Administrative Council
June 10, 2014

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

Guests: Ms. April De La Rosa, Manager, Administrative Services, Ms. Diana Cline, Budget Director, Dr. Lorinzo Foxworth, Associate Vice President, for Vice President Gary, Ms. Donna Smiley, Acting HR Director, and Ms. Jenny Wich, Partner, Aon Hewitt Consulting.

Access

- **Summer Enrollment:** Dr. Gabriel distributed the summer enrollment figures for the week which showed a decrease of 3.4 percent overall. Three campuses contributed with positive figures: Loudoun (0.1%) and Manassas (3.0%) and Woodbridge (1.6%).

- **Fall Enrollment:** Dr. Gabriel distributed the weekly enrollment figure for Fall which showed an increase of 6.4 percent. Leading campuses were: MEC (25.3%), Manassas (17.2%) and Loudoun (14.1%). He explained that 6% more students have registered during this period compared to the same time period last year which is a good sign. OIR identified students over a five-year period who continued at NOVA from the Spring to the Fall semesters and based on this study determined that 13,000 students from this group would likely register for Fall. The Call Center will target these students with phone calls and track them continuously to see how many of this target group registers for the Fall semester.

Update on Plans for a Late State Budget

Dr. Templin explained that there were three aspects occurring in Richmond connected with the state budget process: 1) a possible call for a state deficit of 1.3 billion dollars; 2) change in the majority rule; and, 3) bond agencies meeting to review Virginia's rating. With the change in the makeup of the legislature, it is hoped that a budget will be approved this week.

Ad Hoc Committee on Compensation Recommendation

Mr. Bansal presented the final results of the Compensation Study that examined competitiveness and compression salary issues for teaching, administrative and professional faculty. The study showed that 53 percent of our NOVA professors are below average salary levels.
For teaching faculty, the task force compared salary ranges to SCHEV peers, local area two-year colleges and select four-year institutions, as well as CUPA-HR 2013-14 Faculty Salary Survey. For administrative and professional faculty, higher education market data, specifically the CUPA-HR 2013-14 Administrators in Higher Education and Professionals in Higher Education Salary Surveys and non-higher education market data were utilized.

Next steps will include decisions on levels of increases for those teaching, administrative and professional faculty below the average market salary levels and studies will then begin for other groups that will include Classified Staff, Adjuncts and P14s as well as Provosts and Vice Presidents.

Dr. Templin stated that he would outline a plan and timeline for the remaining groups.

**Human Resources Department Update & Proposal**

Mr. Bansal introduced Ms. Jenny Wick, Partner with Aon Hewitt Consulting, who examined NOVA's HR department and practices in comparison with leading practices and produced a three-stage report that included an activity analysis and benchmarking. A number of key stakeholders within the college were interviewed to gather feedback on the current state of success as well as the challenges. Five key indices were examined: HR value proposition, NOVA's HR model, process efficiency, IT infrastructure, and HR expenses.

As a result of the study, a number of recommendations were presented which included:

- **Organization**
  - Organize around critical services: Create a Recruitment Center of Expertise; combine compensation & credentialing under one lead; create a credentialing committee with rotating faculty membership.

- **People**
  - Establish strong HR leadership at the AVP, Director and Associate Director/Lead levels; address current performance issues and focus on accountability; implement management practices (HR Governance); establish training and development strategy with focus on leaders and managers.

- **Process**
  - Reengineer key processes: Hiring/recruitment; credentialing, compensation determination and HR/Payroll collaboration.

- **Technology:**
  - Implement technology enhancements: eliminate manual forms; ensure employees are aware of and can access technology training when they need it and consolidate/integrate technology.

**STEM Priorities**

This agenda item was tabled until the next meeting.
FY2015 Budget Proposal

Ms. Dimkova distributed three budget scenarios and a list of the reoccurring and nonrecurring budget items. Budget scenarios were broken down into three types of growth: 1) no growth, 2) modest growth and 3) aggressive growth and she asked Council members to determine the best approach for the coming year. Ms. Dimkova asked that Council members forward final requests and changes on reoccurring and nonrecurring items by the following Tuesday.

Dr. Templin emphasized the need to fully examine how much campuses are requesting overall, how much revenue we have and where the gaps are. He called for a three-step strategy for next year to break up funding and front-load urgent requests if a state deficit is in place: 1) reaffirm a base budget; 2) confirm those areas that are urgent; 3) look at another group to fund in Oct or Nov, and then add an additional step to look at another group to fund if there is more incoming state revenue than anticipated. He restated three important funding items for next year of implementation of the six policy changes, salary increases and Dual Enrollment.

The meeting adjourned at 1:30 p.m. with the next meeting scheduled for Tuesday, June 24, at 9:30 a.m. at the Manassas campus.

Tracking

- Hobsons – June 23
- Curriculum Committee Recommendations – June 23
- Veterans' Issues and Organization
- Web Discovery Session
- Student Learning Outcomes