Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
Virginia Tech Northern Virginia Center, Falls Church
Room 214
2:00 – 4:00 pm
Sunday, August 25, 2019

Committee Members Present:
Greta Harris (chair), Sharon Brickhouse Martin, Chris Peterson, John Ferris, (faculty representative), Madelynn Todd (undergraduate student representative), Ryan King (graduate and professional student representative).

Additional Board Members Present:
Ed Baine, Shelley Barlow, C.T. Hill, Anna James, Tish Long, Melissa Nelson, Mehul Sanghani, Dennis Treacy, Horacio Valeiras, Preston White (regrets: Jeff Veatch).

Guests:
Catherine Amelink, Laura Belmonte, Richard Blythe, Robert Broyden, Lori Buchanan, Cyril Clarke, Al Cooper, Karen DePauw, John Dooley, Corey Earles, Juan Espinoza, Kari Evans, Kim Filer, Jack Finney, Ron Fricker, Rachel Gabriele, Tom Gallemore, Guru Ghosh, David Guerin, Dee Harris, Luisa Havens-Gerardo, Kay Heidbreder, Rachel Holloway, Elizabeth Hooper, Sylvester Johnson, Sharon Kurek, Steve McKnight, April Myers, Kim O'Rourke, Mark Owczarski, Eric Paterson, Patty Perillo, Charles Phlegar, Ellen Plummer, Menah Pratt-Clarke, Julie Ross, Tim Sands, Lisa Speas, Ken Smith, Tamarah Smith, Robert Sumichrast, Tracy Vosburgh, Debbie Wilson, Sherwood Wilson, Kenneth Wong.

OPEN SESSION

1. **Welcome and Acceptance of Agenda.** Greta Harris, chair of the committee, welcomed committee members and attendees to the Open Session.

   The committee voted unanimously to accept the agenda as presented.

2. **Consent Agenda.** Approval of June 3, 2019 Meeting Minutes, Ratification of 2019-20 Faculty Handbook, Resolution to Amend the Faculty Senate Constitution to Adopt the Parliamentary Rules Used by the University Council, Resolution to Amend the Faculty Senate Constitution Regarding Term Limits, Resolution to Amend the Faculty Senate Constitution Regarding Amendments to the Faculty Senate Constitution, Resolution to Amend the Faculty Senate Constitution Regarding the Function of Faculty Senate as Faculty Voice, Resolution to Approve Management of Graduate Assistantships and Tuition Remission.

The committee unanimously approved all items on the Consent Agenda.

3. **Provost's Update:** Cyril Clarke, executive vice president and provost, updated the committee on a number of areas. In the research area, Dr. Don Taylor has been appointed interim Vice President for Research and Innovation. A national search will be launched later this fall. Dr. Taylor is updating the unit's strategic plan and managing ongoing research operations including the integration into a single Fralin Life Science Institute of the Biocomplexity Institute and the Fralin Life Science Institute. The Fralin Life Science Institute is led by Sally Morton, dean of the College of Science, in an interim capacity. A search for a new institute director is being launched. To meet strategic regional, national, and global priorities and to be a destination for talent, it is important for the university to expand research including extramural research expenditures. In 2018, the last year for which complete data are available, total research expenditures were $531.6M, including $311.9M in extramural expenditures. Moving ahead, it is imperative that the university continue to increase research expenditures as well as the proportion accounted for by extramural grants and contracts. In addition, the university is improving ways to track and acknowledge research accomplishments that go beyond expenditures, particularly in the arts, design, and humanities.

New academic leaders include Lee Learman on July 1 as dean of the Virginia Tech Carilion School of Medicine, Laura Belmonte on August 1 as dean of the College of Liberal Arts and Human Sciences. Searches are underway for dean of the Virginia Maryland College of Veterinary Medicine, and the vice president and executive director of the innovation campus.

The Academic Health Center (AHC) in Roanoke continues to be a strategic growth area. Completion of new Health Sciences and Technology building is anticipated in spring of 2020, including the Comparative Oncology Research Center. Recruitment of faculty is underway, led by Dr. Mike Friedlander, vice president for Health Sciences and Technology. For strategic reasons related to strength of current programs and potential collaboration with Carilion, an emphasis is being placed on cardiovascular sciences. President Sands and Carilion CEO Nancy Agee recently charged a working group, consisting of Dr. Dwayne Pinkney, Dr. Cyril Clarke, the Chief Medical Officer of Carilion Clinic and the executive vice president of Carilion, to draft a work plan for standing up a Virginia Tech Carilion (VTC) corporate entity and a process for VTC strategic planning that includes master planning.

In the greater Washington D.C. area a number of initiatives are underway. In Falls Church, the university is engaged with HITT Contracting Company to conclude a comprehensive agreement of a public-private partnership. The initial phase involves negotiation of financial terms with HITT, consistent with Virginia Tech's expectation that the partnership will not negatively impact the university's ability to meet commitments involving other projects, such as the innovation campus and the AHC in Roanoke. Should an agreement be executed, it will involve creation of a national smart design and contraction center centered on academic programs of the College of Architecture and Urban Studies and the College of Engineering. Irrespective of the outcome of the Public-Private Education Agreement (PPEA) with HITT, graduate programs delivered at the Northern Virginia Center (NVC) will be evaluated for relocation in the region. The evaluation is in recognition of the opportunity to organize

programs in alignment with the developing thematic emphases at the innovation campus, Virginia Tech Research Center-Arlington, and in Falls Church. A consultative process to accomplish this process is being drafted.

Also in the greater Washington, D.C. area, the innovation campus continues to receive focused attention. Progress includes the delivery of an M.S. degree in computer science and computer engineering in Alexandria and expansion of computer science undergraduate programs on the Blacksburg campus. The Academic Programs and College Operations sub-team agenda items include: (a) degree development, including curriculum, (b) State Council of Higher Education for Virginia (SCHEV) approval of a new MS degree and temporary/permanent site approval, (c) recruitment of faculty and a model for faculty appointments, (d) provision of student services, and (e) finance and budgeting.

In the Virginia Tech Research Center – Arlington (VTRC-A), work continues on the emerging thematic identity of national security and the successful move of the School of Public and International Affairs (SPIA) from Alexandria.

At the conclusion of his provost's update, Dr. Clarke offered comments on the plans to review adjustments to the annual orientation program offered by the Division of Student Affairs to new freshmen and their families. Of critical importance is the expression of the university's commitment to inclusion, understood broadly, and inclusive of gender identity. Perspectives vary widely, are complex, and will differ for internal and external communities. It is important for the university to communicate about itself during orientation for entering students and their families. Orientation needs to be calibrated and organized in such a way as to accommodate, in a short period of time, the varied needs of students and families. Discussion included a commitment to make adjustments.

4. **Report from the Council of College Deans.** Richard Blythe, dean of the College of Architecture and Urban Studies and representative to the committee from the Council of College Deans. The deans meet regularly as a peer group and discuss cross-college university initiatives.

The deans have been working closely on the academic differentiation that will drive the university's locational advantages in the greater Washington D.C. Metro area. The deans are considering how college budgets are impacted by programmatic growth in the Washington D.C. Metro area and by enrollment growth and how the university's budgeting process might be developed as both a reflexive and projective tool to help manage growth.

Deans are actively engaged in re-aligning, hiring, and retaining faculty members in their colleges. An illustration of the value of a predictive model is in the College of Engineering. In this college, there are challenges identifying and confirming future budgets with enough lead-time such that faculty can be identified and hired to meet the demand. The provost's office, colleges, and human resources are piloting new approaches to search processes for faculty.

Start-up packages for faculty members present significant challenges in some colleges. Start-up packages are not sufficiently competitive. In some circles, Virginia

Tech is perceived as a "ladder" institution such that faculty members move onto other institutions. The university is not retaining faculty long enough to get full benefit from the investment of start-up packages. To address these concerns, the deans are discussing the potential benefits of start up packages on a collective basis with more of a focus on centralized or networked infrastructure to support research.

The deans continue to solve challenges around facilities, especially on the Blacksburg campus. Deans are examines innovate ways for supporting new construction, identifying innovative teaching methods, and assessing the ways in which investments in infrastructure offers maximal return on investment for academic programs and students.

5. **Academic Initiatives in the National Capital Region.** Julia Ross, dean of the College of Engineering, led a presentation on academic initiatives in the region. Dr. Guru Ghosh stated that our enhanced presence in the Greater Washington area will provide access to greater international opportunities and will facilitate hosting of international scholars. Dr. Eric Patterson described the advantages of unique and distinctive programs in the Greater Washington area which build on Virginia Tech's current strengths and moves us toward more collaborative transdisciplinary research. Dr. Sylvester Johnson discussed advances in computing and artificial intelligence and the complicated questions that will emerge, including what does it mean to be human, can machines be citizens, and how hybrid biological and mechanical beings will coexist. Dr. Kimberly Filer reviewed the university's goals for experiential learning and the enhanced opportunities that the Greater Washington area will provide as the Innovation Campus grows. Dr. Steve McKnight discussed the iScholars program which has provided opportunities for enhanced partnerships in the Greater Washington area, and is a model for expanding other kinds of experiential learning opportunities.

6. **Agenda Items for November 2019 Committee Meeting.** Topics for consideration at the November and upcoming committee meetings include a presentation on diversity and inclusion, an update on housing, dining, and facilities on the Blacksburg campus for incoming new students, and an update on planned adjustments to the orientation program for new students offered in July.

7. **Adjourn.** Having no further business, the committee adjourned at 4:00 p.m.

Academic, Research, and Student Affairs

Committee of the Board of Visitors

August 25, 2019

First Graduate Center, Reston

Washington Alexandria Architecture Center

Northern Virginia Center, Falls Church

Northern Virginia Welcomes President Sands

Innovation Campus Announcement

1972

1984

1997

2011

2015

1969

1980

2018

The Occoquan Watershed Monitoring Laboratory, Manassas

Marion duPont Scott Equine Medical Center, Leesburg

Virginia Tech Research Center, Arlington

Marion duPont Scott Equine Medical Center
LEESBURG

Agricultural Research and Extension Center
MIDDLEBURG

Virginia Tech Research Center - Arlington
ARLINGTON

Northern Virginia Center
FALLS CHURCH

Innovation Campus

Virginia Tech in Alexandria
ALEXANDRIA

Occoquan Watershed Monitoring Laboratory
MANASSAS

Northern Virginia Locations

Program Types:

- *Executive*
- *Full- and part-time*
- *Online*

By the numbers:

- *7 Colleges*
- *55 Tenured/Tenure Track Faculty*
- *250 Ph.D. students*
- *500 Master's students*
- *40 Programs*
- *47 Degree Options*
- *~60,000 alumni*

Value Proposition:

- *Unique place*
- *Enduring foundations*
- *Human-centered approach*
- *Focus on broad themes*

Looking forward:

- *Cement Virginia Tech's role in the Northern Virginia innovation economy through development of the innovation campus*
- *Increase research intensity*
- *Strategically build upon and grow academic programs*
- *Identify and engage appropriate partners to shape and realize a shared vision of Virginia Tech in the region*

Strategic Elements:
- *Global reach*
- *Distinctive and differentiated programs*
- *Transdisciplinary learning and discovery*
- *Experiential learning*
- *Partnerships*