

Northern Virginia Community College Board Meeting

May 15, 2017

Minutes

CALL TO ORDER: Chairman of the Board

Chairman Rowley called the meeting 6:34 p.m.

ROLL CALL: Ms. Lindsay Mills

Present from the Board: President Scott Ralls, Mr. Todd Rowley, Chair, Mr. Alvie Johnson, Ms. Susan Kearney, Ms. Jennifer McGarey, Mr. Jason Middough, Mr. Bruce Neilson, Ms. Rosie O'Neil, Mr. Rick Pearson, Ms. Zuzana Steen, Mr. Hong Xu and Student Liaison Mr. Darwin Lovos Vanegas.

Present from the College: Ms. Charlotte Calobrisi, Ms. Diana Cline, Mr. Andrew Cornell, Ms. Ina Dimkova, Dr. Maggie Emblom-Callahan, Dr. George Gabriel, Mr. John Guszak, Dr. Annette Haggray, Dr. Sam Hill, Dr. Pamela Hilbert, Ms. Corinne Hurst, Dr. Julie Leidig, Ms. Lindsay Mills, Mr. Steve Partridge, Dr. Sharon Robertson, Dr. Steve Sachs, Dr. Mel Schiavelli, Mr. Cory Thompson, Ms. Kathy Thompson, Mr. Rick Tittmann, and Ms. Elizabeth Weatherly.

Guests: Keeling & Associates Consulting Team: Mr. Bruce Douglas, Mr. Kyle Hutchison, and Dr. Richard Keeling.

A. CONSENT AGENDA

Mr. Neilson made a motion to approve the Consent Agenda in its entirety, seconded by Mr. Xu, and with unanimous consent, the Consent Agenda was approved.

1. Approval of the March 20, 2017, NOVA Board Minutes

RECOMMENDATION: *The Northern Virginia Community College approves the Board minutes as presented.*

Ms. O'Neil made a motion to approve the March 20, 2017, NOVA Board minutes, seconded by Mr. Neilson, and with unanimous consent, the minutes were approved.

Finance, Building and Sites Advisory Committee:

2. Quarterly Report, Local Funds Budget – July 1, 2016 through March 31, 2017

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed the quarterly report of the Local Funds Budget and approves it for record purposes.*

3. Quarterly Report, Local M&O Budget - July 1, 2016 through March 31, 2017

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed the Quarterly Report of the Local M&O Budget for the period of July 1, 2016 through March 31, 2017 and approves it for record purposes.*

4. Quarterly Report, Non-State Funded Investments as of March 31, 2017

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed the Quarterly Report of the Non-State Funded Investments for the period of July 1, 2016 through March 31, 2017 and approves it for record purposes.*

5. Project and Properties Status Report

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and accepts the Facility Project and Properties Status Report dated May 15, 2017 as presented for record purposes.*

Academic, Curriculum and Workforce Development Committee:

6. Advisory Committee Recommendations

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the following recommendations for members of the Advisory Committee.*

Diesel

William Stevens, Jr.

Nursing

Deanna Roca

Maureen Desena

Stacia Fridley

Physical Therapist Assistant

Srilekha Reddy Palle

B. ACTION ITEMS

Finance, Building and Sites Advisory Committee:

1. Proposed Local Funds Budget, Fiscal Year 2018

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approved the Local Funds Budget for the fiscal year 2018, in the amount of \$11,930,000. The Board authorizes the administration to make adjustments between line items and budget categories that do not affect the total budget, with the stipulation that such adjustments will be reflected in subsequent Quarterly Reports submitted to the Board.*

Mr. Neilson reminded the Board that local funds were outside of Federal funding, along with the requisite regulations. He reported the Northern Virginia College Board had reviewed the funds in the amount of 11,930,000.

Mr. Neilson made a motion, seconded by Mr. Pearson, and with unanimous consent to approve the proposed Local Funds Budget for the fiscal year 2018, in the amount of \$11,930,000, and authorized the administration to make adjustments between line items and budget categories that do not affect the total budget, with the stipulation that such adjustments would be reflected in subsequent Quarterly Reports submitted to the Board.

2. Proposed Auxiliary Fees and Fines, Fiscal Year 2018

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the attached schedule of auxiliary fees and fines for Fiscal Year 2018.*

Mr. Neilson made a motion, seconded by Ms. O'Neil, and with unanimous consent, to approve the schedule of auxiliary fees and fines for Fiscal Year 2018,.

3. Proposed Lease Renewal at 21336 Signal Hill Plaza, Sterling, VA

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the proposal to renew the Lease for the Signal Hill property located at 21336 Signal Hill Plaza, Sterling, VA, for 45,840 rentable square feet, and recommends approval of this action by the State Board of Community College.*

Mr. Neilson explained the lease renewal which the Board had reviewed. He made a motion, seconded by Mr. Pearson, and with unanimous consent, to approve the proposal to renew the Lease for the Signal Hill property located at 21336 Signal Hill Plaza, Sterling, VA, for 45,840 rentable square feet, and approval of this action by the State Board of Community College.

4. Proposed Lease Renewal at 7630 Little River Turnpike, Annandale, VA

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the proposal to renew the Lease for 7630 Little River Turnpike, Annandale, VA, for 18,913 rentable square feet, and recommends approval for this action by the State Board of Community Colleges.*

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Mr. Neilson made a motion, seconded by Ms. Xu, and with unanimous consent to enter into the record that the Board reviewed and approved the proposal to renew the Lease for 7630 Little River Turnpike, Annandale, VA, for 18,913 rentable square feet, and recommended approval for this action by the State Board of Community Colleges.

Academic Curriculum and Workforce Development Committee:

5. Proposed Discontinuance of the Hotel Management and the Nutrition Management specializations of Hospitality Management AAS

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the proposal to discontinue the Hotel Management and Nutrition Management specializations of the Hospitality Management AAS degree program, to be effective Fall 2017.*

Ms. Kearney made a motion, seconded by Mr. Pearson, and with unanimous consent, to approve the proposal to discontinue the Hotel Management and Nutrition Management specializations of the Hospitality Management AAS degree program, to be effective Fall 2017.

6. Proposed Title Change for Communication Design AAS

RECOMMENDATION: *The Northern Virginia Community College Board has reviewed and approves the proposal to change the title of the Communication Design AAS to Graphic Design, to be effective Fall 2017.*

Ms. Kearney made a motion, seconded by Mr. Neilson, and with unanimous consent, to approve the proposal to change the title of the Communication Design AAS to Graphic Design, to be effective Fall 2017.

Community Engagement, Governance and Marketing Advisory Committee:

7. Proposed Protocols for Official and Candidate Visits

RECOMMENDATION: The Northern Virginia Community College Board has reviewed the recommended protocols for official and candidate visits and hereby concurs with the proposed guidelines for political campaign use of seminar rooms, classrooms, labs and other interior college spaces that are State funded and maintained.

Ms. O'Neil made a motion, seconded by Ms. Kearney, and with unanimous consent, approved the proposed guidelines for political campaign use of seminar rooms, classrooms, labs and other interior college spaces that are State funded and maintained.

8. Endorsement of the Strategic Plan Framework

RECOMMENDATION: The Northern Virginia College Board has reviewed and endorses the Strategic Plan NOVA Priorities, Goals and Implementation Framework including the updated planning schedule, goals and objectives that provide the outline for the final Pathways to the American Dream strategic plan to be presented in September 2017.

President Ralls introduced the endorsement request by stating the endorsement encompasses the timeline, objectives and overall framework.

Dr. Ralls explained that as we move into the summer season, we will be writing the draft for the strategic plan and want to make sure the objectives and framework are correct and at this juncture the Board is satisfied with the overall plan.

Dr. Ralls walked through the timeline and then the framework and highlighted the importance of having something transparent and clear.

The plan includes metrics, the way we measure ourselves in the context of the progress of our students, whether they are reaching completion and whether NOVA has an impact on their social mobility, and then how that can be measured.

The Strategic Planning Executive Committee will receive the draft plan with metrics for an additional review ahead of the final plan to be presented to the Board.

At the September 11 NOVA Board meeting, the metrics and planning structure for the final plan will be presented. It will include plans for advising centers; the NOVA/MASON relationship; Workforce and key program opportunities over the next 3 to 5 years; Healthcare; and, finally how communications and problem solving can be addressed.

A Board retreat will then take place with Foundation and Board members in October focusing on the accelerated goals with proposals on issues that deal with advising responsibilities, program leadership and accountability and workforce and how all of this

moves forward. The goal is to bring those “straw men” to the October Board Retreat in a parallel conversation with fund raising goals.

Dr. Keeling, Keeling & Associates:

Dr. Keeling presented a comprehensive explanation on the strategic planning process and origins of the framework. The plan began in earnest in September of this past year with the vision that every student succeeds, every program achieves, every community prospers and, at the center of that, the pathway to the American dream.

From that vision arose a variety of steps intended to make it practical, possible, and strategic and this involved first and foremost the articulation of the strategic focus by the NOVA community. Secondly, the development of academic pathways initially called “guided” then “informed pathways” were supplemented by better advising in student services structures and then supported by organizational change if required. This was designed to be sure that NOVA’s resources and structure, organization, staff, and faculty were assembled to support the other elements of the strategic plan. This happened in two important ways: working groups and NOVA community participation.

- **Working Groups:** Working groups comprised of Steering Committees, and Learning Councils, as well as the student technology councils, met to develop models for advising in student services, and brought those models to the Steering and Executive Committees for further consideration.
- **NOVA Community Participation:** Equally important, and in parallel, was a broad process of participation where the consultants spent a great deal of time in 20 on-campus meetings with groups and individuals to collect input and feedback about what they thought was most important – how to realize this vision of marshaling NOVA’s resources in ways that would make it possible for every student to succeed, every program to achieve, and every community to prosper.

The most important thing learned early on was about NOVA itself, about its organization and its culture, and it was that NOVA had a campus-centered rather than a college-focused organization and culture. There was lack of consistency, and accountability, which produced organizational ineffectiveness, not necessarily trying to put things in place to advance the college, and things were sometimes competitive rather than cooperative. That pattern of campus-centered rather than college-focused activity and behavior had a number of facilitators and barriers to change, which included a pattern of decision making that required everyone to agree. If one person did not agree, nothing happened. In addition, there is a culture that at sometimes decisions were made but not implemented.

There was broad consensus that there had to be change, that there had to be a difference made, that it would not be possible for NOVA to succeed if this didn’t change and become one college. This theme of one NOVA emerged and became a commanding part of the feedback in every conversation.

With Every Student Succeeds, there was a great deal of endorsement for an approach in which every student would be assisted through advising, throughout their time at NOVA. The advising

would be much more intrusive and more proactive and it would include a variety of types of advising which would enable them in a wraparound sense for students to have the support they need to succeed. This idea of every student succeeds would be implemented through a variety of ways. As implementation takes place, it would become important to understand the needs of all groups of students and then use technology to intervene and use the different parts of the campus community, faculty and staff to best use their talents to be helpful to students.

On the major topic, Every Program Achieves, two big themes emerged: courses and programs have to meet student needs and there should be a seamless transition from high school to NOVA to four-year college or workforce. This was broadly thought of as “students first.” Since students come first, every program and course has to be organized in ways that meets student needs, which includes their need for transfer requirements and making sure they don’t disuse financial aid as well as making sure they are able to use the credits they achieve at NOVA.

NOVA has a unique role as a community college to take students and hold them tightly through this entire process. This requires attention to program leadership and accountability to this culture of putting students first. There had to be informed pathways, that student needs have priority. Instruction and capacity of faculty should be evaluated and improved, and NOVA wanted to make sure that students had an excellent experience in general, but specifically excellent instruction.

On Every Community Prospers, we heard the importance of aligning academic programs with the needs of the workforce and taking advantage of the characteristics of Virginia to make sure we have the right information through good research. There must be broad understanding at NOVA and within its faculty of how best to support communities and the process.

We had an excellent meeting with the Provosts and Deans on the issue of organization, moving toward great common ground, and looking at what needs to be put in place organizationally to make it possible for NOVA to deliver education.

Dr. Ralls/NOVA Priorities:

Every Student Succeeds translates into a framework around how we become stronger in providing the advising and other types of support students need regardless of what campus and program in which they reside.

Every Program Achieves is structuring our programs for coherency and organizing ourselves to determine how to collectively make decisions across the college and then move forward with programmatic decision making.

Every Community Prospers is focused on the reemphasis around Workforce Development and affects the prosperity of the community.

The timing and framework areas include certain goals that we have identified as “Accelerate to Implement” goals – those goals under the 3 key areas. We are moving quickly on some areas and in the implementation stage.

The second group of goals framed under each area are “Organize to Sustain” goals” that translates into thinking about how we structure ourselves as a college to sustain our goals over time. In October, our sustainability proposals will be presented.

The longer-term goals we have termed “Plan to Develop” include those goals that will take place over the next 1 to 3 years, the “big ideas.”

The last area termed “Engage to Raise” is targeted to fundraise and the focus is on specific targets and a structure for working with the community to gain additional resources.

Dr. Ralls on the Objectives and Status for Implementation of each of the 3 NOVA Priorities

OVERALL NOVA OBJECTIVES: ACCELERATE TO IMPLEMENT, ORGANIZE TO SUSTAIN, PLAN TO DEVELOP, ENGAGE TO FUNDRAISE

EVERY STUDENT SUCCEEDS

Goals:

- **VIP-PASS System:** We are on target to do this now and our goal is to lead this for the VCCS system. This will be the foundational technology based on our informed pathways for student self-advising, assignment and coordination of advisors and course registration.
- **College-wide Approach:** We have a baseline tool that will be disruptive but in a positive way and regardless of what door they come through or program, all students will know who their advisors are and will have the information they need and in a way, that is best for them.

More tactical objectives include creating a cross-functional team for the implementation of the IPASS system which we will implemented by the Fall of 2018 registration period. That is accelerated because we are on target now to do this.

Board Member Question:

Will IPASS just be for the incoming students or does it backfill for current students?

Dr. Schiavelli: The system can accommodate 10 catalog years, so eventually as quickly as possible, every student who is here will have access to that as well.

Board Member Question:

So, an individual who has selected their program and as they take classes that will advise them, they will be shunted to the classes they need to take and in order?

Dr. Schiavelli: That is correct.

Board Member Comment:

This is much more efficient than a cafeteria menu. Great. Thank you.

Dr. Ralls: This helps students move through their choices as they move along.

Goal Objectives: VIP-PASS, Advising Responsibilities, Advising Centers, Student Support

- **VIP-PASS** technology will free up advisors to advise and counselors to council. This will define clear roles and determine who does what and how the handoffs are made as well as defining expectations. This will categorize student needs and develop the protocols for students who have low, medium or high touch needs.
- **Advising Responsibilities** will include more intrusive advising. We need to step back and organize what we do and who is responsible for the “swim lane,” moving from first-year advisors to faculty advisor and making clear about the distinction. We need to know and build into the system data analytics designed to touch students who may be more vulnerable to overall failure. There will be benchmarks that will feed back to the advisors.
- **Advising Centers** moving forward, is a big idea that has emerged through the process is having a place on each campus where students can go to get answers from early morning to evening and there would always be advisors there to help.

Then we need to think how we develop, resource and staff those centers. As we are doing renovations, we will include a robust virtual advising center. That is not something you will see in a big way next year – the reason it is called a “Plan to Develop.”

- **Student Support** translates into more emergency aid program for students – a way in which we can help those students who are a “carburetor away” of dropping out. We need a systemic plan and need to raise more money to reach them. How do we use data to be able to provide grants to students that will often drop out thinking they will come back in because they have a \$500 bill? Can we provide retention grants to help them and then connect students to outside resources to help them? There are many strategies around this, but it will require fundraising to make those things happen.

Board Member Questions:

- How many “swim lanes” do we have to maintain?

Dr. Ralls: We don't yet know that answer. What it means is that we do know how many students we have, what programs they are in, and we know whether they are moving from this year to next. We'll have to step back and define who is responsible for what. Programs become "swim lanes," first year to second year become "swim lanes," moving from first-year advisor to faculty member advisors is another "swim lane." We need to be clear about the handoffs to ensure no one is overloaded and we're following through -stepping back and starting with the collection of 70,000 students and sorting that out.

- We won't know how many touches unless someone fails. Will there be a pre-test?

Dr. Ralls: We will need to know and build into the system data analytics which will tell us when we need to "touch" students more not because they are failing overall, but failing a milestone along the way and then are more vulnerable to failure.

- Will there be feeder data to extract from their high school?

Dr. Ralls: George Gabriel will have data and there are certain things that will give us indications of whether they are low, medium or high touch and as they move along, certain benchmarks they attain or miss and through the system, feedback. You can drill down through the data that says 10 students need to be "touched" because something happened. Our goal is to "touch" them before they fail and the more metrics they have, the more vulnerable they may be and we can then determine the level of support.

Board Member Comments:

- If a nursing student is transferring to VCU, it may be different than transferring to Mason. This is a huge step to inform students.
- There are several references throughout the various steps here that involve staffing and this suggests that by the time we get to advising centers, we're talking about a lot of new staff.

Dr. Ralls: There is a plan to develop, but we are not in a position to add a lot of new people. We will organize ourselves in a way that we can reach folks, being smarter and more organized about how we do this. The idea is not that we will hire 30 new people to staff advising centers. We need to figure out how to use the folks we have now. We have to think differently if we are going to reach all our students and we will not be adding new folks.

EVERY PROGRAM ACHIEVES

Goals:

- **Informed Pathways:** Students have the information they need so each step they are taking gets them closer to their goal or transfer or workplace.
- **Effective Processes and Protocols:** This looks at how we make decisions that include accountability and oversight of each academic program and modalities of instruction to ensure that we are not different in distance learning from seated classrooms.
- **Align NOVA's Organizational Structures:** The overarching mission is to support student engagement, learning success and institutional effectiveness.

Goal Objectives: Informed Pathways, Guaranteed Transfer, Leadership, NOVA/Mason Advance, Green & Gold Promise

- **Informed Pathways** are being accelerated for each of our program areas, creating more coherencies about what courses students should take based on bringing together teams of our learning councils for the development of primary university targets, what courses transfer, or in career technical, the structure to lead into the workforce. The baseline work for that is complete and now we need a consistent structure across all areas.
- **Guaranteed Transfer Partnerships** will translate into trying to move to 50 guaranteed partners. We are currently in conversation with 6-8 universities and putting together the necessary protocols. Protocols will be in place to make sure that when students take course in the informed pathways, our students can be guaranteed that if they stay for those two years and take the requisite courses, they will transfer as juniors and not as second semester sophomores.
- **Leadership Accountability and Collective Decision-making** translates into how we structure ourselves in order that we know who takes the lead in our program areas, how we pull staff together across campuses with common programs, how we have representative decision making and how we have the accountability once we make the decision that everyone is moving forward in that regard until a decision change is made. Conversations take place on the roles of the Provosts, Deans, and Assistant Deans.
- **The NOVA/Mason Advanced Partnership** focuses on the need to accelerate the work on joint admissions, seamless counseling, common experiences across two very big institutions that are linked. We will have our guaranteed transfer partner but also an advance partner that translates into joint admissions and joint counseling that takes us to a higher level.
- **The Green & Gold Promise** investigates how we market our seamless relationship with Mason and in the region. We have a great advantage with the leadership at George Mason as President Angel Cabrera will tell students they

need to go to NOVA because they will save a year's worth of tuition and then come to Mason. We will look at how we fundraise for our students. We do have our Pathways program that provides a foundation but need to expand to a Green and Gold Promise, a fundraising pipeline for students coming through NOVA.

Board Member Comments:

- As some of these partners have learned that other four-year institutions are approaching us, they are coming out now with interest.

Mr. Rowley: Radford wants to do the same thing there, so hopefully Virginia Tech will now take a lead on this.

Board Member Questions:

- Do we have guaranteed admissions?

Dr. Ralls: No, but we are looking at guaranteed transfer partners and we hope to have VCU, Marymount, and Mason.

- Could we use the same model as the AP test for NOVA?

Dr. Ralls: AP is a standardized test and we are not trying to base on test score but program model. This model will drive dual enrollment when students know in high school that that courses can move onto the university. Right now, it is a challenge. Now some institutions do not accept dual enrollment credits.

EVERY COMMUNITIY PROSPERS

Goals:

- **Refocusing and prioritizing NOVA's Workforce Development efforts.**
- **Develop NOVA's IT and Cybersecurity programs to support regional job demand and position the college as the leading IT community college in the nation.**
- **Re-envision Workforce strategies and integrate Workforce Development into a NOVA core focus.**
- **Expand the breadth and reach of NOVA's healthcare and biotechnology programs and prioritize future programs to support regional economic development goals.**

Goal Objectives: Information Technology & Cybersecurity, Workforce, Healthcare and New Program Priorities, Tech Fluent NOVA as IT Leader

- **Information Technology and Cybersecurity** is providing exploding growth opportunities for our students. We are trying now to accelerate through facilities, faculty, and relationships with the IT community, all within the IT cyber framework which accounts for a quarter of all the jobs advertised in the region now. We are the number one cyber security area.
- **Workforce** will be integrated within our overall strategic college operations and organized differently to provide students with comprehensive career development information, helping students get a “foothold” for a workforce credential. A lot of that will be done through IPASS technology.
- **Healthcare and New Program Priorities** will ramp up. The first year, we have to step back and look at the next big area in our region – healthcare, and how it plays out in terms of biotechnology. Our current model now is built on a campus and around a hospital, but, but we need to think about the region and how MEC might grow out to increase our breadth.

We need to see how the community will support that growth. We have to step back and as we have new leadership at MEC, we need to think strategically about where we go with healthcare programs from that point forward. The other planning area is what our next big “play” is – 5-6 years down the road – an area where we may be small now, or where we may need to grow into with a significant new facility investment of some type – whether transportation, hospitality, homeland security, or viticulture. We have to prioritize what that might be so we can be prepared.

- **Foundational Workplace Skills** is the need to look 5 years out and what we’ve heard from our employer community, especially the tech community. Technology skills are important, but what we are concerned about are foundational skills: communication, both written, the greatest concern, then oral communication, problem solving, and analytical reasoning. How do we step back and think about whether there is something we can broadly do that addresses writing, communication and what we do across the entire area? I’ve suggested that we may need a quality enhancement plan as we move into SACS down the road, thinking through what how this might translate. This would not be in the strategic plan, but we need to think about this now for the future.
- **Tech Fluent NOVA as IT Leader** is tied into the strategic plan and we want to be number one in technology and cyber security. That will require a full-time staff and resources. We need to look at how we raise money to support that area to start with. Once we prioritize, we will need funding, particularly if we have a new area 6 years down the road.

Mr. Bruce Neilson called for a motion, seconded by Mr. Pearson, and with unanimous consent, to endorse the Strategic Plan, NOVA Priorities, Goals and the Implementation Framework, including the updated planning schedule, goals and objectives that provide the outline for the final Pathways to the American Dream strategic plan to be presented in September 2017.

Board Member Questions:

- As the October session will include more information on the “reorganize to sustain,” how will we report on specific milestones in a way that allows the college time to function with the changes but also see the outcomes?

Dr. Ralls: We need to think about milestone – overall metrics – our baseline and how we are having an impact. You will hear about metrics and baselines and whether what we’re doing is having an impact.

One thing is that we hope to look at and think are the gaps and where we are not as strong. We need to focus on areas over a 5-year period to fill the gaps. We are stronger on getting students into NOVA, but need to work on getting them through their programs and to graduation. We will strive to use the strategic plan as a framework for coming back and having continuing discussion and how we are moving forward.

- Thinking about what the criteria should be as we change and respond so that we are nimble to the changing environment, and similar to the milestone question is how do we pivot if a pivot is needed?

Dr. Ralls: This will be done through the use of data and labor market research and also employer engagement. The other area is how we’re being thoughtful about our advisory committees, their roles and that each committee is active and engaged and representative of each employer in the area so that we’re nimble based on what they are telling us, in addition to the data and looking at whether they match up.

Mr. Rowley: This is where the Board will play a vital role. Whether Arlington, Fairfax, Manassas Park, Manassas, Loudoun, Prince William, Fairfax City, Alexandria, Falls Church, or Annandale, you will get feedback from your constituents in your regions and this will help on the pivot.

To sum up the framework, timeline and the objectives Dr. Ralls pointed out the next step of flushing all of this out over the next couple of months to get the plan and document ready for the Executive Committee vote in August. It will then come back to the Board. He underscored the level of talent and dedication that exists among NOVA folks and expressed optimism about where we are. We are not changing NOVA, but filling in the gaps. He then asked that if Board members see something that we’re not hitting or that should be said differently, to please point us in the right direction.

Correspondingly, Mr. Rowley highlighted the attention to thoroughness and commitment to the plan that is comprehensive, well thought out, considered and well discussed up to now. He added his confidence in the role out and in the resilience of the people managing change.

Board Member Comment:

- The planning is very clear and straight forward. In our committee meetings, we were looking at planning for cyber security and technology and making sure we were looked at how we fill the pipeline of students and I know you have this on your list, but I feel responsible that we should pay attention to that pipeline.

Dr. Ralls discussed the importance of looking at how students progress and complete, and helping students, through education, improve their social mobility. In last 10 years, a lot of research has been done on community colleges from all different places from Gates Foundation, Community College Research Center, Achieving the Dream, AACC, to multiple different areas where we can get 400 metrics that talk about student success. Most of those are all around a core group of things. We took all of those and a small group focused on those progress and success metrics and created our own metric. We then picked a smaller group – 12 metrics that could be measured with a baseline to see if we made a difference 6 to 8 years down the road.

Dr. Gabriel explained that in terms of key performance indicators, there are 9 indicators that we have focused on, out of 52 possible metrics. There are 3 years of baseline data for these indicators that will be built into the dashboard. With access to the dashboard, you can drill down and look at graduation rates for full- and part-time students, as well as first-time to college students and including gender demographics. Once a baseline is established, we can track progress.

Dr. Ralls asked that Board members look at those performance indicators to see if they make sense. That ultimately will be incorporated into the strategic plan to see whether we are making a difference in what we are trying to accomplish.

CHAIR/PRESIDENT'S REPORT

Chair Rowley updated members on the following:

- **Goal of the Governor's Opportunity Initiative:** Mr. Rowley and Dr. Ralls are on a 20-person committee that represents all jurisdictions. They will meet at nova. NOVA. Everyone now comes here to NOVA and thinks of NOVA as the central place. Mr. Rowley has been asked to be the secretary. He will continue in that role. He explained that this will "wicker" into everything we have talked about - jobs, skills development, and they will look at reaching out to counterparts in Hampton Roads, Fredericksburg, South of Quantico and North of Quantico to incorporate a program that encompasses a large piece of Virginia.

There is economic development commonality across a large part of Virginia. Amazon web services continues to have conversations with us on coding and certifications and that is exciting for us. They have come to us also with the Veterans population, thinking about how to create wave cohorts of Veterans and they are interested in supporting NOVA both from a technical standpoint and, more importantly, a financial standpoint.

- Mr. Rowley was asked by the Northern Virginia Chamber to be the next secretary. In two years, this will Segway into the Chair of the Board position. He hopes to then help NOVA in the business community.

Dr. Ralls said goodbye and thanks to Mr. Rick Tittmann and student representative Darwin Vanegas. Mr. Cory Thompson will take over Mr. Tittmann's position in the interim until a new Associate Vice President is hired.

D. NEW/OTHER BUSINESS

There was no new business to report.

E. FAREWELL AND RECOGNITION OF STUDENT LIAISON

Dr. Ralls thanked Student representative Darwin Vanegas, an extraordinary student, with high motivation to reach his goals, who came through the Pathway and Great Expectations program.

Dr. Ralls reported that in a recent study, NOVA was recently ranked in the top 100 colleges in the country in social mobility and Number 7 in moving students from the bottom 20 percent of the income bracket in their families into the top 20 percent. What that tells us, is that this is possible because the jobs are there. As long as you have the dedication, you have the opportunities in front of you.

Dr. Ralls thanked Mr. Vanegas for his tremendous inspiration to the Board members and students and presented him with a parting gift.

Mr. Vanegas thanked everyone in the room for supporting him and allowing him to grow and develop along his journey.

F. ADJOURNMENT

Mr. Rowley called for a motion to adjourn, seconded by Rick Pearson and with unanimous consent, the motion was approved. Meeting adjourned at 8:05 p.m.

College Recorder: Norie Flowers

Submitted By:



Mr. Todd Rowley
Chairman
Northern Virginia Community College Board



Dr. R. Scott Ralls
Secretary
Northern Virginia Community College Board