

## **Committee Minutes**

### **ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**

**New Classroom Building 230**

**June 7, 2022**

**8:30 a.m. – 11:30 a.m.**

**Committee Members Present:** Melissa Nelson (chair), Carrie Chenery, Anna James, Jeff Veatch.

**Board Members Present:** Rector Tish Long, Ed Baine, Holli Drewry (A/P representative), Paolo Fermin (undergraduate student representative), Phil Miskovic (graduate and professional student representative), Robert Weiss (faculty representative), Serena Young (staff representative).

**Guests:** Kayla Alward, Beth Armstrong, Janice Austin, Dannette Beane, Rosemary Blieszner, Aidan Bradley, Anna Buhle, Cyril Clarke, Steph Cooke, Jon Deskins, Jeff Earley, Corey Earles, Juan Espinoza, Ron Fricker, Rachel Gabriele, Cathy Grimes, Rebekah Gunn, Tony Haga, Trish Hammer, Kay Heidbreder, Rachel Holloway, Byron Hughes, Robin Jones, Frances Keene, Lisa Lee, Scott Midkiff, Laurel Miner, Bernadette Mondy, Leonard Ohenhen, Kim O'Rourke, Mark Owczarski, James Perkins, Charlie Phlegar, Ellen Plummer, Robin Queen, Jamal Ross, Julie Ross, Tim Sands, Frank Shushok, Rick Sparks, Aimée Surprenant, Judy Taylor, Tracy Vosburgh, Nick Whitesell, Kenneth Wong, Chris Yianilos.

### **OPEN SESSION**

**1. Welcome.** M. Nelson, chair of the committee welcomed board and committee members. Members of the committee had an informal breakfast with graduate and professional students.

**2. Review and Approval of Open Session Agenda.** M. Nelson asked the committee review and approve the committee's agenda including the consent agenda.

**3. Consent Agenda Items.** Approval of April 4, 2022 Meeting Minutes, Report of Reappointments to Endowed Chairs, Professorships, and Fellowships, Report of the 2021-22 Faculty Compensation Plan (shared for information purposes by Finance and Resource Management Committee), Approval of 2021-22 Pratt Fund Budgets (shared with Finance and Resource Management Committee), Resolution to Approve 2022-2023 Student Code of Conduct, Resolution to Approve Department of Real Estate in the Pamplin College of Business, Resolution to Approve Revisions to Faculty Senate Constitution and Bylaws (shared with Governance and Administration Committee), Resolution to Approve Revisions to Policy 13010 Individual Conflicts of Interest, Resolution to Create a Policy for the Award of Posthumous Degrees, Resolution to Revise Faculty Handbook Related to Change of Duty Station and Special Leave, Resolution to Clarify Language in Faculty Handbook Regarding Extending the Tenure and Continued Appointment Clock, Resolution to Revise Faculty Handbook Language Regarding Appeal of Non-Reappointment.

**The committee unanimously approved the Open Session Agenda including the Consent Agenda Items.**

**4. Update on Continuation of Test-optional Admissions.** Juan Espinoza, associate vice provost for enrollment management, and Rick Sparks, university registrar, updated the committee on the university's continuation of test-optional undergraduate admissions. All public institutions in Virginia are currently implementing test-optional undergraduate admissions. In addition, 1800 American colleges do not require SAT or ACT scores for admission. Virginia Tech will continue to assess the impact of test-optional admissions on enrollments including student success and completion through the spring of 2025. Committee members expressed their support of continuing test optional undergraduate admissions.

**5. Math Education Update.** Ron Fricker, interim dean of the college of science and Trish Hammer, associate dean of the college of science provided the committee with an update on undergraduate math education. Improvements to math education include completing the implementation of a student-choice class model by spring 2023, moving the emporium onto the main Blacksburg campus, and providing faculty members with on-going training on new teaching methods. Committee members support the improvements planned for math education and looks forward to updates.

**6. Provost's Update.** Cyril Clarke, executive vice president and provost, updated the committee on several initiatives. Several senior level searches are completed and underway. Kevin Pitts, dean of the College of Science begins his appointment on June 13, 2022; Ron Fricker begins his appointment as vice provost for faculty affairs, Provost Clarke thanked Dr. Fricker for his service as interim dean of the College of Science. The search for dean of the Pamplin College of Business continues on schedule, finalists have been invited to campus, and additional conversations are underway. The search for a dean of the College of Architecture and Urban Studies is underway along with steps to recruit and appoint directors within the college. Provost Clarke thanked Frank Shushok for his service as vice president of student affairs and the board wishes him well as he assumes his position of president of Roanoke College. Frances Keene is serving as interim vice president of student affairs and a search for a permanent vice president will occur at a later date. Byron Hughes has taken a position at the University of Tennessee and Provost Clarke thanked him for his service as dean of students. Martha Glass is serving as interim dean of students.

The university has appointed a Task Force on Freedom of Expression and Inquiry. The task force is sponsored by Provost Clarke and Robert Weiss, president of the Faculty Senate. The task force has 20 members and includes representation from faculty, staff, students, members of the Board of Visitors, deans, communications and topic experts. The task force is charged to draft a statement affirming Virginia Tech's commitment to academic freedom and the constitutional right of free speech. The statement will place these commitments in the context of the university's academic mission. In addition, the task force will develop recommendations for exercising and demonstrating these commitments in a manner that exemplifies Virginia Tech's Principles of Community. A report will be submitted January 1, 2023 to President Sands containing the statement and recommendations.

**7. Graduate Education and Research Discussion.** Dan Sui, senior vice president for research and innovation, and Aimeé Surprenant, associate vice president and dean of the graduate school led a discussion regarding graduate education. Panelists included graduate students Kayla Alward from dairy science, Steph Cooke from marriage and family therapy, Leonard Ohenhen from geosciences, and Aidan Bradley from biomedical engineering and mechanics. Central to the university's research mission, 6,846 graduate and professional students study, research, teach and make significant contributions to the university's mission. Virginia Tech offers 170 graduate degrees at the doctoral (45.4%) and master's (54.6%) levels.

Students chose to attend Virginia Tech to study and work with specific faculty members, to pursue particular research interests, and to develop their teaching. Students appreciate the support they receive for teaching, collecting and publishing data, and advancing their careers. Students shared challenges with unpredictable and inconsistent funding, especially over the summer. Work-life balance is difficult when stipends do not cover housing and family care. Expectations for workload are inconsistent and students are frequently expected to work hours beyond the 20 hours a week. there are times when graduate students find it hard to make ends meet, avoid burnout, and finish their degree without interruption. The committee acknowledged the significant contributions of graduate and professional students and encouraged them to communicate with their graduate representative to the board.

**8. Agenda Items for Committee Meeting.** Committee members will submit to the chair agenda items for future meetings.

**9. Adjournment.** The committee adjourned at 10:40 a.m.

**ACADEMIC, RESEARCH AND STUDENT AFFAIRS COMMITTEE**

**New Classroom Building Room 230  
Tuesday, June 7, 2022**

<b><u>Agenda Item</u></b>	<b><u>Reporting Responsibility</u></b>
<b>1. Welcome</b>	<b>M. Nelson</b>
<b>2. Review and Approve Open Session Agenda</b>	<b>M. Nelson</b>
<b>3. Consent Agenda</b>	<b>M. Nelson</b>
A. Approval of April 4, 2022 Meeting Minutes	
B. Report of Reappointments to Endowed Chairs, Professorships, and Fellowships	
C. Report of the 2022-23 Faculty Compensation Plan <i>(shared for information purposes by Finance and Resource Management Committee)</i>	
* D. Approval of 2022-23 Pratt Fund Budgets <i>(shared with Finance and Resource Management Committee)</i>	
* E. Resolution to Approve 2022-2023 Student Code of Conduct	
* F. Resolution to Approve Department of Real Estate in the Pamplin College of Business	
* G. Resolution to Approve Revisions to Faculty Senate Constitution and Bylaws <i>(shared with Governance and Administration Committee)</i>	
* H. Resolution to Approve Revisions to Policy 13010 Individual Conflicts of Interest and Commitment	
* I. Resolution to Approve a Policy for the Award of Posthumous Degrees and In-Memoriam Citations	
* J. Resolution to Revise Faculty Handbook Section 2.17.12 Related to Change of Duty Station and Special Leave	
* K. Resolution to Clarify Language in the Faculty Handbook Regarding Extending the Tenure and Continued Appointment Clock	
* L. Resolution to Revise Faculty Handbook Language Regarding Appeal of Probationary Non-Reappointment	
<b>4. Update on Continuation of Test-Optional Admissions</b>	<b>J. Espinoza, R. Sparks</b>
<b>5. ♦ Update on Undergraduate Math Education</b>	<b>R. Fricker, T. Hammer</b>
<b>6. Provost's Update</b>	<b>C. Clarke</b>
<b>7. Panel Discussion: Graduate Education</b>	<b>D. Sui, A. Surprenant</b>
<b>8. Agenda Items for Future Committee Meeting</b>	<b>M. Nelson</b>
<b>9. Adjourn Committee Meeting</b>	<b>M. Nelson</b>

**Closed Session Agenda**  
**ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**  
**New Classroom Building Room 230, Virginia Tech**  
**Tuesday, June 7, 2022**

<b><u>Agenda Item</u></b>	<b><u>Reporting Responsibility</u></b>
1. Motion to Begin Closed Session	M. Nelson
* 2. Resolutions to Approve Appointments to Emeritus/a Status (3)	C. Clarke
* 3. Resolution to Approve Appointments Endowed Chairs, Professorships, or Fellowships (6)	C. Clarke
* 4. Resolution to Approve Reappointments to Alumni Distinguished Professor (2)	C. Clarke
* 5. Resolution to Approve Appointments with Tenure (6)	C. Clarke
* 6. 2021-22 Promotion, Tenure, and Continued Appointment Program <i>(shared with Finance and Resource Management Committee)</i>	C. Clarke
* 7. Ratification of 2022-23 Faculty Salary Program <i>(shared with Finance and Resource Management Committee)</i>	C. Clarke
* 8. Ratification of Personnel Changes Report <i>(shared with Finance and Resource Management Committee)</i>	C. Clarke
9. Motion to End Closed Session	M. Nelson
10. Report of Closed Session Action items	M. Nelson

## Open Session Consent Agenda

### ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE June 7, 2022

- A. Approval of April 4, 2022 Meeting Minutes
- B. Report of Reappointments to Endowed Chairs, Professorships, and Fellowships
- C. Report of the 2021-22 Faculty Compensation Plan  
*(shared for information purposes by Finance and Resource Management Committee)*
- \*D. Approval of 2021-22 Pratt Fund Budgets  
*(shared with Finance and Resource Management Committee)*
- \*E. Resolution to Approve 2022-2023 Student Code of Conduct
- \*F. Resolution to Approve Department of Real Estate in the Pamplin College of Business
- \*G. Resolution to Approve Revisions to Faculty Senate Constitution and Bylaws *(shared with Governance and Administration Committee)*
- \*H. Resolution to Approve Revisions to Policy 13010 Individual Conflicts of Interest
- \*I. Resolution to Approve a Policy for the Award of Posthumous Degrees and In-Memoriam Citations
- \*J. Resolution to Clarify Language in Faculty Handbook Regarding Extending the Tenure and Continued Appointment Clock
- \*K. Resolution to Revise Faculty Handbook Language Regarding Appeal of Non-Reappointment

## REPORT

### **Reappointments to Endowed Chairs, Professorships, or Fellowships (7)**

**June 7, 2022**

The president and executive vice president and provost have confirmed the reappointment of the following faculty to endowed chair, professorship, or fellowship appointments with a salary and/or operating supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

#### **College of Liberal Arts and Human Sciences (2)**

Brandy Faulkner

Gloria D. Smith Professorship

Su Fang Ng

Clifford A. Cutchins III Professorship

#### **Pamplin College of Business (5)**

France Belanger

R.B. Pamplin Professorship  
in Accounting and Information Systems

Robert Davidson

William S. Gay Faculty Fellowship in  
Accounting and Information Systems

Devi Gnyawali

R.B. Pamplin Professorship in Management

Juan Luis Nicolau

Marriott Professorship of Hospitality Finance  
and Revenue Management

Linda Wallace

Konrad K. Kubin Junior Faculty Fellowship  
in Accounting

## **2022-23 Faculty Compensation Plan**

### **FINANCE AND RESOURCE MANAGEMENT COMMITTEE**

**May 30, 2022**

As the university develops the annual Faculty Compensation Plan, it continues to use the parameters provided in the “Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education” document issued by the Secretary of Education several years ago. This document defines the qualification criteria for faculty, provides guidance on the compensation process for faculty, and requires board approval.

In accordance with the most recent Consolidated Salary Authorization, the 2022-23 Faculty Compensation Plan provides information about (1) the 2022-23 pay structure, (2) the promotion and tenure process, (3) the annual evaluation and salary adjustment process for teaching and research faculty and administrative and professional faculty, and (4) salary adjustments within the evaluation period.

This faculty compensation plan covers only faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors’ approval of the university’s Management Agreement, effective July 1, 2006, as well as guidance from the commonwealth and the state Department of Human Resource Management.

#### **Authorized Salary Average**

The Authorized Salary Average applies to all full-time teaching and research positions with the rank of professor, associate professor, assistant professor, instructor, or lecturer that are engaged in teaching and research for 50 percent or more of the time. As noted in the Consolidated Salary Authorization document, “Institutions are expected to award differential salary increases to their faculty based on performance and other circumstances such as promotions, tenure, and changes in responsibility. The net effect of all salary actions should be an average salary that approximates the state authorized salary average.”

The commonwealth measures the adequacy of faculty salaries by comparing the authorized salary average with the average of a unique benchmark group for each public college and university. The benchmark groups are constructed by matching characteristics of colleges and universities, such as size of the student body, percentage of degrees granted in various disciplines, percentage of graduate degrees conferred, and research activity levels. These comparisons are utilized by the commonwealth for policy and funding purposes. In addition, the university compares the actual salary average with competitive peer averages as part of the university’s strategic plan.



## **Virginia Tech Actual Salary Average and Benchmark Ranking**

For Fall 2021, Virginia Tech's Actual Salary Average was \$110,447. This overall average was 5.02% more than the Fall 2020 salary average. Within this overall average:

- **Continuing faculty:** 1,722 T&R faculty were a part of both the Fall 2020 and Fall 2021 averages and had an average salary of \$111,946, an increase of 6.2% over the prior year.
- **Departing faculty:** 164 T&R faculty who were a part of the Fall 2020 average did not subsequently appear in the Fall 2021 average and had an average salary of \$102,051.
- **New faculty:** 182 T&R faculty were a part of the Fall 2021 average who were not included in the Fall 2020 average and had an average salary of \$96,265.

For strategic planning purposes, the university has established a goal metric of reaching the 50<sup>th</sup> percentile of the Top 20 Land Grant universities in the nation as ranked by the Wall Street Journal/Times Higher Education World University Rankings. The university's actual salary average as compared to the Top 20 Land Grant group can be seen in the table below. Fall 2021 peer salary data is not yet available. The university's competitive positioning among this group for Fall 2021 will be computed once the Integrated Postsecondary Education Data System (IPEDS) data becomes available.

	<b>Fall 2020</b>	<b>Fall 2021*</b>	<b>Change</b>
<u>Top 20 Land Grant Group</u>			
50 <sup>th</sup> percentile (excl. VT)	\$110,924	N/A	-
VT Average Salary	\$105,167	\$110,447	5.02%
VT Rank	15 of 20	N/A	-
VT Percentile	30th	N/A	-

*\*IPEDS peer salary data for Fall 2021 is not yet available.*

Attachment A provides a list of the university's peer group and the comparative salary averages for Fall 2020.

## **2022-23 Pay Structure**

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2022-23 is presented in Attachment B. This plan is derived from the 2021-22 approved plan and incorporates the estimated impact of the planned merit program on entrance rates for 2022-23. The attachment also displays the normal entrance rate for each faculty category along with the change from the approved compensation rate for each rank, along with the distribution of faculty across the ranks.

The salary average for administrative and professional faculty may not exceed the authorized salary average for the teaching and research faculty by more than 35 percent.

## **Promotion, Tenure, and Continued Appointment**

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of learning, discovery, and engagement. A current curriculum vitae together with student and peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at three levels: by a departmental committee and the head or chair; by a college committee and the dean; and by a university committee and the Provost. Each candidate for promotion or tenure will be evaluated in the light of the tripartite mission of the university: learning, discovery, and engagement. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected in recognition of the need for flexibility in the future establishment of priorities in academic programs. Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution require high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the rank promotions within the faculty categories described below, faculty may be promoted to ranks within other faculty categories, as appropriate (for example, an Instructor may be promoted to a rank within the Professor of Practice or Collegiate Faculty categories).

The Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Candidates for promotion or continued appointment will be reviewed at two levels: first by the University Libraries or Extension promotion and continued appointment committee and Dean of University Libraries or Director of Virginia Cooperative Extension, and second by the University Promotion and Continued Appointment Committee and the Provost.

The following raises are recommended for promotions to:

Professor	\$7,000
Associate Professor	5,000
Assistant Professor	3,000

For academic-year faculty members who have Research Extended Appointments (10-, 11-, or 12-month appointments funded by sponsored projects) with salaries adjusted in accordance with formulas in Policy 6200 - Policy on Research Extended Appointments, or for those who have a limited-term appointment as department head or other administrator, the stipend is adjusted by the same conversion rate to preserve its value when the faculty member returns to the academic-year base appointment.

### Clinical Faculty

The clinical faculty track provides for long-term, full-time or part-time faculty appointments to individuals whose primary responsibilities are instruction and/or service in a clinical setting, such as veterinary medicine. Tenure cannot be earned in these ranks, and time spent in one of these ranks is not applicable toward probationary tenure-track faculty service. There are four non-tenure-track clinical ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Clinical Professor	\$7,000
Clinical Associate Professor	5,000
Clinical Assistant Professor	3,000

### Collegiate Faculty

The collegiate professor series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three non-tenure-track collegiate professor ranks, beginning with Collegiate Assistant Professor. Tenure will not be awarded at any of these ranks and service at these ranks is excluded from the pre-tenure probationary period if the faculty member is subsequently appointed to a tenure-track position. Collegiate faculty members with a record of significant scholarly and/or professional achievement may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Collegiate Professor	\$7,000
Collegiate Associate Professor	5,000
Collegiate Assistant Professor	3,000

### Professor of Practice

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three non-tenure-track professor of practice ranks, beginning with Assistant Professor of Practice. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Professor of practice faculty members with a record of outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	\$7,000
Associate Professor of Practice	5,000
Assistant Professor of Practice	3,000

### Instructors

The instructor track provides for full- and part-time appointments to individuals whose primary responsibilities are to the undergraduate instructional program. Tenure will not be awarded at any of these ranks and all service at any instructor rank will be excluded from the probationary period should the faculty member later be appointed to a tenure track position. There are three ranks in the series: Instructor, Advanced Instructor, and Senior Instructor. Those faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Senior Instructor	\$5,000
Advanced Instructor	3,000

### Extension Agents

There are three ranks for extension agents: Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Extension Agent	\$5,000
Extension Agent	3,000

## Virginia Tech Carilion School of Medicine Faculty

Faculty members of the Virginia Tech Carilion School of Medicine are of two types: faculty employed by the university or faculty employed by affiliate entities (in most cases Carilion Clinic). At all times, regardless of employer, faculty members providing instruction, academic support, or performing academic duties or roles as a Virginia Tech Carilion School of Medicine faculty member are governed by Virginia Tech's policies and procedures. In the Virginia Tech Carilion School of Medicine, tenure-to-title is granted at the discretion of the school without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Virginia Tech Carilion School of Medicine to individuals who are not employed by Virginia Tech. Tenure-to-title is recognition of a faculty member's significant accomplishments in teaching, clinical care (if relevant), scholarship, and service to the school.

The tenure-to-title and/or promotion in rank dossier is reviewed at three levels: (1) by an appropriately charged departmental committee and the department head or chair, (2) by an appropriately charged college-level committee and the dean, (3) and by the Provost. The department head or chair and dean make separate recommendations to the subsequent review levels. The Provost reviews college and dean recommendations and makes recommendations to the President. The Board of Visitors grants final approval.

## **Annual Evaluation and Salary Adjustments**

### Teaching and Research Faculty

An evaluation of every faculty member's professional performance is held each year. All persons holding non-temporary faculty appointments are asked to prepare a report at the end of each academic year (or other appropriate 12-month period) citing their instructional activities, creative scholarship, and other professional activities and recognitions during the year. Salary recommendations are based upon performance documented in these annual reports, which are reviewed by departmental personnel committees in some cases, by the department head or chair, and the dean.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the department head or chair and are reviewed by the dean. The dean then provides the salary adjustment recommendations for review by university leadership prior to submission to the Board of Visitors.

### Administrative and Professional Faculty

Administrative and Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, director, and assistant or associate vice president or dean.

Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects, student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and finance.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important university priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. The dean or vice president provides salary adjustment recommendations for review by university leadership prior to submission to the Board of Visitors.

### Research Faculty

Research faculty are those with the titles of research associate, senior research associate, postdoctoral associate, research scientist, senior research scientist, research assistant professor, research associate professor, research professor, project associate, senior project associate, or project director. Research faculty appointments are intended to promote and expedite the research activities of the university. Tenure cannot be earned in these ranks and service is not applicable toward probationary faculty service.

Each research faculty member is evaluated and given a merit adjustment on the same schedule for evaluations and raise recommendations as the other faculty groups. Salary adjustments are based on merit; they are not automatic. An annual performance review by the principal investigator and/or department head becomes part of the basis for salary adjustments. Recommendations for salary adjustments originate with the supervisor (usually the principal investigator or the department head or chair) and are reviewed, as appropriate, by the department head or chair, dean, and vice president for research and innovation. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Business Officer, and others as needed.

### **Other Salary Adjustments**

Faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are recommended at the June meeting and adjustments based on performance are recommended at the fall meeting unless the process aligns better with another BOV meeting date.

In addition to this process, it is sometimes necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for changes in duties and responsibilities, special temporary assignments, retention or other exceptional needs, and faculty selected for a different position as part of a search. Adjustments on the anniversary date of appointment for a restricted faculty member may also be approved in lieu of the normal merit process.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to \$3,000 for completion of the doctorate effective upon official certification by the degree-granting institution that all requirements have been met for award of the degree.

The President, Provost, and Chief Business Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. By a separate resolution, the Board has delegated authority to the President, or designee, for approval of changes in employment status that do not involve any salary action, salary adjustments made in accordance with existing policies and standard formulas, off-cycle salary adjustments for individuals with an adjusted base salary less than \$125,000 and with an adjustment of less than 20 percent, new appointments and salary adjustments for faculty members on restricted contracts, and new appointments of non-tenure track instructional faculty or administrative and professional faculty below the level of senior administrator and their direct reports. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution as identified in the resolution.

### **Faculty Research Incentive Plan**

During 2011-12, a university workgroup developed a university savings program by incentivizing faculty research activities. This effort resulted in the Board's creation of a Faculty Research Incentive Program (FRIP) that has similarities to programs at peer institutions. This plan was implemented in 2012-13 and will be continued in 2022-23.

The goal of the FRIP is to provide an incentive for principal or co-principal investigators to secure additional competitively awarded, externally sponsored activities. Through the leveraging of appropriately charged time to competitive grants and contracts, research time that is funded by departments or colleges can be reduced, resulting in salary savings that can be used to both support the incentive program as well as to support academic initiatives.

One-time research incentive payments are made from department or college salary savings and are based on a minimum savings threshold that is applied equitably within departments or colleges. Faculty must apply in advance to be considered for the program. Research incentive payments must be approved by the department head or chair, the dean, and the vice president for research and innovation (or the appropriate administrators based on reporting structure); all disapprovals must also be reviewed by each management level. When salary savings result in a reduction in faculty assignments, those salary savings are excluded from the program.

### **Current Faculty Compensation Plans**

Based on the university's understanding of the state budget, a five percent faculty salary increase, effective July 10, 2022, has been planned. The university traditionally implements such state increases differentially on the basis of merit. In anticipation of this program, merit recommendations were developed during the spring of 2022, consistent with the proposed 2022-23 Faculty Compensation Plan. Results of this process are being shared with the Board in a separate resolution. Implementation of this increase is subject to Board approval and finalization of the state budget.

To maintain and improve upon the university's standing relative to the 50<sup>th</sup> percentile of the Top 20 Land Grant peers, the higher levels of competing offers offered to key faculty, and to minimize the high cost of turnover, the university will continue to explore opportunities to improve the competitiveness of Virginia Tech faculty compensation.

The university may also elect to create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2022-23 such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary inequity and retention issues for specific faculty, such as national distinction. The funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all faculty members and may occur at any time during the year, subject to approval by the Board.
- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

### **RECOMMENDATION:**

That the proposed 2022-23 Faculty Compensation Plan be approved.

June 7, 2022



## Attachment A

## VIRGINIA TECH

## Peer Salary Benchmarking

Fall 2020

## Top 20 Land Grants Ranked in THE 2021 World Ranking\*

<u>Institution</u>	<u>Average Salary <sup>(1)</sup></u>	<u>Rank</u>
University of California-Davis	\$138,585	1
University of Maryland-College Park	122,863	2
University of Wisconsin Madison	121,408	3
University of Delaware	119,163	4
Ohio State University – Main Campus	116,105	5
University of Illinois at Urbana-Champaign	115,406	6
University of Massachusetts Amherst	114,764	7
Purdue University – Main Campus	114,439	8
University of Hawaii Manoa	113,002	9
Rutgers University – New Brunswick	111,638	10
Texas A&M College Station	110,651	11
University of Minnesota – Twin Cities	110,465	12
University of Florida	108,407	13
Michigan State University	106,315	14
<b>Virginia Tech</b>	<b>105,167</b>	<b>15</b>
University of Tennessee – Knoxville	100,967	16
North Carolina State University	100,512	17
Pennsylvania State University – Main Campus	98,467	18
University of Arizona	92,534	19
Washington State University	91,859	20

Virginia Tech Actual Salary Average Percentile

30<sup>th</sup>


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Average salary of peer institutions is based on the latest available data (Fall 2020) from IPEDS

\*Excludes University of California-Berkeley and Cornell University

**Attachment B****2022-23 Pay Structure****Virginia Tech**

	9-Month Faculty		12-Month Faculty		Distribution of Faculty by Rank
	Entrance	Change	Entrance	Change	
Professor	\$100,313	4.0%	\$122,347	4.0%	31%
Associate Professor	76,723	4.0%	92,967	4.0%	26%
Assistant Professor	63,469	4.0%	77,201	4.0%	28%
Senior Instructor	54,435	4.0%	70,829	4.0%	3%
Advanced Instructor	48,532	4.0%	62,961	4.0%	2%
Instructor	44,482	4.0%	57,875	4.0%	10%



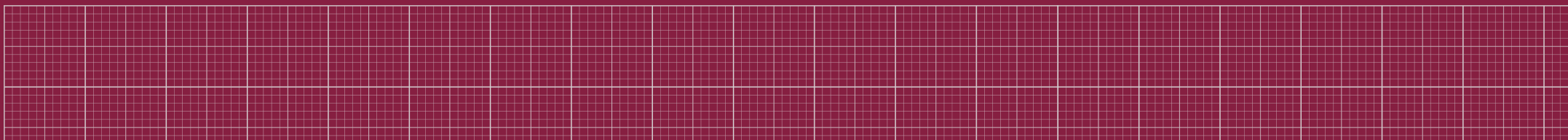
# TEST OPTIONAL ADMISSIONS UPDATE

**Juan P. Espinoza**

Associate Vice Provost for Enrollment Management  
Director of Admissions

**Rick Sparks**

Associate Vice Provost for Enrollment Management  
University Registrar



# TEST OPTIONAL OVERVIEW

- > Colleges and university switched to test-optional admissions due to standardized testing cancellations.
- > Test-optional is not a new concept as George Mason adopted the policy in 2006.
- > Many colleges saw large increases in applications, especially from underrepresented students.
- > Colleges are currently deciding if they should extend or permanently adopt test-optional.

# TEST OPTIONAL OVERVIEW

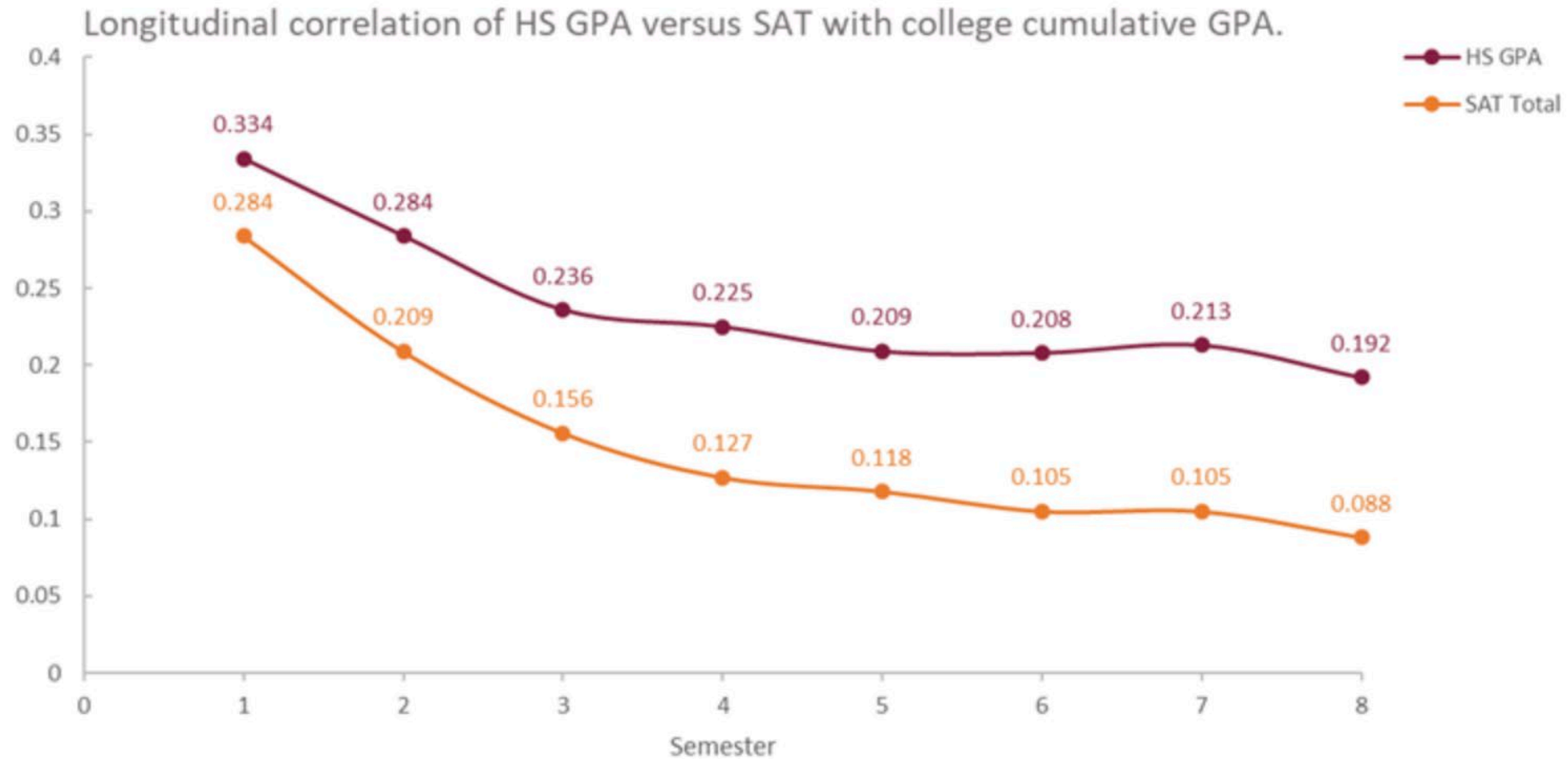
- > More than 1,800+ colleges do not require SAT/ACT scores.
- > All public Virginia colleges are currently test-optional

## Peer Institutions that are test-optional

University of Maryland	University of Illinois	University of Colorado-Boulder*
Ohio State	UCLA*	University of Michigan
Penn State	Michigan State University	UCONN
Texas Tech	Purdue	University of Pittsburgh

\*permanently adopted test-optional

# TEST OPTIONAL OVERVIEW



# TEST OPTIONAL OVERVIEW

Many colleges had to adjust their application review processes to exclude standardized testing.

Virginia Tech already reduced the role of standardized testing during a revamp of the admissions office in 2018. They introduced the following changes:

- > New college application platform
- > New holistic review integrating non-cognitive admissions factors
- > Self-reported academic records

# └ NEXT STEPS

Extend current test-optional policy for three additional admissions cycles:

2022/2023 Admissions cycle- Entry term: Fall 2023

2023/2024 Admissions cycle- Entry term: Fall 2024

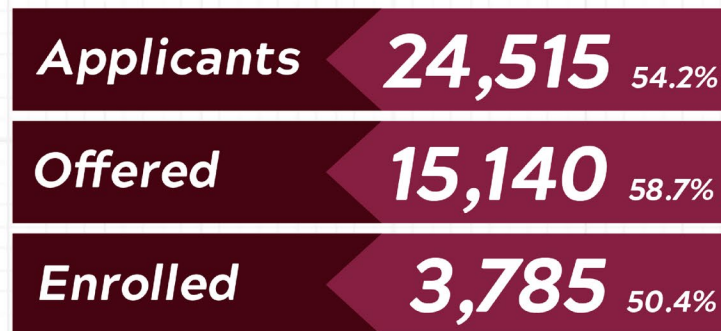
2024/2025 Admissions cycle- Entry term: Fall 2025

University Registrar will continue to monitor academic success metrics and provide an annual update to EMAC, Faculty Senate, and the BOV.

Enrollment Management will provide academic success data including retention and graduation rates to EMAC, Faculty Senate, and the BOV at the end of this pilot period.

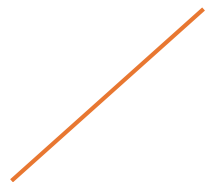


## With Test



## Without Test





# ACADEMIC SUCCESS



Paying attention  
to academic  
performance

Retention  
Rate  
Graduation  
Rate



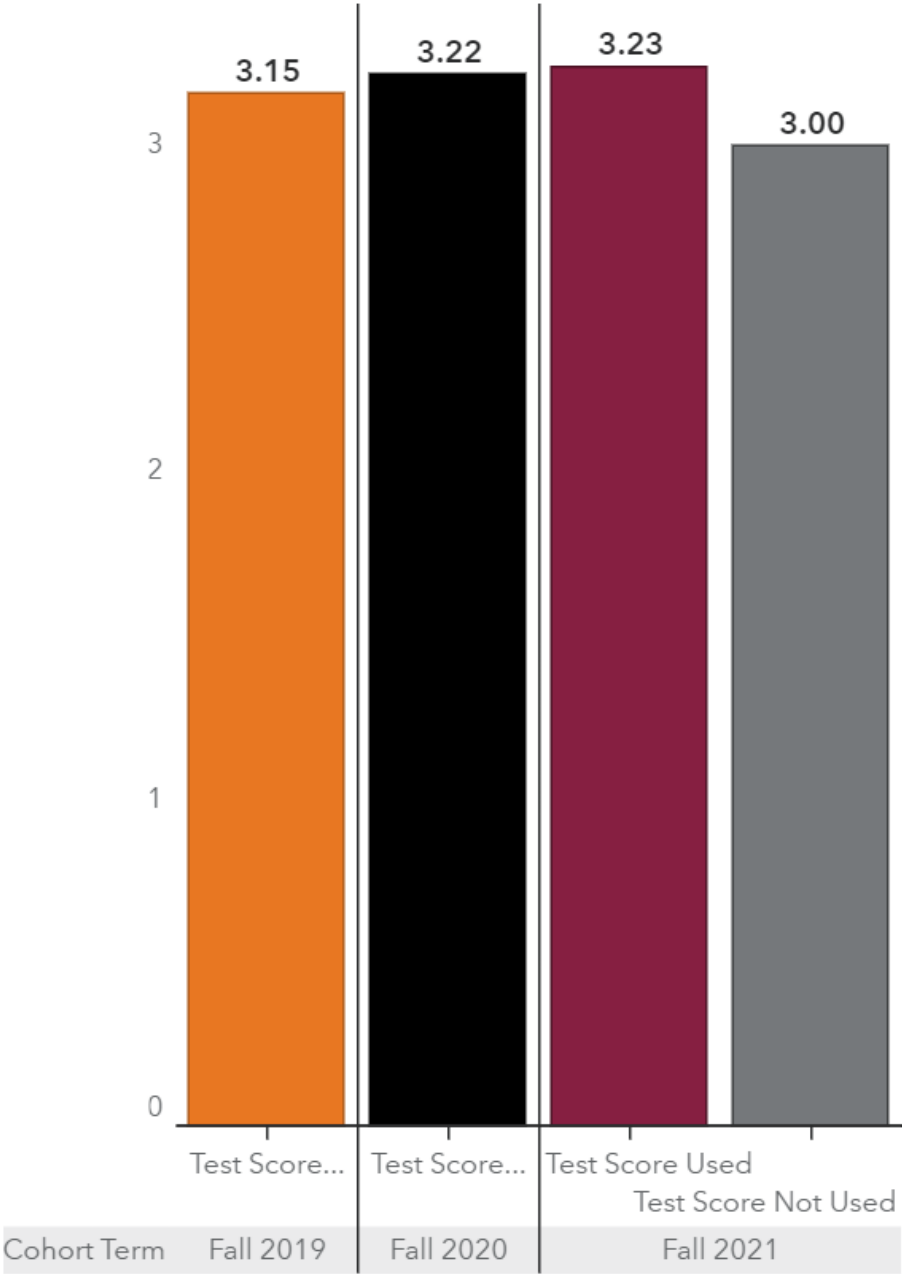
Only two terms  
since test-  
optional  
implementation

Fall 2021  
Spring 2022

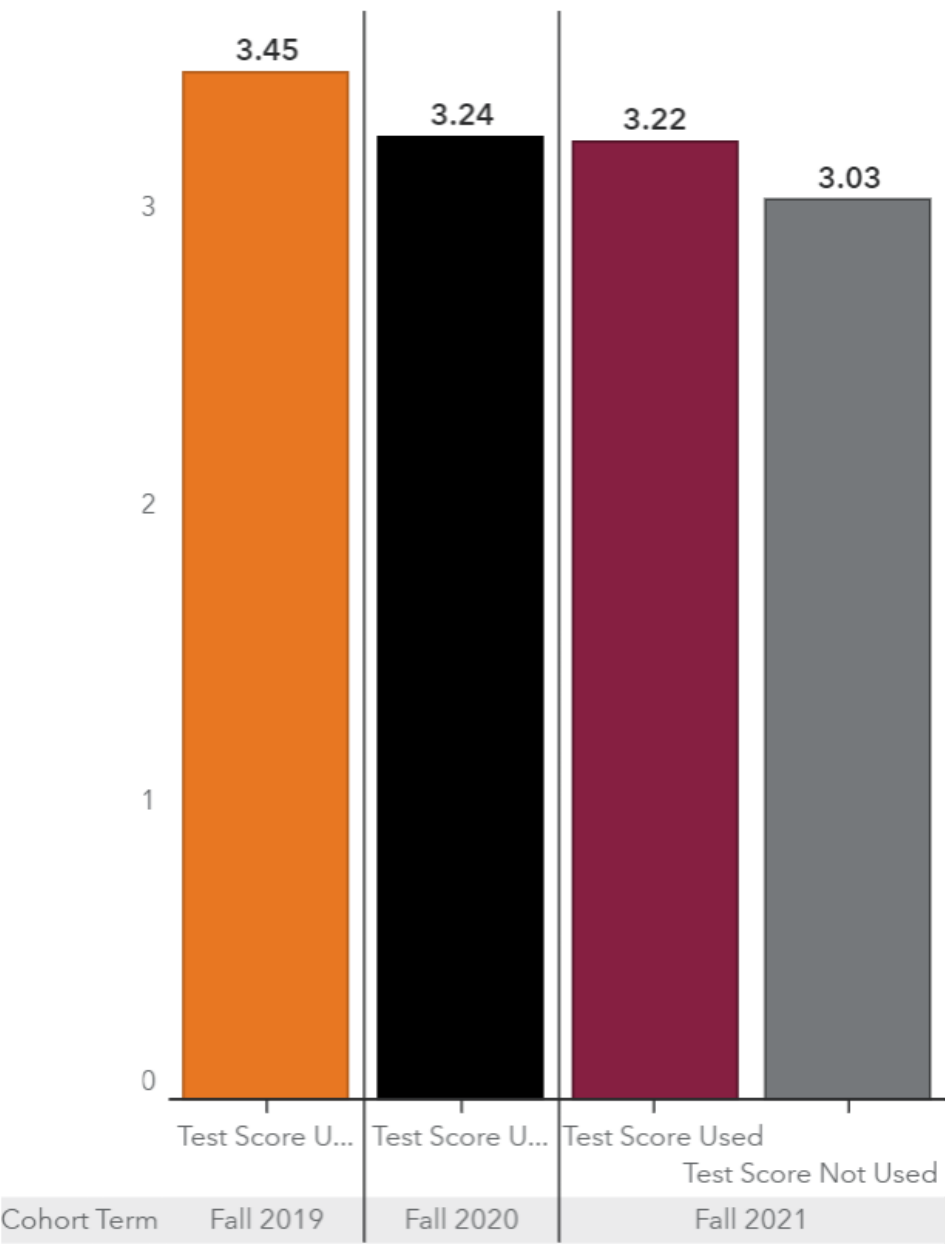


Data heavily impacted by  
COVID-19

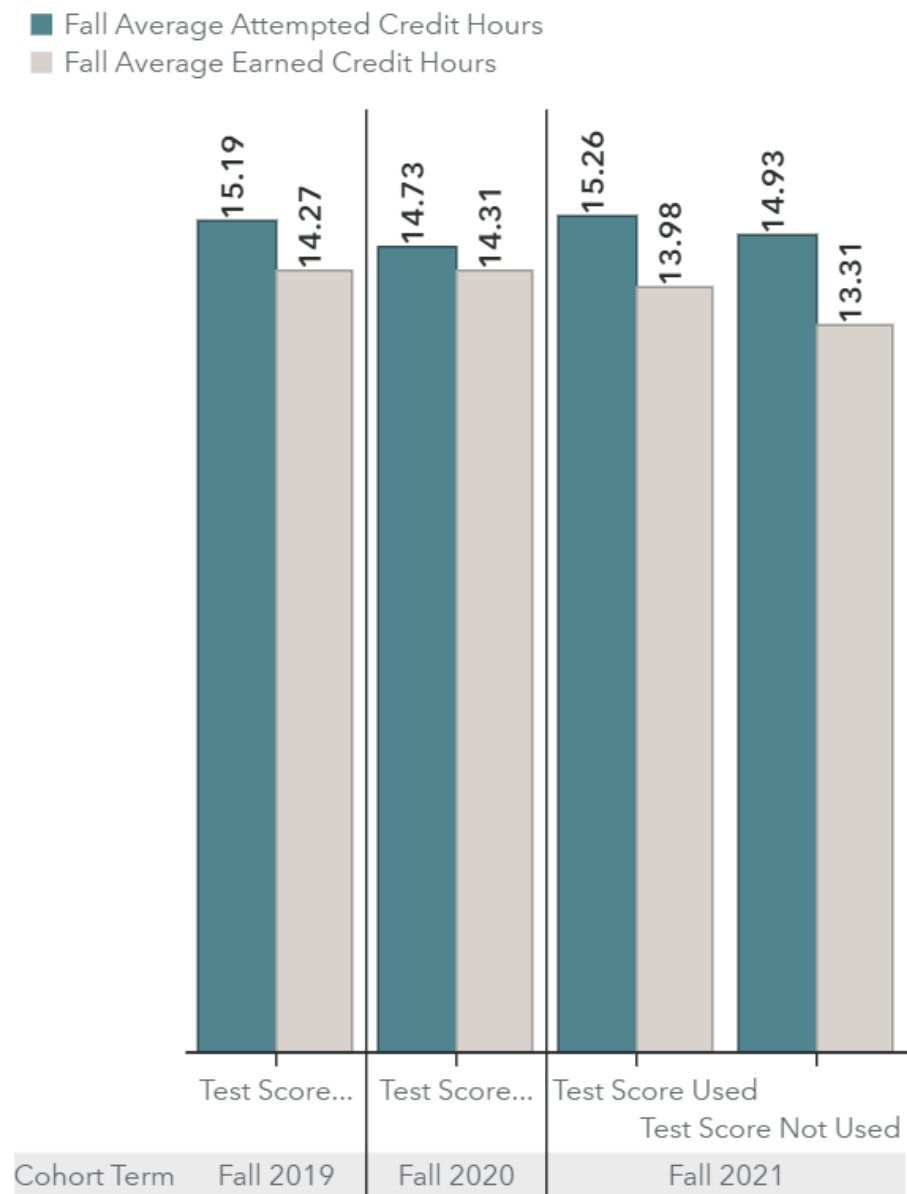
Average Fall Term GPA



Average Spring Term GPA

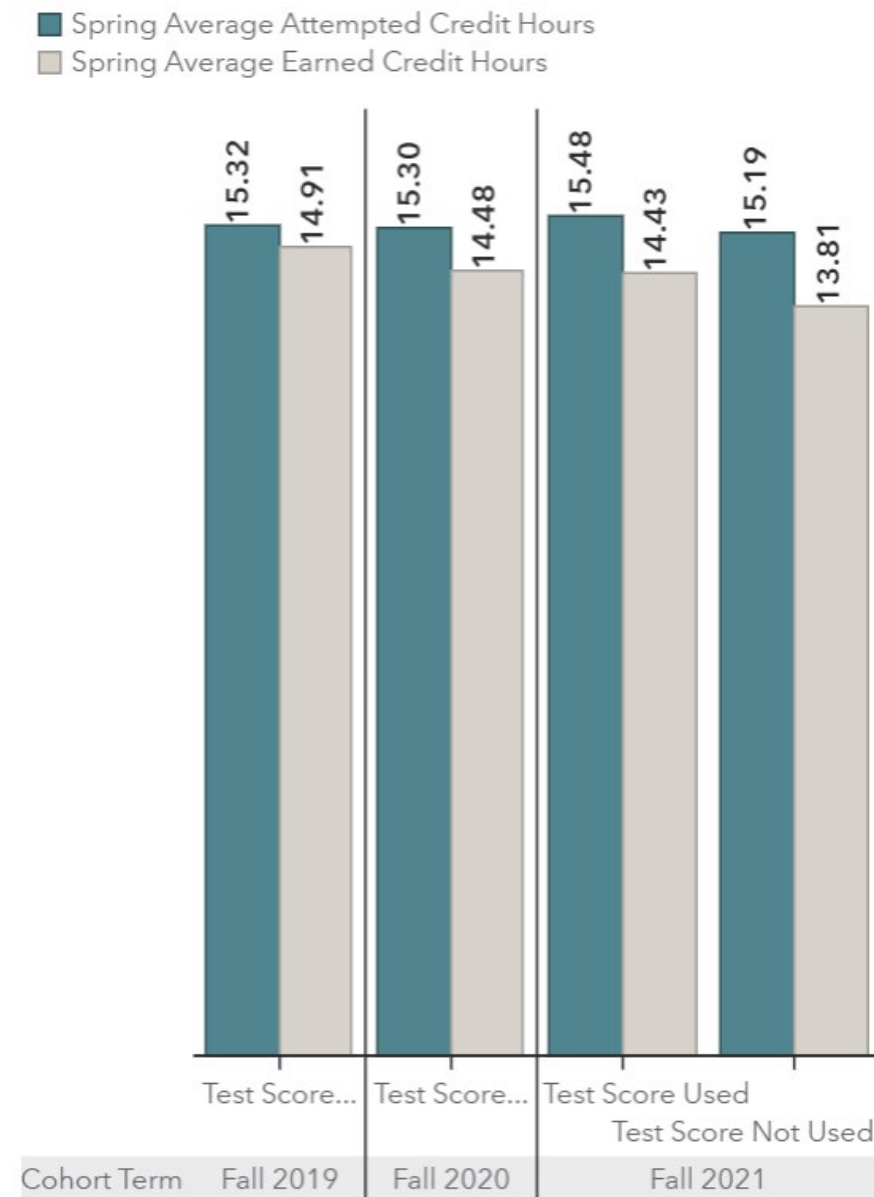


## Average Attempted & Earned Credit Hours in Fall

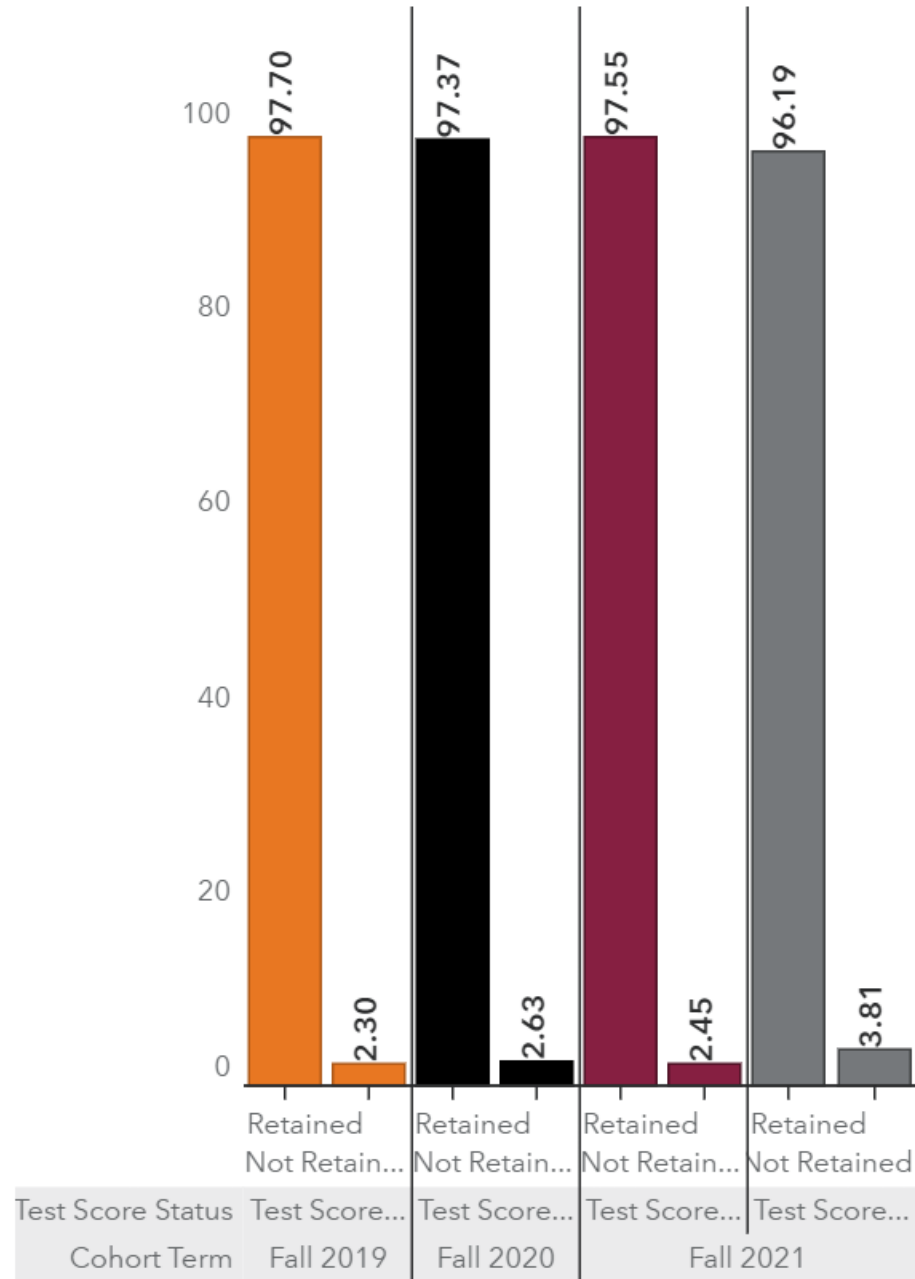


Attachment D

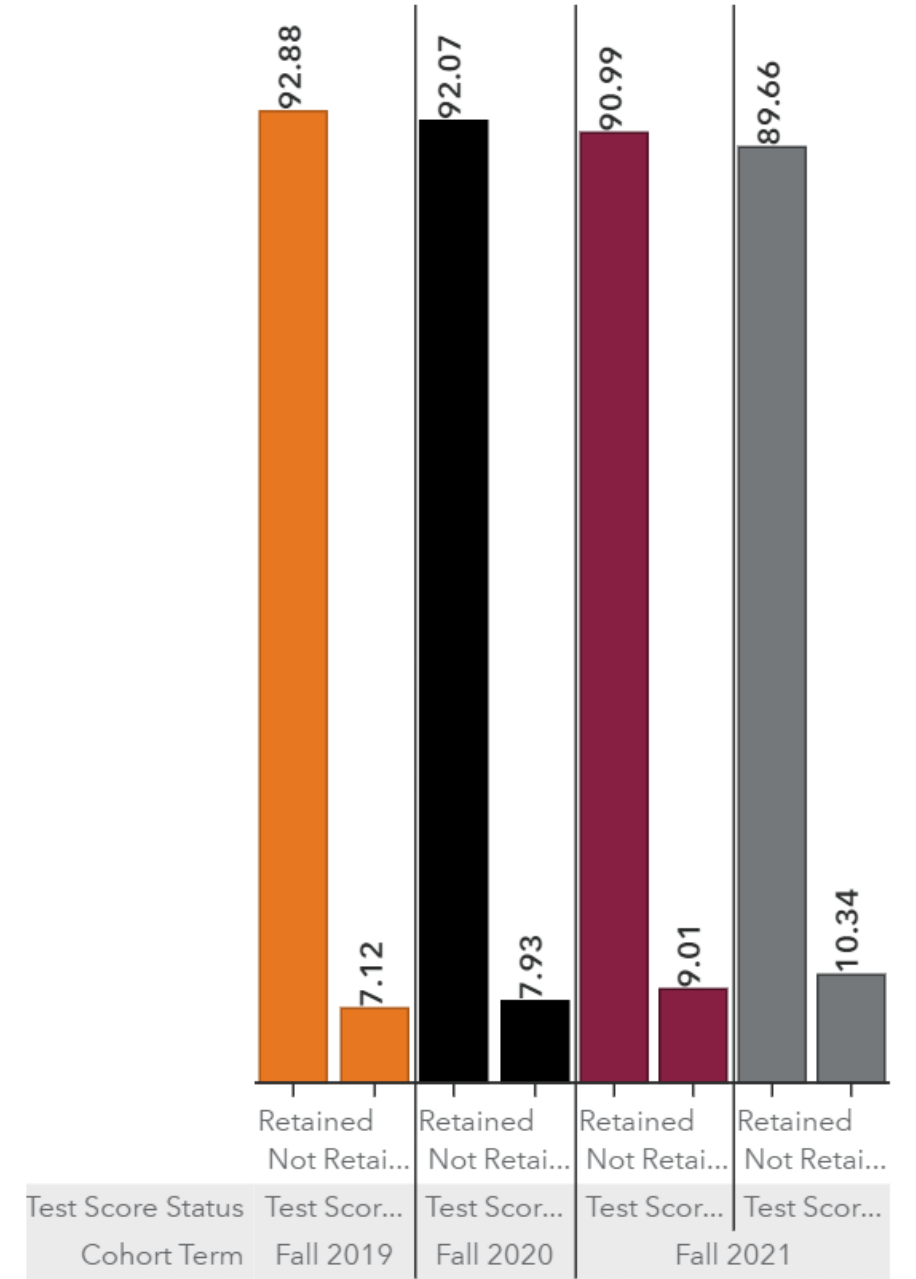
## Average Attempted & Earned Credit Hours in Spring



% Fall-Spring Retention



% Fall-Fall Retention (preliminary)





# MATH EDUCATION: THE FUTURE AT VT

RON FRICKER, INTERIM DEAN  
TRISH HAMMER, ASSOCIATE DEAN

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE  
BOARD OF VISITORS  
JUNE 7, 2021

The College of Science's  
"deep commitment to world class  
scholarship, fundamental research,  
pedagogical excellence, innovation,  
and outreach positions us as *the*  
*college* with the ability to significantly  
'move the needle' on Virginia Tech's  
rankings" as a global land-grant  
university.

— COS 2020 Annual Report



# MATH ED: THE PRESENT

- Two predominant general pedagogical approaches:
  - Instructor-led, classroom-based
  - Self-paced, emporium-based
- Some classes incorporate active learning and group-based, project-based learning strategies
- Have maintained a small number of on-line classes in courses with large number of classes
- Math Emporium in transition:
  - Math 1535/1536 moved to instructor-led, classroom-based format in academic year Fall 2021
  - Math 1025/1026 offered both in Emporium (self-paced) and classroom-based (instructor-led) studio formats in Fall 2021
  - Math 1014, 1114, and 1524 currently only offered in Emporium



>70,000

Number of undergrad MATH student credit hours taught per year.

>500 + Math Empo

Number of class sections taught by the Mathematics Department per year.

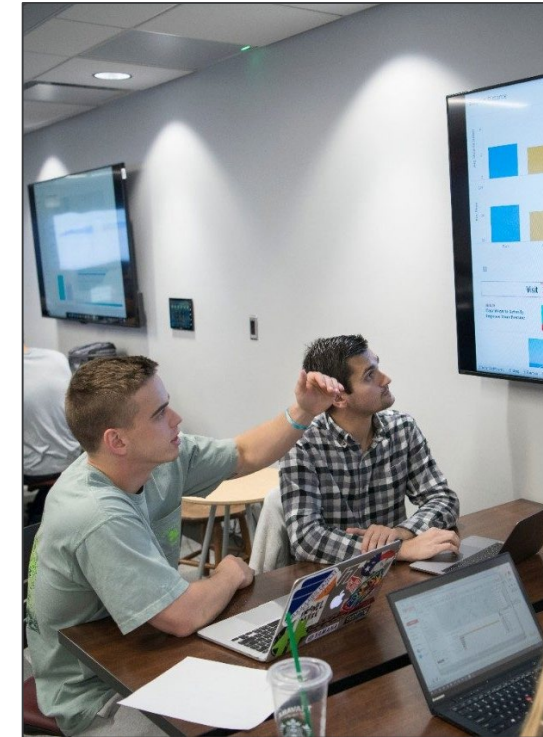
100

Number of faculty in the Mathematics Department (Spring '22).



# MATH ED: THE FUTURE

- Virginia Tech will reclaim its place as a leader in undergraduate mathematics education
  - Our math classes will incorporate a cutting-edge blend of new pedagogies and technology with the traditional.
- VT students will have the opportunity to choose the learning style in which they are most successful
  - Some students are successful with self-paced, instructor-assisted learning and prefer the Math Emporium environment.
  - Some students are successful with instructor-led, studio-based learning and prefer non-math emporium courses.
  - The Emporium will move on-campus and with more advanced technology will be more virtual
- Ongoing training for math faculty in best practices to support student learning and success within both models.



# GETTING THERE FROM HERE

- External search for new Mathematics Department head will be undertaken next year
  - Part of search criteria will be their vision for and expertise in undergraduate mathematics education
- Support for internal and external training of math faculty in new pedagogies such as mastery-based grading, project-based learning, inclusive learning environments, remote learning, innovative classroom technology and student success strategies.
- Complete transition to student-choice model with both Math Emporium and on-campus instructor-led, studio-style options
  - By 2022-23, Math 1014
  - By 2023-24, Math 1524.





# GRADUATE EDUCATION AT VIRGINIA TECH

Academic, Research, and Student Affairs Committee  
Board of Visitors  
June 7, 2022

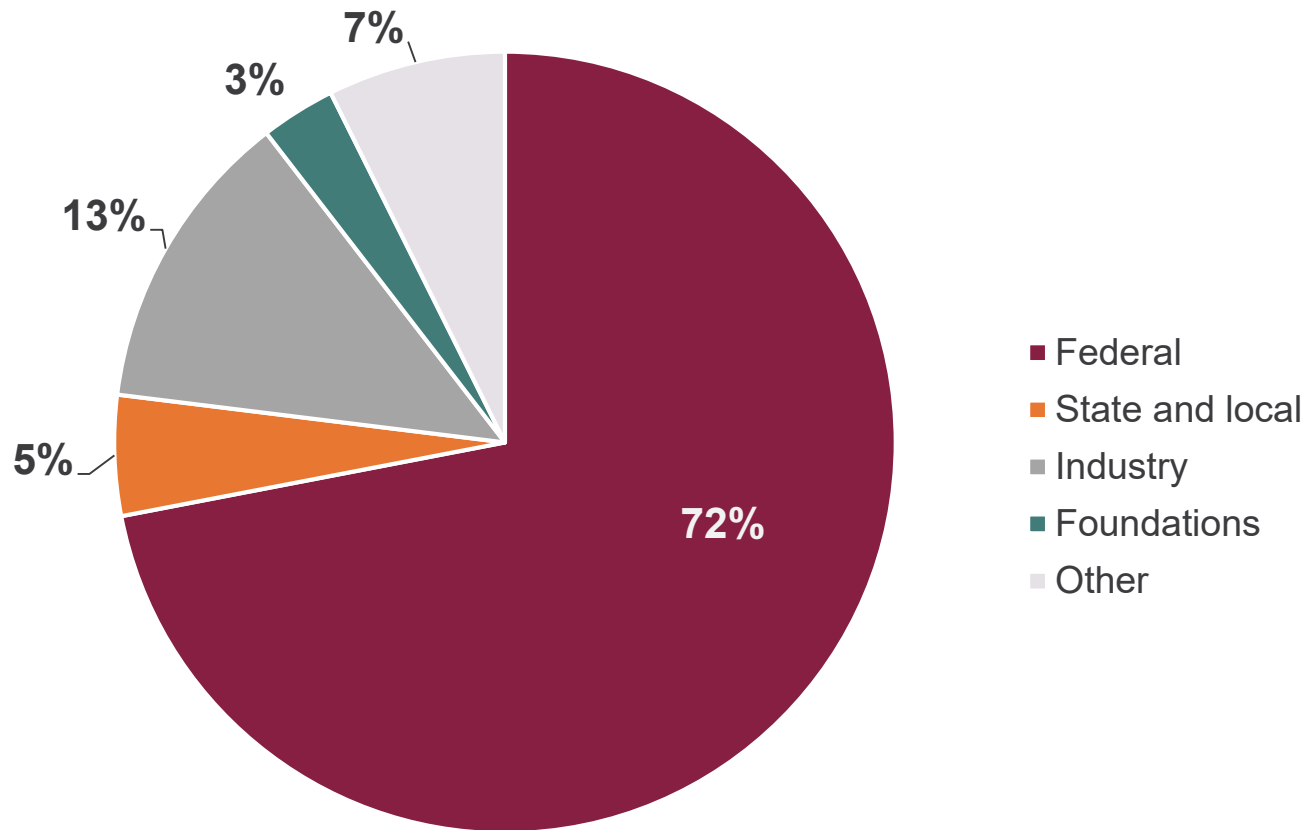
# Graduate Research Support Data





# GRADUATE STUDENTS ON SPONSORED PROJECTS

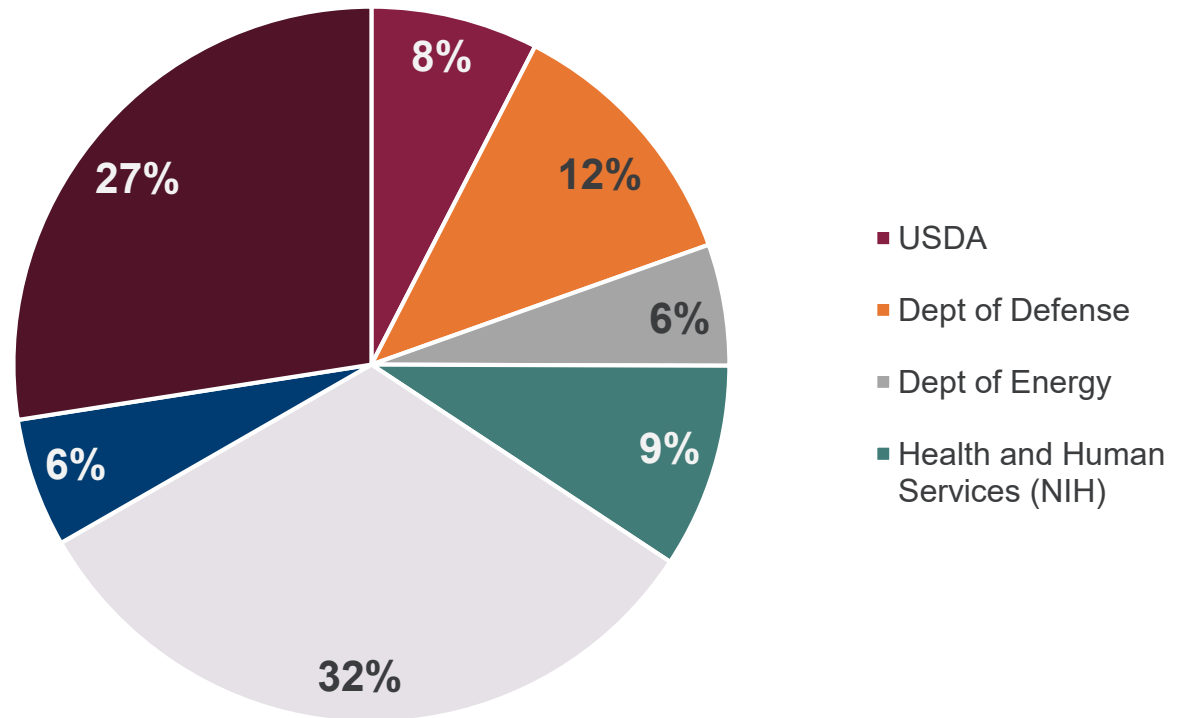
by sponsor type





# GRADUATE STUDENTS SUPPORTED BY FEDERAL PROJECT

by agency

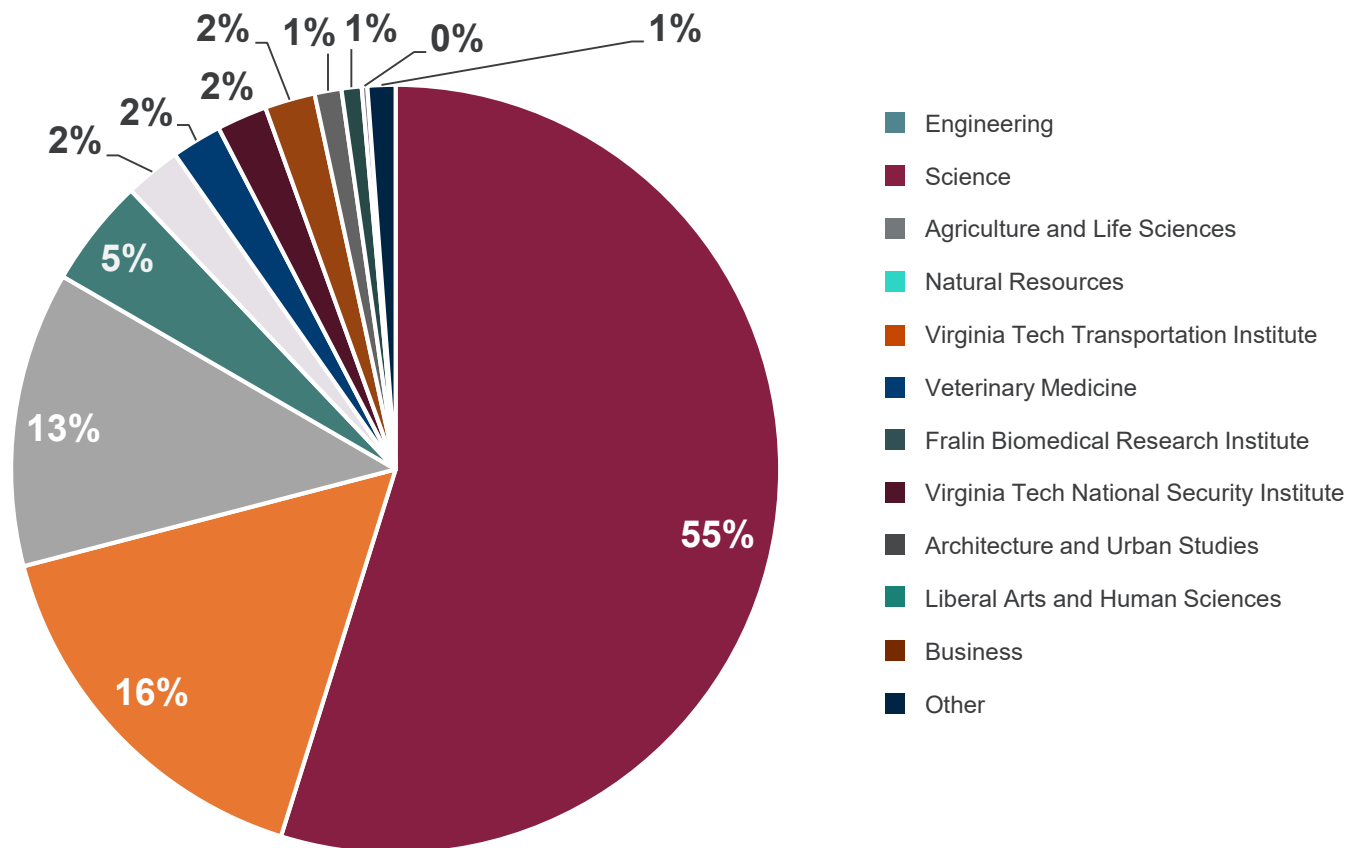






# GRADUATE STUDENTS ON SPONSORED PROJECTS

by college or unit





# BY THE NUMBERS

MASTER'S	
Thesis	1,859
Non-Thesis	1,595

DOCTORAL	
PhD	2,958
EdD	112

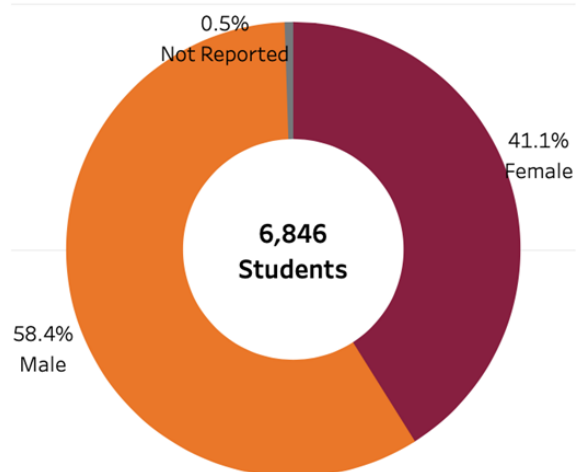
OTHER	
Certificate	52
Non-Degree	105
EdS	21

TOTAL	6,702
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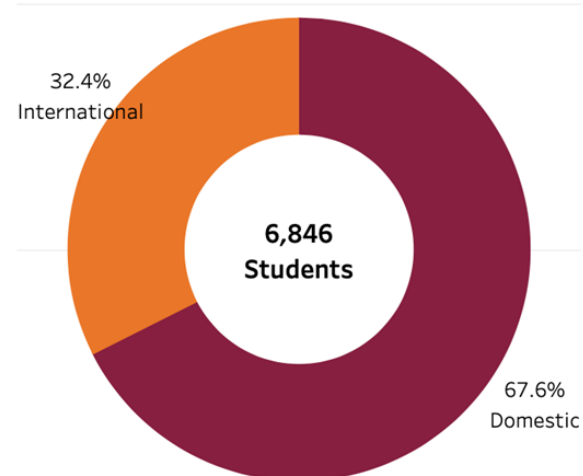


# BY THE NUMBERS

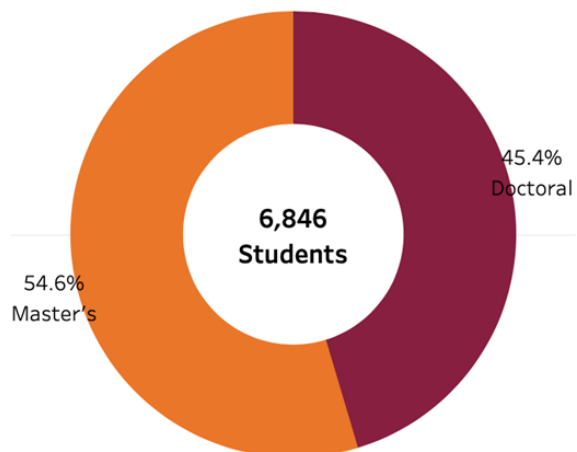
## Gender



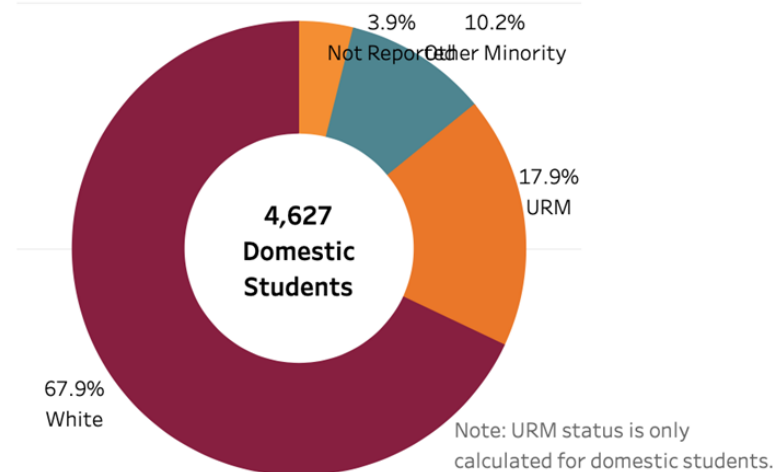
## Citizenship



## Degree Level



## Underrepresented Minority



# WHAT DO OUR STUDENTS DO?



THANK YOU



# PANEL DISCUSSION



**Dan Sui**



**Aimeé Surprenant**



**Kayla Alward**



**Steph Cooke**



**Leonard Ohenhen**



**Aiden Bradley**

# EXTRA SLIDES

# TYPES OF ASSISTANTSHIPS

**Graduate Research Assistant (GRA)** conduct academically significant research under the direction of a faculty member who is generally a principal investigator on an external grant or contract.

**Graduate Teaching Assistant (GTA)** provide academic program support under the supervision of a faculty member. GTAs may assist faculty in teaching undergraduate courses, including laboratory teaching assignments, or in providing other appropriate professional assistance, including grading examinations, problem sets, and/or lab assignments, setting up displays for lectures and laboratory sections, and preparing or maintaining equipment used in lab sections.

# TYPES OF ASSISTANTSHIPS

## **Graduate Assistant (GA)**

Graduate Assistants provide academic and program support to academic, administrative or service units of the university.

Responsibilities may be administrative in nature and consist of duties not directly related to teaching or research (such as academic advising, program planning, advising student groups, and assisting with the administrative duties of an office).



## International Student Enrollment TOTAL

*(including only enrolled students)*

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2019 to Fall 2021 Enrollment	Fall 2020 to Fall 2021 Enrollment
<b>Undergraduate</b>	1,797	1,880	2,008	1,739	1,453	-27.64%	-16.45%
<b>Graduate</b>	2,044	1,959	2,019	1,803	2,221	+10.01%	+23.18%
<b>Total</b>	3,850	3,846	4,032	3,542	3,674	-8.88%	+3.73%

*Data includes any student enrolled at Virginia Tech on any VT campus in a degree or non-degree program whose citizenship code in Banner is Non-Resident (i.e., not a US citizen or US Permanent Resident). Source: Virginia Tech Census.*



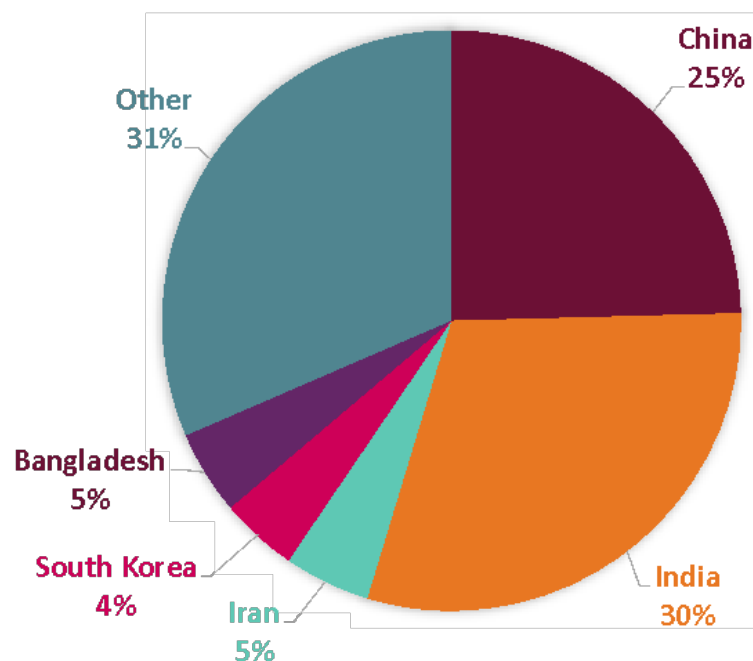
## International Student Population GRADUATE - Top Five Countries of Origin

# Fall 2021

# 2,221

international  
students  
from

countries



Data includes any student enrolled at Virginia Tech on any VT campus in a degree or non-degree program whose citizenship code in Banner is Non-Resident (i.e., not a US citizen or US Permanent Resident). Source: Virginia Tech Census.