

SUMMARY

Degree and Academic Programs

November 8, 2021

Actions

Attached: Materials prepared for approval by the State Council of Higher Education for Virginia (SCHEV)

College of Agriculture and Life Sciences

Approve Establishment of School of Animal Sciences

College of Liberal Arts and Human Sciences

Approve Discontinuance of PhD in Educational Research and Evaluation

For Information Purposes Only – no action required

Attached: Letter from the State Council of Higher Education for Virginia (SCHEV) regarding approved department name

Virginia Tech Carilion School of Medicine

Department of Health Systems and Implementation Science

RECOMMENDATION:

That the above degree actions be approved.

November 8, 2021

**SCHOOL OF ANIMAL SCIENCE
COLLEGE OF AGRICULTURE AND LIFE SCIENCES**

School of Animal Science

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RECOMMENDATION:

That the Board of Visitors approve the establishment of the School of Animal Sciences in the College of Agriculture and Life Sciences.

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Institution

Virginia Polytechnic Institute and State University

Nature of Proposed Change

Virginia Tech proposes to reorganize the Department of Animal and Poultry Sciences and the Department of Dairy Science to establish the School of Animal Sciences within the College of Agriculture and Life Sciences.

Appendix A presents the current organizational structure.
Appendix B presents the proposed organizational structure.

Background

The College of Agriculture and Life Sciences (CALs) houses the proposed reorganizing departments of Animal and Poultry Sciences and Dairy Science. In 2016, the issue of becoming one academic unit was discussed thoroughly across the two faculties with the dean. During the summer of 2019, committees were formed with faculty and staff from each department to discuss and develop action plans for addressing issues such as promotion and tenure structure, program curricula and services, communication, marketing and branding, research laboratory support, and animal and feed production management. It was evident from these discussions that the benefits of combining these two closely aligned departments into one cohesive unit would benefit the students, college, and the institution. As a result, the university made the decision to reorganize the existing departments into a school.

Purpose of Proposed Change

The purpose of the proposed organizational change is to establish one academic unit to be responsible for the administration and oversight of the animal sciences programming in the College of Agriculture and Life Sciences.

Mission

The proposed organizational change aligns with the mission of Virginia Tech. The mission states: “Inspired by our land-grant identity and guided by our motto, Ut Prosim (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.”

The establishment of the School of Animal Sciences aligns with the institution’s mission through its focus on educating students, discovery and translational research, and applications of technology in the animal industry to “create a community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition...” The proposed new school will support students and other stakeholders to obtain the latest information on the ability of animals to sustain, enhance, and contribute to human well-being, sustainability, and security.

Institutional Nomenclature

At Virginia Tech, the term “school” is defined as an academic unit that has a special curricular/programmatic function and identity with research and outreach components.

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Depending on the college and circumstance, schools across the university may have varying levels of budgetary, programmatic, and administrative independence. The terms “school” and “department” can refer to equivalent administrative structures. Both schools and departments are housed within colleges and are referred to collectively as academic units.

The two departments included in this reorganization will close as individual departments and collectively become the School of Animal Sciences. The proposed organizational change will not result in a School with reporting departments at this time.

Rationale for Proposed Change

The proposed change will be advantageous to the university. The school will help the university in three ways: 1) consolidate and facilitate efficient management of animal science related programs within the College of Agriculture and Life Sciences, 2) ensure collaborations in animal and life science research, education, and extension across the university, and 3) elevate the external visibility and profile of the college’s animal science programs and research.

Create Efficiencies

The proposed organizational change to create a School of Animal Sciences will provide a common location to house all animal science related programs and research in the College of Agriculture and Life Sciences. The new school will provide a structure to coordinate strategic decision-making for hiring and resource allocation among the animal science disciplines within the college. This will allow for improved efficiency and for the sharing and optimization of resources. For example, the change will enable the school to plan future faculty and staff hires that can teach and conduct research across the broader animal sciences disciplines.

The proposed school will create efficiencies through the consolidation of administrative and faculty efforts associated with undergraduate and graduate program education and advising. In addition, the current individual departmental business office personnel will merge into a coordinated business operations team and will provide important services (e.g., human resource management, research grants/projects management and coordination, and travel coordination and management) for the school. The reduction of overlap and redundancy will establish a school that is more efficient than the two individual departments. The reduced administrative responsibilities on individual faculty will allow more time for engagement in the research, teaching, and extension missions of the college.

Increase Collaboration

The combined school will also foster opportunities for interdisciplinary collaboration to enhance research, teaching, extension, and outreach in several ways. First, the combination of the individual department leadership into one school director will provide opportunities for the school to develop and implement goals and strategies for achieving those goals for the entire animal sciences faculty. The proposed school will also allow for the coordination of extension programming for the two departments and the agricultural research and extension centers associated with them. Within the proposed school structure, the School Director will be responsible for developing and maintaining collaborations with animal science faculty in the school and across the university. The director will work with the faculty and the program directors to promote and develop animal science related activities (e.g., forums to discuss

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environmental impact of agricultural animals, food security, technology to improve farming practices) to promote interdisciplinary collaborations for faculty and students. For example, both departments currently collaborate independently with the Virginia-Maryland College of Veterinary Medicine and the integration of the departments into the proposed school will allow for more stream-lined and efficient coordination and communication among the various programs and faculty.

By providing a common structure (program directors of undergraduate/research and graduate education) to focus on students pursuing common areas of study, the proposed school will be able to effectively coordinate academic and student services, such as academic program development, enrollment, orientations, and advising. Having the programs housed within the same school will allow students to take advantage of the full breadth of the animal sciences programs offered at the institution. The proposed school will also help to eliminate departmental barriers including but not limited to how credit is assigned for various activities like team-teaching, co-investigation, sharing laboratory and teaching spaces, and indirect cost resource allocations.

Elevate External Profile

The Department of Animal and Poultry Sciences and the Department of Dairy Science were among the first departments established at the university and both departments have been long recognized by peer institutions and other stakeholders for delivering high quality and balanced teaching, research, and extension programming in the livestock, dairy, and poultry industries. The combination of these animal-based assets under one proposed school will provide greater leverage for the programs in securing external funding, recruiting high quality students, faculty, and staff, as well as providing high quality, comprehensive education for students looking for careers in the animal sciences.

Academic Programs

The proposed School of Animal Sciences will administer the undergraduate and graduate degrees currently offered by the two existing departments.

Department of Animal and Poultry Sciences

Doctorate of Philosophy (Ph.D.) in Animal and Poultry Science
Master of Science (M.S.) in Animal and Poultry Science
Bachelor of Science (B.S.) in Animal and Poultry Science

Animal and Poultry Sciences Minor
Equine Science Minor

Department of Dairy Science

Bachelor of Science (B.S.) in Dairy Science

Dairy Science Minor

All of the academic degree programs currently associated with the individual departments will be administered by the proposed School of Animal Sciences.

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Space

The physical space currently utilized by the two departments will not change as a result of the proposed reorganization. The proximity of each department (e.g., administrative offices, faculty offices, student spaces, etc.) will support the administration, programming, and operations of the proposed School.

Resources/Budget

The proposed School of Animal Sciences budget will be comprised of all physical, financial, and personnel resources of the two existing departments and be funded through the central budget of the College of Agriculture and Life Sciences. As part of the annual budget development process, the college's resource team will allocate funding from the college budget to the proposed School of Animal Sciences. The proposed school director will oversee funding for the administration and operation of the proposed school. These include business operations (fiscal, sponsored awards, human resources, and information technology), space allocation, undergraduate and graduate support services, marketing and communications, and advancement.

Administration

The proposed School of Animal Sciences administration will replace the administrative structures in each of the two existing departments. Administrative leadership will be provided by a School Director. The director will be responsible for the overall management and oversight of the proposed school. The director will also be responsible for all academic, research, and outreach programming and for administering the academic degree programs and minors. An existing faculty member from one of the existing departments will be selected for the school director position. The anticipated salary for this position is \$247,468 with fringe benefits of \$76,442 for a total of \$323,910. The funding for this position is currently in place for an existing faculty member in the department chair position.

The proposed school will also select existing faculty members to serve in coordination roles for undergraduate education, graduate education and research, and extension and outreach programs. The faculty members will perform these duties as part of their faculty roles in addition to teaching and will not receive additional stipends.

An Executive Committee will serve in an advisory capacity to the Director and will include faculty members who lead the undergraduate education, graduate education and research, and extension and outreach programs for the new school.

Faculty

The proposed School of Animal Sciences will house a total of 50 faculty members to include 40 tenure/tenure-track faculty members and 10 full-time contract/term (instructional) faculty members. Contract/term instructional faculty member positions include full-time professor of practice, research assistant/associate professor, instructor, and lecturer positions. The 50 faculty members represent the 47 existing faculty members, 1 faculty position that is currently vacant and will be filled with a new hire, and 2 new faculty positions projected for the first three years of operation.

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The Department of Animal and Poultry Sciences currently consists of 39 instructional faculty member positions including 32 tenure/tenure-track faculty members including the department chairperson and 7 non-tenure-track faculty members. The Department of Dairy Science currently consists of 9 tenure/tenure-track faculty members including the department chairperson and 2 non-tenure-track faculty.

New Hire 1 (Vacant Existing Faculty Position)

It is anticipated that in the second year of operation, one new faculty member will be hired to fill a currently vacant existing faculty position. It is anticipated that the faculty member will be hired at the assistant professor level in a tenure-track position. The faculty member will be expected to hold a doctorate degree in life science, animal science, or a related field. No area of specialization will be required for this position. The new faculty member will be paid an annual salary of approximately \$74,666 with fringe benefits of \$32,931 for a total of \$107,597.

New Hire 2

It is anticipated that in the second year of operation, one new faculty member will be hired to fill a new faculty position. It is anticipated that the faculty member will be hired at the assistant professor level in a tenure-track position. The faculty member will be expected to hold a doctorate degree in life science, animal science, or a related field with a specialty in companion animal welfare and behavior. The new position will be funded via a College of Agriculture and Life Sciences budget reallocation. The new faculty member will be paid an annual salary of approximately \$74,666 with fringe benefits of \$32,931 for a total of \$107,597.

New Hire 3

It is anticipated that in the second year of operation, one new faculty member will be hired to fill a new faculty position. It is anticipated that the faculty member will be hired at the assistant professor level in a tenure-track position. The faculty member will be expected to hold a doctorate degree in life science, animal science, or a related field with a specialty in animal and environmental interactions. The new position will be funded via a College of Agriculture and Life Sciences budget reallocation. The new faculty member will be paid an annual salary of approximately \$74,666 with fringe benefits of \$32,931 for a total of \$107,597.

The total salary for faculty is \$5,178,438 and fringe benefits of \$2,010,431, for a total of \$7,188,869.

Classified Staff

The proposed School of Animal Sciences will house a total of 43 full-time, classified staff positions. There are currently 30 full-time classified staff positions in the Department of Animal and Poultry Sciences. There are currently 15 classified staff members in the Department of Dairy Science. Combined, there are a total of 45 classified staff positions in the existing departments. Recent retirements have resulted in 2 full-time, classified staff positions being vacated. Those 2 positions are currently open and will not be filled during the transition to the proposed school. If approved, those 2 positions will be eliminated and will result in a net reduction in classified staff positions to a total of 43. Total salary for the 43 full-time classified staff positions for the proposed school is \$1,881,183 with fringe benefits of \$1,081,272, for a total of \$2,962,455.

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Graduate Assistants

The proposed School of Animal Sciences will have a total of 41 graduate assistant positions. The graduate assistants include 18 graduate research assistant positions and 23 graduate teaching assistant positions. The total budget for the 41 graduate research and teaching assistants for the proposed school equals \$1,446,398 in salary costs and \$81,713 in fringe benefits for a total of \$1,528,111.

Graduate Research Assistants

There are currently 11 graduate research assistants in the Department of Animal Sciences and 4 graduate research assistants in the Department of Dairy Science for a total of 15 graduate research assistant positions. There will be 3 additional graduate research assistant positions added for the proposed School of Animal Sciences for a total of 18 graduate research assistant positions. Graduate assistant positions in the College of Agriculture and Life Sciences are distributed across the college academic units by the dean's office. The 3 new graduate research assistant positions for the proposed school will represent a reallocation of 3 existing graduate research assistant positions within the college.

Graduate Research Assistants are paid an annual salary of \$35,278 with fringe benefits of \$1,993 for a total of \$37,271. The compensation for the 18 graduate research assistant positions equals \$635,004 in salary and \$35,874 in fringe benefits for a total of \$670,878.

Graduate Teaching Assistants

There are currently 17 graduate teaching assistantship position in the Department of Animal and Poultry Sciences and 6 graduate teaching assistantship positions in the Department Dairy Science for a total of 23 graduate teaching assistantship positions. This number is expected to remain steady over the course of the first 3 years of operation.

Graduate Teaching Assistants are paid an annual salary of \$35,278 with fringe benefits of \$1,993 for a total of \$37,271. The compensation for the 23 graduate teaching assistant positions equals \$811,394 in salary and \$45,839 in fringe benefits for a total of \$857,233.

Student Workers

The proposed School of Animal Science will house 20 part-time student worker positions. There are currently 20 part-time student workers in the Department of Animal and Poultry Sciences and 1 part-time student worker in the Department of Dairy Science for a total of 21 student worker positions. If the proposed school is approved, 1 student worker position will be phased out (i.e., the position will not be refilled once vacated). Student workers perform a variety of duties (e.g., cleaning barns, feeding farm animals, building fences, plowing snow) and are paid a wide range of salary amounts and arrangements depending on the situation and need including hourly (e.g., \$10/hour), project-based (e.g., one-time limited contract), and seasonal. Student workers are not eligible for fringe benefits. The total available budget for student worker salaries for all 20 positions will be \$35,000.

Other Costs

Operating expenses for the school will include other costs such as agricultural supplies and equipment (e.g., feed and feed related supplies, equipment and supplies for cleaning and

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maintenance of animal enclosures, fuel for agriculture equipment, etc.) and laboratory supplies and equipment required to work with large domesticated animals (e.g., cows, sheep, pigs). Operational efficiencies that occur as the farming and research operations are brought under the administration of the proposed school will result in a savings of \$227,874 within the first three years. Total other costs for the new school are \$2,304,062.

Miscellaneous

There will be an initial expenditure of \$20,000 to be utilized for the purchase of print materials, signage, and other costs associated with the creation of the proposed School. This cost will be accommodated by existing resources in the College of Agriculture and Life Sciences.

Signage (Internal and External to the building)	\$7,000
Print Materials (Stationary, Business Cards)	\$3,000
Publicity and Promotion	\$10,000
Total Cost	\$20,000

All resources from the existing Departments of Animal and Poultry Sciences and Dairy Science will be reallocated to the proposed School of Animal Sciences. Virginia Tech and the College of Agriculture and Life Sciences have adequate and sufficient resources to establish and operate the proposed department. No new resources will be requested from the Commonwealth to establish or sustain the proposed organizational change for the proposed School of Animal Sciences.

Budget

The budget below includes all of the expenditures needed to establish and operate the proposed School of Animal Sciences. All of the costs associated with miscellaneous items have been included in the budget.

Abbreviations

The following abbreviation is used within the following budget in the order of appearance:

- APSC: Animal and Poultry Sciences

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Reorganization New Academic Unit - **School of Animal Sciences**

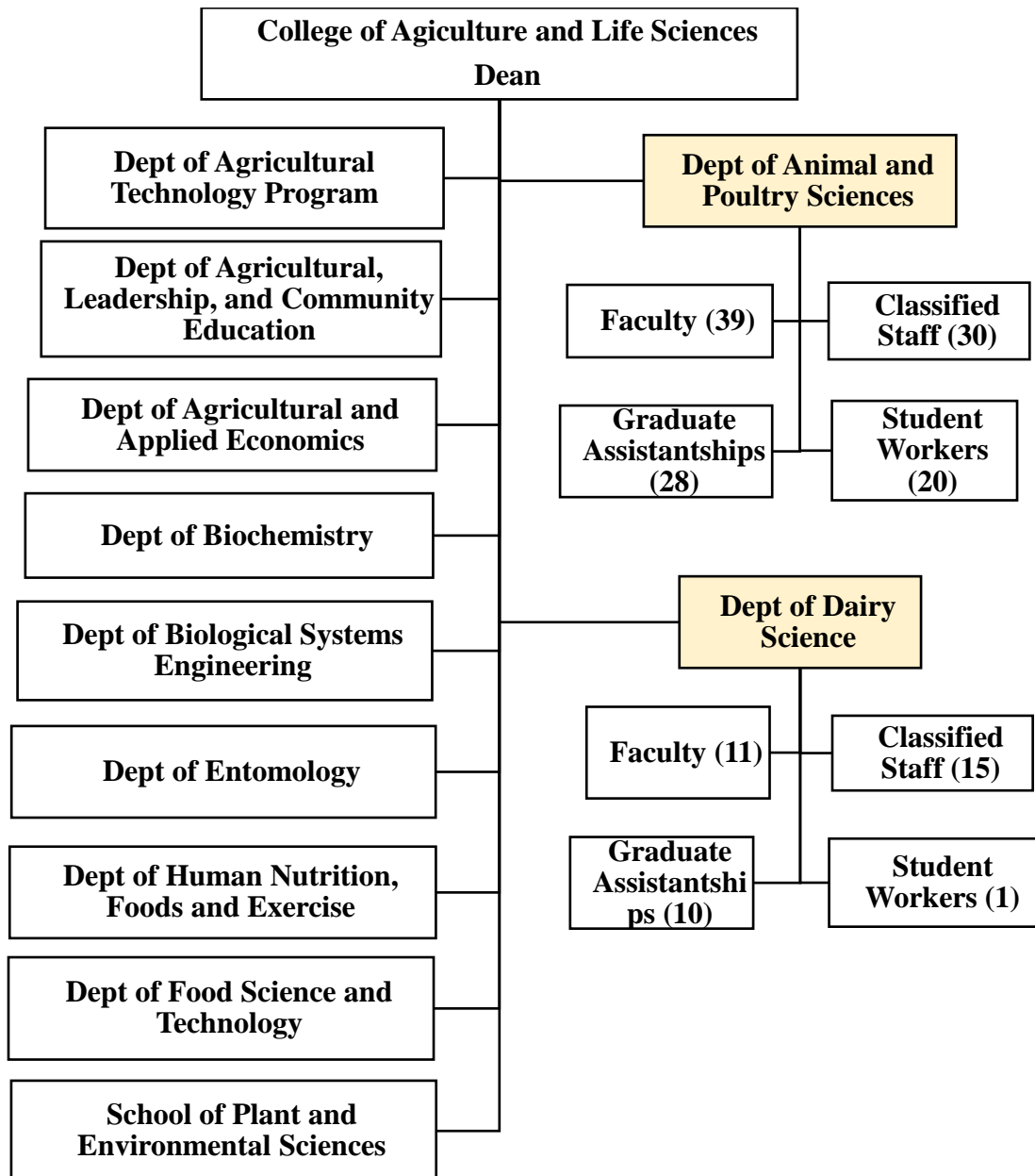
Expenditure Category	Existing Unit 1 Name		Existing Unit 2 Name		Proposed Unit	
	APSC		Dairy Science			
	Expenses	HDCT	Expenses	HDCT	Expenses	HDCT
Personnel Salary						
Department Head	\$247,468	1	\$195,000	1		
Fringe Benefits	\$76,442		\$63,231			
Director, School of Animal Sciences					\$247,468	1
Fringe Benefits					\$76,442	
Classified Staff	\$1,239,786	30	\$735,397	15	\$1,881,183	43
Fringe Benefits	\$736,078		\$397,123		\$1,081,272	
Fringe Benefits						
Faculty	\$3,966,013	38	\$988,425	10	\$5,178,438	50
Fringe Benefits	\$1,535,582		\$376,055		\$2,010,431	
Personnel Subtotal	\$7,801,369	69	\$2,755,231	26	\$10,475,234	94
Student Support						
Student Helpers/Workers	\$33,153	20	\$415	1	\$35,000	20
Graduate Teaching Assistant	\$633,607	17	\$223,626	6	\$857,233	23
Graduate Research Assistant	\$409,981	11	\$149,084	4	\$670,878	18
Student Support Subtotal	\$1,076,741	48	\$373,125	11	\$1,563,111	61
Operating Expenses						
Office Supplies	\$30,720		\$10,794		\$59,305	
Instructional Supplies	\$18,134		\$7,072		\$58,000	
Travel	\$23,927		\$13,550		\$41,641	
Marketing	\$118		\$3,175		\$10,000	
Conference/Professional Development	\$25,105		\$11,991		\$31,532	
Other Costs	\$1,084,589		\$1,447,347		\$2,304,062	
Operating Expenses Subtotal	\$1,182,593		\$1,493,929		\$2,504,540	
Total	\$10,060,703	117	\$4,622,285	37	\$14,542,885	155

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Appendices

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Appendix A: Current Organizational Structure



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Appendix B: Proposed Organization Structure

