

Committee Meeting Minutes

ACADEMIC AFFAIRS COMMITTEE

Lavery Hall, Room 320

June 6, 2016

Board Members Present

Tom Ryan, chair, B. K. Fulton, Mehmood Kazmi, Rami Dalloul (faculty representative), Mohammed Seyam (graduate student representative).

Guests

Monty Abbas, Lori Baker-Lloyd, Kris Bush, Mary Grace Campos, Sheila Carter-Tod, D'Elia Chandler, Gabe Cohen, Wanda Dean, Karen DePauw, Karen Eley Sanders, Juan Espinoza, Jack Finney, Rachel Gabriele, Guru Ghosh, Debbie Greer, Cathy Grimes, Jennifer Harris, Rachel Holloway, Amy Ingram, Mildred Johnson, Paul Knox, Sara Lane, Austin Larrowe, Peggy Layne, Gary Long, Alison Matthiessen, Theresa Mayer, Christina McIntyre, Christina Minford, Charlie Phlegar, Ellen Plummer, Menah Pratt-Clarke, Thanassis Rikakis, Timothy Sands, Russell Shrader, Natasha Smith, Brad Soucy, Michael Stowe, Judy Taylor, Tracy Vosburgh, Alison Wade, Michael Weaver, Tod Whitehurst, Lesley Yorke.

OPEN SESSION

- 1. Welcome.** Tom Ryan, chair of the academic affairs committee, welcomed committee members and guests. Executive Vice President and Provost Thanassis Rikakis thanked committee member B.K. Fulton for his service to the board and the committee. Provost Rikakis also thanked professor Rami Dalloul for his service as the faculty representative to the board and academic affairs committee.

Committee chair Tom Ryan addressed the committee and reminded the group of the importance of students and faculty to the university enterprise. He noted that Virginia Tech has a history of significant changes and that current proposed academic and other changes are substantive and exciting for the success of the university.

- 2. Approval of Minutes. A motion passed unanimously to approve the minutes of the committee's March 21, 2016 meeting.**
- 3. Report of Closed Session Action Items.** In Closed Session, the Academic Affairs committee considered seven appointments to emeritus status, 11 appointments to endowed professorships, 86 promotion, tenure, and continued appointment actions, and the faculty personnel changes report.

All resolutions considered in the Closed Session passed unanimously.

- 4. Provost's Update.** Thanassis Rikakis, executive vice president and provost, updated the committee on the cornerstone of Virginia Tech's aspiration to be a top 100 global university. To differentiate itself, Virginia Tech is advancing the VT-Shaped Student as a crucial component of its commitment to graduating students who can solve real, complex problems in a global 21st Century context. The VT-Shaped Student brand illustrates the opportunities for solid disciplinary preparation, interdisciplinary collaboration, technology expertise, experiential learning, and informal and formal learning. Inclusion, diversity, and empathy prepare students to serve at their highest potential. In five years, the Virginia Tech graduates will have the opportunity to study technology applications in a majority of the university's disciplines. University structures, including budget allocations, will adjust to support the new priorities demonstrated by the VT-Shaped Student and the academic programs illustrated by the university's Destination Areas in colleges and institutes.

Provost Rikakis updated the committee on executive searches. The search for the dean of the College of Engineering is underway.

5. Academic Administration

***a) Pratt Fund Program Allocation and Use Proposal.** Jack Finney, vice provost for faculty affairs, presented for approval the budget proposals from the College of Agriculture and Life Sciences and the College of Engineering for the allocation and use of Pratt Funds during 2016-17 as required by the terms of the bequest. This resolution is also considered by the Finance and Audit committee.

The committee unanimously passed the resolution to approve the Pratt Fund allocation and use proposal.

***b) Collegiate Professor Series.** Jack Finney presented a resolution to establish the collegiate professor series for non-tenure track faculty to bring specialized expertise to the instructional programs of the university. The collegiate faculty will serve on renewable three, five, or seven-year contracts. These faculty members will have terminal degrees and provide upper-level undergraduate, graduate, and personalized instruction.

The committee unanimously passed the resolution to approve the Collegiate Professor series.

6. Academic Affairs

***a) Resolution to Establish an Honors College.** Paul Knox, University Distinguished Professor and senior fellow for international advancement, presented a resolution for the establishment of an honors college at Virginia Tech, demonstrating Virginia Tech's commitment to high quality, rigorous, and

innovative undergraduate education, expanding opportunities for philanthropic support, and contributing to the university's vision and efforts to advance as a top 100 global university.

The committee unanimously passed the resolution to approve the resolution to establish an honors college.

Provost Rikakis acknowledged the work of professor Paul Knox and welcomed him as the incoming dean for the Honors College.

b) Annual Report of the Enrollment Management Group. Wanda Dean, vice provost for enrollment and degree management, presented to the committee the annual report on enrollment management. Included in the report are strategic enrollment initiatives that include outreach and access, recruitment, and yield efforts. Juan Espinoza, director of diversity and access initiatives in admissions, and Karen Ely Sanders, associate vice provost for college access, also presented on new recruitment initiatives including the newly established College Access Collaborative which she will lead.

The committee voted unanimously to accept the report of the Enrollment Management Group.

7. Adjournment 11:30.

SUMMARY
Reappointments to Endowed Chairs, Professorships, or Fellowships (8)
June 6, 2016

College of Agriculture and Life Sciences (1)

R. Michael Akers	Horace E. and Elizabeth F. Alphin Professorship
------------------	--

College of Engineering (4)

Sam Easterling	Montague-Betts Professorship in Structural Steel Design
----------------	--

Marc A. Edwards	Charles P. Lunsford Professorship
-----------------	-----------------------------------

George Filz	Charles E. Via Jr. Professorship
-------------	----------------------------------

Rakesh Kapania	Norris and Laura Mitchell Professorship of Aerospace Engineering
----------------	---

College of Liberal Arts and Human Sciences (1)

Rosemary Goss	Residential Property Management Advisory Board Professorship
---------------	---

College of Science (2)

Michael Renardy	Class of 1950 Professorship
-----------------	-----------------------------

Yuriko Renardy	Class of 1950 Professorship
----------------	-----------------------------

ENDOWED PROFESSORSHIP
Horace E. and Elizabeth F. Alphin Professorship

The Horace E. and Elizabeth F. Alphin Professorship was established in 1995 with a generous gift to the Virginia Tech Foundation from Colonel and Mrs. Alphin. Colonel Alphin was a 1934 graduate of the Department of Dairy Science at Virginia Tech whose life and career were positively impacted by departmental faculty, particularly Professor Paul M. Reaves. Colonel Alphin followed a distinguished career in the military with a second career in hospital administration.

On the recommendation of the College of Agriculture and Life Sciences honorifics committee, Dean Alan Grant nominates Dr. R. Michael Akers for reappointment to the Horace E. and Elizabeth F. Alphin Professorship.

Dr. Akers received his Ph.D. in lactation physiology from Michigan State University in 1980. He served as a research physiologist at the United States Department of Agriculture before joining the dairy science faculty at Virginia Tech in 1981. Dr. Akers was promoted to full professor in 1992 and became head of the Department of Dairy Science in 2004. Under his able leadership the department has reorganized and expanded in both faculty and resources.

Dr. Akers is an internationally renowned research scientist. He has received many national awards for research excellence, including the Agway Young Scientist Award, the American Dairy Science Association's Borden Award, the American Association of Animal Science's Animal Growth and Development Award, and naming as a Fellow of the American Dairy Science Association. He also received the Virginia Tech Alumni Research Award for Excellence.

Dr. Akers continues to make outstanding contributions to the field through his distinguished scholarship, including two books, over 200 scholarly publications, including refereed scientific journal publications, book chapters, conference proceedings, and presentations, and four manuscripts in press or submitted for publication. He has provided valuable service to the profession as section editor for the *Journal of Dairy Science*, member of the editorial board of three journals, ad hoc reviewer for more than 41 scientific journals, and as a member of the American Dairy Science Association board of directors.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. R. Michael Akers to the Horace E. and Elizabeth F. Alphin Professorship, for a five-year period effective July 1, 2016, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

June 6, 2016

ENDOWED PROFESSORSHIP
Montague-Betts Professorship of Structural Steel Design

Dr. Richard Benson, Dean of the College of Engineering, nominates Professor W. Samuel Easterling for re-appointment to hold the Montague-Betts Professorship of Structural Steel Design in the Via Department of Civil Engineering (CEE), concurring with the CEE Honorifics Committees. This professorship is funded through the endowment established in 1984 by Mr. William E. (Ping) Betts.

Dr. Easterling is a multi-talented, highly dedicated faculty member who brings a wide number of strengths to his work at Virginia Tech. He is acknowledged to be one of the leading researchers in the world in composite floor systems, and his work has beneficially impacted numerous national design codes. Dr. Easterling has published approximately 170 papers and reports since joining the Virginia Tech faculty, and he has directed or co-directed approximately \$4M of external research funding across over 65 research grants and contracts. Additionally, he has made over 175 presentations at conferences and professional meetings. He is known for his caring and engaging approach with his students. Dr. Easterling is also well respected and sought out as a graduate advisor, having completed 54 masters students as well as 6 doctoral students. The quality of his research and scholarship has been recognized several times, including his selection by the American Society of Civil Engineers for the Walter L. Huber Civil Engineering Research Prize, his selection to be the 2002 T.R. Higgins Lecturer by the American Institute of Steel Construction, his receipt of a 2012 Special Achievement Award from AISC, and his being named a Fellow of both the American Society of Civil Engineers and the Structural Engineering Institute.

Dr. Easterling has also produced an exemplary record of service to the University and the profession. Within the CEE Department he has held numerous administrative leadership roles, most notably his service for the past seven years as Department Head and the prior 11 years as Assistant Department Head. Within the University he has exemplified the *Ut Prosim* motto via his nearly decade-long service on the Faculty Senate, which included terms as president, vice-president and secretary, as well as his service on multiple commissions and major committees. His service to the structural engineering profession is likewise quite notable as he has held committee assignments and leadership responsibilities within the American Society of Civil Engineers, the Structural Stability Research Council, the American Institute of Steel Construction, and the American Iron and Steel Institute.

Dr. Easterling received both bachelor of science and master of science degrees in civil engineering from West Virginia University. He received his doctoral degree in structural engineering from Iowa State University. Dr. Easterling joined the CEE Department as an Assistant Professor in 1987.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. W. Samuel Easterling as the Montague-Betts Professor of Structural Steel Design for a renewable period of 5 years, effective August 10, 2016, with a salary supplement and operating budget as provided by the endowment and, if available, with funds from the eminent scholar matching program.

ENDOWED PROFESSORSHIP

Charles P. Lunsford Professorship

Dr. Richard Benson, Dean of the College of Engineering, nominates Professor Marc A. Edwards for re-appointment to hold Charles P. Lunsford Professorship, concurring with the recommendations of the Honorifics Committee of the Via Department of Civil and Environmental Engineering (CEE) and the CEE Department Head, Dr. W. Samuel Easterling. The Charles P. Lunsford Professorship was established in 1976 by Charles P. Lunsford II of C.L. Lunsford Sons & Izard, Inc., of Roanoke, Virginia.

When first appointed as the Charles P. Lunsford Professor in 2004, Dr. Edwards was cited as being “clearly among the best academic researchers nationally and internationally who addresses current and emerging issues in potable water treatment...(and is) among the world’s leading experts in the causes and control of copper and lead erosion,” according to Dr. Charles O’Melia of the National Academy of Engineering (NAE). Dr. Edwards has since lived up to those expectations. Among his many honors, Dr. Edwards received the H. P. Eddy Award from the Water Pollution Control Federation; a National Science Foundation Presidential Faculty Fellowship from the White House, and a Walter L. Huber Civil Engineering Research Prize from the American Society of Civil Engineers. He was also awarded the State of Virginia Outstanding Faculty Award (2006), a MacArthur Fellowship (2008-2012), and the Praxis Award in Professional Ethics from Villanova University (2010). His paper on lead poisoning of children in Washington D.C., due to elevated lead in drinking water, was judged the outstanding science paper in Environmental Science and Technology in 2010. In 2013 Edwards’ was the 9th recipient (in a quarter century) of the Institute of Electrical and Electronics Engineers (IEEE) Carl Barus Award for Outstanding Service in the Public Interest for “***courageously defending the public interest at great personal risk,***” and in 2016 he was named amongst the most influential people in the world by both Fortune and Time magazine.

Dr. Edwards’ teaching ability is superb. More than two dozen his students have won prestigious awards such as the Wolman and Lars Fellowships, which are given annually to only one student in the United States; or American Water Works Association Awards for the outstanding master’s and Ph.D. dissertations in the nation. A graduate level class that he co-developed on Engineering Ethics has received an X-Caliber certificate, and was recognized as an outstanding ethics education exemplar by the NAE.

Dr. Edwards has earned approximately \$10M in external funding, authored 185 refereed publications, and is currently serving on the Flint Water Crisis Disaster Recovery task force.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Edwards to the Charles Lunsford Professorship in Engineering for a renewable period of 5 years, effective August 10, 2016, with a salary supplement and operating budget as provided by the endowment and, if available, with funds from the eminent scholar matching program.

June 6, 2016

ENDOWED PROFESSORSHIP
Charles E. Via, Jr. Professorship of Civil and Environmental Engineering

Dr. Richard Benson, Dean of the College of Engineering, nominates Professor George Filz for re-appointment to hold a Charles E. Via, Jr. Professorship of Civil and Environmental Engineering, concurring with the recommendations of the Honorifics Committee of the Via Department of Civil and Environmental Engineering (CEE) and the CEE Department Head, Dr. W. Samuel Easterling. This professorship is funded through an endowment established by Mrs. Marion Via Bradley in 1987 and subsequently supplemented by the Via family.

Dr. Filz brings a unique combination of excellence in research, teaching, and service to his work at Virginia Tech. His research produced improved methods to analyze, design, and verify the performance of seepage barriers for dams, levees, and environmental protection systems. His research in soil improvement and soil-structure interaction produced methods to stabilize hurricane protection systems, dams, and many other applications. Dr. Filz has published over 175 papers and reports since receiving his doctorate in 1992, and he has attracted \$10M of external funding as a principal or co-principal investigator. The quality of his research has been recognized several times, including by prestigious regional and national awards from the American Society of Civil Engineers (the 2003 Thomas A. Middlebrooks Award, the 2006 J. James R. Croes Medal, the 2011 Florida Project-of-the-Year Award, the 2016 Wallace Hayward Baker Award, and the 2016-2017 Cross-USA Lecturer) and the Transportation Research Board of the National Academies (the 2014 Best Paper Award from the Soil Mechanics Section and the 2015 Best Practice-Ready Paper Award from the Design and Construction Group).

Dr. Filz has also excelled in teaching, through his own work in the classroom using cooperative and active learning methods, as well as by mentoring others. His teaching has been recognized by three Certificates of Teaching Excellence, a Civil and Environmental Engineering (CEE) Alumni Teaching Award, a Dean's Award for Excellence in Teaching, and a W.E. Wine Award for Excellence in Teaching.

Dr. Filz has also produced an exemplary record of service to the University and the profession. This includes service as director of Virginia Tech's Center for Geotechnical Practice and Research, which has 26 corporate and agency members, with an annual budget of \$220,000, and whose mission is to provide expanded educational opportunities, conduct research, and enhance the practice level of geotechnical engineering.

Dr. Filz received a bachelor's degree in mathematics from the University of Oregon. He received a second bachelor's degree and a master's degree, both in civil engineering, from Oregon State University. He received his doctor's degree in civil engineering from Virginia Tech.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. George Filz as the Charles E. Via Jr. Professor of Civil and Environmental Engineering for a renewable period of 5 years, effective August 10, 2016, with a salary supplement and operating budget as provided by the endowment and, if available, with funds from the eminent scholar matching program.

June 6, 2016

ENDOWED PROFESSORSHIP
Norris and Laura Mitchell Professorship of Aerospace Engineering

Dr. Richard Benson, Dean of the College of Engineering, has nominated Professor Rakesh Kapania to hold the Norris and Laura Mitchell Professorship of Aerospace Engineering, concurring with the College of Engineering Honorifics Committee. The nomination is likewise recommended by the Honorifics Committee of the Aerospace and Ocean Engineering Department (AOE), as well as the AOE Department Head, Dr. Eric G. Paterson, Rolls-Royce Commonwealth Professor of Marine Propulsion.

Dr. Rakesh Kapania has faithfully served as Virginia Tech as a faculty member for more than 30 years, having joined the University in 1985 as an Assistant Professor. As a Professor in the Aerospace and Ocean Engineering Department, he developed and taught courses in Aerospace Engineering to hundreds of students in Aerospace Engineering and other majors.

Dr. Kapania established a world-class research program in the general areas of structural mechanics with emphasis on the finite element method, fluid-structures interaction, multidisciplinary analysis and design optimization, deterministic and probabilistic mechanics, nonlinear analysis of composite structures, neural networks, and adaptive structures. He has advised 42 Ph.D. and 43 MS students to completion and has authored or co-authored more than 160 archival journal papers and 300 conference proceeding and presentations

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Rakesh Kapania as the Mitchell Professor of Aerospace Engineering for a renewable period of 5 years, effective August 10, 2016, with a salary supplement and operating budget as provided by the endowment and, if available, with funds from the eminent scholar matching program.

June 6, 2016

ENDOWED PROFESSORSHIP
Residential Property Management Advisory Board Professor

The Residential Property Management Advisory Board Professorship was established in 1995 through a gift to the Virginia Tech Foundation from companies on the Residential Property Management Advisory Board. The members of the board, each of whom are representatives from the industry, made personal contributions to establish the professorship. The professorship was established to honor James F. Kelly, first chair of the board and director of Housing Management at the Virginia Housing Development Authority. He was instrumental in founding the residential property management program in the Department of Housing, Interior Design, & Resource Management (now Apparel, Housing and Resource Management). The graduates of the program are in great demand by employers of firms represented on the advisory board and throughout the industry. Based on a recommendation from the Department of Apparel, Housing, and Resource Management and after review by the Honors and Awards committee of the College of Liberal Arts and Human Sciences, Dean Elizabeth Spiller has recommended the continued appointment of Dr. Rosemary Goss as the Residential Property Management Advisory Board Professor based on her significant contributions to the field.

Dr. Goss, professor in the Department of Apparel, Housing, and Resource Management, received her Ph.D. from Florida State with a specialty in housing. Dr. Goss has given excellent leadership to the development of the property management program, and continues to be the key faculty contact for the Property Management Advisory Board. She was recently recognized with the university's Alumni Award for Excellence in Undergraduate Advising and was recognized by the National Academic Advising Association (NACADA) with a Certificate of Merit Outstanding Advising Award—Faculty Academic Advising. She also has been recognized with the Housing Impact Award by the Housing Education and Research Association for her contributions to the Housing field by establishing the property management program at Virginia Tech and at other universities. She was a charter member of the National Apartment Association Education Institute (NAAEI) board of directors and received the first ACE (Apartment Career and Education) Award in recognition of her contributions to their educational programs. Based on her research related to housing options for older adults, residential property management, housing conditions of families in Appalachia, and the housing needs of all families, she has numerous publications and presentations to professional audiences to her credit. She is the associate director of the Real Estate program at Virginia Tech and she teaches undergraduate courses on property management and real estate and has been an active university citizen serving in various positions in university governance.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Rosemary C. Goss as the Residential Property Management Advisory Board Professor for a five-year renewable term effective August 10, 2016, with a salary supplement as provided by the endowment and, as available, from the Eminent Scholars match program.

June 6, 2016

ENDOWED PROFESSORSHIP Virginia Tech Class of 1950 Professor

The Virginia Tech Class of 1950 Professorship was established in July 1997 by a generous gift from members of the Class of 1950. The professorship appointment is for a five-year period. Dr. Michael Renardy and Dr. Yuriko Renardy have jointly held the professorship since the position was first filled in October 2000.

Lay Nam Chang dean of the College of Science has nominated Drs. Michael and Yuriko Renardy for joint reappointment to the Class of 1950 Professorship, in concurrence with the recommendations from the mathematics department chair, Dr. Peter Haskell, and the departmental personnel and college honorifics committees.

Michael Renardy joined the Virginia Tech Department of Mathematics in 1986 as an associate professor and was promoted to professor in 1989. Yuriko Renardy joined the department in 1986 as an assistant professor, was promoted to associate professor in 1989, and to professor in 1993. Both Michael and Yuriko Renardy research fluid mechanics, a field in which mathematical analysis and computation are combined to address problems associated with blood flow, polymer manufacturing, and other processes fundamental to human health and environmental quality.

Michael and Yuriko Renardy both have highly successful research programs that are consistently funded by external sponsors. Yuriko has published 126 research articles and two monographs. Michael has published 194 journal articles, 43 book chapters, a research monograph, a graduate textbook, and a book based on his Conference Board of the Mathematical Sciences (CBMS) lecture series. Michael and Yuriko Renardy have been recognized for their research excellence - Yuriko by appointment as a Fellow of the American Physical Society and as a Fellow of the Society for Industrial and Applied Mathematics, and Michael with a Presidential Young Investigator Award, a Virginia Tech Alumni Award for Research Excellence, and appointment as a Fellow of the American Mathematical Society.

Michael and Yuriko have held visiting positions at the Australian National University, Cambridge University, and the Institute for Mathematics and its Applications. Between them, they have given 83 talks in 12 countries on four continents in the last five years alone. Their research prominence is the foundation for much of their service to the profession, including 13 editorial positions for Michael and two for Yuriko, as well as proposal review for science foundations in several countries.

Michael Renardy has advised seven Ph.D. students and is currently advising one more. Yuriko has advised two Ph.D. students, she is advising an additional one now, she has mentored five postdoctoral associates, and she advised a scholar participating in Virginia Tech's Initiative for Maximizing Student Development program (VT-IMSD). In addition to effective classroom teaching, Michael developed the computer-assisted homework and test system for the sophomore differential equations course, and Yuriko has been an active and visible provider of instructional assistance at the Math Emporium.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Michael and Yuriko Renardy as the Virginia Tech Class of 1950 Professors, effective October 1, 2015, for a period of five years, with salary supplements as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2016

The VT-Shaped Student

Thanassis Rikakis, Executive Vice President and Provost

Board of Visitors, Academic Affairs Committee

Provost's Update June 6, 2016

Towards A Top100 Global University

The top destination for VT-Shaped students and programs



A differentiated, nationally leading, land grant university



A differentiated top 100 global university

The VT-Shaped Student

A distinguishing characteristic for Virginia Tech

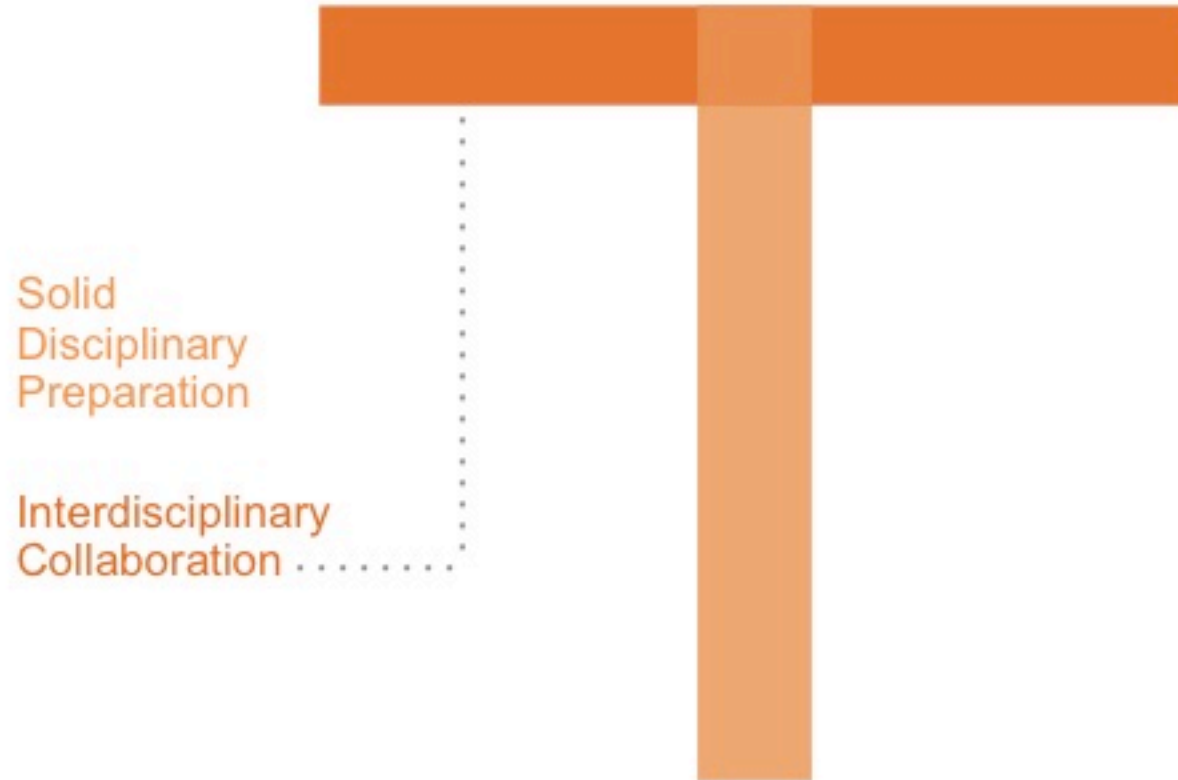
- Builds on the university's strengths and tradition
- Allows the university to tackle the complexity of 21st century education in a unique manner
- Facilitates recruitment of talented students and faculty
- Advances the development of partnerships

The VT-Shaped Student

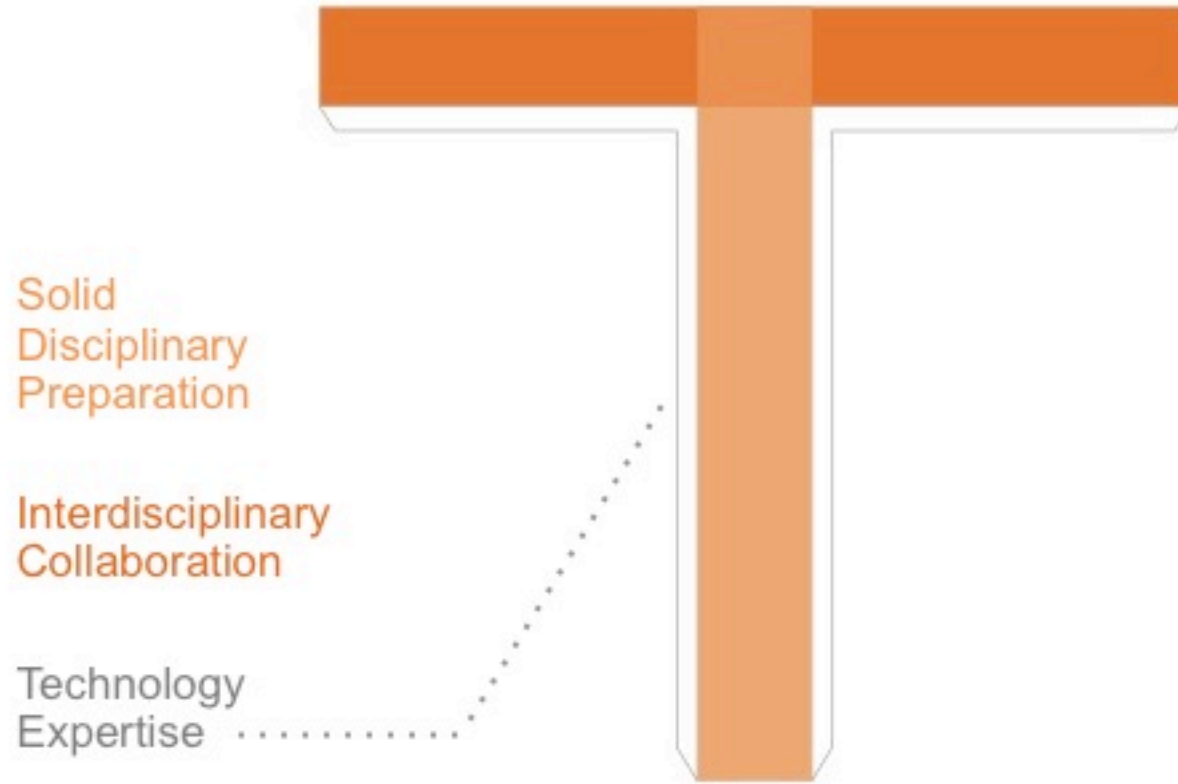
Solid
Disciplinary
Preparation



The VT-Shaped Student



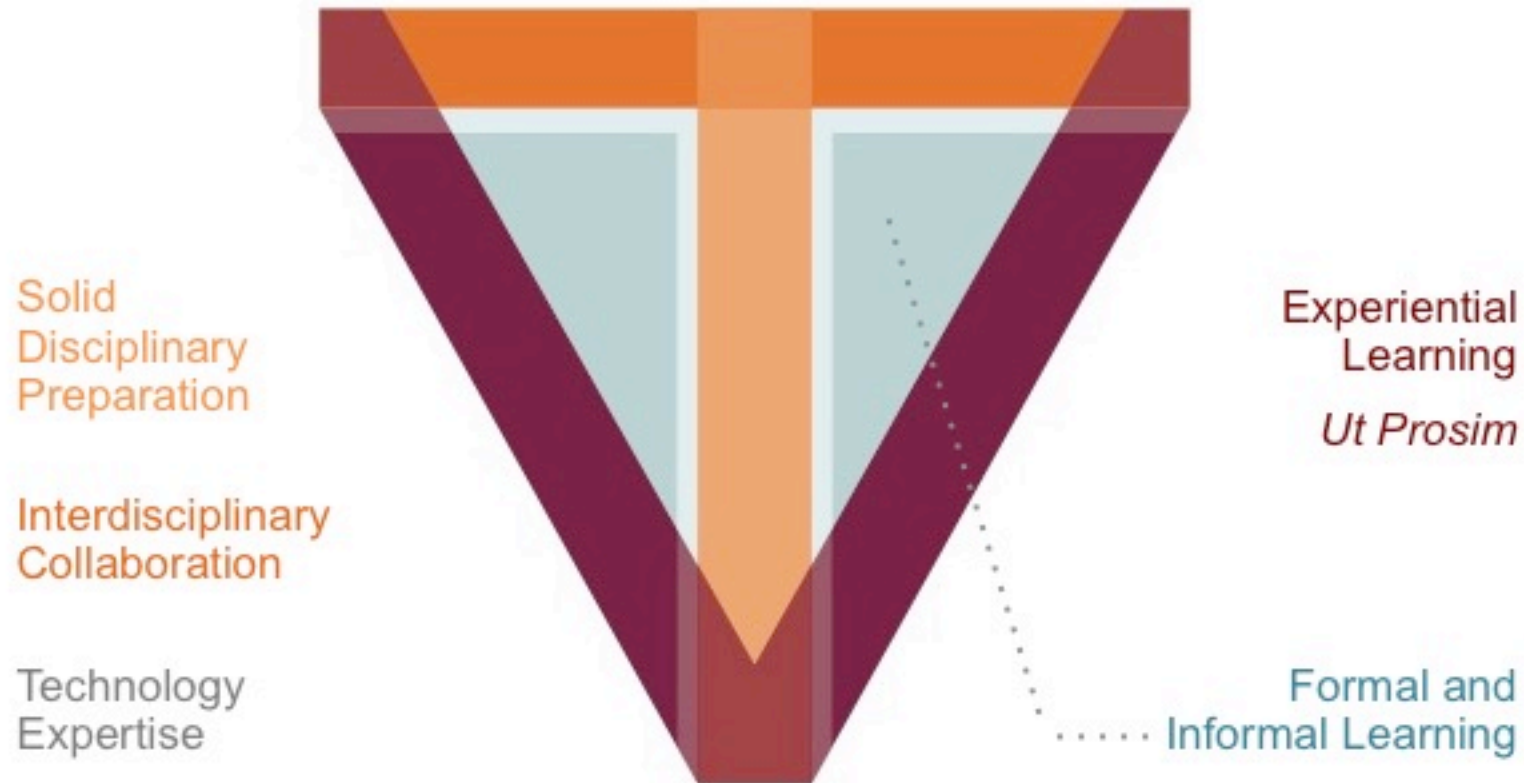
The VT-Shaped Student



The VT-Shaped Student



The VT-Shaped Student

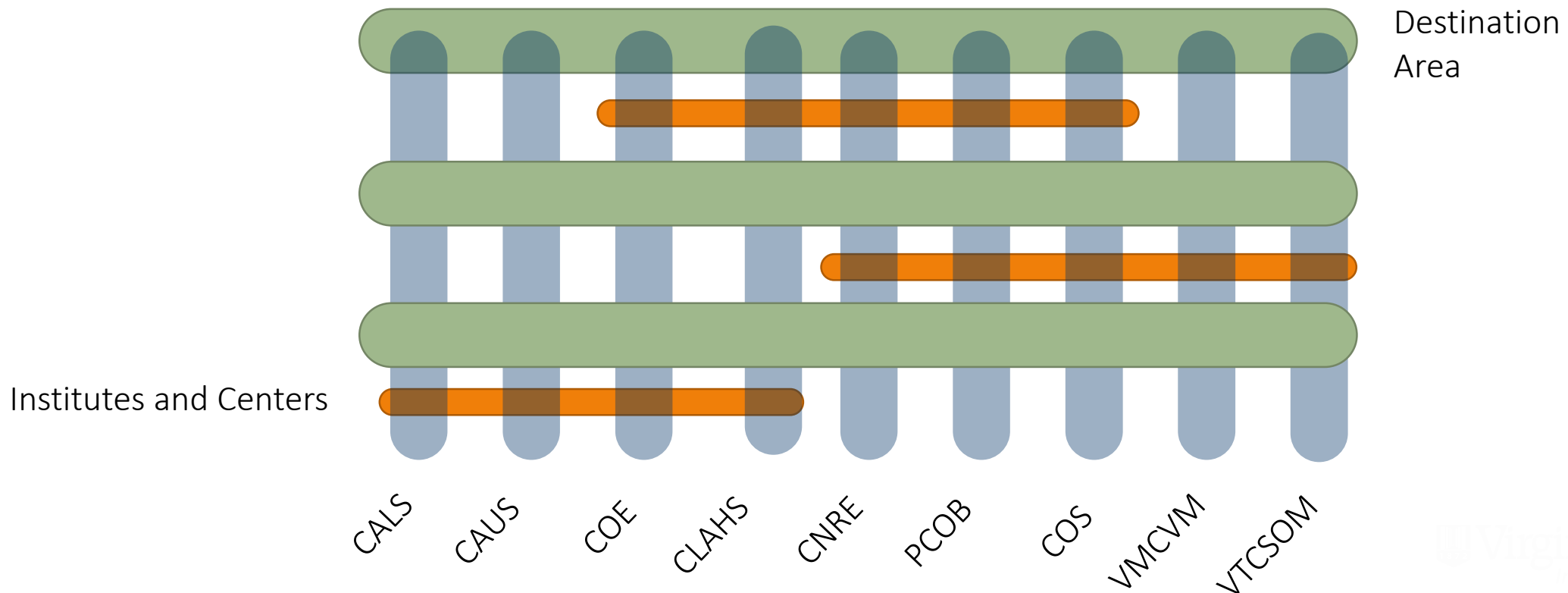


The VT-Shaped Student



Advancing the VT-Shaped Student: University Organization Evolution

- A matrix of established disciplines and evolving complex problems
- Incentive-based budget: resources go to activity
- Bottom-up optimization

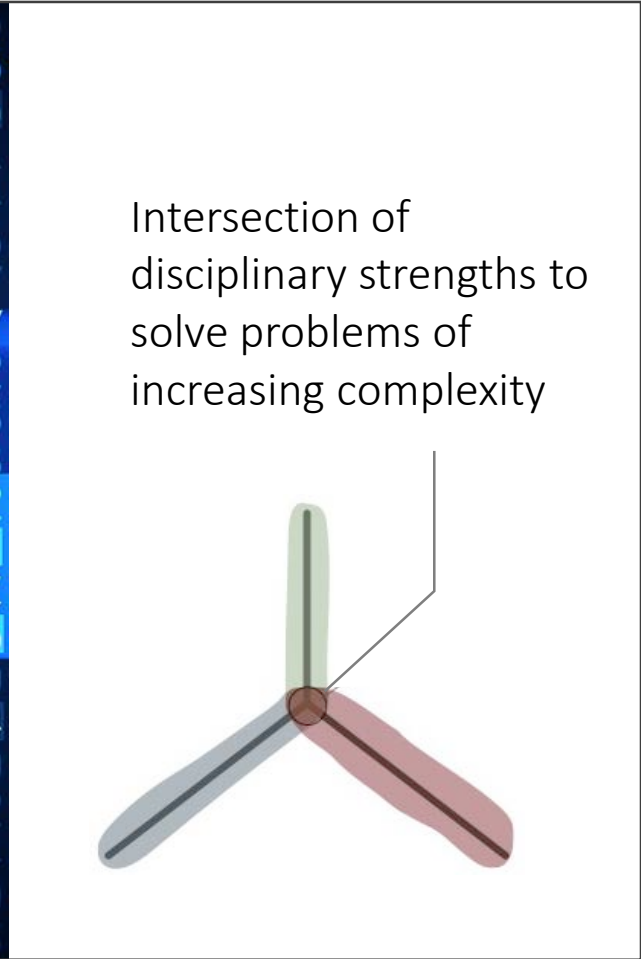
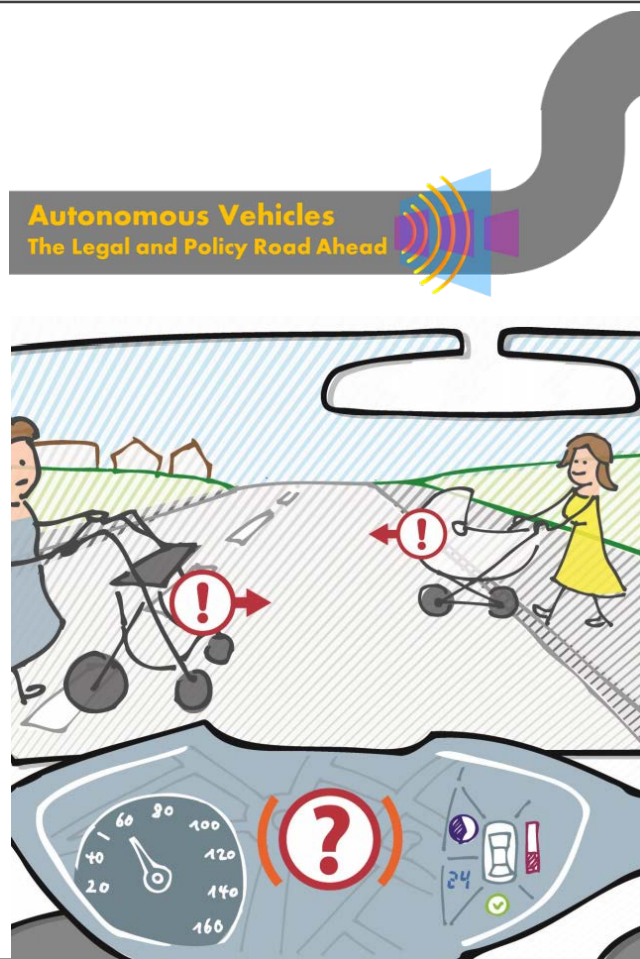


Building College Strengths + Destination Areas

- Identify and support college strengths
 - Significant annual budget increases to colleges
- Explore strengths and synergies of colleges and institutes
- Build faculty clusters around areas of greatest synergy and potential for attracting talent globally and nationally (Destination Areas)
- Develop signature cross-cutting research, education, and experiential learning

Building Destination Areas Themes

Example:



Intersection of disciplinary strengths to solve problems of increasing complexity

Connecting Themes to Form Destination Areas

Example:

Intelligent Infrastructure for Human-Centered Communities

- A systems approach to
 - Autonomous and Intelligent Transportation
 - Smart Design and Construction
 - Smart Energy
 - Urban Analytics
 - Cyber physical infrastructure

Developing Cross-University Network of Facilities

Example:

Intelligent Infrastructure for Human-Centered Communities

- Supports a systems approach
- Intelligent infrastructure teaching and prototyping complex
- Smart village
- Suburban and rural smart roads
- Metro lab
- Smart transportations hubs in National Capital Region (NCR)

Curriculum Example

B.S. in Construction

DEGREE: B.S. in [discipline]
Pathways General Education (@ 42 hours)
Degree Core: (25% of total degree hours minus general education) 42/45 hours
Major
Major Core
Major Specialization
Major Capstone/Project
Electives (A second major or minor would reduce the elective hours in a degree.)

B.S. in Construction/Major in Intelligent Infrastructure

DEGREE: B.S. in [discipline/DA*]
Pathways General Education (@ 42 hours)
DA Foundation
Degree Core: (25% of total degree hours minus general education) 42/45 hours
Major
Major Core
Major Specialization
Specialized DA Courses
Major Capstone/Project
DA Collaborative Studios
Electives (A second major or minor would reduce the elective hours in a degree.)

*Destination Area

Explore A Network of Partnerships+Research+Philanthropy

Examples:

- Virginia as THE destination for companies developing intelligent infrastructure and looking for a systems approach
- Joint labs and projects with industry and government
- Talent pipeline (both ways)
- New economy for Southwest Virginia
- Leveraging National Capital Region (NCR)
- Global hubs for global land grant
- Experiential learning
- A cyber physical infrastructure National Science Foundation (NSF) and Engineering Research Center (ERC)
- Solving complex problems philanthropy

Recruit Global Talent

- Get best faculty looking globally for a systems approach to our Destination Area themes
 - Promotes college recruiting
- Establish global hubs that are programmatic and evolve the brand

Recruit Global Talent

- Recruit students best prepared to be VT-Shaped Students
 - Expanded notion of “excellence”
 - Not running up the Harvard access
 - Target resources
 - Push X+T brand with high school counselors, parents, and students (all Destination Areas have “T” = tech)
 - Use jobs demand data (e.g., health analytics, social sciences, and tech)
 - Emphasize unique form of VT-Shaped learning, goals, and outcomes

Global Talent Production and Placement

- Prepare and place best VT-Shaped Students
- Curriculum prepares students
 - For 21st century jobs with high demand
 - Invent their own jobs
 - Strong disciplinary preparation
 - Ability to innovate and reinvent themselves
 - Communicate, collaborate, imagine (create problem), problem solve
 - Serve – societal impact

DISCUSSION

Annual Report of the Enrollment Management Group

ACADEMIC AFFAIRS COMMITTEE

June 6, 2016

In June of 2012, the Enrollment Management Group (EMG) was established to consider programs and practices associated with enrollment management. In addition to matters pertaining to financial aid, student success, and admissions, the EMG continues to annually review the progress of the university in achieving its diversity efforts through the continued narrowly-tailored consideration of race and ethnicity in admissions selections, and to make recommendations for incremental changes in practice, policy and funding that ensure the success of enrollment management. The results of the annual review of the Enrollment Management Group are shared annually with the Academic Affairs Committee of the Board of Visitors as an information item.

RECOMMENDATION:

That the Academic Affairs Committee of the Board accept the Annual Report of the Enrollment Management Group.

June 6, 2016



Enrollment and Degree Management

Report 2015–16

Board of Visitors—June 6, 2016



Undergraduate Admissions Initiatives

Recruiting the VT-Shaped Student

- Expanded holistic application review
- Coalition application
- Incorporate related language in print and digital materials
- Educational campaign for high school counselors
- Parent communications
- “XT” technology pathway



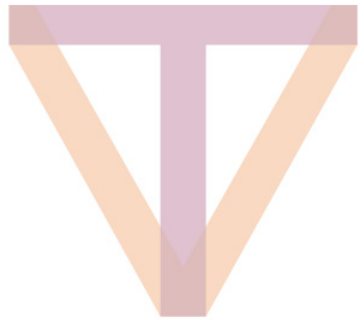
Programming

- VT Sneak Peek (Summer)
- Hispanic College Institute (Summer)
- Fall Visitation Weekend
- Yates Project
- Gateway (Spring)



Partnerships

- State University Diversity Initiative Networking Partnerships
- Partnership for the Future
- ACCESS College Foundation
- Achievable Dream Academy (Newport News)



College Access Collaborative



College Access Collaborative Model

Multi-pronged approach

Parents

- College tours and overnight visits
- Seminars on applying to and funding college
- College transitions and parents-as-partners activities

Students

- College tours and visits
- Financial aid awareness
- Career advising
- Application fee waiver
- SAT/ACT test preparation
- Transition and Orientation
- Localized experiential workshops

Teachers/Counselors

- College application and financial aid awareness
- Custom professional development
- SAT/ACT test preparation training
- Innovative pedagogical practices

Enrollment and Degree Management

Report 2015-16

Montgomery Co.

- Eastern Montgomery H.S.

S.W. Region

- Central High School
- Honaker High School
- Ridgeview High School
- Tazewell High School

Lynchburg City

- E. C. Glass High School
- Heritage High School

Norfolk City

- Booker T. Washington High School
- Granby High School
- Lake Taylor High School
- Norview High School

Newport News City

- Achievable Dream Academy

Henry County

- Martinsville High School
- Magna Vista High School
- Bassett High School

Degrees with Value

Degrees with Value
Virginia Tech alumni make their mark on society by weaving the university's motto, *Ut Prosim* (That I May Serve), into all aspects of their lives.

...an organic farm near... logging. It is work that... community as the farm... produce, beef, and...

Did you know?
The university was... ranked by Princeton... Review as one of the... most environmentally... responsible schools in the... nation in 2014 and was... named one of the best... of Green Schools by the... Center for Green Schools.

... a technical writer for the U.S. Bureau of Labor Statistics.

Did you know?
... Career Services... survey of 2013-14... responded to... that... within six months... The same... an average...

Did you know?
... Since 2011... companies have... Virginia Tech... center for... entrepreneurship... students in expanding... partnership with industry leaders... The center launched the Virginia... Tech Investor Network in 2013 to provide start-up funding for... companies owned, operated, or... invested in by other students.

Did you know?
... in a small group led by two peer mentors who are passionate about... student leadership and the spirit of *Ut Prosim* (That I May Serve). "Seeing the amount of generosity that existed around the New River... Valley helped keep me conscious of the fact that the world was much... bigger than the little bubble we all lived in Blacksburg."

Socially aware and active
Denilla says she saw in her last two years at Virginia Tech that more... efforts were being placed on diversity and inclusion initiatives on... campus. She was personally engaged in these efforts by her active role... as secretary of both the Theta Phi Chapter of Alpha Kappa Alpha... Society, Inc., and the National Pan-Hellenic Council.

VirginiaTech
Invent the Future

14 Degrees with Value

RECOMMENDATION:

That the Academic Affairs Committee of the Board accept the Annual Report of the Enrollment Management Group.