Committee Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
Inn at Virginia Tech, Latham Ballroom CDEF
8:00 a.m. to 9:30 a.m.
August 31, 2021

Committee Members Present: Melissa Nelson (chair), Carrie Chenery

Board Members Present: Tish Long, Shelley Butler Barlow, Greta Harris, C.T. Hill, Sharon Brickhouse Martin, Horacio Valeiras, Preston White; Paolo Fermin (undergraduate student representative), Phil Miskovic (graduate and professional student representative), Robert Weiss (faculty representative), Serena Young (staff representative).

Guests: Callan Bartel, Laura Belmonte, Lynsay Belshe, Rosemary Blieszner, Gregory Carter, Charlene Casamento, Cyril Clarke, Jon Deskins, Karen DePauw, Corey Earles, Jeff Earley, Jack Finney, Ron Fricker, Amy Friedenberger, Mike Friedlander, Rachel Gabriele, Martha Glass, Cathy Grimes, Dave Guerin, Rebekah Gunn, Kristina Hartman, Luisa Havens-Gerardo, Kay Heidbreder, Rachel Holloway, Byron Hughes, Chris Kiwus, Kaylah Inge, Eric Kaufman, Frances Keene, Sharon Kurek, Lee Learman, Nancy Meacham, Ken Miller, Benito Nieves, Justin Noble, Kelly Oaks, Kim O'Rourke, Mark Owczarski, Catherine Piche, Ellen Plummer, Menah Pratt-Clarke, Robin Queen, Julie Ross, Tim Sands, Frank Shushok, Kimberly Smith, Rick Sparks, Daniel Sui, Susan Sumner, Judy Taylor, Tracy Vosburgh, Chris Wise.

OPEN SESSION

1. Welcome. M. Nelson, chair of the committee welcomed board and committee members.

2. Review and Approve Open Session Agenda.

The committee voted unanimously to accept the agenda as presented including all items on the Consent Agenda.

3. Consent Agenda. Approval of June 8, 2021 Meeting Minutes; Report of Reappointments to Endowed Chairs, Professorships, and Fellowships; Ratification of 2021 - 2022 Faculty Handbook; Resolution to Approve New Appointments and Reappointments to The Virginia Coal and Energy Research and Development Advisory Board; Resolution to Amend University Non-Discrimination Statement and University Policy 1025: Policy on Harassment, Discrimination, and Sexual Assault.

4. Update: College of Engineering. J. Ross, dean of the College of Engineering, provided the committee with an update. The college includes 246 staff members and 371 tenured and tenure-track faculty members. The college enrolls 9,358 undergraduate and
2,172 graduate students. The college has $258.2M in research expenditures placing ninth nationally in the National Science Foundation’s Higher Education Research and Development Survey. Strategic directions include research, teaching excellence, work-life balance, and initiatives in experiential education, inclusive excellence, and graduate education. Several projects are dedicated to creating and improving infrastructure to support the missions of the university and college. In collaboration with five institutions in the commonwealth, The Tech Talent Pipeline Partnership Program undergraduate students can be prepared for early admission to Virginia Tech’s MEng degree in computer science and applications or computer engineering.

5. Council of College Deans Update. L. Learman, dean of the Virginia Tech Carilion School of Medicine and representative to the committee from the Council of College Deans, offered remarks. The Council of College Deans welcome Rosemary Blieszner in her interim role in the College of Architecture and Urban Studies and Aimée Surprenant, newly appointed dean of the Graduate School. The deans are engaged in supporting the continued work of the governance committee and the continued evolution of the Partnership for and Incentive Based Budget (PIBB). The deans recognize and support the emphasis on experiential learning as a hallmark of a Virginia Tech education and look forward to the recommendations of the task force working on enrollment growth. Evolving workforce expectations have been heightened by work arrangements during the pandemic, and to outperform other universities and retain talent, the university will need to show flexibility. The deans rely on the continued success of diversity, equity, and inclusion efforts at multiple levels of the university. Deans are excited for the 18-month observance of the Virginia Tech sesquicentennial and the special events that occur at university and college levels for our alumni.

6. Provost’s Update. C. Clarke, executive vice president and provost, updated the committee on the start of the fall semester. Delivery of classes is 81% fully in-person, compared to 6% for fall of 2020, 5% of classes are being delivered in a hybrid fashion, and the rest are synchronous and asynchronous. The university's ability to launch the fall semester successfully is due to an effective COVID management system led by President Sands, built on quality emergency management systems with input from constituent groups. A highlight has been high-volume, accurate testing services, commitment to face coverings, and the willingness of the university community to make it work. Student well-being continues to be a university-wide priority. The Division of Student Affairs is leading organizational changes that will result in supporting approximately 10,000 on-campus students in residential well-being units. Each unit will be supported by live-in professionals that will provide support for counseling, well-being, experiential learning, and case management. Provost Clarke acknowledged the service of several university leaders. Karen DePauw has served as dean of graduate education and her successor, Aimée Surprenant, will join the university on September 1st. The search for a dean of the College of Science is progressing. Rosemary Blieszner is serving as interim dean of the College of Architecture and Urban Studies and a search for a permanent dean will be launched in early 2022. Robert Sumichrast has announced his retirement at the end of the current academic year and a search will be launched this fall. Jack Finney is retiring in December and a search for his successor as vice provost for faculty affairs is underway. A full report
covering enrollment management will occur during the committee’s meeting in November.

7. Discussion: Academic and Extracurricular Undergraduate Student Wellness and Success. R. Holloway, vice provost for undergraduate academic affairs, and F. Shushok, vice president for student affairs, introduced and led a discussion that included panelists S. Sumner, associate dean for academic affairs in the College of Agriculture and Life Sciences; K. Smith, Associate Vice Provost, Student Success Initiatives; B. Hughes, dean of students; and Kylah Inge, undergraduate student. The framework for student success is a student-centered culture that provides a relationship-rich environment. Transfer students receive specially designed support and advising that includes integrated communication from contact through matriculation, a targeted orientation, a living learning community, transfer courses, and a transfer community. Administrative and academic areas that support students include Career and Professional Development, Undergraduate Student Financial Aid, academic advising, faculty, Dean of Students, and student success coaches.

8. Agenda Items for November ARSA committee meeting. Committee members will submit agenda topics for consideration at future meetings. The agenda will include an update on the College of Science and a discussion about enrollment management.

Welcome

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

The chair of the committee will welcome committee members and others to the committee open session.
Acceptance of Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

The chair of the committee will review and ask for acceptance of the Open Session Agenda and items as listed on the Open Session Consent Agenda.
Open Session Consent Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 31, 2021

A. Approval of June 8, 2021 Meeting Minutes
B. Report of Reappointments to Endowed Chairs, Professorships, and Fellowships
*C. Ratification of 2021 - 2022 Faculty Handbook
*D. Resolution to Approve New Appointments and Reappointments to The Virginia Coal and Energy Research and Development Advisory Board
*E. Resolution to Amend University Non-Discrimination Statement and University Policy 1025: Policy on Harassment, Discrimination, and Sexual Assault

Attachment D
Committee Members Present:
Greta Harris (chair), Melissa Nelson, Carrie Chenery, Jeff Veatch.
Board Members Present: Horacio Valeiras (rector).
Eric Kaufman (faculty representative), Camellia Pastore (undergraduate representative),
Tamarah Smith (staff representative), Sabrina Sturgeon (graduate student representative).

Guests:
Erick Brooks, Gregory Carter, Chris Childers, Cyril Clarke, Karen DePauw, Jon Deskins,
Corey Earles, Jack Finney, Michael Friedlander, Ron Fricker, Amy Friedenberger, Rachel Gabriele, Louise Havens Gerardo, Rob Gourdie, Alan Grant, Kay Heidbreder, Rachel Holloway, Byron Hughes, Frances Keene, Sharon Kurek, Lee Learman, Ennis McCrery, Michael Mortimer, Kim O’Rourke, Mark Owczarski, Rachel Padgett, John Pastor, Catherine Piche, Roan Parrish, Ellen Plummer, Robin Queen, Tim Sands, Frank Shushok, Rick Sparks, Daniel Sui, Judy Taylor, Tracy Vosburgh, Robert Weiss, Paul Winistorfer, Serena Young.

OPEN SESSION

1. Motion to Return to Open Session.
The committee voted unanimously to move into Open Session.

2. Welcome and Acceptance of Agenda. G. Harris welcomed committee members
and attendees.

   The committee voted unanimously to accept the agenda as presented
including all items on the Consent Agenda.

3. Report of Closed Session Action Items. G. Harris reported that the committee met
in closed session with the Finance and Resource Management Committee and
approved seven faculty appointments to emeritus/emerita status, one appointment
to an endowed professorship, three research leaves, 113 promotion and tenure
appointments, approved the 2021 – 2022 Faculty Salary Program, as amended, and
ratified the Personnel Changes Report.

4. Consent Agenda. Approval of March 22, 2021 committee minutes, Report of
Reappointments to Endowed Chairs, Professorships, or Fellowships,

Resolution to Approve Revisions to Policy 13015 Ownership and Control of Research Data, Results, and Related Materials, Resolution to Establish a Continuous Enrollment Policy for Undergraduate Students, Approval of 2021-22 Pratt Fund Budgets (shared with Finance and Resource Management Committee), Report of the 2021-22 Faculty Compensation Plan (shared for information purposes by the Finance and Resource Management Committee), Resolution to Approve School of Environmental Security in College of Natural Resources and Environment, Resolution to Change Name of Department of Interprofessionalism to Department of Health Care Innovation and Implementation Science in the Virginia Tech Carilion School of Medicine, Resolution to Approve the Awarding of Tenure in the Virginia Tech Carilion School of Medicine, Resolution to Approve Bachelor of Science in Plant Science and Discontinue Bachelor of Science in Crop and Soil Environmental Sciences and Bachelor of Science in Horticulture, Resolution to Discontinue Master of Science in Biomedical Technology Development and Management, Resolution to Discontinue PhD/Ed.D in Career and Technical Education, Resolution to Approve the 2021 - 2022 Student Code of Conduct, Resolution to Approve Amendment to the Acceptable Use Standard of the Acceptable Use Policy Related to Partisan Political Purposes for Employees, Resolution to Amend and Approve Virginia Tech Undergraduate Housing Policy, Resolution to Extend Term Limit for Postdoctoral Associate Faculty Appointment.

5. Update: College of Agriculture and Life Sciences. Dean Alan Grant provided the committee with an overview of college accomplishments. Highlights include an increase of 50% (pre-Covid) in study abroad programs and courses, increased extramural funding, and significant Cooperative Extension contacts across the Commonwealth. College initiatives are guided by a vision that includes comprehensive health and wellness, community empowerment, predictive environmental solutions, cultivating lifelong learners, and resilience and productivity through innovation. Dean Grant drew attention to initiatives dedicated to advancing the college and university. These initiatives include the Center for Advanced Innovation in Agriculture, capital improvements, increasing extramural funds, addressing vector-borne and chronic diseases, investments in research and Extension to improve agricultural output.

6. Provost’s Update and Discussion. Cyril Clarke, executive vice president and provost, provided information on several items. Provost Clarke highlighted four Enterprise Risk Management areas under the purview of the provost. Leadership and Governance is receiving university-wide attention with a representative committee drafting a proposal for a new system of shared governance for the
university. Dr. Eric Kaufman provided the board with information on these efforts during the June 7, 2021 Information Session and a proposal will be brought to the board in the next year. Initiatives are shared across the university to address faculty and staff recruitment and retention. In its Closed Session, the committee reviewed and approved resolutions that are an important element of the recruitment and retention of faculty. These resolutions include endowed professorships, research leaves, promotion and tenure, and the faculty salary program.

The fourth ERM area is enrollment management. The university continuously addresses risk and improvements to enrollment management through the employment of a skilled enrollment management team and the oversight of an enrollment management advisory committee. Virginia Tech had a record year with 42,000 applications for undergraduate admission, a 36% increase over 2020 applications. The deadline to accept offers of admission was May 1 and 7,236 have accepted admission. The expectation is that “melt” over the summer will result in bringing enrollment to goal. Over 4,000 families have signed up for information sessions intended for incoming students. The financial aid office has managed and dispersed aid to 27,000 prospective and returning undergraduate, graduate, and professional students. An enrollment management goal is commencement and 6,864 students graduated, an increase over 2020.

Provost Clarke updated the committee on academic leadership efforts. The search for a dean of the graduate school continues with candidates planning on-campus visits. Dr. Ron Fricker is serving as interim dean of the College of Science and a search is underway for a permanent dean. Richard Blythe has accepted a position to a senior academic position in Australia. An interim dean will be identified for the College of Architecture and Urban Studies.

7. Council of College Deans. Representing the council, Ron Fricker, Interim Dean of the College of Science, provided the committee with remarks. Graduates and their families celebrated commencements in person due in no small part to the planning and dedication on the part of many units across the university. The colleges are implementing new public health guidelines for faculty, staff, and students in a manner in which all can feel safe. Attention will need to be paid to disruptions caused by the pandemic including delays in the collection of research data and subsequent publication of scholarship. The Council of College Deans expresses their collective gratitude and appreciation to the university’s faculty, staff, students, and the administration for guiding and managing the challenges of the past year.

8. Health Sciences Research Discussion. C. Clarke and M. Friedlander introduced the theme of the discussion and the panelists. Professor Rob Gourdie is director of
the Center for Heart and Reparative Medicine Research, Rachel Padgett is a doctoral student in biological sciences in translational biology, medicine, and health, and Chris Childers is a medical student whose research is in biomedical engineering and mechanics. Students, staff, and faculty from across the university in various departments contribute to health sciences research. External funding and the university's biomedical imaging and modulation technologies support research in infectious diseases, cancer, brain diseases, and obesity and discoveries are translated and commercialized.

9. **Future Agenda Items.** Committee members made suggestions for future agenda items including continued updates on Enterprise Risk Management, a high-level equity review of faculty promotions and tenure appointments, and ways in which the university is engaged in economic development.

10. **Adjourn.** Having no further business, the committee adjourned at 11:50.
REPORT

Reappointments to Endowed Chairs, Professorships, or Fellowships (4)

August 31, 2021

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

College of Engineering (4)

Scott Case Reynolds Metals Professorship
Rafael Davalos L. Preston Wade Professorship
Matthew Eatherton Raymond G. and Madelyn Ann Curry Faculty Fellow in Structural Engineering
Pam VandeVord N. Waldo Harrison Professorship
COLLEGE OF ENGINEERING

VISION AND UPDATE

JULIA M. ROSS
PAUL AND DOROTHEA TORGERSEN
DEAN OF ENGINEERING
BY THE NUMBERS

246
Staff

371
Tenure/Tenure Track Faculty

9,358
Undergraduate Students

2,172
Graduate Students
TOTAL RESEARCH EXPENDITURES

$258.2 million

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Johns Hopkins</td>
<td>11</td>
</tr>
<tr>
<td>2</td>
<td>Georgia Tech</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>MIT</td>
<td>13</td>
</tr>
<tr>
<td>4</td>
<td>SUNY-Polytechnic</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Penn State</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>Texas A&amp;M</td>
<td>16</td>
</tr>
<tr>
<td>7</td>
<td>Michigan</td>
<td>17</td>
</tr>
<tr>
<td>8</td>
<td>Purdue</td>
<td>18</td>
</tr>
<tr>
<td>9</td>
<td>Virginia Tech</td>
<td>19</td>
</tr>
<tr>
<td>10</td>
<td>U. Texas-Austin</td>
<td>20</td>
</tr>
<tr>
<td>11</td>
<td>Utah State</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Illinois</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>UC-Berkeley</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Ohio State</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>NC State</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>UC-San Diego</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Maryland</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Dayton</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>U. Washington</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Arizona State</td>
<td></td>
</tr>
</tbody>
</table>
STRENGTHEN COMMUNITY

BUILD THE INFRASTRUCTURE AND RESOURCES TO SUPPORT OUR VISION

ALIGN EDUCATION AND RESEARCH FOR IMPACT IN A RAPIDLY CHANGING WORLD

STRATEGIC PLAN
STRATEGIC PLAN WORKSTREAMS

- Research task force
- Teaching excellence task force
- Work-life balance task force
- Business processes efficiencies study
- Department efforts
ONGOING FOCUS AREAS

- Experiential learning
- Inclusive excellence
- Graduate education
INFRASTRUCTURE PROJECTS
TECH TALENT INVESTMENT PROGRAM

Spanning Blacksburg and Alexandria
BOUNDLESS IMPACT CAMPAIGN PRIORITIES

STUDENT SUPPORT

FACULTY SUPPORT

EXPERIENTIAL LEARNING

CAPITAL PROJECTS
Council of College Deans Update

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 31, 2021

Lee Learman, dean of the Virginia Tech Carilion School of Medicine, serving as a liaison with the council of college deans will update the committee on behalf of the council.
Provost’s Update

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 31, 2021

Cyril Clarke, executive vice president and provost, will provide an update.
STUDENT SUCCESS AT VIRGINIA TECH
BUILDING A STUDENT-CENTERED UNIVERSITY
A Student-Centered Culture Provides a Relationship-Rich Environment*

1. Every student must experience genuine welcome and deep care.
2. Every student must develop a web of significant relationships.
3. Every student must be inspired to learn.
4. Every student must explore questions of meaning and purpose.

TRANSFER STUDENT EXPERIENCE

> Pre-matriculation admissions and academic advising
> Integrated communication from contact through matriculation
> New Transfer Student Orientation
> Transfer Experience LLC
> Transfer First-Year Experience (FYE) courses
> Hokie Transfer Community
COORDINATED CARE NETWORK

- Intentional
- Coordinated
- Proactive
- Technology-Enabled
TOP 5 FOR REFERRALS

> **1993** VT EARS (Early Academic Alert)
> **755** Dean of Students
> **396** Student Success Center
> **335** Transitional Advising
> **248** Career and Professional Development
STUDENT SUCCESS PANEL

Byron Hughes
Dean of Students
Student Affairs

Kylah Inge,
Senior
Animal & Poultry Sciences
Japanese Studies

Susan Sumner
Associate Dean
Agriculture & Life Sciences

Kimberly Smith
Associate Vice Provost
Student Success
The Chair of the Academic, Research, and Student Affairs Committee will discuss possible agenda items for future meetings.
The Chair of the Academic, Research, and Student Affairs Committee will adjourn the committee meeting.