Committee Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

Committee Members Present: Nancy Dye (chair), Sandy Davis, William Holtzman, Robby Moser, J. Pearson, Jeanne Stosser

Board Members Present: John Rocovich (rector), Starlette Johnson, Ryan McCarthy, Jim Miller, Ted Hanson, Margaret Ann Smith

Constituent Representatives Present: Marlene McGlothlin Lester (A/P faculty representative), Amber Hagan (staff representative), Justin Lemkul (faculty representative), Thomas Feely (undergraduate student representative), Katie Drinkwater Gregg (graduate and professional student representative).

Guests: Diane Agud, Kimberly Allen, Simon Allen, Janice Austin, Mac Babb, Laura Belmonte, Myra Blanco, Rebecca Bott, Jasmine Boyd, Brock Burroughs, Cyril Clarke, Erica Cooper, George Cooper, Thomas Crawford, Alison Cross, Meaghan Davidson, Debbie Day, Heather Ducote, Jeffrey Earley, Abbey Erwin, Juan Espinoza, Thomas Feely, Ronald Fricker, Michael Friedlander, Ian Friend, Matthew Gabriele, Rachel Gabriele, Martha Glass, Suzanne Griffin, Amber Hagan, Chelsea Haines, Rebecca Halsey, Jennifer Hart, James Hawdon, Luke Hayes, Kay Heidbreder, Amy Hogan, Elizabeth Hooper, Frances Keene, Alex Kinnaman, Sharon Kurek, Kimberly Loeffert, Andrew Marinik, Elizabeth McClanahan, Hud McClanahan, Steven McKnight, Nancy Meacham, Rachel Miles, Laurel Miner, Justin Noble, Shane Nuuhiwa, Kelly Oaks, Amy Orders, Stephanie Overton, Mark Owczarski, Lauren Pollard, Isis Quinlan, Julie Ross, Karen Sanders, Amy Sebring, Brennan Shepard, Jill Sible, Jaida Smith, Michael Staples, Michael Stowe, Dan Sui, Aimee Surprenant, John Talerico, Don Taylor, Mollie Taylor, Monecia Taylor, Peggy Vilardo, Thomas Wamsley, Melinda West, Lisa Wilkes, Tiffany Willis, Christopher Wise, Andrew Woodall, Leo Young

OPEN SESSION

Report of Closed Session Items. In Closed Session, the committee considered four appointments to emerita or emeritus status, 21 appointments to an endowed chairs, professorships, or fellowships, three reappointments to endowed chairs, professorships, or fellowships, five appointments with tenure, and reviewed individual salaries and personnel changes.

1. Welcome. N. Dye, chair of the committee, welcomed attendees to the meeting and called the meeting to order at 9:37 am.

2. Consent Agenda. The Open Session Consent Agenda, which included minutes from the June 2025 committee meeting, a resolution for exclusion of certain officers/directors, a resolution to approve a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree

designation in Geography, and a summary of the 2025-26 faculty & staff merit programs, was presented for approval by the committee.

The committee voted unanimously to approve all Consent Agenda items.

4. Provost's Update.
C. Clarke, executive vice president and provost, provided updates to the committee on several academic leadership changes. Dr. Saskia van de Gevel began her role as dean of the College of Natural Resources and Environment on July 1; she previously served as head of Geography and Planning at Appalachian State University. She takes over from Dr. Paul Winistorfer, who retired after 24 years of committed and accomplished service, 16 years as dean. Dr. Becky Bott-Knutson began her service as dean of the Honors College on July 1; she previously served as dean of the Honors College at South Dakota State University. She takes over from Dr. Paul Knox, a University Distinguished Professor who retired after almost 40 years of service, including serving as dean of two colleges.

In addition to new deans, Dr. Clarke also introduced Dr. Jill Sible, who was named the new Vice Provost for Undergraduate Academic Affairs effective in late June; she previously served as associate vice provost, and takes over from Dr. Rachel Holloway, who retired after 36 years of service, 11 of those as Vice Provost. Major General Bill Seeley began his role as Commandant of the Corps of Cadets earlier this spring; he takes over from General Randy Fullhart who served as commandant for 13 years.

Dr. Clarke also updated the committee that Dr. Ben Knapp, Executive Director of Institute for Creativity, Arts and Technology (ICAT) has announced his departure from VT after 14 years of service to take on a deanship at Northeastern University. Drs. Lisa McNair and Tom Martin will serve as interim co-chairs pending a search for a new executive director.

Finally, a national search for the inaugural Executive Director of the Institute for Advanced Computing is being launched, led by Dr. Mike Friedlander, Vice President for Health Sciences and Technology and Executive Director of Fralin Biomedical Research Institute Virginia Tech Carilion. Dr. Kirk Cameron serving as interim director.

Provost Clarke then outlined his priorities for the remainder of his time as provost, including:
▪ Completion of the work of the Academic Resource Alignment Committee
▪ Development of an enrollment strategy for both undergraduate and graduate students
▪ Guiding growth of Virginia Tech Carilion School of Medicine health and biomedical sciences portfolio
▪ Establishment of the Institute for Advance Computing and related programs, expanding the university's innovation network
▪ Advancement of International programs and global identity through overseas partnerships, study abroad programs, and enrollment of international students
▪ Conducting a post-graduation outcomes assessment relative to experiential

learning, such as Bridge Experiences

4. Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process. Ron Fricker, vice provost for faculty affairs, and Marlena Lester, president of the A/P Faculty Senate, provided an overview of proposed changes to align the Faculty Handbook with the current grievance process for administrative and professional faculty, including an update to the explanation of the various resources available to these faculty related to conflict resolution and mediation. Dr. Fricker provided a high-level overview of the Faculty Handbook and how it differs from a traditional employee manual. The Faculty Handbook is a living document that is regularly reviewed and revised by the faculty through a rigorous shared governance process.

The changes to Chapter 7 reflect a collaborative effort to improve clarity, accuracy, and alignment with current governance and support structures. They include revisions to the grievance process to clarify the steps involved and to formally define the role of the Vice President of the A/P Faculty Senate in that process; those updates reflect the relatively recent formation of the A/P Faculty Senate and its evolving leadership role in representing this faculty group. The changes also include a number of grammatical and stylistic edits; these are not changes in policy or procedure, but rather improvements to wording and structure that make the chapter clearer and easier to understand. Finally, the changes include updates to the descriptions of the university resources available to faculty made in collaboration with those offices to ensure the descriptions are accurate, current, and helpful for faculty navigating workplace concerns or conflict resolution.

The resolution to make these changes was approved unanimously by the committee.

5. Update on Academic Resource Alignment. C. Clarke provided an update to the committee on the progress of the Academic Resource Alignment Committee work and the next steps that need to be accomplished. The work of this committee originated in fall of 2024 at President's Council retreat, with a recognition that over and above constant review of curriculum there was a need for a more comprehensive review to assure that we were committing resources to the strategic priorities of the institution. The resulting Academic Resource Alignment Committee reviewed curriculum, identified certain criteria/outcomes to evaluate (qualitative and quantitative) and interacting with academic units at dean and departmental level to interpret outcomes.

The preliminary report for the provost's review identified 15 academic departments that didn't meet expectations, distributed across colleges/disciplinary scopes. Next steps include working with administrative team to conduct further analysis of cost of delivery for identified programs, including instructional FTE and workload measures. In addition, recent changes are being made to SCHEV productivity requirements that reduce barriers to approval of new degree programs but enhance accountability in evaluating outcomes of existing degree programs under SCHEV's productivity review.

Preliminary analysis has identified four graduate programs that are expected not to meet the current SCHEV productivity requirements, and eight degree programs (including two

undergraduate) that currently meet the degree requirements but based on enrollment are likely not to meet the requirements in the near future.

Potential outcomes from this further analysis include: the discontinuation of degree programs (with teach-out of students), targeted hiring freezes implemented in departments with imbalance in instructional FTEs, department realignment/ reorganization, tactical action planning expected of selected departments, pathways general education requirements being reviewed, assessing and planning for how best to continue this work on a regular, recurring basis.

Though there is an opportunity for reinvestment, it will take time to be realized because the university curriculum is not substantively deficient, due to ongoing updates; discontinued programs are subject to a teach-out requirement; and employment contracts of instructional personnel have to be honored.

8. Closing Remarks and Adjourn. N. Dye offered brief remarks. The meeting concluded at 10:36 am.

Closed Session Agenda
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
August 19, 2025

Agenda Item	**Reporting Responsibility**
1. Motion to Begin Closed Session	N. Dye
* 2. Resolution to Approve Appointments to Emeritus/a Status (4)	R. Fricker
* 3. Resolution to Approve Appointments to Endowed Chairs, Professorships, or Fellowships (21)	R. Fricker
* 4. Resolution to Approve Reappointments to Endowed Chairs, Professorships, or Fellowships (3)	R. Fricker
* 5. Resolution to Approve Appointments with Tenure (5)	R. Fricker
6. Personnel Changes Report *(voted on by Finance and Resource Management Committee)*	R. Fricker
7. Update on International Activities	C. Clarke
8. Motion to End Closed Session	N. Dye
9. Report of Closed Session Action Items	N. Dye

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*Requires Full Board Approval

Open Session Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

<u>Agenda Item</u>	<u>Reporting Responsibility</u>
1. **Welcome**	N. Dye
2. **Consent Agenda**	N. Dye

    a.   Approval of June 2, 2025 Committee Meeting Minutes

*   b.   Resolution for Exclusion of Certain Officers/Directors

*   c.   Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography

    d.   Summary of the 2025-26 Faculty & Staff Merit Programs
(shared for information purposes only, from Finance and Resource Management Committee)

3. **Provost's Update and Discussion**	C. Clarke
* **4.** **Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process**	R. Fricker M. Lester
5. **Update on Academic Resource Alignment**	C. Clarke
6. **Closing Remarks and Adjourn**	N. Dye

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* Requires Full Board Approval

\# Discusses Enterprise Risk Management topic(s)

Open Session Consent Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

The chair of the committee will review and ask for acceptance of the Consent Agenda, which includes the following items.

      a.   Approval of June 2, 2025 Committee Meeting Minutes

*   b.   Resolution for Exclusion of Certain Officers/Directors

*   c.   Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography

      d.   Summary of the 2025-26 Faculty & Staff Merit Programs
(shared for information purposes only, from Finance and Resource Management Committee)

Committee Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

June 2, 2025

Committee Members Present: Nancy Dye (chair), Sandy Davis, William Holtzman, Donald Horsley, Letitia Long, J. Pearson, Jeanne Stosser

Board Members Present: Ed Baine (rector), David Calhoun, Anna James, Starlette Johnson, Ryan McCarthy, Jim Miller, John Rocovich

Constituent Representatives Present: Janice Austin (A/P faculty representative), LaTawnya Burleson (staff representative), Rachel Miles (faculty representative), Leslie Orellana (undergraduate student representative), William Poland (graduate and professional student representative).

Guests: Beth Armstrong, Mac Babb, David Baker, Callan Bartel, Richard Bishop, James Bridgeforth, Kristin Caddick, Kirk Cameron, Cyril Clarke, Lance Collins, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Heather Ducote, Stefan Duma, Jeff Earley, Abbey Erwin, Juan Espinoza, Ron Fricker, Michael Friedlander, Ian Friend, Rachel Gabriele, Bryan Garey, Avery Gendell, Nannette Gordon, Rebekah Gunn, Andrew Gunsch, Leslie Hager-Smith, Chelsea Haines, Rebecca Halsey, Kay Heidbreder, Elizabeth Hooper, Cyndi Hutchison, Frances Keene, Sharon Kurek, Justin Lemkul, Jeff Loeffert, Kimberly Loeffert, Dylan Losey, Hud McClanahan, Larisa McGann, Nancy Meacham, Joe Merola, Mallory Miller, Jeff Mitchell, Justin Noble, Kelly Oaks, Kim O'Rourke, Stephanie Overton, Mark Owczarski, Kevin Pitts, Lauren Pollard, Jonathan Porter, Tanya Rogers, Julie Ross, Karen Sanders, Tim Sands, Saonee Sarker, Brennan Shepard, Oliver Shuey, Rick Sparks, Michael Staples, Michael Stowe, Dan Sui, Aimee Surprenant, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Mary Trigiani, Marc Verniel, Peggy Vilardo, Heather Wagoner, Lisa Wilkes, Chris Wise, Andrew Woodall, Chris Yianilos

OPEN SESSION

1. Welcome. N. Dye, chair of the committee, welcomed attendees to the meeting and called the meeting to order at 9:03 am.

2. Review and Approval of Open Session Agenda. The Open Session Agenda and Consent Agenda were presented for approval by the committee. J. Stosser requested that the following items be removed from the Consent Agenda for additional discussion:
- 3b. Resolution to Revise Chapter 7 of the Faculty Handbook
- 3d. Resolution to Clarify Eligibility for Postdoctoral Associate Status
- 3e. Resolution to Amend the Faculty Handbook to Codify Interest- or Discipline-Based Faculty Organizations
- 3f. Resolution to Integrate Chapter 12 into Chapters 2 and 5 of the Faculty Handbook
- 3g. Resolution to Codify the Faculty Reconciliation Process within the Office of Faculty Affairs

3j. Ratification of 2025-26 Faculty Handbook

These items were then discussed immediately following the consideration of the Consent Agenda. A motion to approve Item 3b., the Resolution to Revise Chapter 7 of the Faculty Handbook failed, with 6 committee members voting no and one committee member voting yes. The motion to approve item 3d., the Resolution to Clarify Eligibility for Postdoctoral Associate Status was approved unanimously by the committee. J. Stosser proposed an amendment to item 3e., the Resolution to Amend the Faculty Handbook to Codify Interest- or Discipline-Based Faculty Organizations, to add the following sentence to the proposed language, indicated in red as follows:

1.1.12 Faculty Organizations

Faculty organizations may be established by faculty for the purposes of building communities of practice and networking for professional development. These organizations may be comprised of faculty around certain disciplinary interests, experiences, or towards specific goals. These faculty organizations have constitutions that designate their purposes, membership, officers, election procedures, standing committees and their duties, and other organizational and procedural matters. These faculty organizations do not have a formal role in university governance but are recognized by and supported in their activities, as appropriate, by the office of the Vice Provost for Faculty Affairs. The Vice Provost for Faculty Affairs will provide an annual report to the Board of Visitors on the registered faculty organizations and their activities.

This item was approved as amended in Committee with 6 committee members voting yes and one committee member voting no. Item 3f., the Resolution to Integrate Chapter 12 into Chapters 2 and 5 of the Faculty Handbook was approved unanimously by the committee. Item 3g., the Resolution to Codify the Faculty Reconciliation Process within the Office of Faculty Affairs was approved unanimously by the committee. J. Stosser proposed an amendment to Item 3j., Ratification of 2025-26 Faculty Handbook, to add additional reference to Title VI and Title IX. This change is reflected in Section 2.4.1 as follows (highlighted in grey):

2.4.1 ~~Equitable~~ Searches

It is the policy of Virginia Tech to provide equal opportunity for all qualified individuals while rejecting all forms of prejudice and discrimination. Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, sex (including pregnancy), gender, gender identity, gender expression, genetic information, national origin, political affiliation, race, religion, sexual orientation, or military status; or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants; or any other basis protected by law. For inquiries regarding non-discrimination policies, contact the Office for Civil Rights Compliance and Prevention Education~~Office for Equity and Accessibility.~~

Virginia Tech is committed to ensuring that all qualified individuals with disabilities can take part in educational and employment programs and services on an equal basis. The aim is to provide this opportunity in an integrated setting that fosters independence and meets the guidelines of the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973. Reasonable accommodations are made on an individual ~~and flexible~~ basis.

Virginia Tech does not discriminate against employees, students, or applicants ~~is committed to increasing the number of women and underrepresented faculty and administrators. This commitment is~~as stated and elaborated in the ~~affirmative action program~~university's nondiscrimination statement, Title VI of the Civil Rights Act of 1964 , Title IX of the Education

Amendments Act of 1972, Executive Order 11246 14173, and other documents filed with federal and state officials. All recruitment and search processes and procedures are designed to ensure that searches are conducted affirmatively resulting in greater faculty diversity in a fair and unbiased manner.

This item was approved unanimously as amended in Committee.

3. Consent Agenda Items. Approval of March 24, 2025 Committee Meeting Minutes; Resolution to Rename the Department of Biomedical Engineering and Mechanics; Resolution to Approve 2025-26 Student Code of Conduct; Resolution to Revise Graduate Honor System Constitution; and Report of the 2025-26 Faculty Compensation Plan.

The committee voted unanimously to approve the Open Session Agenda and remaining Consent Agenda items.

4. Provost's Update.

Recruitment of Senior Leaders
C. Clarke, executive vice president and provost, provided updates to the committee on several senior searches. The search for the new dean of the Honors College is complete and Dr. Becky Bott-Knutson will be joining Virginia Tech on July 1. Dr. Bott-Knutson is an animal scientist and academic leader, currently serving as Dean of the Honors College at South Dakota State University. Dr. Saskia van de Gevel will be joining Virginia Tech on July 1 as the new dean of the College of Natural Resources and Environment. Dr. van de Gevel was previously chair of Geography and Planning at Appalachian State University. Dr. Jill Sible, the Associate Vice Provost for Undergraduate Education and Professor of Biological Sciences has been appointed as the Vice Provost for Undergraduate Academic Affairs, taking over from Rachel Holloway who is retiring. Clarke expressed deep appreciation for Rachel Holloway, Paul Winistorfer, and Paul Knox on their many years of service.

Academic Resource Alignment
C. Clarke provided the committee with an update on the Academic Resource Alignment project; this project was discussed at length during the BOV retreat in August 2024 and a more comprehensive report was provided in the Provost's update in March. The goal of the project is to assure that programs remain relevant to student interest, career opportunities and strategic interest of the university. The committee has completed its quantitative and qualitative review of programs and several departments, representing a cross-section of disciplinary emphases across the arts, humanities and STEM areas have been identified for further review by an administrative support team. Possible outcomes include discontinuation, redirection, and administrative reorganization. In addition to subject relevancy, particular attention is being focused on cost-effectiveness of program delivery. Although an opportunity for reinvestment is anticipated it will take time to be realized because:
- university curriculum is not substantively deficient, due to ongoing updates;
- discontinued programs are subject to a teach-out requirement; and
- employment contracts of instructional personnel have to be honored.

Final recommendations are anticipated this summer, with consequent actions to be

submitted to governance in the fall.

Artificial Intelligence (AI)

Multiple efforts are underway across the university to understand and utilize this technology as well as mitigate potential challenges posed. Included among these is the AI Working Group charged by the Chief Operating Officer and the Provost to develop guidance for AI use at Virginia Tech. This working group is being co-chaired by the Associate Vice Provost for Technology-Enhanced Learning and the Associate Vice President for Security Identity. A report is expected by July 1 addressing: responsible and ethical AI framework; options for AI governance; analysis of Virginia Tech policies to identify those that might need revision due to AI; and recommendations for tools and platforms; and a prioritized task list for next steps.

Results of a recent survey regarding the use of AI at Virginia Tech include the following items of note:
- 52 % of Virginia Tech faculty already use AI in their teaching. Creating teaching materials is the dominant use-case.
- Main barriers to adoption are "lack of time/resources to explore AI" and "concern about negative impacts".
- 54% of VT respondents believe student evaluation methods need significant change or a complete revamp; half anticipate redesigning assignments to be more "AI-resistant."

Fraternities and Sororities

C. Clarke concluded his remarks with an update on fraternities and sororities at Virginia Tech. The mission of fraternities and sororities is to coach and educate the members by cultivating leadership, encouraging personal growth, fostering health & safety, and facilitating community while embracing *Ut Prosim* as a way of life.

In Spring 2025 semester, the fraternity and sorority community had 5,639 full-time enrolled students (approximately 19% of the undergraduate student population) organized in 61 chapters. For the Spring 2025 semester, the all fraternity and sorority GPA (3.4349) was higher than the all-undergraduate GPA (3.38) for the 36th consecutive semester since the Fall 2007 semester. 3,318 active and new members of the fraternity and sorority community (59%) achieved Dean's List academic honors or made a 4.0 term GPA.

5. Overview of Institute for Advanced Computing. C. Clarke provided an overview of a new institute being established at Virginia Tech. There are two types of institutes at Virginia Tech, investment institutes and thematic institutes. Investment institutes are university-level organizations that convene researchers from across campus to focus on high-potential, interdisciplinary projects, with resources provided that include funding, space, and core equipment. In these institutes faculty retain as their primary homes their respective academic units. Thematic institutes are university-level organizations committed to advancing a particular thematic area of emphasis, such as transportation, national security, biomedical research and advanced computing. In thematic institutes

faculty retain tenure in their respective academic units, but their primary membership is in the institute community. Thematic institutes have deep relationships with sponsors and receive substantial extramural research grants and/or contract funding.

Of the two types of institutes at Virginia Tech, the Institute for Advanced Computing (IAC) will be a thematic institute, with a focus on computing technology. The IAC's mission is to catalyze a culture of innovation that unlocks the power of its faculty and students to solve the world's most pressing problems through computing technology. The institute will seek to unite top innovators in computing technologies to integrate faculty and students into the science and technology ecosystem of our nation's capital and beyond. Through research leadership, experiential learning, and strategic partnerships, real-world and human-centered challenges from industry and government will be addressed.

The foundations of this institute will be in artificial intelligence and machine learning, Next G wireless, quantum architecture and software development, and intelligent interfaces. There will also be opportunities to develop close connection with areas such as business analytics, sports, art, and entertainment, and health sciences. The IAC will have a director who will report to a senior administrator in the Greater Washington DC Metro area, and ultimately up to the Provost. It will also be supported by an internal stakeholder committee and external advisory board.

Areas of potential impact for the IAC include innovative research in the foundational areas, innovative project-based graduate education in Computer Science and Electrical and Computer Engineering at both the master's and Ph.D. levels, close collaboration with non-university partners, and visibility, branding, and communication in the Washington DC region.

The creation of the IAC has involved a number of steps in compliance with Virgia Tech policy. The institute's charter was developed in fall of 2024, and an interim director was appointed in May of 2025. The charter was approved, and a public announcement was made about the institute in May of 2025. After the Board of Visitors meeting, next steps for the IAC include the appointment of the senior administrator in the Greater Washington DC Metro area and the launch of a national search for the inaugural institute director.

6. Undergraduate Enrollment Plan. C. Clarke and Juan Espinoza, Vice Provost for Enrollment Management, provided the committee with information regarding undergraduate enrollment planning. This topic differs from admissions policy, which will be addressed at the November meeting. A number of recent topics addressed by the BOV, including the Student Life Village and on-campus residential housing are dependent on having a clear understanding of enrollment growth. The case for growth, at least over the intermediate- to longer-term is strong. Two foundational considerations in enrollment planning are Virginia Tech's land grant mission, and VT's role in advancing economic development through the graduation of a skilled workforce. Enrollment plays a pivotal role in the university budget, as tuition and Education and General (E&G) fees account for 68% of the university's revenues. J. Espinoza presented a plan for 1% enrollment growth over the next 5 years as a point of introduction for discussion of this topic. Neither a

proposal nor a scenario, it is a plan designed to stimulate a constructive conversation about whether the BOV supports growth in enrollment and, if so, at what rate.

There are a wide variety of opinions about university growth across local communities that support the university, citizens of Virginia who want access to the education provided, and those who believe that the university must scale to achieve its global distinction goal. The situation is complicated because even within local supportive communities there are differences of opinion. It is important that there is an understanding that the 1% plan is not an immutable one, but one that has been selected at neither extreme of current opinion. Though for several years the university has maintained the same First-Time-In-College (FTIC) and transfer goals for new students, total enrollment has still grown because of improvements in student retention. However, the projection is that total enrollments will plateau because ongoing improvements in retention are mathematically not sustainable.

7. Update on the Expand Appalachia CORE-CM project. Richard Bishop, professor of practice in the Department of Mining and Minerals Engineering, shared an update with the committee on the work of the Expand Appalachia CORE-CM project, a grant-funded program that is researching approaches to the domestic development of critical minerals and rare earth elements. The project is based out of the Virginia Center for Coal & Energy Research and includes partnership with a number of other universities including Penn State, Bluefield State, University of Kentucky, and West Virginia University, in addition to industry and governmental partners. The current phase of the project includes expanding the geographic focus, continuing to evolve the project objectives for mineral location, and focusing on a wider set of resources under consideration, both coal and non-coal. This phase of the project has $7.5M in funding from the Department of Energy, as well as an additional $2.1M from other sources.

8. Closing Remarks and Adjourn. N. Dye offered brief remarks. The meeting concluded at 10:52 am.

Financial Summary of Faculty and Staff Merit Programs

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

July 18, 2025

The document summarizes the recent implementation of the state authorized compensation programs for faculty and staff at Virginia Tech.

<u>**Background**</u>

Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP), and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration.

Faculty policies are outlined in the Faculty Handbook and the annual Faculty Compensation Plan. Each faculty member completes a Faculty Activity Report and undergoes an annual performance evaluation, which informs merit pay recommendations reviewed at multiple levels.

Virginia Tech has two staff systems: classified staff (hired before July 1, 2006, under state policies) and university staff (hired after that date, under university policies). Since 2008, classified staff have had the option to convert to university staff. Currently, 87% of staff are university staff.

In 2008, the university adopted HR policies for university staff, retaining existing benefits and compensation while introducing a more flexible performance rating system. These policies, approved by the Board of Visitors, support annual merit pay based on performance evaluations conducted by managers.

<u>**2025-26 Merit Process**</u>

The commonwealth's 2024-26 Appropriation Act included a three percent adjustment for all salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June meeting. Consistent with these approvals, the university implemented a three percent merit program for faculty and university staff, and a three percent across-the-board increase with minimum performance requirement rating for classified staff. Increases were effective June 10 for calendar year (CY) employees and August 10 for academic year (AY) employees.

Faculty Merit Process Results

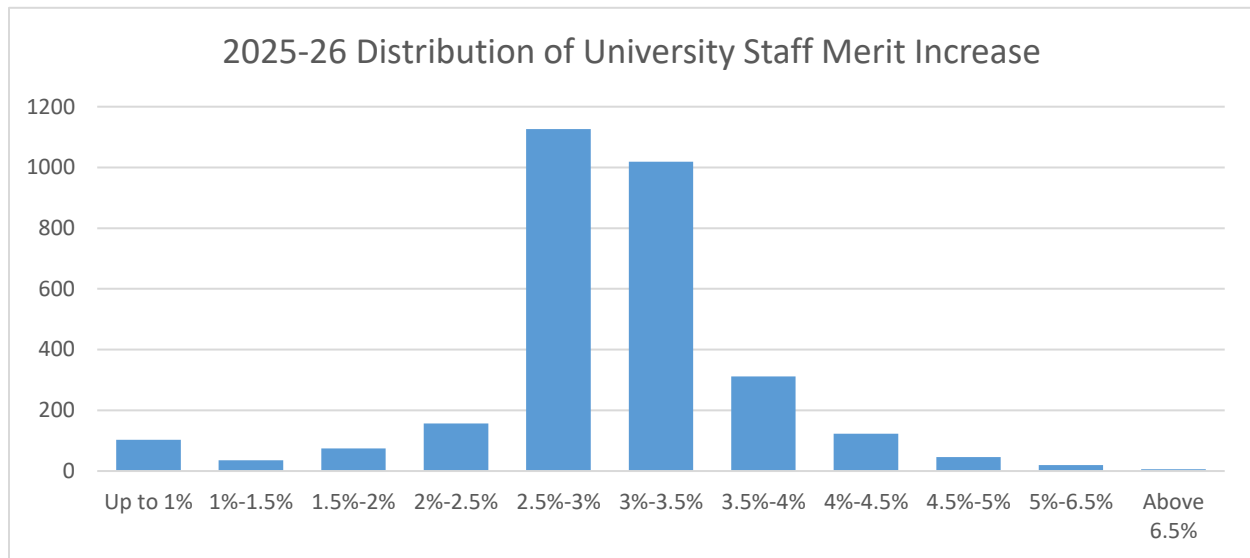The merit process resulted in an average three percent merit increase for T&R and AP faculty, with salary increases differentiated based on performance. Eligibility was limited to T&R faculty hired on or prior to December 10, 2024, and AP faculty hired prior to March 10, 2025. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's Faculty Compensation Plan. While the overall faculty average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows:
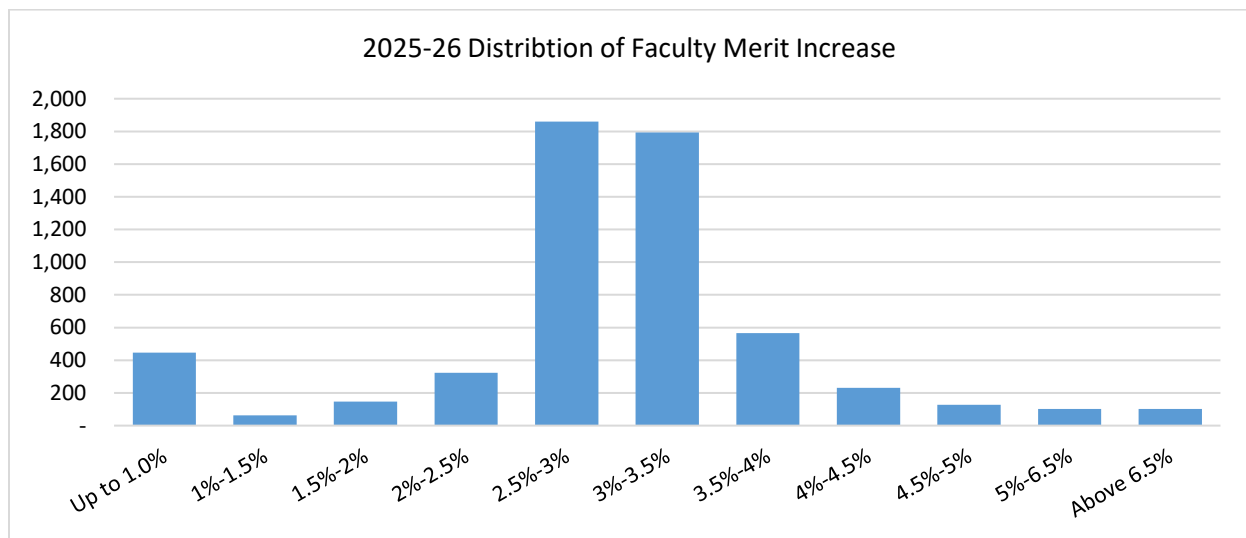
Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.

University Staff Merit Process Results

This merit process resulted in an average three-percent staff increase for university staff, effective June 10, 2025. Only staff hired on or prior to March 10, 2025, were eligible for the increase. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's staff compensation policies. While the overall university staff average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows.

2025-26 Distribution of University Staff Merit Increase

1200	
1000	
800	
600	
400	
200	
0	

Up to 1% 1%-1.5% 1.5%-2% 2%-2.5% 2.5%-3% 3%-3.5% 3.5%-4% 4%-4.5% 4.5%-5% 5%-6.5% Above 6.5%

Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.

EMPLOYEE MANUALS VS. FACULTY HANDBOOK

Employee Manual (Human Resources):
> general employment policies applicable to all employees, including staff, on topics like compensation, benefits, and workplace conduct

Faculty Handbook (Provost):
> focuses on the specific rights, responsibilities, and procedures related to faculty appointments, evaluations, tenure, and academic matters

All faculty are employees, but not all employees are faculty, so a separate handbook outlines those policies unique to faculty employees.

THE FACULTY HANDBOOK

The Faculty Handbook is a **living** document that is continually shaped by faculty governance, detailing faculty-related policies and intended to support and protect the professional environment for all faculty members at Virginia Tech.

> created **by faculty and for faculty**,

> developed through the collaborative efforts of the **Faculty Senates** and the **Commission on Faculty Affairs (CFA),** and with support from the Office of the Provost.

> contents are directly shaped by faculty input and represent the outcomes of shared governance, including policies addressing

- academic freedom,

- appointment, evaluation, discipline, and recognition of all categories of faculty

- promotion and tenure

- benefits, leave policies, and professional activities outside the university

FACULTY HANDBOOK CHANGE EXAMPLES

RECENT:

> Collegiate faculty series – introduced about 7 years ago

> Clinical instructor series – approved in June to better align clinical series for hiring and promotion

> Removal of Chapter 12 – fully incorporated VTCSoM into the handbook as Virginia Tech newest college

UPCOMING:

> New research faculty series – changes needed for some institutes to be more competitive with industry

> Updates to Chapter 3 – making corrections stemming from complete chapter overhaul implemented 3 years ago

GOVERNANCE STRUCTURE

Legislative Bodies
(bodies that have a direct role in the creation or processing of resolutions)

Consultative Bodies
(bodies that have an advisory role in the creation or processing of resolutions)

Board of Visitors

President

Undergraduate Student Senate
Commission on Undergraduate Student Affairs

Graduate and Professional Student Senate
Commission on Graduate and Professional Student Affairs

Administrative and Professional Faculty Senate
Commission on A/P Faculty Affairs

Staff Senate
Commission on Staff Policies and Affairs

Faculty Senate
Commission on Faculty Affairs
Commission on Research
Commission on Undergraduate Studies and Policies
Commission on Graduate & Professional Studies and Policies

University Council*
Commission on Equal Opportunity and Diversity
Commission on Outreach and International Affairs

Committees: All are advisory to Commissions or University Council based on charge.

Department Head's Council

Council of College Deans

Proposed changes originated in Commission on A/P Faculty Affairs

*Office of the Vice President for Policy and Governance (OVPPG) – advises on processes and manages the infrastructure of shared governance. All items flow through the office as a means to University Council, but as a means of facilitation not review.

GOVERNANCE REVIEW

Resolution Proposal Form Sent to University Council Cabinet	November 21, 2024
First Reading by Commission on Administrative & Professional Faculty Affairs	December 13, 2024
Approval by Commission on Administrative & Professional Faculty Affairs	February 14, 2025
First Reading by AP Faculty Senate	January 15, 2025
Approval by AP Faculty Senate	February 19, 2025
Faculty Senate Waived Right to Comment	February 14, 2025
Staff Senate Comment	December 20, 2024
Graduate and Professional Student Senate Comment	December 29, 2024
Undergraduate Student Senate Waived Right to Comment	February 14, 2025
First Reading, University Council	March 3, 2025
Approved, University Council	March 17, 2025
Approved, President	March 18, 2025

PROPOSED CHANGES

- **Revisions to clarify the steps in the grievance process** and the role of the A/P Faculty Senate Vice President in that process to align with changes resulting from the formation of the A/P Faculty Senate and their role in the process.

- **Grammatical edits** to simplify the wording and make the section easier to understand.

- Updates, in collaboration with the respective offices, to the **description of the resources** available to faculty through the University Ombuds and through Mediation in the Office of Civil Rights Compliance and Prevention Education.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, that the current Faculty Handbook chapter 7 be revised per the changes reflected by tracked changes (noted in red) in the accompanying document; and

BE IT FURTHER RESOLVED, that revisions to language in section 7.8 of the Faculty Handbook be made consistently throughout the documents as appropriate.

BE IT FURTHER RESOLVED, that these revisions will become effective immediately.

RECOMMENDATION:

That the resolution to revise Chapter 7 of the Faculty Handbook be approved effective immediately.
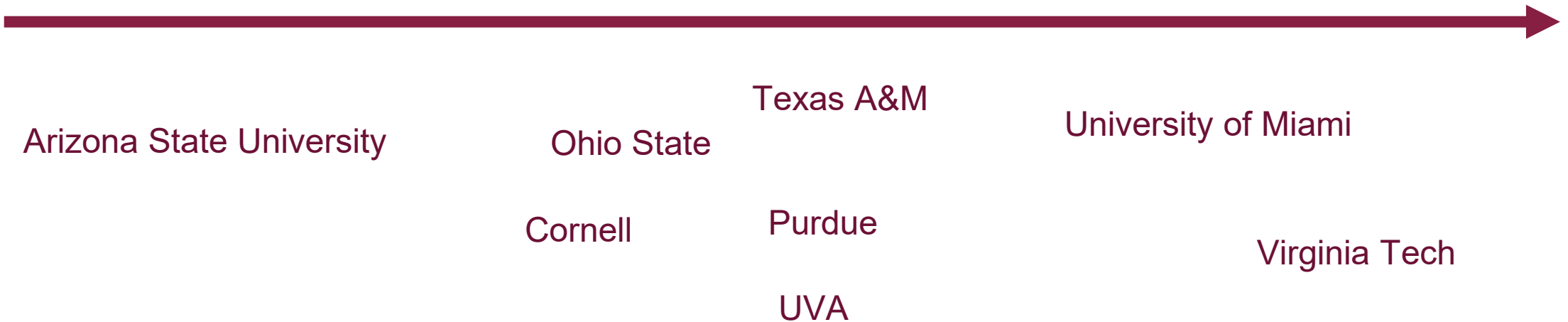
BACK UP SLIDES (AS NEEDED)

HANDBOOK MODELS AT OTHER INSTITUTIONS

LESS COMPREHENSIVE　　　　　　　　　　　　　**MORE COMPREHENSIVE**

Texas A&M

Arizona State University　　　　Ohio State　　　　　University of Miami

　　　　　　　　　　　　Cornell　　　Purdue　　　　　Virginia Tech

　　　　　　　　　　　　　　　　UVA

Shorter Overview Document
No handbook, just academic personnel policies; or
Policies are not included in the handbook,
instead there are links to specific policies/webpages

Longer Document
Collects policies in one location;
contains policies not covered
elsewhere

EXAMPLES OF CHANGES TO CLARIFY PROCESS

Current Language (Section 7.8.2)
"To ensure uniformity in practice, the Administrative and Professional Faculty Senate serves as the non-voting chair of each hearing panel"

Doesn't indicate an individual who serves on the hearing panel, this says the entire A/P Faculty Senate serves.

To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel. If the Administrative and Professional Faculty Senate Vice President has a conflict of interest concerning a case, they chair appoints a replacement from among the Administrative and Professional Faculty senators who serve on the Commission for Administrative and Professional Faculty Affairs (CAPFA) at large to serve as chair of the hearing panel. In the unlikely event that all A/P faculty senators and alternates have a conflict of interest concerning a case, the Administrative and Professional Faculty Senate Vice President, in consultation

Proposed Language
"To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel"

Indicates that it is part of the role of the A/P Faculty Senate Vice President to serve as the non-voting member on the hearing panel

9

EXAMPLES OF CHANGES TO CLARIFY PROCESS

Current Language (Section 7.8.6, item 1b. in the summary table)
"CAPFA acknowledges in writing to grievant that copy of grievance has been received."

CAPFA (the Commission on A/P Faculty Affairs) does not receive the grievance, and A/P Faculty Senate Vice President now serves in that role

Proposed Language
"Administrative and Professional Faculty Senate Vice President acknowledges in writing to grievant that copy of grievance has been received."

Corrects the recipient of the grievance.

| Within 10 weekdays | 1b. | ~~CAPFA~~ Administrative and Professional Faculty Senate Vice President~~chair~~ acknowledges in writing to grievant that copy of grievance has been received. |
| | 1c. | Administrative and Professional Faculty Senate Vice President convenes a grievability panel to determine the admissibility of the issue to the grievance process per chapter seven, "Valid Issues for Grievance." The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned. |

EXAMPLES OF GRAMMATICAL CHANGES

changed:
"as the means for resolution
of grievances"
to
"to resolve grievances"

> **CHAPTER SEVEN: ADMINISTRATIVE AND PROFESSIONAL FACULTY INCLUDING VIRGINIA COOPERATIVE EXTENSION FACULTY**
>
> **7.8 Grievance Policy and Procedures for Administrative and Professional Faculty**
> The following procedure is provided ~~as the means for resolution of~~to resolve grievances against a supervisor or member(s) of the university administration brought by members of the administrative and professional faculty. The steps in the grievance process will, in part, be guided by the reporting relationships of the employees involved in the grievance.

changed:
"any member of the university
community"
to
"any university community member"

> **University Ombuds:** Any ~~member of the~~ university community member may visit the Virginia Tech Office of Interactive Communication and Empowerment (VOICE). The Ombuds listens and explores options for addressing and resolving concerns or

REVISIONS TO UPDATE DESCRIPTION OF RESOURCES

Proposed Additional Language (Section 7.8.1)

"Mediation and Other Conflict Resolution Services: The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution services, including conflict coaching, mediation, and group facilitations…"

Rather than just mediation, these changes explain the additional services available through OCRCPE.

Mediation and Other Conflict Resolution Services: The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution services, including conflict coaching, mediation, and group facilitations. In general, OCRCPE's conflict resolution services are available in matters related to the office's work to maintain working environments free from discrimination.

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Academic Resource Alignment Overview and Update

Board of Visitors Meeting

August 2025

Dr. Cyril Clarke
Executive Vice President and Provost

Committee Charge – Fall, 2024

Academic Resource Alignment Committee (ARAC)

1 Identify criteria for quantitative and qualitative assessment of academic programs

2 Conduct a preliminary review to identify programs requiring in-depth analysis

3 Make recommendations regarding programs that should be discontinued or realigned

4 Estimate financial impact of recommendations

5 Develop a routinized process for ongoing review of academic programs

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Committee Members

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Committee Leadership:

Cyril Clarke, EVP & Provost - Chair

Amy Hogan - Organizational Excellence

Academic College Deans:

Laura Belmonte (CLAHS)

Mario Ferruzzi (CALS)

College Associate Deans:

Margie Lee (Vet Med)

Keith Goyne (CNRE)

Department Heads:

Jeff Loeffert (SOPA)

Eileen Van Aken (ISE)

Faculty Senate Representatives:

Diane Agud (Mathematics)

Sherwood Clements (Real Estate)

Administrative Support Team:

G. Don Taylor (Executive Vice Provost)

Aimée Surprenant (Dean, Graduate School)

Kacy Lawrence (Dir. Of Assessment, Grad School)

Rachel Holloway (VP, UG Academic Affairs)

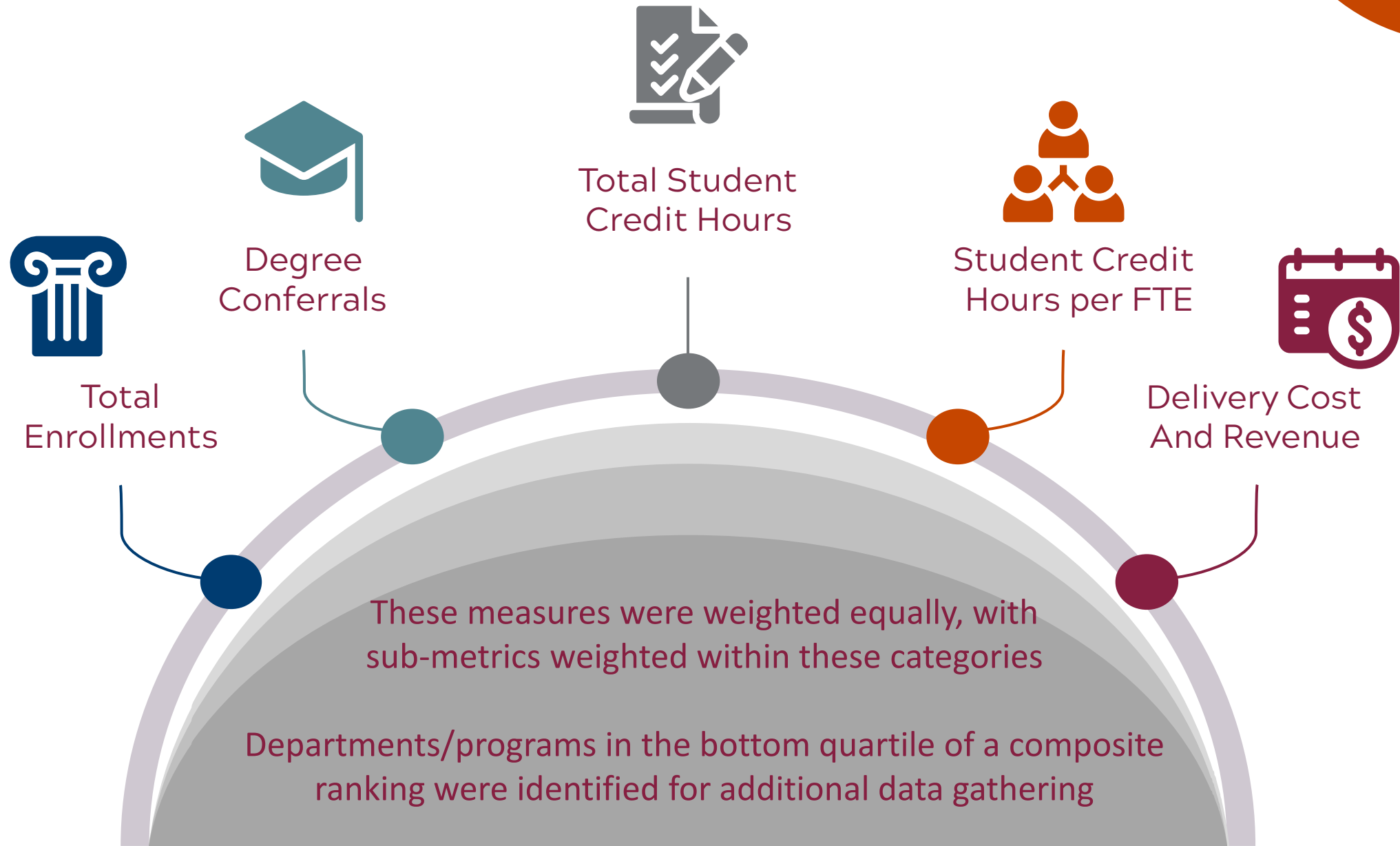Jeff Earley (VP, Academic Resource Mgt.)

Rick Sparks (Registrar)

Ron Fricker (VP, Faculty Affairs)

Dave Guerin (AVP, Communications)

Rob Hopkins (AVP, Analytics)

Data Analysis for Departments and Programs

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Total Student Credit Hours

Degree Conferrals

Student Credit Hours per FTE

Total Enrollments

Delivery Cost And Revenue

These measures were weighted equally, with sub-metrics weighted within these categories

Departments/programs in the bottom quartile of a composite ranking were identified for additional data gathering

3

College Data Packages

✓ Composite Ranking of departments from initial data analysis

✓ Undergraduate Major Enrollments (primary and secondary, headcount and change over time)

✓ Graduate Major Enrollments (primary and secondary, headcount and change)

✓ Total SCH offered, by major and department (SCH and change)

✓ SCH offered per instructional faculty FTE, by department (count and change)

✓ Degree conferrals, by degree, major, and level (count and change)

✓ PILOT DATA TABLE: Direct instructional costs and margins (by major and course, undergraduate and graduate, 2023-24)

✓ Course enrollments below policy threshold

✓ Courses with low enrollment and low fill rate

All data pulled from 2018-19 through 2023-24 academic years.

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Department Data Packages

✓ Composite Ranking of departments from initial data analysis

✓ Undergraduate Major and Minor Enrollments and Graduate Major Enrollments (primary and secondary, headcount and change over time)

✓ Admissions demand data by major (applications, offers, enrollments, offer and yield rates)

✓ Total SCH offered by major and SCH offered per instructional faculty FTE (count and change)

✓ Degree conferrals, by degree, major, and level (count and change)

✓ 4- and 6-year graduation rates by major, and benchmarked against university and college rates

✓ Post-graduation success and outlook data: Sourced from US Census data for VT Grads in relevant majors, by level, and Bureau of Labor Statistics job positions and outlook for the major field

✓ PILOT DATA TABLE: Direct instructional costs and margins (by major and course, undergraduate and graduate, 2023-24)

✓ Course enrollments below policy threshold

✓ Courses with low enrollment/low fill

✓ Sponsored expenditures for the department - scholarship and innovation activity

All data pulled from 2018-19 through 2023-24 academic years.

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Qualitative Data Sourced from Selected Departments

✓ Any additional context to aid understanding and analysis of the quantitative data provided for the department, program(s), and students

✓ Any issues with the way these data are centrally recorded, tracked, and analyzed that don't accurately reflect the context of the department or program(s)

✓ What additional ways the department or program(s) are adding meaningful and valuable impact to the university, its students, and other stakeholders (including external stakeholders such as interest groups, governmental agencies, donors, industry partners, etc.)

✓ The most significant substantive efforts underway (top 3-5) in the department/program(s) in response to these or similar data, and how are they impacting department/program performance

✓ The most significant opportunities (top 3-5) already identified for advancing the department/program(s)

Qualitative responses were provided by department heads in writing and reviewed and scored with a shared rubric by multiple committee members. Additional context was gathered through in-person meetings with selected department heads/school directors and their deans.

6

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Preliminary Report

✓ Draft report submitted in May, 2025

✓ 15 departments identified with programs that do not consistently meet academic performance expectations. These include:

- ✓ Four in the College of Agriculture and Life Sciences
- ✓ One in the College of Arts, Architecture and Design
- ✓ Five in the College of Liberal Arts and Human Sciences
- ✓ Three in the College of Engineering
- ✓ One in the Pamplin College of Business
- ✓ One in the College of Natural Resources and Environment

✓ Committee recommendations involved: collaborating with other academic units; strategies to enhance enrollment; curricular redesign; discontinuation of minors; rebalancing personnel needs/assignments; unit reorganization

Current and Ongoing Activity

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+ Further analysis of enrollment and degree conferral thresholds to confirm that programs other than those already identified all meet expectations

Analysis of Instructional FTE and workload measures to optimize staffing levels

Further analysis of cost of delivery for identified programs

Cross-check with SCHEV ROI calculations when that work is available and invite external review

Finalize recommendations for programs to be continued, revised, realigned, strengthened or discontinued

∞ Assessing and planning for how best to continue this work on a regular, recurring basis