

Administrative Council Zoom Meeting
April 20, 2021
9:30-11:30am

Members Present: Dr. Carter, Vice President Dimkova, Dr. Haggray, Dr. Hilbert, Dr. Hill, Dr. Knights, President Kress, Dr. Leidig, Dr. Lynch, Dr. McKeithen, Vice President Partridge, Dr. Reaves, Dr. Robertson, Vice President Villagran-Glover

Standing Guests: Ms. Charlotte Calobrisi, Associate Vice President of Human Resources, Ms. Corinne Hurst, Executive Office Manager, Ms. Lindsay Mills, Executive Assistant and Recorder

HEERF Funds Discussion

Dr. Kress started the meeting by sharing a HEERF Funds Allocation proposal with the Administrative Council for discussion. Referring to the document distributed, the previously agreed upon allocation to student aid would be \$80 million dollars across HEERF 2 and 3 with all dollars expended in Fall 2021 and Spring 2022.

The proposal includes NOVA HEERF Emergency Aid Grants for:

- All 0-EFC students
- Pell students
- All other eligible credit students
- Non-credit students

In addition, \$36 million dollars would be held as Institutional Funds, some of which has already been spent down, with \$4 million dollars remaining for other purposes or unexpected needs.

All students would be required to electronically authorize the college to apply this grant award directly and immediately to any outstanding tuition, fees and other debts on the student's account. If no debt is reflected on the account, the funds would be issued directly to the student. Dr. Kress asked Dr. Villagran-Glover and Dr. Knights to collaborate on the creation of an electronic form which will explain the specific use of the grant and require acknowledgement and approval from each student.

NOVA is required to have Financial Aid available to provide professional judgement and would be promoted to students through documented emails or webinars. Another requirement of the usage of the funds would be used to prepare for the physical return of individuals following the pandemic.

The Administrative Council agreed the discussed proposal is a well-thought approach for HEERF funds distribution.

Proposed Revision to Policy 219 re SACSCOC Substantive Change Policy

Dr. Robertson introduced the Administrative Council to NOVA's Policy Number 219: Policy and Procedures for Complying with Requirements of SACSCOC Substantive Change Policy. The policy states:

NOVA's accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires that it report substantive changes in accord with federal policy. NOVA will follow the substantive change procedures of SACSCOC and inform SACSCOC of such changes and proposed changes in accord with those procedures.

SACSCOC has added the following substantive change to their reporting requirements:

Adding an additional method of delivery to a currently offered program.

Dr. Robertson requested approval of a proposed revision to NOVA's policy to add the new SACSCOC reporting requirement. She and Dr. Hilbert, who is NOVA's Institutional Accreditation Liaison, explained that by approving NOVA's updated policy, the College is affirming the receipt and recognition of SACSCOC's new policy and confirms NOVA will remain in compliance.

With no objections, the Administrative Council approved the updated policy.

Proposed Spring 2022 Start Date after MLK Day

Dr. Robertson proposed transitioning the Spring semester's start date to the day after the Martin Luther King, Jr. Day holiday as recommended by the Schedule of Classes (SOC) Workgroup and approved by the Senate. Referring to the proposal shared with the Administrative Council, some benefits include allowing extra time for financial aid award calculations and notifications, advising and registration, and professional development. Disadvantages include starting the semester on a Tuesday following a three-day weekend and leaving only one week between Spring and Summer semesters.

After a brief discussion, the Administrative Council approved the recommendation to begin classes on Tuesday, January 18, 2022. An assessment will take place in early 2022 to review the benefits and any drawbacks that may occur from this schedule change as noted in the discussion and proposal.

Ruffalo Noel Levitz (RNL) Strategic Enrollment Management Update

Dr. Villagran-Glover provided a brief update to the Administrative Council explaining the sixth RNL Summit took place in February with a follow up meeting occurring next week. She stated a majority of the work being completed at this time are within subgroups to ensure the individuals involved are familiar with the processes of NOVA.

Recruitment operations is also underway, and a manual is being created for guidance on recruitment processes amongst the department. In addition, Dr. Villagran-Glover explained one direct email account has been created for admissions: Admissions@nvcc.edu. With the help of the Provosts, a team is being trained in preparation for Direct Enrollment to ensure every student is guided through the process of enrolling once the application is submitted. This process, along with the transition from enrollment to advising, will be known as becoming “Nighthawk Ready”. Dr. Villagran-Glover expressed appreciation toward Dr. Knights for his IT expertise during the admissions and enrollment streamlining process.

While discussing the streamlining of onboarding processes, Dr. Kress emphasized the need for NOVA to utilize Navigate. As outlined on NOVA’s website:

Navigate is an online tool that brings together administrators, faculty, advisors, and staff to support students from enrollment to graduation.

Student Benefits

Access Navigate

- **Communications**
- **Getting started, stay updated on deadlines, resources and college events.**
- **Academic Planning**
- **Plan ahead to future semesters by creating a program plan that satisfies all requirements for your pathway.**
- **Best-Fit Scheduling**
Create a schedule that balances schoolwork with other priorities.

Dr. Kress provided an example of another institute highlighting the use of Navigate to new students as one of their main resources beginning on the first day of their higher education experience. She found it compelling how easily Navigate was referenced and how the expectation was set up front that it is a tool that all should be utilizing. Dr. Kress encouraged the Administrative Council to begin thinking about how NOVA should be communicating the use of this tool and when that communication should occur.

Dr. Villagran-Glover noted all Direct Enrollment workshops will be recorded for anyone who is not able to attend and they will also include training for the administrative assistants who engage with students daily as well.

Blackboard Retention Coaching Project

Dr. Villagran-Glover transitioned into a brief discussion regarding the Retention Coaching Project with Blackboard.

The first campaign with Blackboard launched last week with an attempt to engage with a targeted goal of over 30,000 students who have stopped out for a variety of life reasons. Each student will be provided with support to reenroll as well as coaching and guidance throughout their first year back at NOVA. In addition, Blackboard will work to obtain feedback from students on what services and support they are in need of or services they are not aware is available. A personalized handoff should then be done with each student at the campus level in order to ensure they reach the appropriate support staff during this process.

Dr. Villagran-Glover indicated that data will be provided by Blackboard once information is received and compiled regarding services and support questions or concerns.

Fall Enrollment Discussion

Dr. Kress had a brief discussion with the Administrative Council regarding the upcoming communication timeline and methods that will take place with students in preparation for the Fall semester. She stated a notification needs to be pushed out to students with information on the delivery modalities and how to identify them similar to what occurred in the Summer.

Dr. Villagran-Glover stated a \$250 NOVACard incentive will be promoted to students in an effort to encourage students to prepare now so they are ready to register on May 1. Currently, most of the Fall schedule is in SIS but is not officially posted. Dr. Kress reiterated the need for the schedule to go live as soon as possible.

Dr. Kress asked Mr. Partridge to task his team with creating a website specifically listing the class modalities with a text sent to students on Monday, April 26, directing them to the website. Dr. Hill emphasized the need for a HyFlex explanation on this website as well as College-wide. This definition will be identified and communicated to the College community. Dr. Knights indicated some concerns were brought forth from faculty and staff, including individuals serving on RNAG, who wished to receive more information about HyFlex and requested demonstrations and presentations be provided.

With respect to concerns, Dr. Kress requested that a reminder be distributed explaining the role of RNAG with respect to the timeline of the return to campus and not to shift energy and time to areas outside this focus.

Professional Development Survey Results

Dr. Leidig, who chairs the college Professional Development Committee, presented the results of an online survey developed by the 15-member committee to gather input and data regarding

opportunities for career and professional growth at NOVA. There were 562 total respondents to the survey that included questions regarding the available training and development activities, tuition reimbursement for external courses as well as areas of opportunity and room for open-ended responses.

The Administrative Council engaged in discussion regarding the recommendations brought forth by the Professional Development Committee following the review of the survey results. Some recommendations include, but are not limited to, increasing the per-person tuition reimbursement annual maximum to \$2100 (from \$1900), maintain an online monthly training calendar displaying opportunities across the college, and develop new employee onboarding that is more specific to employee roles.

Dr. Kress inquired whether NOVA has ever considered a credit reciprocity, or 'credit swap', with George Mason University to which Ms. Dimkova advised the conversation has not yet been had. Dr. Kress will look into having this discussion with President Washington at GMU.

Dr. Leidig then discussed how professional development opportunities are announced to the College community. Although there is a variety of trainings and activities available, she explained, there is no central repository for faculty and staff to locate and access them. The PDC recommended a website be created specifically for professional development along with a monthly calendar reflecting events and activities and web links to find more information. Dr. Kress agreed an increase of awareness is imperative and asked Dr. Robertson to work with Dr. Preston Davis and with a representative from Human Resources to coordinate and create a website specifically for professional development and training opportunities.

Dr. Kress then inquired if it was possible to create a subsection of the Reward and Recognition criteria which would incentivize positive supervisory behavior. Ms. Calobrisi confirmed this category could be added and a subgroup brought in to evaluate supervisors who have helped their staff excel in various ways. Dr. Kress reiterated the importance of rewarding and recognizing the individuals at the College who strive to not only better themselves but to help those around them.

Additional items from the survey recommendations will be brought to the Administrative Council for action in future meetings.

Hanover Benchmarking Study

NOVA has sought assistance from Hanover Research over the next year to provide an overview of peer grant history as well as a comparison of peer Office of Sponsored Programs' resources and infrastructure and to help improve NOVA's grant making process. Hanover Research provides high-quality, custom research and analytics through a cost-effective model

that helps clients in the corporate, higher education, K-12 education, and healthcare sectors make informed decisions, identify and seize opportunities, and heighten their effectiveness.¹

Mr. Partridge shared with the Administrative Council a 25-page report Hanover Research created and highlighted specific areas throughout the report. He brought attention to the total amount peer institutions are receiving in both federal and private funding over the course of six years (from 2015-2021). In this specific study, Hanover compared NOVA's funding to 11 peer institutions and identified that NOVA has received less overall funding than most of the profiled peers.² It was also noted, however, that some peer institutions are especially large state-wide systems of community colleges.

Mr. Partridge emphasized the need for a culture shift when identifying and applying for grants. The process for which NOVA currently uses for grant applications needs to be restructured and Hanover Research will be able to assist with this process as well. Mr. Partridge stated this process will be further reviewed and strategized over the summer months in preparation for the fall.

Dr. Kress reiterated Mr. Partridge's statement regarding culture. She explained how important it is when working with grants is to be disciplined, to understand the individuals you are working with, having a great team of consultants, and expanding the lens of opportunity for grants through a very strategic approach.

Ms. Calobrisi quickly reminded the Administrative Council of the EEOC reporting requirements in order to remain in compliance.

Other Business:

Dr. Kress thanked Dr. McKeithen for being present and for stepping into the role of Acting Provost as Dr. Reaves prepares to depart NOVA.

Dr. McKeithen thanked Dr. Kress. She also thanked the Administrative Council for approving the schedule shift to begin classes following Martin Luther King Jr. Day and for including Student Services in the schedule change. She believes it's a great way to show equity and empathy toward the front-line employees.

Dr. Villagran-Glover provided three updates:

- April 21 - Wellness and Mental Health Summit (150 people registered)
- April 22 – SEAL Awards
- Virtual Commencement – 1600 students are registered

¹ Web search: <https://www.hanoverresearch.com/about-us/#:~:text=Hanover%20Research%20provides%20high%2Dquality,opportunities%2C%20and%20heighten%20their%20effectiveness.>

² Hanover Research - NOVA – Peer Benchmarking Grants Funding and Infrastructure Study

Dr. Carter shared with the Administrative Council that his office submitted an application to the Association of American Colleges and Universities (AAC&U) to be recognized as “Truth, Racial Healing and Transformation College.” The application was approved and now a leadership team of seven or eight individuals will attend an online institute from June 22 through June 25 to learn more about the “TRHT” approach and will implement the acquired knowledge at the College. Dr. Carter requested names be submitted to him for the leadership team.

Upcoming Meetings:

May 4, 2021, 9:30-11:30am – Informal/Non-Action

May 18, 2021, 9:30-11:30am – Formal/Action

June 1, 2021, 9:30-11:30am - Informal/Non-Action

June 15, 2021, 9:30-11:30am - Formal/Action