Members Present: Vice President Bansal, Dr. Buchanan, Vice President Dimkova, Dr. Lorinz Foxworth, Vice President Gabriel, Dr. Leidig, Dr. Loochta, Dr. Sachs, Dr. Saperstone, Executive Vice President Schiavelli and President Templin.

Guests: Dr. Molly Lynch for Dr. Ramsammy.

Access

- **Fall Enrollment:** Dr. Gabriel distributed the weekly Fall enrollment figures which showed an overall reduction of 2.2 percent when compared with the same time period last year. Three campuses contributed with positive numbers: Loudoun (4.1%), Manassas (3.2%) and MEC (0.7%). ELI increased by 8.7 percent. The average enrollment for the entire VCCS system colleges was negative 2.85 percent. Dr. Gabriel reported the 12-week classes have lower enrollments than the 14-week sessions at the two larger campuses, and OIR will examine courses in both sessions at these campuses to determine whether there are patterns.

Dr. Templin concluded the conversation with a recommendation for a postmortem to determine what is happening and to explore several areas (the redesign expectations, data on the 14, 16, and 8-week sessions, dual enrollment, expansion, developmental courses) with a focus on the data by campus to find out what is driving what, including a look at possible student registration bottlenecks.

Student Success

- **Fall-to-Spring Retention:** Dr. Gabriel reported that students are now better prepared in the Fall as a result of the in-take process and this should contribute to stronger Fall to Spring retention. Using that hypothesis, he presented a new report on a conservative, moderate and optimistic set of retention scenarios. The favored moderate scenario proposes an increase of 441 FTEs for Spring 2015. Increasing Fall to Spring retention by 3% will result in an addition of approximately 280 FTEs. To obtain the remaining FTEs, there will need to be approximately 850 new students in the Spring of 2015.

Dr. Templin stated that NOVA needs to grow enrollment by 1.5 to 2 percent in the Spring semester and highlighted the one variable missing - dual enrollment - as significant increases are expected in this area. Dr. Templin asked that Dr. Leidig provide Dr. Gabriel with the current data on dual enrollment. He also emphasized the need for Provosts to focus heavily on first-time-to-college students with their first-year advisors.
In addition, Dr. Templin asked Dr. Gabriel to bring back Fall and Spring campus breakdowns/trends for a discussion on what it would take to move the enrollment needle by 3%.

**Budget Reduction Planning**

Dr. Templin introduced the discussion by highlighting the need to look at what the challenges are for this year and what they will be for next year given the anticipated state budget reductions.

- **FY15 Budget Reduction Plan:** Ms. Dimkova distributed both conservative and moderate scenarios for a 5% budget reduction. The moderate scenario was preferred by Council members with the projected FTE student enrollment figure of 35,559.

Dr. Templin explained there would be no layoffs this year and, while the environment in Richmond is uncertain, NOVA must come up with a target, conservative, but not overly so, so as not to limit growth. He underscored the need to be prepared to do whatever is necessary and that a moderate budget scenario appeared to be the better alternative. After conferring with Ms. Dimkova, Dr. Templin will come back to Council members by mid-November with suggestions about cost-cutting and investment options that could be realized.

- **FY16 Budget Planning Process:** Ms. Dimkova distributed a straw proposal for a process to be used on a projected 7% budget cut and actions to be taken.

Dr. Templin led the conversation by stating the budget should be looked at both at the campus/college unit levels and at the college level with campus/unit discussions taking place within each unit. He will engage in discussions with the College Senate and Budget Advisory Committee and will meet with all of the Vice Presidents in November to crystallize ideas for a plan to be in place by the end of January. The goal is to come out stronger on the other side, with the capacity to grow and serve our community and to thrive in this environment.

Dr. Templin asked Ms. Dimkova to develop a strategy with two budget reduction targets: 2 percent cuts to campuses and ELI, and 3 percent cuts within administrative units.

- **Communication:** Dr. Templin will communicate the budget plan with all faculty and staff this week.

**Textbook Expenses:**

Dr. Templin reported on a VCCS initiative to reduce textbook costs for students. NOVA will do its part by reducing the cost of required textbooks and related course materials in 10% of all course sections offered in 2014-15. The college will provide a list of the course sections in which the cost of textbooks and related course materials were reduced, the method of reducing the cost, and the estimated cost savings for enrolled students in each course by May 2015. He is formally appointing Dr. Schiavelli, Mr. Bansal, the Provosts, and a representative from ELI to be responsible for creating a cost reduction strategy.
This will be a multi-year effort to reduce costs and improve student learning. The fastest growing costs for students are for textbooks.

**Follow Up from Chancellor’s Planning Retreat**

Dr. Templin stated the new strategic plan has one goal – to triple the number of credentials rewarded. Improving student completion and controlling costs are goals that need to be part of NOVA’s conversations.

**VCCS Task Force on Diversity Report**

Dr. Templin distributed the Chancellor’s report on diversity which explains his efforts to identify strategies, actions, programs and policies that will enable Virginia’s Community Colleges to build inclusive and representative communities. Three guiding principles will be in place: 1) the business case for Virginia’s Community Colleges determines our faculty and staff diversity; 2) a focus not just on diversity, but also on inclusion so that all are involved in the conversation and decision-making process; and, 3) fostering inclusion as a leadership competency that must permeate the organization.

The report goes on to describe what is needed to move the system in the direction of more diverse and inclusive environments with particular attention to the indispensable role and responsibility of campus leadership. A number of proven strategies are incorporated that leaders may draw from as they formulate their plans for improvement.

Dr. Templin said that while there will be some system-wide changes that will affect NOVA at some level, the college leads the state in its work on diversity, having moved the diversity percentage of our population from 12 to 27.

NOVA has been awarded The Higher Education Excellence in Diversity (HEED) Award that recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. NOVA was the only community college to receive this award.

**Tracking**
- Campus Safety Blue Call Box Proposal – Sept 23
- CETL Advisory Committee
- Veterans’ Issues and Organization
- Web Discovery Session
- Student Learning Outcomes