

Administrative Council Zoom Meeting
March 16, 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, 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

Communication

Dr. Kress opened the meeting by emphasizing the outlined communication flow which has been distributed to offer insight and guidance on timely, approved messaging. She asked the Administrative Council to readdress the importance of engaging the appropriate channels prior to communications being distributed campus or college wide.

VP Partridge reiterated NOVA's Media Policy is now in place and will be published in the Daily Flyer as a reminder and to note the difference between speaking on behalf of the College and speaking to one's personal opinions or beliefs. Dr. Kress reminded the Administrative Council that NOVA is a publicly funded institution and a non-partisan organization therefore NOVA is not biased toward or affiliated with any particular political or activist group. Dr. Haggray recommended to VP Partridge that examples be provided in the article placed in the Daily Flyer outlining guidance if speaking with the media.

Dr. Carter indicated he had received inquiries regarding the selection of CNN as the station being shown on many of the television monitors on campuses. An inquiry will be made with IT services.

"Learn Anywhere" Concept

Dr. Kress encouraged the Administrative Council to think about strategies regarding ultimate flexibility for students and for NOVA's curriculum moving forward. Referencing a concept Ivy Tech Community College is exploring, Dr. Kress discussed the idea of a "Learn Anywhere" model in which a student could decide any day, while attending any class, whether he or she would participate virtually or in person. She believes if NOVA were to build a financial model around this approach, specifically the way faculty would be loaded and possibly compensated, students who need NOVA the most but can access NOVA the least would benefit tremendously with multiple modalities as a learning option.

A general discussion took place regarding this approach and what steps would need to be taken to implement the “Learn Anywhere” concept and a task list will be created involving financial steps, engaging the coalition of interested faculty and staff, and more.

Return to Campus Plan

VP Dimkova shared the Return to Campus Plan that had been developed with stakeholder input. Ms. Dimkova stressed the importance of communication, transparency, and maintaining the outlined requirements as NOVA enters into the gradual, phased reopening.

The Administrative Council spent time reviewing the proposed plan, including the tentative return dates for staff and faculty, and made minor adjustments throughout the document. The edits will be implemented and the updated document will be distributed to the Administrative Council for final review prior to College-wide communication.

Dr. Kress stressed the importance of referring to the Return to Campus Plan if inquiries arise so that all at the college receive consistent information. In addition, a discussion took place regarding providing education about the vaccine to the college community.

Telework Working Group

As a follow-up to the recommendations of the Telework Working Group, Ms. Calobrisi requested that Admin Council members notify employees no later than Friday, March 19 if their positions have been identified as permanent telework positions. The recommendations submitted to Dr. Kress will be posted in the Daily Flyer on Monday, March 22. The communication will note that the remote status eligibility lists positions that may transition into a permanent remote status based on supervisor approval and the business needs of the institution.

Dr. Kress stated there are liabilities (i.e., tax liabilities and more) that are associated when employees reside in other states that the institution has a responsibility to address. She explained the need to implement an annual requirement for all employees to update or confirm their current residential address to avoid a risk management issue such as tax withholding. Dr. Kress requested that Ms. Calobrisi and Ms. Dimkova work on an annual approach.

SACSCOC Update

Dr. Robertson thanked Dr. Reaves for her leadership and guidance thus far and indicated Dr. Carter will be stepping in to lead the QEP implementation as Dr. Reaves begins the transition into her new role with Wake Tech Community College.

The next step would be for the leadership group to discuss who needs to be involved in the process moving forward. Dr. Robertson indicated an individual from VP Partridge’s division will be asked to participate. Dr. Carter shared with Drs. Hilbert and Robertson a workflow timeline to

clarify the QEP goal so it can be shared with the College community before faculty come off contract.

Related to the off-site review, Dr. Hilbert explained meetings are scheduled for two days in May with Dr. Kress and Dr. Steven Sheeley, a Vice President with SACSCOC, to review and plan for what needs to occur prior to August. Dr. Kress indicated an in-person, on-site visit in October is likely to occur and discussions will take place prior to that time in order to work through logistics including identifying those who would need to be engaged in the visit.

Update on Microsoft Teams

Dr. Knights explained that Microsoft Teams will be rolled out as a collaboration tool for all faculty and staff at NOVA. Currently, NOVA's College Computing unit have been piloting the use of this tool for meetings and committee work. The rollout to faculty and staff will begin within the next two to three weeks. Teams will not replace Zoom but it can be utilized as an internal collaboration tool. A Special Use Policy will be amended into the Use of Technology Policy that supports the use of Teams. This is necessary because of the way information is maintained and stored to the cloud through Teams. Teams can offer several benefits to committees/workgroups by providing a shared workspace that supports co-authoring capabilities, which Zoom does not offer. Dr. Knights wanted to ensure the Administrative Council knew of the planned rollout before it occurred.

Enrollment Cancellation Process

VP Dimkova shared an Enrollment Cancellation presentation with the Administrative Council. The presentation is attached for reference.

Upcoming Meetings

April 6, 2021, 9:30-11:30am - Informal/Non-Action
April 20, 2021, 9:30-11:30am – Action/Formal
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



UNDERSTANDING THE ENROLLMENT CANCELLATION (EC) PROCESS

Financial and Behavioral Impacts

NOVA | Northern Virginia
Community College

AGENDA

Review of EC Process

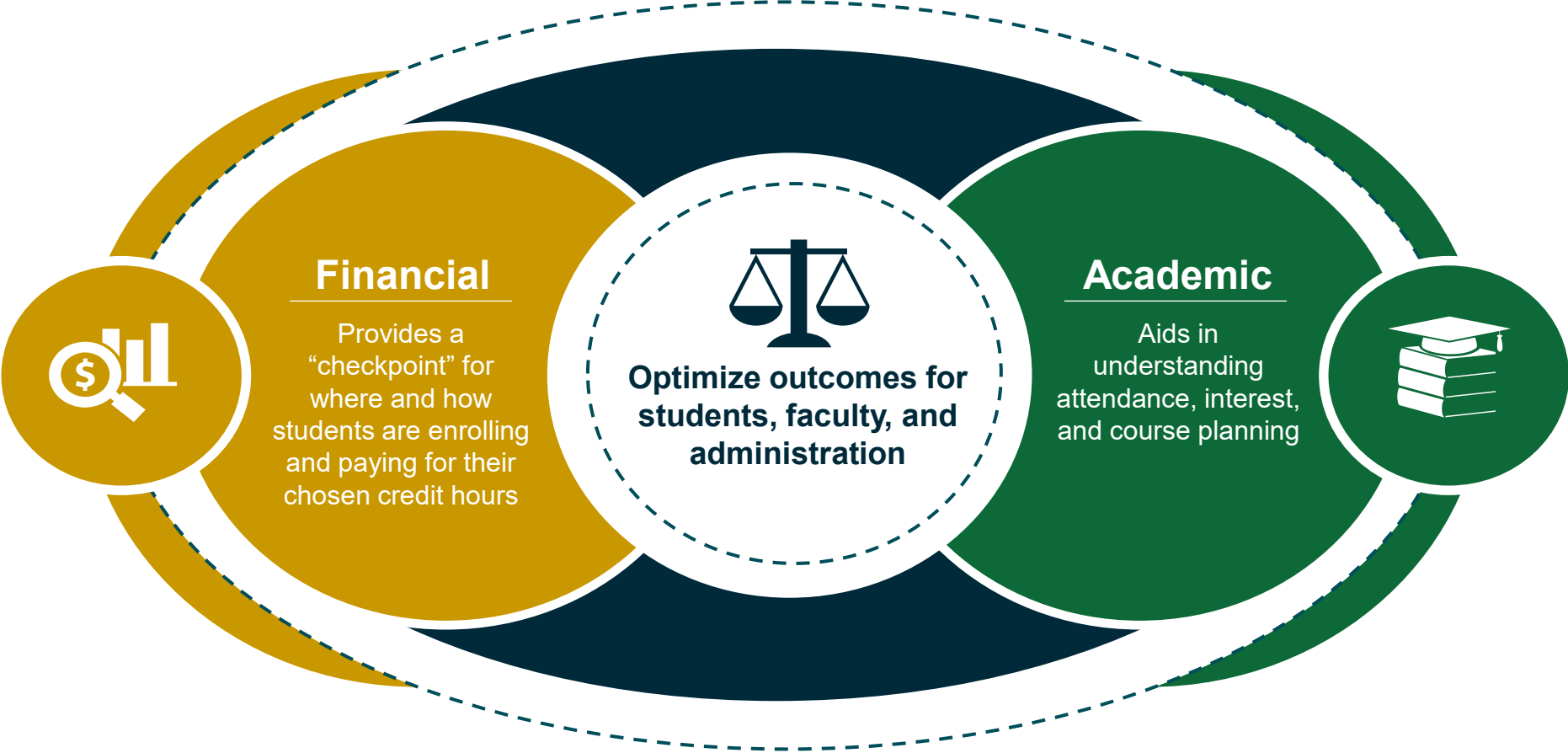
A Historical Assessment

Impacts on Our Students

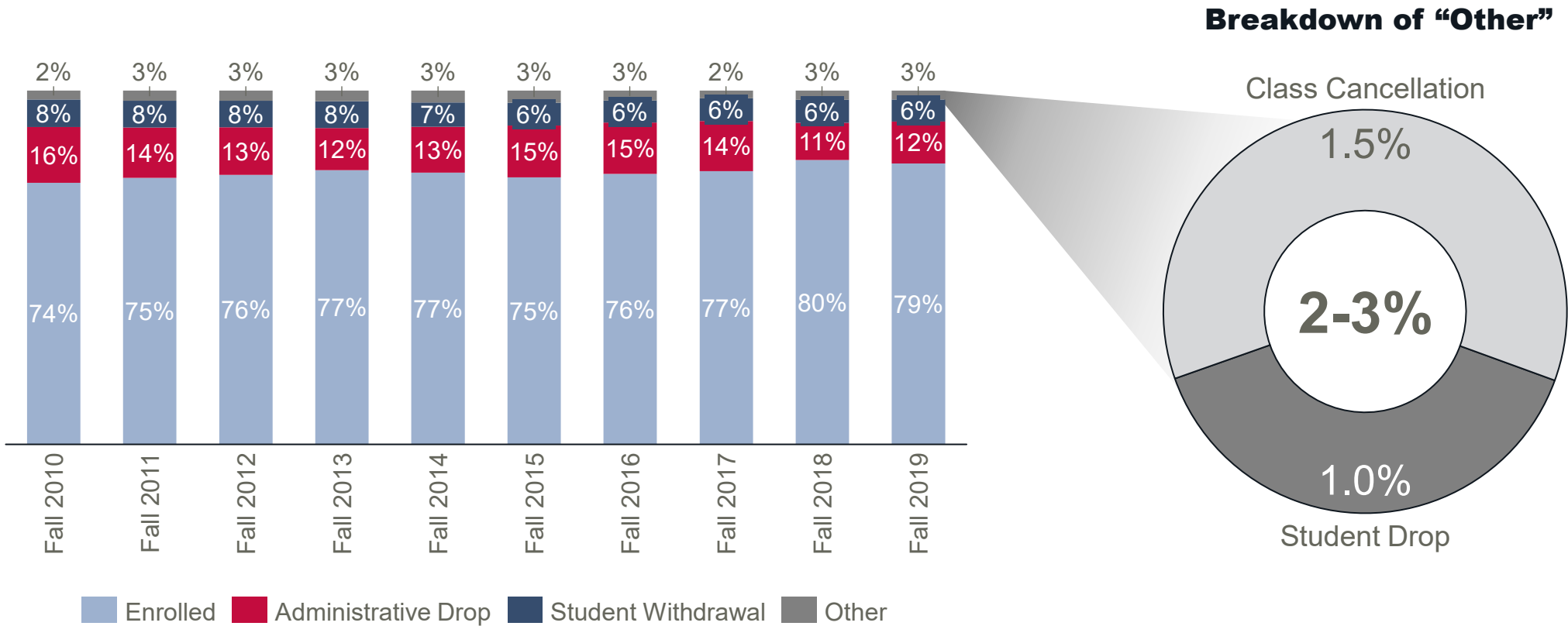
Influence of COVID-19

Recommendations & Next Steps

THE EC PROCESS BALANCES FINANCIAL AND ACADEMIC CONCERNS



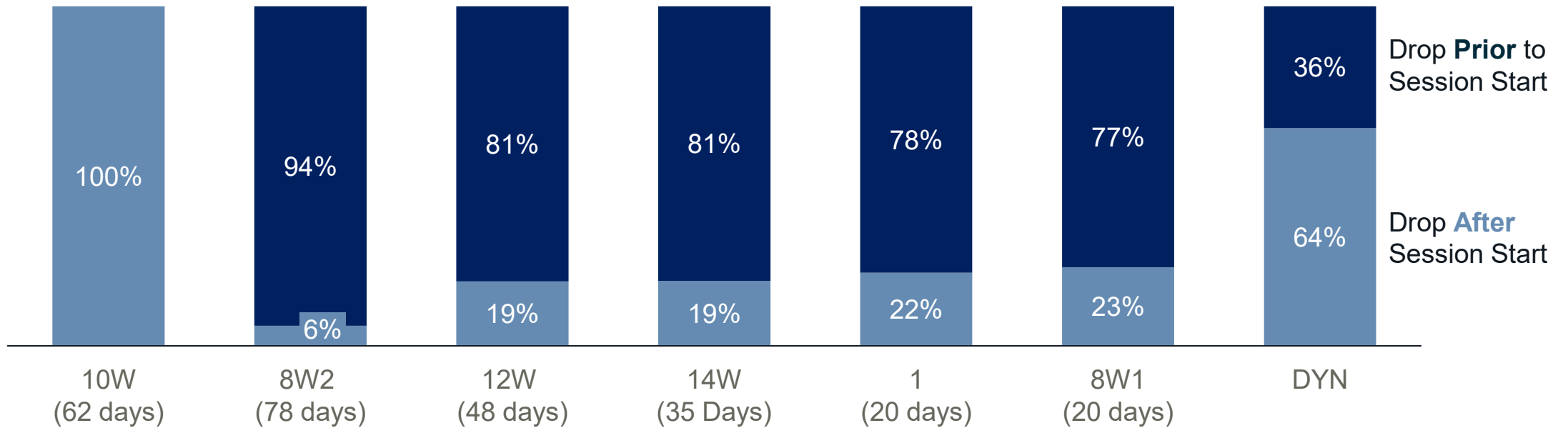
IN THE PAST, 11-16% OF COURSES WERE ADMINISTRATIVELY DROPPED DURING THE EC PROCESS



...HISTORICALLY, 22% OF ADMINISTRATIVE DROPS OCCUR AFTER THE SESSIONS BEGINS.

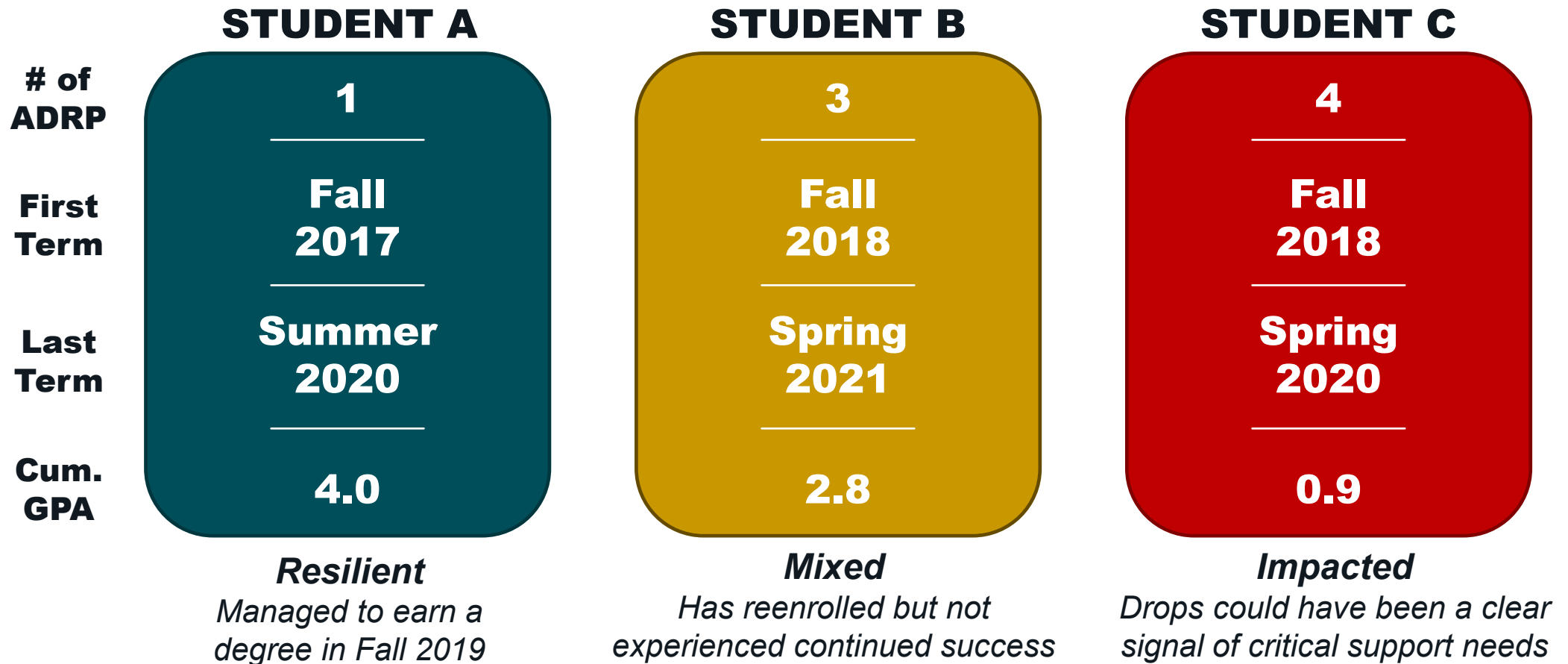
Enrollment Cancellation Process by Session

Fall 2019 – Share of Classes Impacted by EC Process



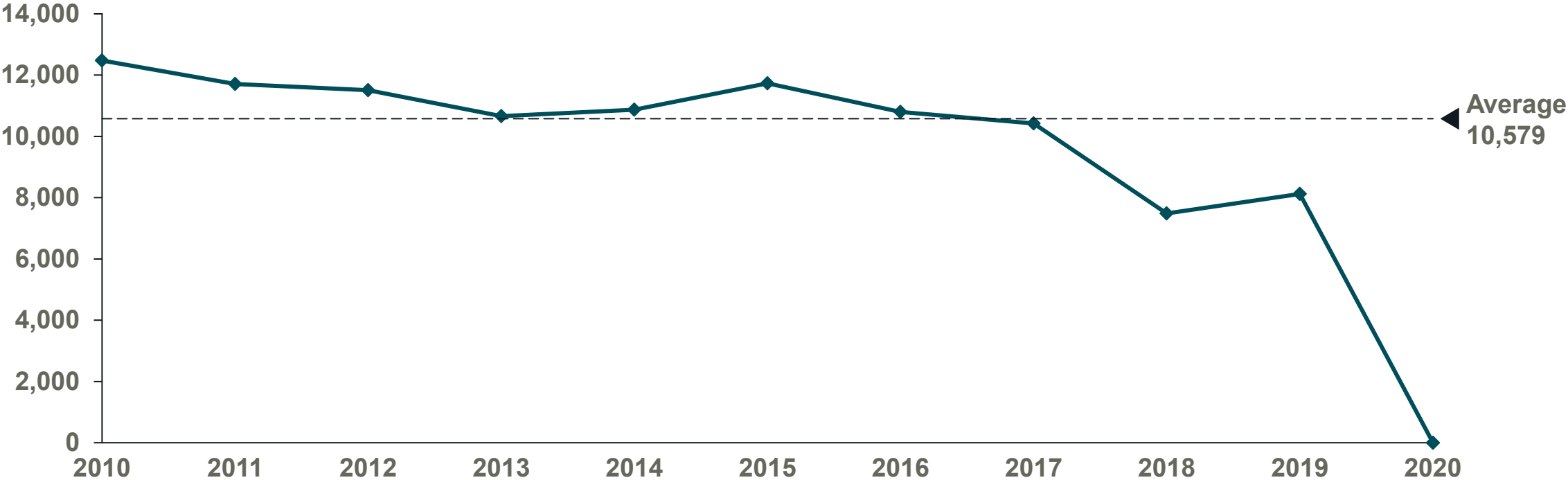
Note: number of days indicate duration between tuition payment deadline and session start

IMPACTS TRANSLATE TO THE STUDENT POPULATION IN VARIOUS WAYS AS WELL



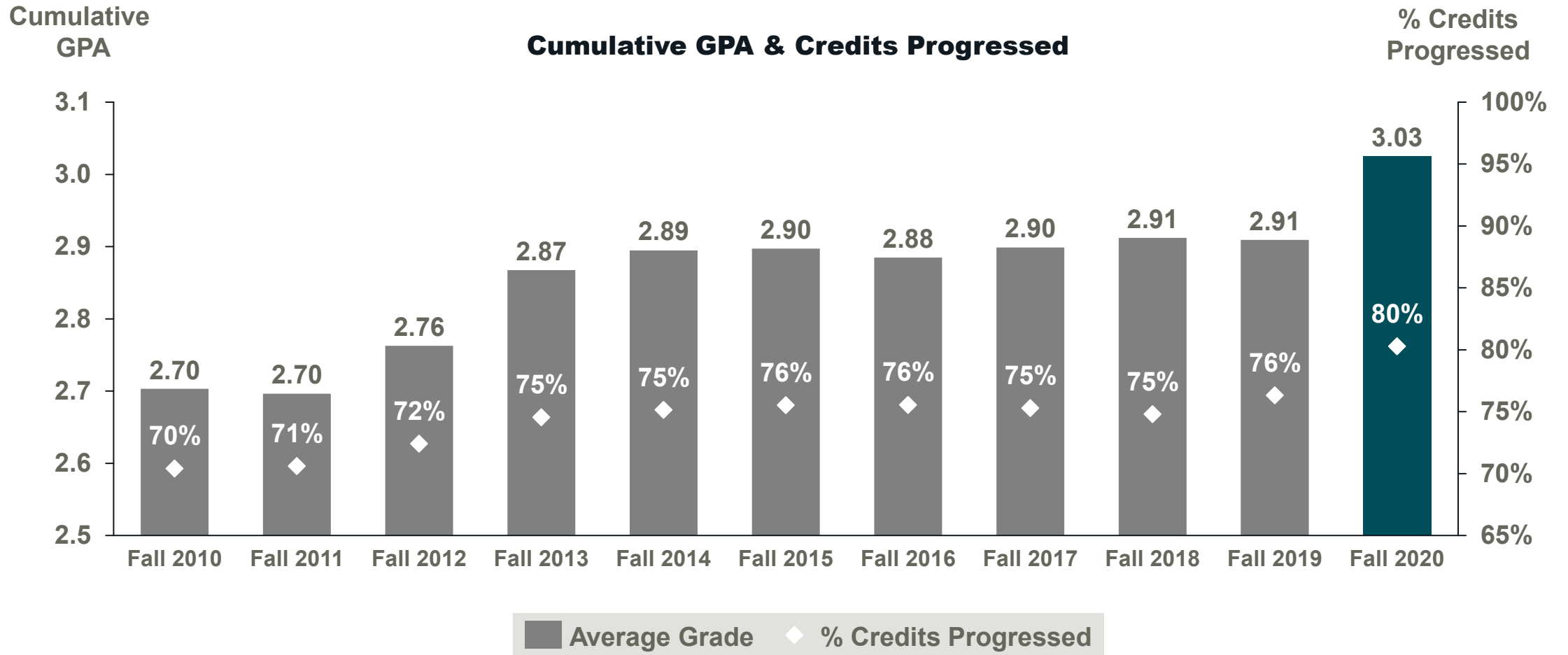
WITH COVID-19 AS A CATALYST, THE EC PROCESS WAS NOT RUN GOING INTO FALL 2020

of Administratively Dropped Students



Note: Average excludes Fall 2020 value of '0' students administratively dropped

EVIDENCE INDICATES THE EC PROCESS IMPACTS CREDITS PROGRESSED AND THE CUMULATIVE GPA



LET'S LOOK AT COMPARATORS WHO FOCUS ON PAYMENT PLANS AND DEADLINES

Enrollment Policies of Select Institutions

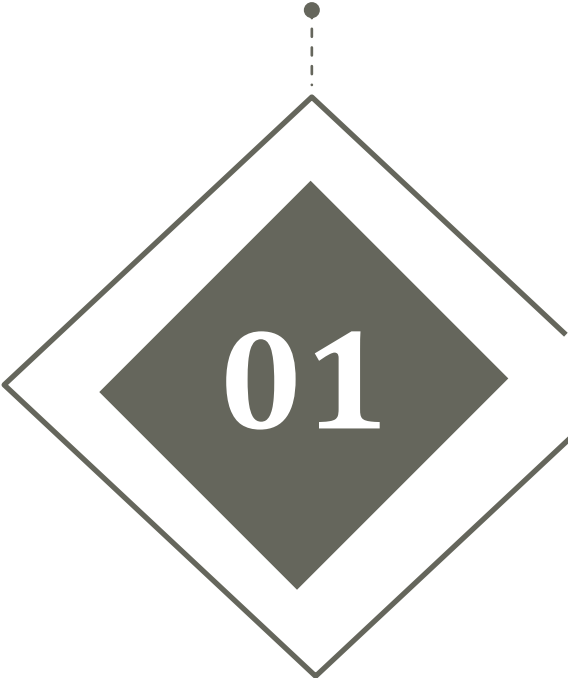
Institution	EC Policy	Payment Plan	Enrollment (AY2020)
Miami Dade College*	Yes (Every 48 hours for late registrants)	Yes (Nelnet)	45,393 (FTE)
Valencia College*	No (Payment deadline)	Yes (Nelnet)	33,276(FTE)
Dallas College	No(Payment deadline)	Yes	82,127
Lone Star Community College*	No(Payment deadline)	Yes	69,871
East Los Angeles College	No	No	38,355
Mt. San Antonio College	No (Payment deadline)	No	38,084
Suffolk County Community College	No (Payment deadline)	Yes (Credit card billing)	25,230
Nassau County Community College	No (Payment deadline)	Yes	16,650
Central Georgia Technical College	No (Payment deadline)	Yes (Nelnet)	14,696
Gwinnett Technical College	No (Payment deadline)	Yes (Nelnet)	12,721

Notes: Bolded institutions are in NOVA's current peer comparator set; headcount included where known, otherwise FTE provided (as reported)

WHAT ARE OUR OPTIONS MOVING FORWARD?

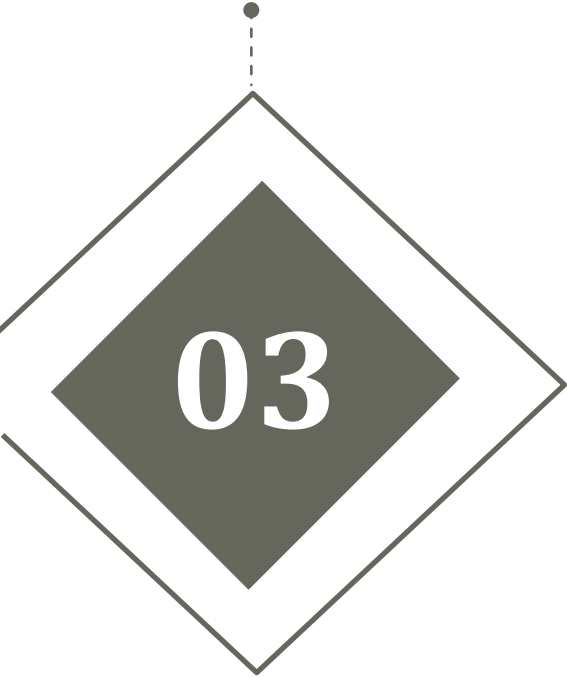
Eliminate Enrollment Cancellation

Has benefits, however, simply opting to not run the EC process results in an “unconstrained” process



Replace the EC Process

Replacing the EC process would require substantial rework and analysis to predict the outcomes



Pilot/Test New Criteria

Putting in place an updated set of criteria with a discrete test period, such as Summer term, would allow impacts to be assessed before applying to Fall term



WE BELIEVE THAT PUTTING INTO PLACE A NEW SET OF CRITERIA WOULD BE MOST EFFECTIVE



Pilot/Test New Criteria

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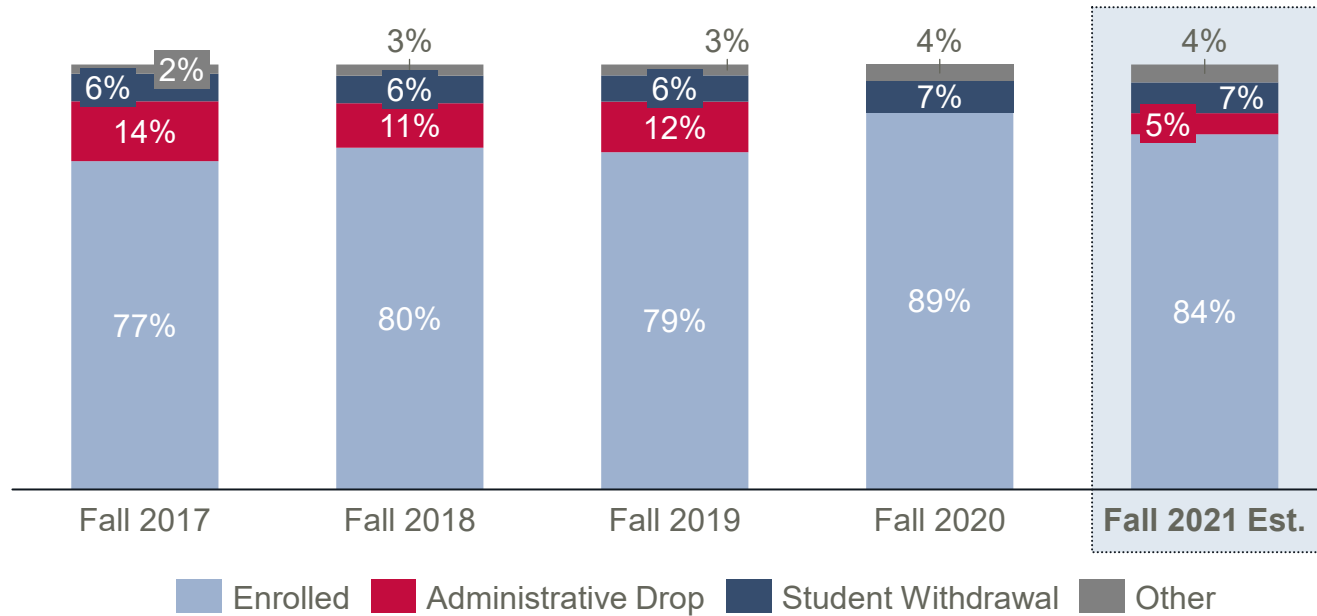
WE RECOMMEND REINSTATING THE ECP WITH NEW CRITERIA TO REDUCE NEGATIVE OUTCOMES



PROPOSED CHANGES + RATIONALE

- | | | |
|--|---|--|
| | Selection within a term, run class-by-class, by session | Address impacts to individual sessions |
| | Timing run on the session census date | Standardize the payment schedule |
| | Inclusions have an outstanding balance \geq \$200.00 | Maintain financial + academic discipline |
| | Exclusions students with a do-not-drop service impact or on a payment plan | Encourage payment plan adoption |

WHAT TYPES OF IMPACTS COULD THESE CHANGES TO THE EC PROCESS HAVE?



Potential Impacts

Type	Expected Range
Administrative Drop	4-6%
Progressed Credits	75-80%
Tuition Revenues	96-98%
Payment Plan Enrollment	20-25%
Fall-to-Fall Retention	~55%

Admin drops will resume, but at a lower predicted level than previous years

THE EC PROCESS AND CHANGES ARE CLEARLY IMPORTANT: MORE WORK NEEDS TO BE DONE

Immediate Next Steps



Pilot the Process

Perform a more detailed mapping of the overall EC process and incorporate recommended changes



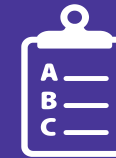
Marketing + Advisement

Enhance marketing/comms around EC process and related areas (payment plan, criteria, etc.)



Criteria Monitoring

Put in place a set of analytics and monitoring cadence to determine ongoing impacts and support future changes to the EC process



Student Survey

Design and field a survey about the enrollment process, vetting current process and proposed changes with actual, former, and potential students



Comparator + Leading Practices

Perform more in-depth comparison of leading practices with select comparators to identify additional modifications