student demand for and transferability of English-related curricula. At one point, the cluster suggested developing one English specialization, but a cluster member firmly advocated for the three curricula. The deans with responsibility for English at AL, AN, LO and WO met to discuss the proposals before they were forwarded to the Curriculum Committee and indicated their support.

The faculty stated that having these specializations offers NOVA students the opportunity to receive a transcript designation denoting their increased study of a particular area of English.
This designation can assist with gaining employment, earning a promotion or a pay increase, or increase the likelihood of the student being accepted to their English program of choice after graduating from NOVA. The increased study in reading and writing skills will benefit the student in work environments, or it will assist the student with future study at his or her transfer institution." They see this design as a model for other programs at NOVA and across the VCCS. The English specializations would allow us to identify future English majors and assign them an English faculty member as their advisor.

The specializations are quite similar to one another. Each includes one credit of SDV 101 – Orientation to English Studies, six credits of English study specific to a particular specialization, and three credits of an English elective.

Transfer is a concern. Senior institutions generally prefer to have students take the major courses at the junior and senior level. Our English faculty did contact the English departments at several of our main transfer partners and received several letters of support from senior institutions. These letters indicate that graduates of the three specializations would be well prepared to enter the English-related programs at the senior institutions. They stop short, however, of saying that the degrees would transfer with no loss of credit. Two transfer counselors have expressed concerns about the proposed specializations and advocate for the continued use of the Liberal Arts parent degree with its ten credits of general education electives. In addition, they worry that the three specializations will be confusing to advisors and students. The transfer counselor also noted that specializations tend to be plagued with course substitutions when students need similar but not exact coursework to count toward their degree plans.

Concern was expressed that students selecting a program using the drop-down list that is part of the application for admission are likely to look for "English" rather than "Literature," "Creative Writing," and "Writing." Advisors also are likely to search for English.

Dr.Templin recommended deferring action on approval of the Literature, Creative Writing and Writing specializations of the Liberal Arts AA until Dr. Schiavelli could confer with the Provosts to develop a rationale to bring back to the table.

NOVA Alert

Dr. Sachs explained the issue behind some NOVA alerts not being received by faculty, students and/or staff. Based on the NovaAlert test run earlier this year, and changes at several cell phone companies, NOVA will convert from a system where people have to subscribe to one where faculty, staff and student accounts are created automatically. Users can then go into NovaAlert to add a cell phone number for text alerts, other email address, or remove themselves from the system. This will ensure everyone gets the alerts by email and should also resolve the problems for those who have not been receiving text alerts. To make the change, all of the accounts currently in the system will be purged and all faculty, staff and students with their college email addresses will be uploaded. A welcome email will be sent to everyone explaining the process for going in to add additional emails and cell phone numbers. An email alerting everyone to the change and asking them to watch for the welcome email will go out in advance of the change. The entire process will take place in early April.
Phi Theta Kappa Awards

Dr. Templin announced that 11 NOVA students were recipients of the Phi Theta Kappa Award, with the following campus breakdown:

- Alexandria 2
- Annandale 2
- Loudoun 2
- Manassas 2
- MEC 2
- Woodbridge 1

The meeting was adjourned at 1:00 p.m. with the next Administrative Council meeting scheduled for Tuesday, April 1, at 9:30 a.m., in the Pender Administrative complex.

Tracking
- Preliminary Results of GPS for Success - April 8
- Veterans' Issues and Organization – April 8
- Dual Enrollment Report & Proposal – April 8
- QUINN Briefing
- Web Discovery Session
- Education Summit Follow Up
- Assistant Dean/Program Head Compensation