

Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

New Classroom Building, Room 120

9:00 – 11:30 a.m.

Monday, June 4, 2018

Committee Members

Debbie Petrine, chair, Tish Long, Brett Netto (graduate student representative), Chris Peterson, Hans Robinson (faculty representative), Wayne Robinson, Rector Dennis Treacy.

Guests

Zo Amani, Tommy Amal, Beth Armstrong, Rosemary Blieszner, Tom Bluestein, Daniel Breslau, Tom Brown, Lori Buchanan, Kris Bush, Steve Capaldo, D'Elia Chandler, Cyril Clarke, Juan Espinoza, Jack Finney, Rachel Gabriele, Guru Ghosh, Cathy Grimes, David Guerin, Kristina Hartman, Lindsey Haugh, Luisa Havens-Gerardo, Lee Hawthorne, Kay Heidbreder, Rachel Holloway, Elizabeth Hooper, Byron Hughes, Rachel Iwicki, Adriane Keller, Frances Keene, Sharon Kurek, Rachel Iwicki, Chelsea Lyles, Curtis Mabry, Hud McClanahan, Christina McIntyre, Scot Midkiff, Mallory Miller, Sally Morton, April Myers, Kim O'Rourke, Patty Perillo, Ellen Plummer, Menah Pratt-Clarke, Julia Ross, Karen Eley Sanders, Timothy Sands, Brennan Shephard, Natasha Smith, Robert Sumichrast, Don Taylor, Pablo Tarazaga, Don Taylor, Judy Taylor, Rob Whitehead, Chris Wise.

1. Welcome and Acceptance of Agenda. D. Petrine, chair of the committee, welcomed committee members and guests. The committee reviewed the agenda and consent agenda. A request to move the presentation regarding enrollment management to later in the meeting was accepted and the committee approved the agenda.

2. Consent Agenda. The committee unanimously approved the consent agenda, including: March 26, 2018 meeting minutes, two reappointments to endowed chairs, professorships, or fellowships; the 2018-19 Pratt Fund Budgets (shared with the Finance and Resource Management Committee); the discontinuance of a degree in environmental policy and planning; adoption of the Virginia Tech Carilion School of Medicine Student Honor Code, Attributes of Professionalism, and Teacher-Learner Compact; revisions to the Graduate Honor System Constitution; resolutions clarifying language in the Faculty Handbook pertaining to research faculty on: promotion processes, overload compensation for teaching credit classes, and research faculty removal processes, and a resolution to revise language in the Faculty Handbook pertaining to the appointment of Alumni Distinguished Professors; a resolution to comply with amended Code of Virginia

* Requires Full Board Approval

§23.1-1308 regarding textbooks and open educational resources; language for the Faculty Handbook pertaining to Alumni Distinguished Professors, and reviewed the Report of 2018-19 Faculty Compensation Plan (shared for information purposes, by the Finance and Resource Management Committee).

The consent agenda was approved unanimously.

3. Report of Closed Session Items. D. Petrine reported on the items approved by the committee in its closed session: four appointments to emeritus/a status; one appointment to an endowed chair, professorship, or fellowship; two exceptions to the Virginia Conflict of Interests Act; one faculty special leave request; promotions and tenure of 125 faculty members; and ratification of the faculty personnel changes report (shared with the Finance and Resource Management Committee), which will be addressed in the full board meeting closed meeting.

4. Provost's Update. C. Clarke, interim executive vice president and provost, provided updates on several items:

Beyond Boundaries and Foundational Initiatives: Virginia Tech continues to advance development and implementation of foundational initiatives arising from the Beyond Boundaries vision. These include a commitment to the VT-shaped model of discovery and learning that highlights the importance of disciplinary strength consistent with the university's comprehensive land grant mission; transdisciplinary areas of excellence represented by Destination Areas (DAs) and Strategic Growth Areas, the research institutes, Interdisciplinary Graduate Education Programs (IGEPs); and the university's commitment to community engagement and experiential learning (hands-on, minds-on). The university's commitment to advancing experiential learning remains high and is on the cusp of developing a university wide model to highlight this commitment.

Partnership for an Incentive Based Budget (PIBB). The university's budget model supports the implementation of Beyond Boundaries foundational initiatives and continues to be rolled out across the academic areas.

Destination Areas: The university is in the second year of implementing the Destination Areas and faculty recruitment is proceeding well through cluster hiring strategies, with only four of 54 positions not yet filled. The university anticipates additional new faculty lines for the next fiscal year. The provost's office and colleges use recruitment and hiring strategies designed to support and accomplish broad and diverse hires.

* Requires Full Board Approval

Global Systems Science is an example of a DA that converges factors that affect public health, animal health (domestic and wild animals), and environmental health in rural environments, both in the US and internationally. Emerging programs include (1) rural environments in Appalachia and (2) ecology of disease in Botswana. When fully developed, an undergraduate student interested in the epidemiology of infectious diseases will enroll in new and existing undergraduate courses in Blacksburg that establish foundational knowledge regarding the principles of ecology, biostatistics and epidemiology, and transmission of infectious diseases. The student might then enroll in a summer session course offered in Kasane, Botswana that demonstrates these principles using real-life situations and conduct undergraduate research under the mentorship of faculty and graduate students working in the area of public and animal health, ecology, decision modeling, community service and policy development. The student would then come away with knowledge and skills relevant to these disciplines and a deep appreciation of the value of listening to and collaborating with rural communities in the spirit of Ut Prosim.

Faculty Retention: In response to a question raised during the committee's March meeting regarding the retention of faculty, the office of the provost collected data and will continue to analyze retention information to determine a more robust understanding of the university's retention needs. The university participates in the Collaborative On Academic Careers in Higher Education (COACHE) data collection efforts which provide Virginia Tech with information related to tenure track and tenured faculty. This fall, the university will expand its relationship with COACHE to include opportunities for participation in the COACHE-administered faculty retention and exit survey.

In 2016-17, 29 faculty left the university, representing 2% of the total faculty (in a range of 1% to 4% over a five-year period). In 2016-17, the university's loss of underrepresented and minority faculty was similar with a loss of 2% Black and 3% Hispanic faculty. Data interpretation should take into account small numbers and individuals who classify themselves as representing more than one race. In 2016-17, the losses of female and male faculty were 3% and 2%, respectively. While the loss of faculty may represent a small proportion of faculty, each loss has significant impact.

Faculty Retention Strategies: In 2017-18 there were 27 retention actions (these actions varied from 44 to 15 over five years). The cost of salary enhancement in 2017-18 was \$133K (it varied from \$310 to \$88K over five years), with an average of \$10K. Faculty retention strategies include additional matching salary enhancement funded at the college level in addition to faculty research packages.

* Requires Full Board Approval

Faculty retention is a concern and low compositional representation across the university is the most important issue. The university and colleges employ many strategies to reach students who might complete graduate degrees and consider academic careers.

Virginia Tech Carilion School of Medicine (VTCSOM) integration. The university is on schedule for integration of the VTCSOM by July 1, 2018. Personnel have transferred to Virginia Tech and the Human Resources team, and Curtis Mabry are to be commended for achieving this complicated task. The university's application has been submitted to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the SACSCOC's decision regarding integration will be announced to the university on June 15, 2018.

Virginia Tech Research Center – Arlington (VTRC-Arlington). The university will be submitting for approval to the State Council of Higher Education for Virginia (SCHEV) approval for the Arlington (VTRC-Arlington) as a mixed-use, instructional and research facility. The Board of Visitors will be invited to approve a resolution to this effect in August, 2018.

5. Student Affairs – Living and Learning Communities. P. Perillo, vice president for student affairs introduced F. Keene, interim director of residence life. F. Keene updated the committee on the university's Living and Learning Communities (LLC). An LLC is a residential community organized around a common experience, course, interest, or goal including disciplinary interests (e.g. science), academic interests (e.g. global learning), or a residential college model. Students apply to participate and the community is led by a program director from academic or student affairs supported by residence life. LLCs currently serve 37% of on-campus undergraduate students. Student Affairs intends to continue to grow the percentage of students participating in LLCs and residential colleges.

6. Academic Affairs

A. New Degrees: Bachelor of Arts and Bachelor of Science in Science, Technology, and Society. R. Blieszner, dean of the College of Liberal Arts and Human Sciences, and D. Breslau, associate professor of science, technology, and science provided information regarding the new bachelor of arts and bachelor of science degrees in science, technology, and society. Completing the degree prepares graduates to identify ways in which science, medicine, and technology influence society. Graduates evaluate and formulate policies within science, technology, and medicine fields. STS graduates will be employed in public sectors such as

* Requires Full Board Approval

environmental research and advocacy, research analysis, and pursue graduate education in law, health, information science, and environmental policy.

The committee unanimously approved the two resolutions to establish the new degrees in science, technology, and society.

B. Enrollment Management Report. L. Havens-Gerardo, vice provost for enrollment management, offered the committee a report on enrollment management. Successful enrollment management includes evaluating capacity, budgeting, and setting enrollment goals. Actions are to set the university's offer rate, optimal yield, and a wait list strategy. In 2018 undergraduate applications were up across all categories and up 18.7% over 2017 (32,103). Admission benchmarks are on schedule to be met including underserved and underrepresented in and out-of-state students (in state up 2.8%, total of 1,534 and out-of-state is up 12.2%, total of 475). The freshman class profile includes 56% of students with a GPA over 4.0. First-Year Scholars across all categories are increasing. Summary and Next Steps: Enrollment target was set to 6,426 with an assumption of no more than 3% melt to achieve an entering cohort of 6,237 for Fall 2018. Strategic conversations and planning to start June and July this year to set enrollment goals for fall 2019. Strategic recruitment planning for the class of 2023 is already underway, focusing on accelerating 2022 goals and on optimizing strategies for veterans, corps, legacy and transfer populations. Redesigning the recruitment viewbook, communication plan and visitor experience are in progress. Implementing new admissions platforms and integrating non-cognitive factors in the admissions review process will be active next year. The scholarship platform Raise.me as been launched, focusing effort on all Virginia high schools with at least 70% free or reduced lunch enrollments.

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

C. College Update: College of Engineering. Julia Ross, dean of the College of Engineering, provided an update on the college. The college benefits from the work of 222 staff employees, 367 tenure-track and tenured faculty members, 8,331 undergraduate students, and 2,227 graduate students. The college has a focus on experiential learning with a theme of "hands on minds on." The college ranks 8th in research expenditures and enjoyed a record-breaking year in gifts and philanthropy, a 69% increase over fiscal year 2016 for a total of \$43.57M in new gifts and commitments. Commitments to inclusive excellence include the Center for the Enhancement of Engineering Diversity, a \$5M gift creating a pathway for 60 first-generation students, and the New Horizon Graduate Scholars program.

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7. Council of College Deans Update. R. Sumichrast, dean of the Pamplin College of Business, and representative to the committee from the Council of College Deans, offered remarks to the committee. The deans continue to appreciate partnering with the new VT for Enrollment Management and her team to enroll a class that is on target for the university's desired size and characteristics. The enrollment team is a great help in planning our instructional, classroom, and other college needs. The deans continue to discuss the possible impact of a smaller freshman class on budget as the university's PIBB is implemented. The deans continue to discuss college collaborations in the National Capital Region and the university's participation in the state's Commonwealth Cybersecurity Initiative (CyberX) with Virginia Tech as the anchoring institution. Conversations continue regarding a funding model for professional master's programs. The college deans continue to participate exploring plans for academic space including space dedicated to CyberX. Deans have discussed ways in which to increase the numbers of underrepresented and minority faculty, for example the accounting firm KPMG has sponsored a Ph.D. Project to increase underrepresented and minority faculty in the business disciplines.

8. Agenda Items for August 2018 Committee Meeting

D. Petrine

The committee discussed the possibility of updates on the university's international initiatives, graduate education, information on how the university uses peer and other benchmarks, and student services in distributed campus locations including Roanoke and the National Capital Region.

9. Adjourn

Living & Learning

PATTY PERILLO

Vice President for Student Affairs

FRANCES KEENE

Interim Director, Housing and Residence Life



VIRGINIA TECH™

What is a Living-Learning Community (LLC)?

- Organized around a common experience, course, interest, and goal
- Students apply to participate
- Led by a program director from academic or student affairs and supported by residence life
- Peer mentorship



The Virginia Tech Student Experience: Virginia Tech's Next 20 Years



The Virginia Tech Student Experience Task Force Report | January 2015

2015 Task Force Strategic Recommendation:

Grow living-learning and residential college programmatic initiatives to involve at least two-thirds of undergraduate residential students over the next decade by promoting benefits and reducing financial barriers (currently 37% of the undergraduate on-campus population, including the Corps of Cadets).

Discipline-Specific Model



- Focused on a specific area of study
- Multigenerational
- Led by a program director



Academic/Interest Based Model

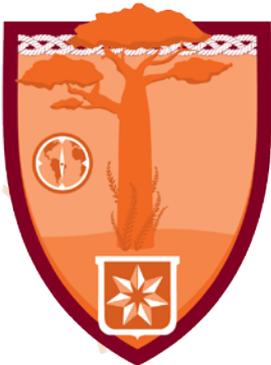
- Focused on a common interest or common course
- Multigenerational
- Led by a program director
- Coming in fall 2018: Ujima



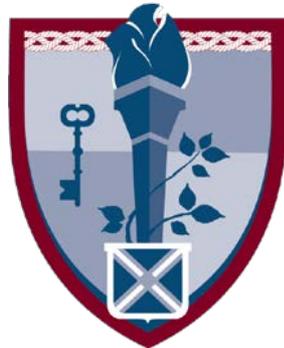
Residential College Model

- Interdisciplinary
- Multigenerational
- Led by a live-in faculty principal

LEADERSHIP AND SOCIAL CHANGE
RESIDENTIAL COLLEGE



RESIDENTIAL COLLEGE AT
WEST AMBLER JOHNSTON



HONORS RESIDENTIAL COMMONS





Summary

Living-Learning Communities:

- Benefit students academically and socially.
- Currently serve 37% of Virginia Tech's undergraduate, on-campus population
- Diverse identities represented in Living Learning Communities

Because of the rich experience LLCs offer, we seek to grow the living-learning and residential college initiatives to engage at least two-thirds of our undergraduate, residential population.

Annual Report of the Enrollment Management Group
ACADEMIC, RESEARCH AND STUDENT AFFAIRS COMMITTEE

June 4, 2018

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, Research, and Student Affairs Committee of the Board of Visitors accept the Annual Report of the Enrollment Management Group.

June 4, 2018

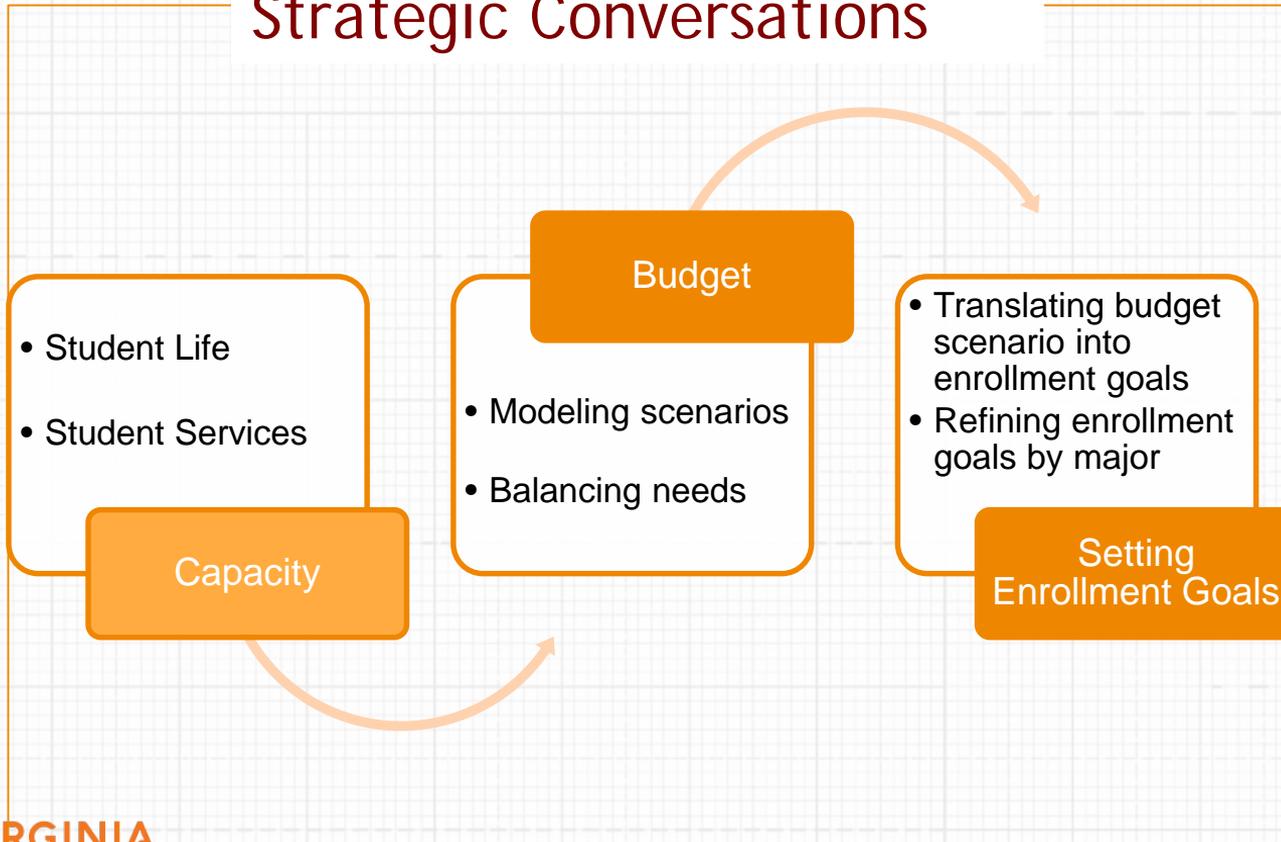


Undergraduate Enrollment Management Update The Class of 2022



Luisa M. Havens Gerardo, Ph.D.
Vice Provost for Enrollment Management

Strategic Conversations



Action Planning

Set offer rate needed

- Determine pool of qualified students
- By college, by major, by student type

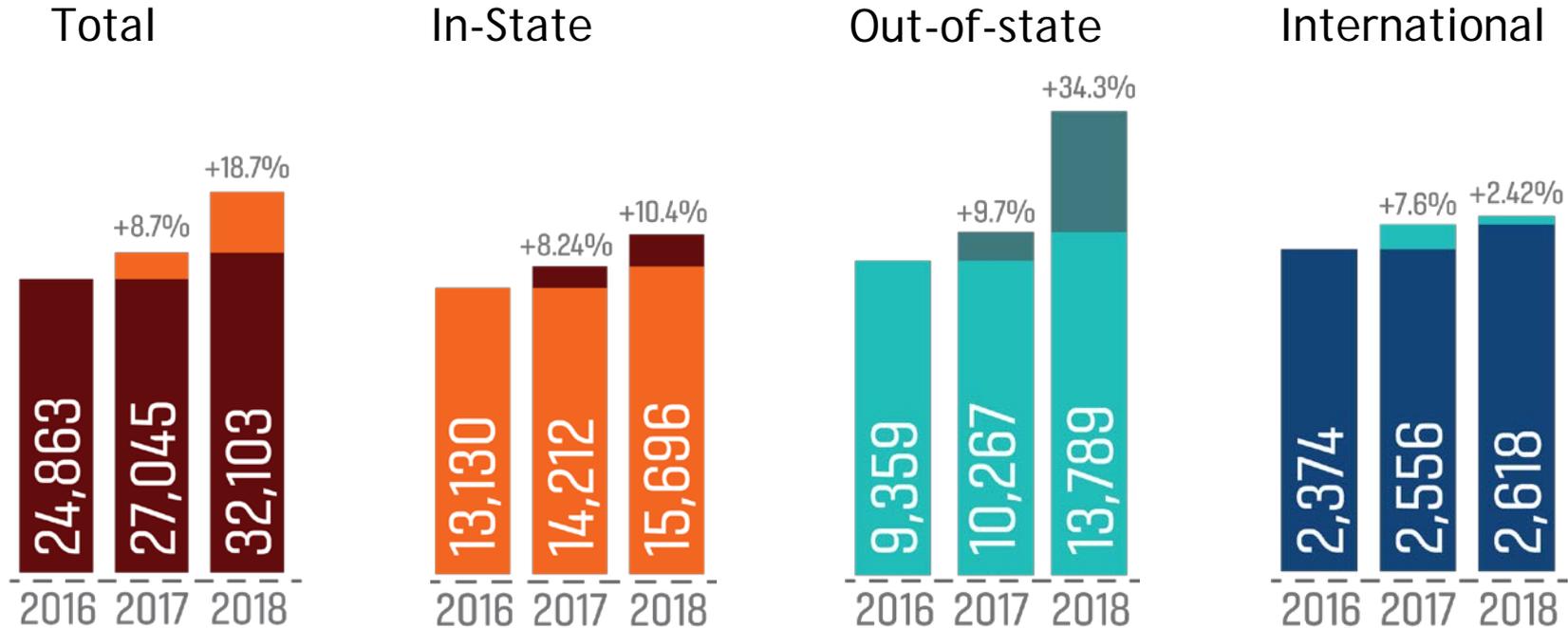
Set accepted offer yield needed

- Extend predetermined number of admission offers
- Set benchmark expectation by date and volume

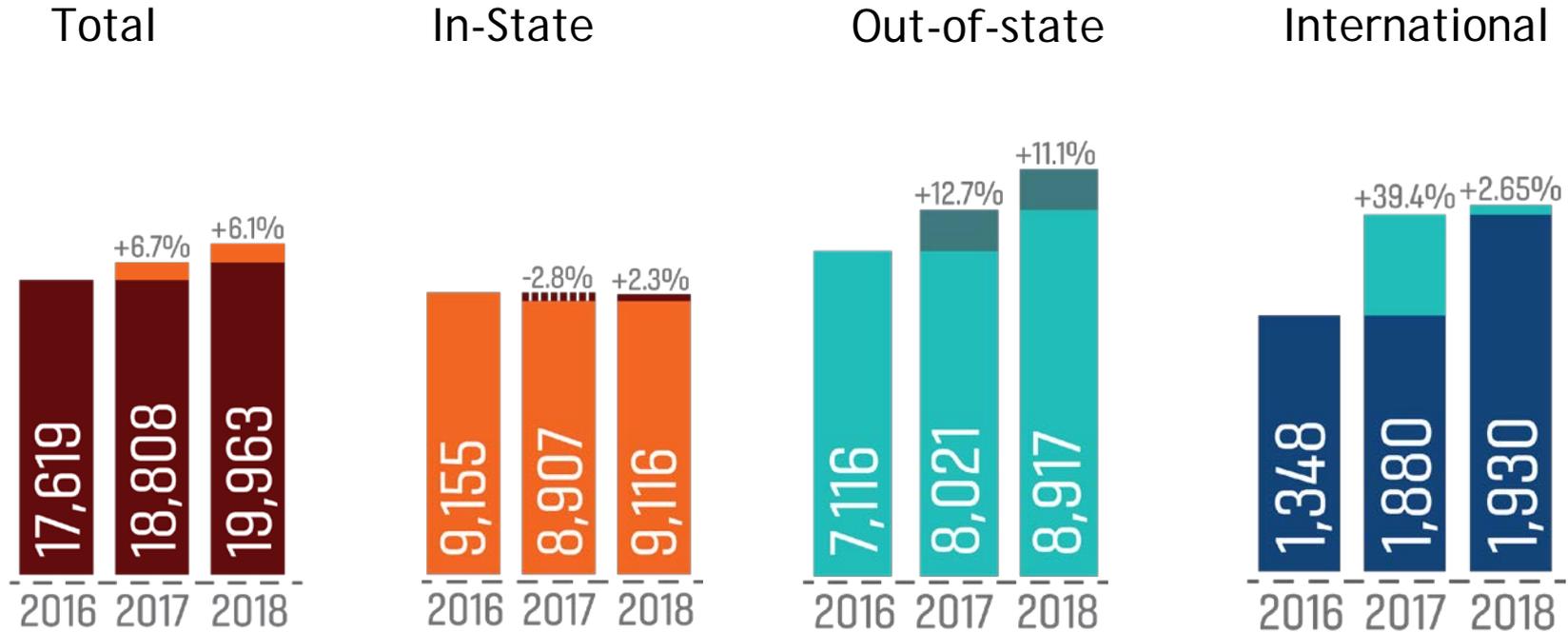
Set wait listing strategy

- Request response to waitlist offer
- Extend offers from accepted waitlist offers if benchmark not reached

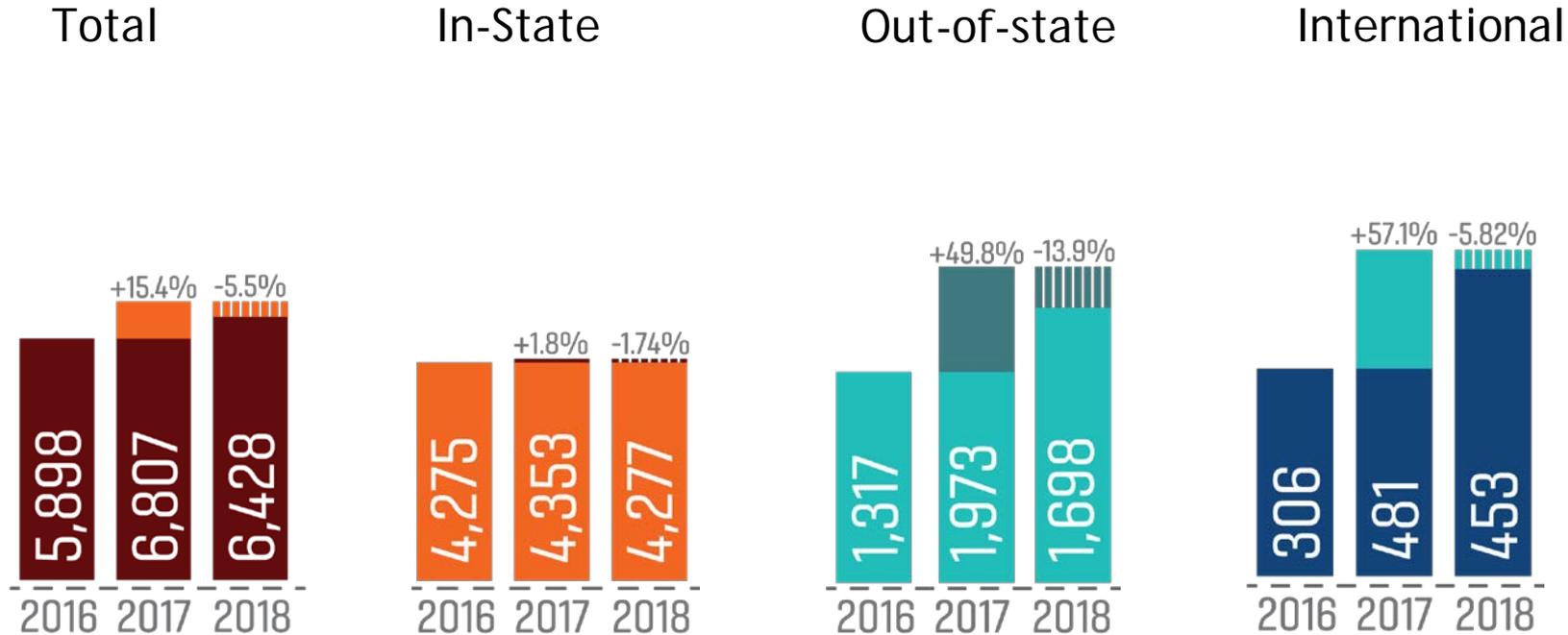
Historic UG Admissions Cycle: Applications Received



Historic UG Admissions Cycle: Offers extended



Historic UG Admissions Cycle: Offers accepted

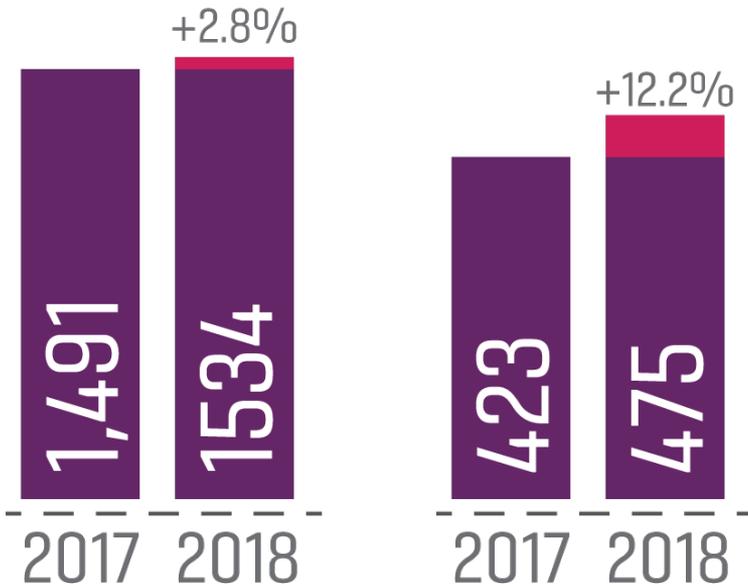


2018 Admissions Cycle Points to Note

Diversity Benchmarks: Overall Underserved/ Underrepresented

In-State

Out-of-state

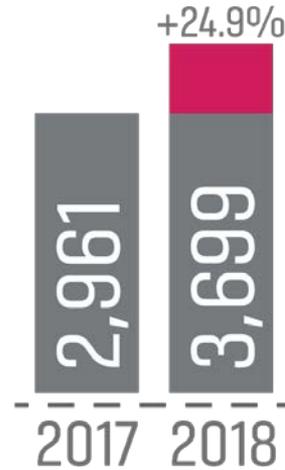


Diversity Benchmarks: Underrepresented

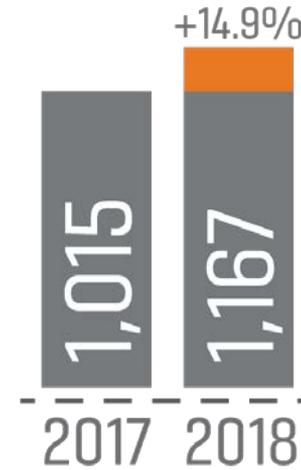
Applications



Offers



Accepted



Diversity Benchmarks: Underserved: First-Generation

Applications



Offers



Accepted



Diversity Benchmarks: Underserved: In-state, Pell Grant-Eligible



Diversity Benchmarks:

Underserved: Out-of-state, Pell Grant-Eligible

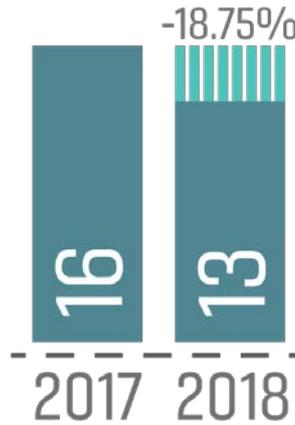


Diversity Benchmarks: Underserved: Veterans

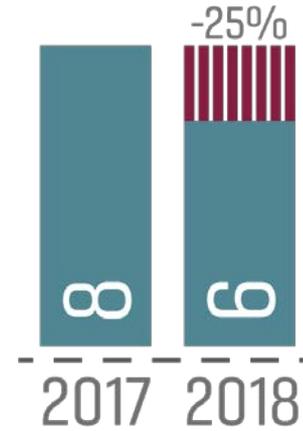
Applications



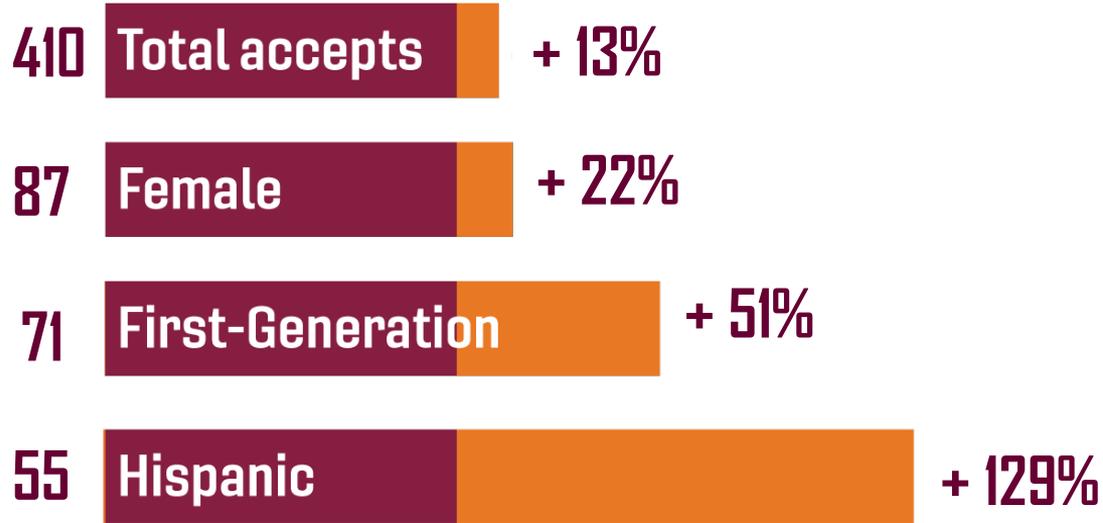
Offers



Accepted



Corps of Cadets



Legacy

Applications



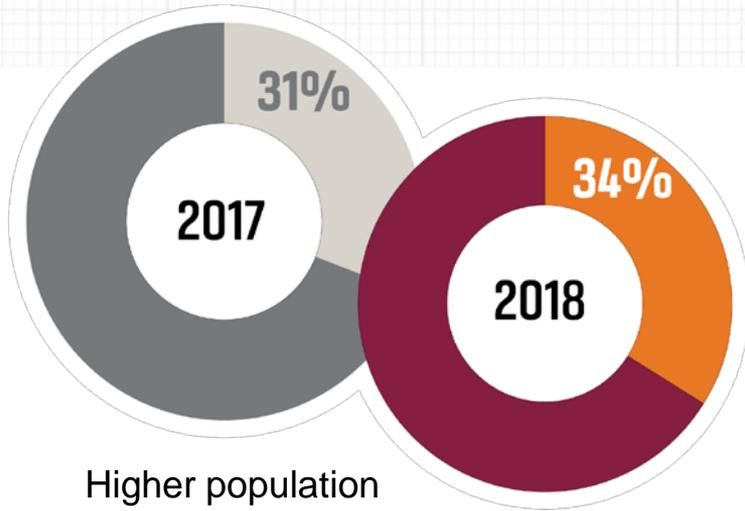
Offers



Accepted



2018: Freshman Class Profile



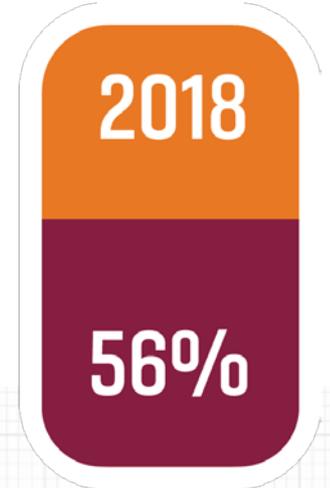
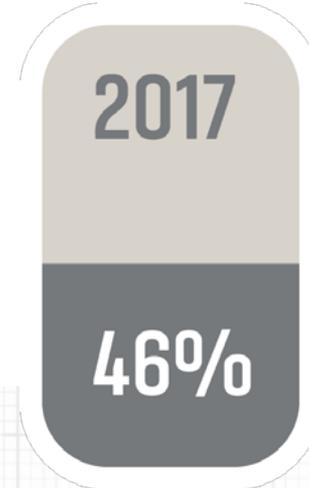
Higher population
underrepresented /
underserved vs. 2017

4.05 2018

Higher average GPA vs. 2017

4.0 2017

Higher percentage with
GPA over 4.0



First-Year Scholars

49

COLLEGE ACCESS
COLLABORATIVE

50

UT PROSIM

110

BEYOND
BOUNDARIES

43

VIRGINIA TECH
SCHOLARS

First-Year Scholars

84

PRESIDENTIAL
SCHOLARSHIP
INITIATIVE

23

INCLUSIVE VT
EXCELLENCE

10

CLARK SCHOLARS

63

BURRUSS SCHOLARS

50

PRESIDENTIAL CAMPUS
ENRICHMENT GRANT

First-Year Scholars

VIRGINIA
TECH
GRANT

328 IN-STATE

324 OUT-OF-STATE

VIRGINIA
STUDENT
ASSISTANCE
PROGRAMS

994

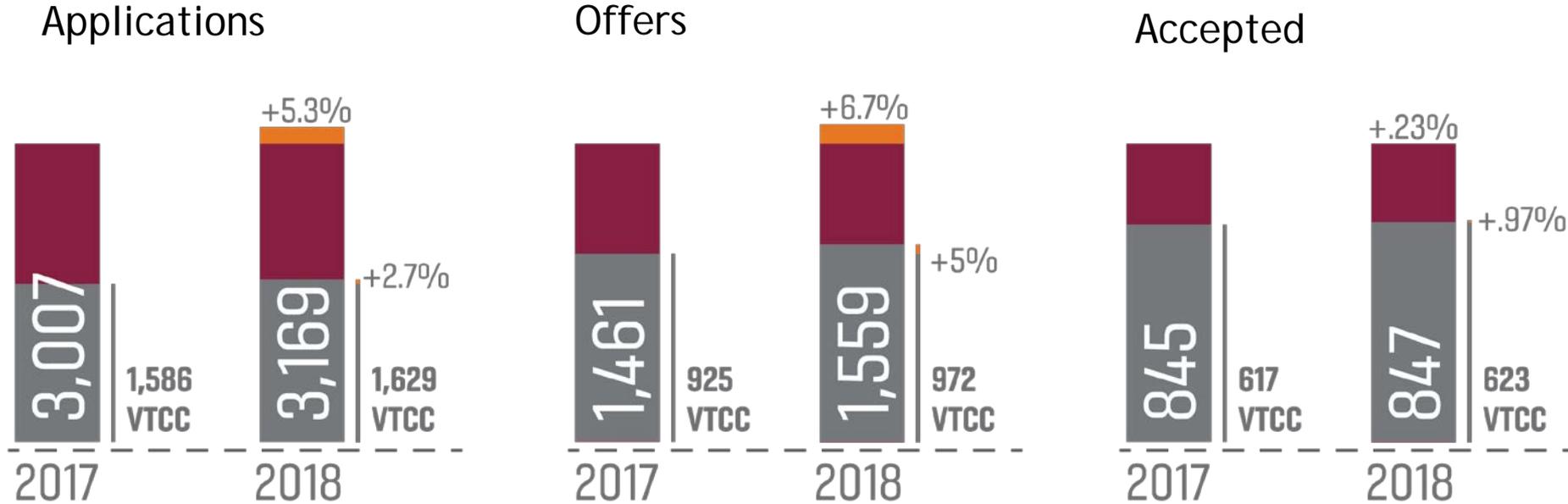
1422

FEDERAL
PELL
GRANT

420

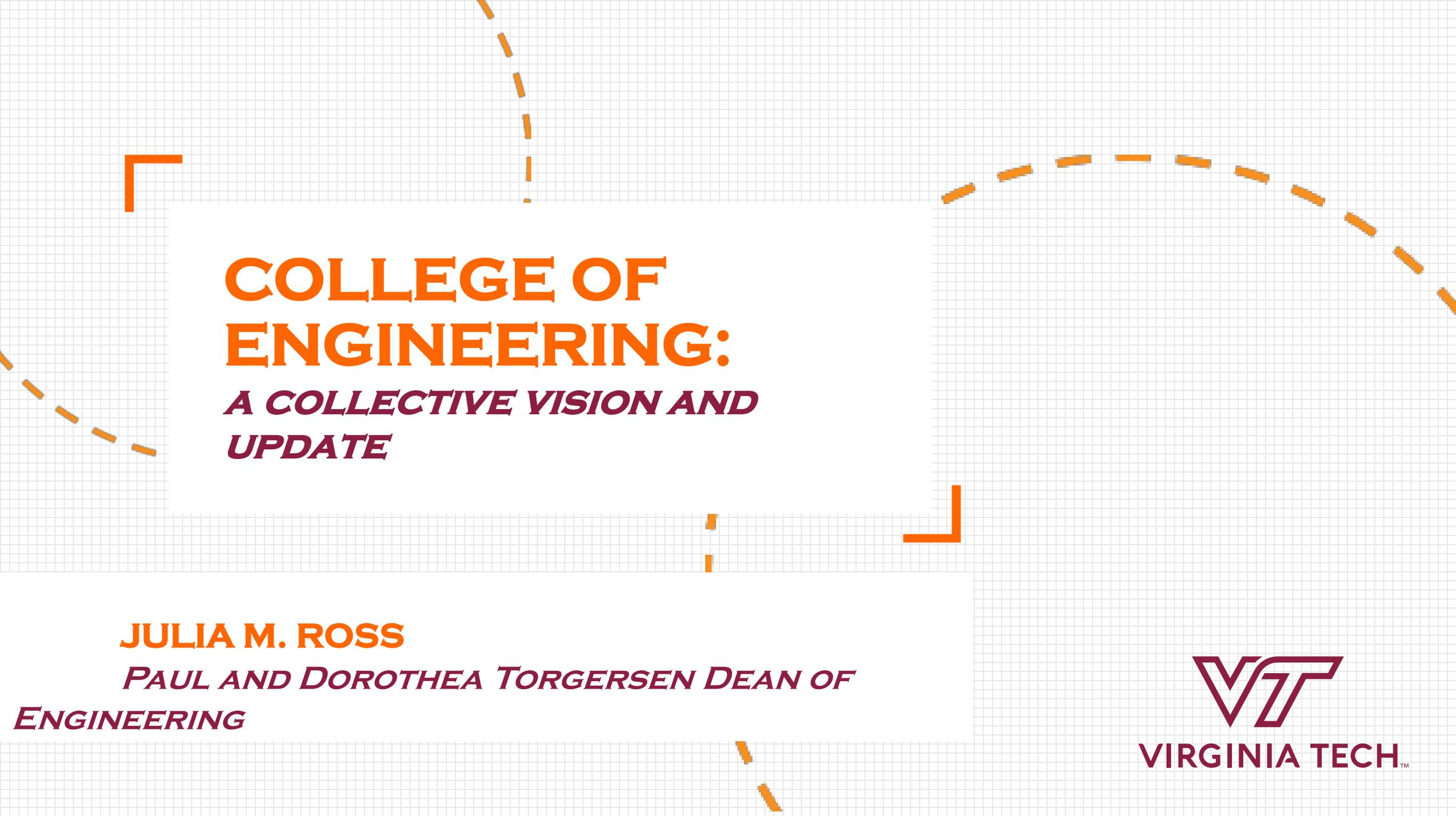
FEDERAL
SUPPLEMENTAL
EDUCATIONAL
OPPORTUNITY
GRANT

2018 Transfer Class



Summary and Next Steps

- Enrollment target was set to 6426 with an assumption of no more than 3% melt to achieve an entering cohort of 6237 for Fall 2018.
- Strategic conversations and planning to start June and July this year to set enrollment goals for fall 2019
- Strategic recruitment planning for the class of 2023 is already underway, focusing on accelerating 2022 goals and on optimizing strategies for veteran, corps, legacy and transfer populations.
- Redesigning the recruitment viewbook, communication plan and visitor experience
- Implementing new admissions platform and integrating non-cognitive factors in the admissions review process
- Finalizing the financial aid leveraging model this summer, for full implementation in fall 2018
- Launched the scholarship platform Raise.me, focusing effort on all Virginia high schools with at least 70% free or reduced lunch enrollments



COLLEGE OF ENGINEERING:

***A COLLECTIVE VISION AND
UPDATE***

JULIA M. ROSS

***PAUL AND DOROTHEA TORGERSEN DEAN OF
ENGINEERING***

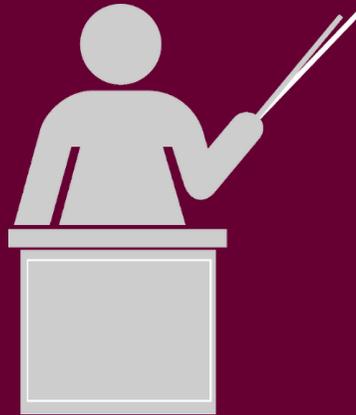


BY THE NUMBERS



222

STAFF



367

TENURE/TENURE TRACK



8,331

UNDERGRADUATE STUDENTS



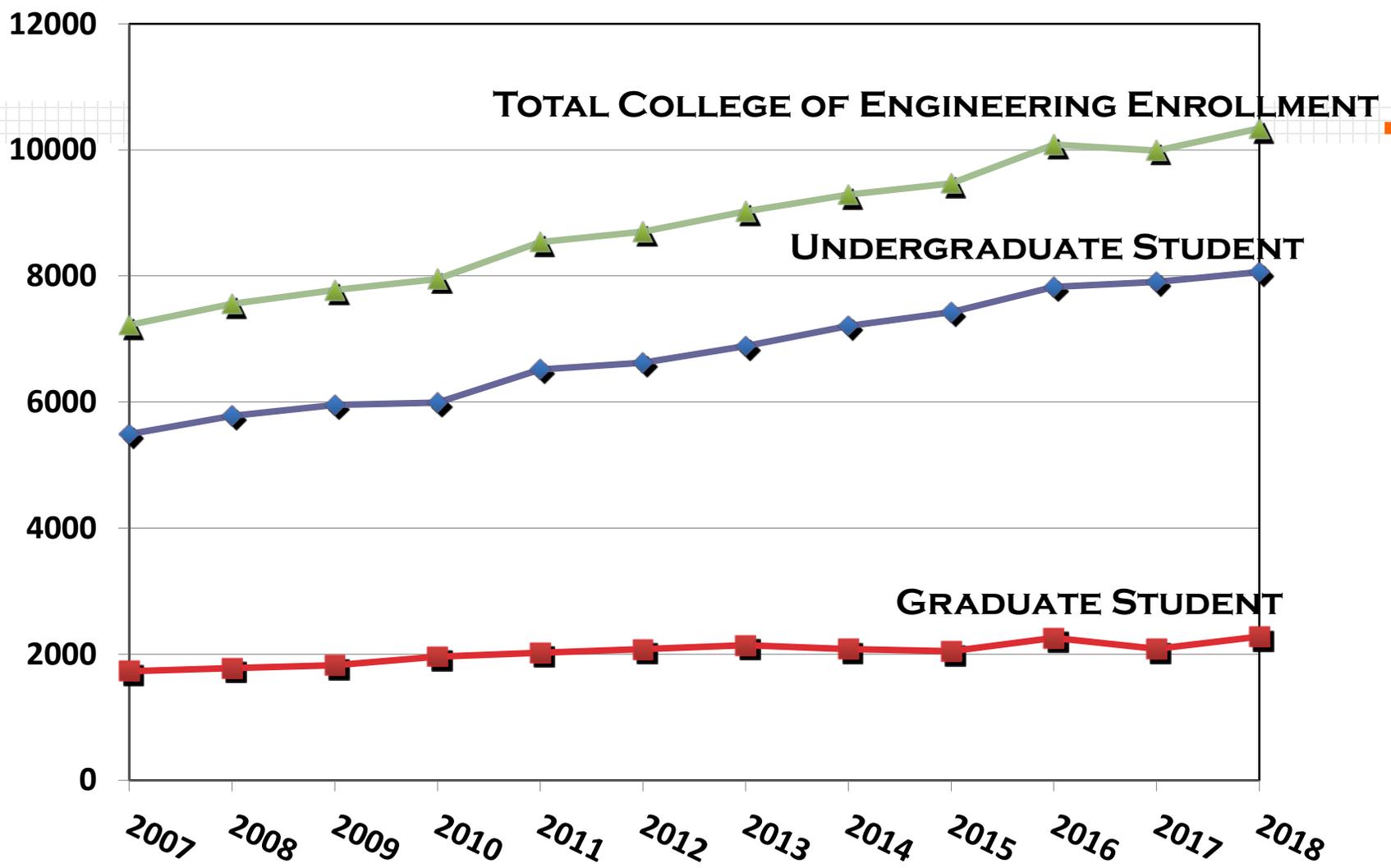
2,227

GRADUATE STUDENTS

**FY 2018 STUDENT ENROLLMENT BASED FALL CENSUS*
***FY 2018 FACULTY STAFF NUMBERS BASED ON ASEE*

ENROLLMENT

STUDENT COUNT



FISCAL YEAR

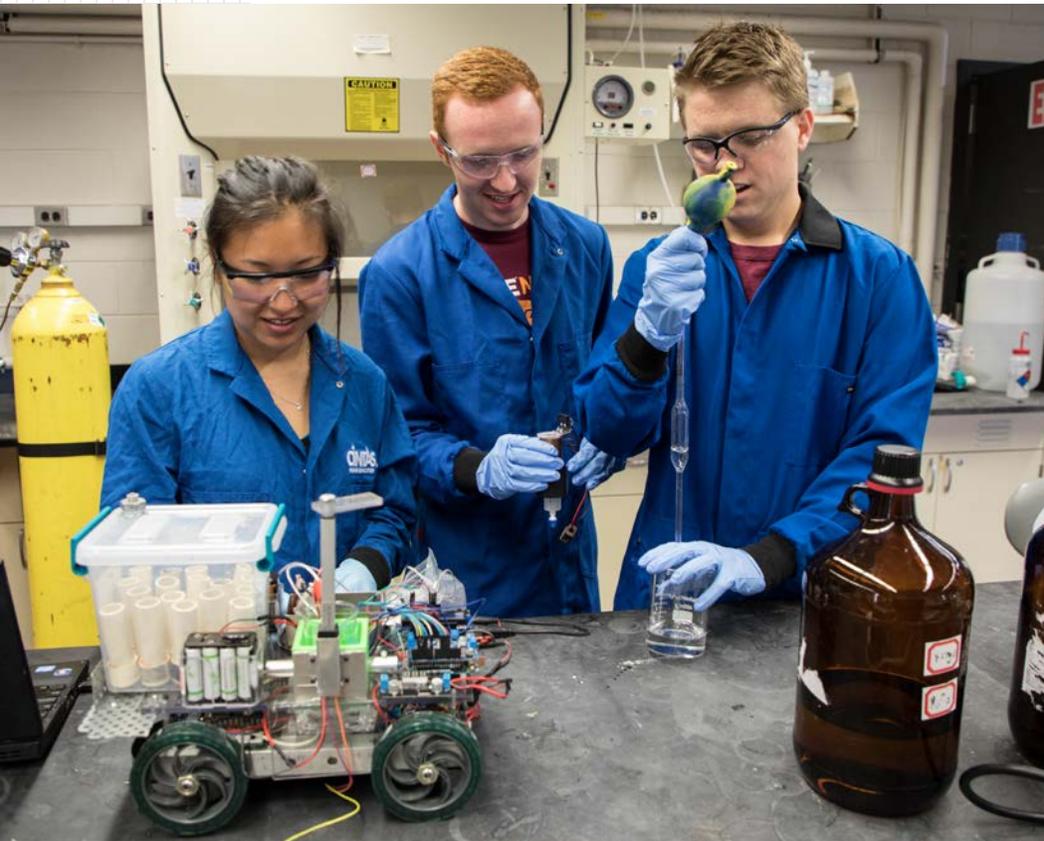
**FY STUDENT ENROLLMENT BASED FALL CENSUS*

HANDS-ON, MINDS-ON EDUCATION

EXPERIENTIAL LEARNING



RESEARCH EXPENDITURES



ENGINEERING COLLEGES/SCHOOLS

1	JOHNS HOPKINS	11	UC-BERKELEY
2	GEORGIA TECH	12	ILLINOIS
3	MIT	13	OHIO STATE
4	SUNY-NANO S&E	14	NC STATE
5	PENN STATE	15	WISCONSIN
6	TEXAS A&M	16	STANFORD
7	MICHIGAN	17	WASHINGTON
8	VIRGINIA TECH	18	UC-SAN DIEGO
9	TEXAS-	19	MARYLAND

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ENHANCEMENT
OF ENGINEERING DIVERSITY**



**\$5 MILLION GIFT FROM ALUMNUS,
JOE MAY AND FAMILY CREATES
PATHWAY FOR 60 FIRST-
GENERATION STUDENTS PER YEAR**

NEW HORIZON GRADUATE



FY17 FUNDRAISING | PHILANTHROPY

RECORD BREAKING YEAR

69%

**INCREASE
UP FROM FY16**

**\$43.57
million**

**NEW GIFTS &
COMMITMENT
S**