

**Administrative Council
November 3, 2015**

Members Present: Dr. Buchanan, Ms. Calobrisi, Vice President Dimkova, Vice President Gabriel, Dr. Hill, Dr. Leidig, Dr. Loochtan, Dr. Ramsammy, Dr. Sachs, President Ralls and Executive Vice President Schiavelli.

Guests: Ms. Diana Cline, Budget Director, Dr. Elizabeth Harper, Associate Vice President for Student Services and Enrollment Management, Dr. Sharon Robertson, Associate Vice President for Academic Services, and Ms. Joan Zanders, Director of Financial Aid.

Enrollment Report

Dr. Gabriel distributed the weekly Fall enrollment figures which showed a zero FTE average but positive headcount of 1.2 percent. Based on the second-eight week enrollment this fall, the annualized FTES enrollment is expected to be negative 1.2 percent. Current fall enrollments for three campuses were positive: Loudoun (5.8%), Manassas (7.8%) and the MEC (1.2%). The VCCS system average was negative 4.04 percent.

Dr. Gabriel distributed and Council members approved a final proposal for the alignment of advising week with the beginning of open registration. He recommended implementing a robust level of communication on the new dates to all students, faculty and staff. The new Fall 2016 advising and registration dates are as follows:

- Wednesday, March 30, 2016 Priority registration for continuing students begins for Fall 2016
- Monday-Friday, April 4-8, 2016 Advising Week for Fall 2016
- Monday, April 4, 2016 Open registration for all students begins for Fall 2016

Academic Policies Related to Student Success

Dr. Elizabeth Harper, Dr. Sharon Robertson, and Ms. Joan Zanders presented recommendations to Council members designed to help move students toward their academic goals and additionally not require new staff resources.

Three categories were explored: onboarding, process and curriculum, and initiatives were based on two founding principles: Complete 2021 and guided curriculum pathways.

Recommendations intended to improve academic, student and financial services were the following:

- Not allowing more than two degrees (majors) at a time beginning Spring 2016.
 - Rationale: Reducing multiple majors reduces the difficulties connected with advising and financial aid for students in numerous majors.
- Requiring transcripts of all previous college work beginning Fall 2016.
 - Rationale: Maximizing transfer courses prevents course repeats, reduces cost and helps move students toward completion.
- Administratively dropping students on suspension beginning Summer 2016.
 - Rationale: This will get the word out to students in a timelier manner and before the start of classes.
- Changing "I" grade process to facilitate awarding of default grade beginning Spring 2016.
 - Rationale: This will also eliminate the many unresolved "I" grades.
- Blocking financial aid students from withdrawing from last class without advising.
 - Rationale: This would reduce unexpected liabilities for students by making them aware of the implications before making the decision to withdraw.
- Ending faculty-initiated withdrawals other than NVRKs and revising the Withdrawal forms to indicate that only students may withdraw themselves.
 - Rationale: Eliminate the current policies which are inconsistent among campuses and cause confusion for students.
- Blocking students from dropping after the 60% point to avoid receiving an "F" grade.
 - Rationale: This prevents further debt incurred by students who disregard warnings.

The group is working on a longer term initiative to develop consistent, structured programs for students in academic jeopardy in order to catch them when they go on warning and not after they are placed on probation. They are also working toward developing guided pathways for all NOVA programs and exploring options to bundle and award certificates/CSCs along with the parent degree. The Business Administration and Math faculty have already implemented one math track that will transfer to most of the four-year institutions in Virginia, thus avoiding unnecessary courses and costs.

Dr. Schiavelli thanked the group and suggested putting together several scenarios for student pilots to determine how well the changes would work for them. He also highlighted the need for other program units to use the Business Administration model to provide structured pathways for their students.

Special Pay Principles Discussion

Dr. Schiavelli distributed a draft NOVA college-wide policy on special pay principles founded on current VCCS regulations. He explained that NOVA has utilized "stipend" payments for all categories of employees for a wide variety of situations. However, the term "stipend" has a special meaning in VCCS policy that states that a stipend is paid to employees of a college for the provision of consulting and/or work done for the System Office or another VCCS college. The activity for which a special payment is sought must also be deemed substantially beyond the scope of an employee's normal working duties.

Dr. Schiavelli further reported on the strict VCCS and Federal regulations on special payment eligibility for wage employees, classified staff, and adjunct faculty. He also explained the draft policies for payments from grants or external sources to full-time teaching, administrative and professional faculty.

Dr. Schiavelli will confer with the Academic Deans on the draft policy, forward the college policy to the VCCS for their input, and bring a formal college-wide policy back to Council members for final approval.

Drs. Ralls and Schiavelli stressed the necessity of gaining control of this issue with special pay standards developed alongside the corresponding expectation that more is demanded professionally from full-time faculty than from adjunct faculty.

Summer Pay Policies Discussion

The Budget Advisory Committee will explore summer pay options, look at what other institutions are doing, and bring back recommendations for consideration by Council members.

Budget Shortfall/Hiring Suspension Update

Vice President Dimkova distributed the FY2016 budget update that demonstrated the need for Spring enrollment of 27,659 FTEs in order to meet the projected budgeted annualized enrollment level. She also distributed the results of a review done by unit-by-unit to account for the number of full-time campus and college staff positions. Results indicated that 62 positions were not accounted for in the FY2016 budget creating an estimated budget shortfall of 4.9 million dollars.

The non-budgeted positions include 8 administrative and 8 full-time faculty; 46 classified staff and the requisite fringe benefits for these positions. As a result, and to address the budget shortfall for the current fiscal year, the following recommendations were presented for review and consideration without action at this time:

- Holding the current hiring freeze until June 30, 2016 thus reducing, on a one-time basis, salary expenditures by \$3.1M.
- Implementing a review and justification for existing staffing levels for recurring savings.
- Implementing a full review of restricted positions for recurring savings.
- Continuing the review of a centralized approach to services in order to create efficiencies and recurring cost savings.
- Holding classified staff promotions and merit increases for one-time savings.
- Holding special payments (former stipends) for one-time savings.

Dr. Ralls called for implementation of financially conservative measures, but at the same time exploring revenue generation strategies so that students are not affected. He pointed out the disconnect between the lack of enrollment growth and no more stimulus money that initially funded new positions and now must be paid for through revenue generation. We need to focus on programs and systems, the courses we teach and when we teach them, with campuses and ELI as staging grounds.

Tracking Agenda

- SACSCOC Fifth-year Report
- Veterans' Certification Compliance Audit Redux
- NOVA Shuttle Program Redux
- International Students Advising and Visa Compliance Redux
- ACLI and ESL Programs Discussion
- Active Shooter Training
- Curriculum Committee Reports
- Disability Services Discussion

College Recorder: Norie Flowers