Members Present: Ms. Calobrisi, Dr. Buchanan, Vice President Dimkova, Vice President Gabriel, Dr. Hill, Dr. Loochtan, Dr. Sachs, and Acting President Schiavelli.

Guests: Dr. Braddlee, Dean of Learning and Technology Resources, Annandale Campus, Ms. Diana Cline, Budget Director, Dr. Preston Davis, ELI Director, Mr. Jack Smith, General Manager and Mr. Len Scoggins, Regional Manager, Barnes & Noble, Mr. Rick Tittmann, Financial & Administrative Services.

Enrollment Report

Dr. Gabriel distributed the weekly enrollment report that showed summer enrollment figures heading in the right direction and now at a lower negative overall headcount figure of 11.8 percent. The college is roughly 500 FTEs behind last summer, currently at 49%, with the VCCS average at 58 percent. Letters have been sent to currently enrolled students to encourage them to register for the summer session. It is hoped that the negative numbers will be reduced no later than the second week of May and OIR is now specifically targeting students who have 45 credit hours or more to encourage them to register for the summer session.

Textbook Costs and Open Educational Resources (OER)

Dr. Schiavelli opened the following presentations by stating there were a number of options available that could potentially generate savings for students and should be explored.

Barnes & Noble: Mr. Len Scoggins, Regional Manager for Northern Virginia and Mr. Jack Smith, General Manager, provided updates on textbook affordability and new initiatives that could potentially generate additional savings for students. They explained that 80% of the materials for 24,000 sections and 1,011 courses are sold in the campus bookstores.

Of 3,731 unique titles, they have the ability to rent 62% of them if they do not have an online component; 29% are available for digital rental for one semester or more. The average cost for a textbook is $60. The challenge is to provide affordability as course materials have increased in price by 80% over the past decade, faster than the cost of health care and housing. Students have said they have skipped buying at least one textbook due to cost.

Current strategies to improve affordability include: used textbooks (25 to 70% savings); rental textbooks (up to 70% savings) and digital textbooks (40% savings). These three strategies saved students more than 3 million dollars, but they realize this is not enough given total sales to Barnes & Noble of 16-17 million dollars in textbooks.
For a given English 111 course, for example, over 70 different books are being used at NOVA and prices can range from as low as $50 per book (Manassas campus) to $207 on a different campus. Students are now making campus and course selections based on the costs of the books. Mr. Scoggins indicated that when a consensus is made to use common course materials, savings can be generated for the students and he would be happy to furnish more detailed information on this cost savings option.

Other option involves the use of multiple but primary publishers who deliver materials at one uniform price. With this model, common core materials are chosen by the faculty.

Another type of cost savings involves leveraging technology by providing digital course materials from one publisher to each student individually, materials that are available and in a student’s account on the first day of class with no payments due until after the start of the class. Moving to digital delivery translates into dramatic savings for students. They have seen great success with this option and fewer than 20% of students choose the option of purchasing printed materials if provided the option of digital delivery. Students also like this option because they know there are no more additional costs related to a given course. If faculty agree to some textbook commonality, better leveraging on price can also be achieved with the publishers.

The digital delivery also compliments on-time registration where materials are made available at the same time students register and students would never be in a class without their materials.

Dr. Schiavelli pointed out that the same ENG 111 course costs 4 times as much on one campus as at Manassas and the issue is that a student should not pay four times as much at one campus as at another. A large fraction of our students use their financial aid to pay for textbooks which could have an effect on the number of courses they take and how quickly they complete their degrees. He also indicated that while these decisions should be faculty driven, actions that faculty take collectively could provide large cost savings to our students.

Open Education Resources (OER): Dr. Preston Davis, Director of ELI Instructional Services, presented their approach to cost saving measures for their students, an OER-based Associate Degree. The OER-based degree project was launched in the Fall of 2013 and courses are all available online. Students are accustomed to technology and also like having their course materials embedded into their online course. ELI offers individual course options, a General Education Certificate and two Associate Degree tracks that replace textbooks with free and/or open course materials.

By eliminating the burden of additional textbook costs for students, the actual cost of taking an OER course is greatly reduced. Students enrolled in Digital Open courses at NOVA have saved $800,000 in textbook costs since 2013, up to $3,600 in cost savings per student completing a full degree track. OER courses provide students with the same level of access and remove the burden of additional expenses to those who can least afford them. They have a better chance of being successful in the course, continuing their enrollment, and achieving their academic goals. The student success average in Digital Open courses at NOVA was 9% higher than the textbook-based courses in 2013.

The following courses offer Digital Open sections:

- English 111, 112, 123 and 125
- MTH 151, 152, 157 and 277
Dr. Davis explained that some disciplines are using this option across courses, while others are not yet comfortable with this new feature. The English 112 faculty cluster came together to develop one set of course materials for all ENG 112 sections at ELI. SDV 100 did the same, and is now moving to the all OER version for all ELI, hybrid and campus sections at NOVA. The OER option effective in any delivery format, but is especially well suited to online and hybrid courses as students enrolled in these courses are accustomed to using technology.

Students have access to all course materials through Blackboard. At NOVA, approximately 7,000 students have taken at least one OER course. Not having to purchase textbooks translates into the ability for many students to enroll in more courses, speeding up degree completion. ELI’s OER program has been recognized with multiple awards, bringing national attention to NOVA.

They are continuing to grow this capacity, with ELI instructional designers and online librarians reaching out to faculty with more information and more and more faculty are looking at this option when they redesign or revise their courses.

Dr. Schiavelli pointed out again that this option should be faculty driven and suggested that Dr. Davis present this information to the campuses so they could better understand the program and how it would benefit their students.

**Grassroots Faculty Effort:** Dean of Learning and Technology Resources at the Annandale Campus, Dr. Braddlee explained that in the spring of 2014 NOVA was approached to participate in Kaleidoscope, a joint effort of the Gates Foundation and the Educause Next Generation Learning Challenges initiative, which has the goal of expanding the adoption of OER in colleges and universities. There are 20 institutions nationwide, including Tidewater, that are currently project members. As part of the Kaleidoscope effort, during the summer of 2014 a dozen faculty from across NOVA received professional development in adapting existing OER for courses in Biology, Chemistry, and History to align with NOVA’s course content summaries. These faculty launched OER sections of their courses in January and are wrapping up their first semester using the new materials.

While NOVA’s goals for the numbers of sections and students adopting the Kaleidoscope materials were modest, we’ve exceeded them by a significant margin, and the NOVA Kaleidoscope faculty intend to continue on with their OER materials. Because of the success of the project at NOVA, we have been approached by Lumen Learning, who serves as consultants both for Kaleidoscope and for the VCCS OER project, to partner on expanding efforts to support the adoption of Kaleidoscope OER materials to a larger number of faculty and courses. This proposal is currently under discussion with the LTR Deans and other stakeholders.
Dr. Schiavelli summarized the discussion by highlighting the three strategies and the goal of reducing textbook costs over the next five years. As a result of digital resources being more viable now as an option, he asked the Provosts to give thought to those on their campuses who would be open to these new cost savings approaches for their students.

**Meeting with Faculty Senate**

Dr. Schiavelli circulated the proposal regarding Professional Development Days for NOVA Faculty and Staff that was presented to the College Senate. No action was taken by the Administrative Council as it was presented as an informational item only.

**Facilities and Deferred Maintenance Expenditure Planning**

A list of current projects by campus was distributed to Council members that included: non-capital projects (less than one million dollars); capital projects (greater than one million dollars); current leased facilities; and, projects for consideration.

Non-capital projects were items like renovations, repairs, reconstructions and upgrades to buildings and outdoor areas, 118 projects currently planned or in progress.

Capital projects were major new buildings or major building renovations, four in progress now: 1) Tyler building at the Alexandria campus; 2) the Brault Building on the Annandale campus; 3) the Higher Education Center at the Loudoun campus; and, 4) the Workforce Development Conference Center at the Woodbridge campus. There will be meetings with each campus as the date for occupancy grows closer and more specific information on construction dates, furnishings and delivery dates.

A list of current leased facilities included rentals at the Arlington Center, Pender complex, Pitney Bowes, Reston Center, Signal Hill, Manassas Innovation Park and Manassas Mall and leases totaled $6,136,200.

There are 18 projects for consideration, of which 4 were supported by VCCS and placed on the Chancellor’s list of top 25 capital projects, but have not yet been final approved: Academic building phase IV at the Alexandria campus, Howsmon/Colgan Halls at the Manassas campus, ELI building at the Manassas campus and Seefeldt building at the Woodbridge campus. The remaining projects will require another review for possible resubmission for the next six-year capital plan program.

The Provosts were asked to look at the 118 current non-capital projects to determine if there were any inaccuracies or if further clarification was needed on any project.
Dr. Schiavelli called for a discussion about each major project to better understand where and when they will be completed and stressed the importance of knowing what needs to be done while they are in progress and what to do when ready to move in.

**Auxiliary Enterprise and Workforce Development Budget Planning**

The Auxiliary Enterprise budget was distributed which included non-state generated revenue totaling approximately 11 million dollars from: parking, vendor services, bookstore, NOVACard, cell tower lease and student copying and printing. Expenses from this revenue include items like auxiliary services (parking, NOVA Card, bond repayment), student activities and campus support, facilities and maintenance, some institutional support and a small amount for discretionary expenses.

A document showing enrollment, general fund appropriations and self-generated revenue for Workforce Development was distributed which showed lower enrollment than the expected target with no significant growth in revenue for the past three years, due in part to the downturn in the Northern Virginia economy.

**Continued Discussion of Budget Reduction Strategies**

This topic was tabled until the next Administrative Council meeting.

**College Recorder: Ms. Norie Flowers**