UNIVERSITY COUNCIL MEETING
April 17, 2017
3:00 p.m.
1045 Pamplin Hall
AGENDA

1. Adoption of Agenda — Dr. Timothy Sands

2. Announcement of approval and posting of minutes of April 10, 2017 — Dr. Timothy Sands

   These minutes have been voted on electronically and will be posted on the University web.

3. Presentation — Ms. Melanie Schramm
   Branding Initiative

4. Old Business — Dr. Timothy Sands

   Commission on Faculty Affairs — Dr. Hans Robinson
   Resolution CFA 2016-17F
   Resolution to Amend the Promotion Guidelines for Faculty on Restricted Appointments

   Commission on Faculty Affairs — Dr. Hans Robinson
   Resolution CFA 2016-17G
   Resolution to Amend the Promotion Guidelines for Non-Tenure-Track Collegiate Faculty Appointments

   Commission on Graduate Studies and Policies — Dr. Sally Paulson
   Resolution CGSP 2016-17H
   Resolution to Rename the Department of Human Development to the Department of Human Development and Family Science

   Commission on Graduate Studies and Policies — Dr. Sally Paulson
   Resolution CGSP 2016-17I
   Resolution to Approve the Degree Title Change from Master of Science in Human Development to Master of Science in Human Development and Family Science

   Commission on Graduate Studies and Policies — Dr. Sally Paulson
   Resolution CGSP 2016-17J
   Resolution to Approve the Degree Title Change from Doctor of Philosophy in Human Development to Doctor of Philosophy in Human Development and Family Science

   Commission on Undergraduate Studies and Policies — Dr. Dean Stauffer
   Resolution CUSP 2016-17H
   Resolution for the Renaming of the Department of Foreign Languages and Literatures to the Department of Modern and Classical Languages and Literatures

5. New Business — Dr. Timothy Sands

   Commission on Faculty Affairs — Dr. Hans Robinson
   Resolution CFA 2016-17E
   Resolution Supporting the Establishment of a University Ombuds Function at Virginia Tech

   Commission on Faculty Affairs — Dr. Hans Robinson
   Resolution CFA 2016-17H
   Resolution Clarifying Standards of Appeals Language in Faculty Handbook

Commission on Student Affairs — Mr. Matthew Chan
Resolution CSA 2016-17A
Resolution on the Commission on Student Affairs Membership

Commission on Student Affairs — Mr. Matthew Chan
Resolution CSA 2016-17B
Resolution to Include the President of the Muslim Student Union of Virginia Tech to the Commission on Student Affairs Membership

6. Announcement of acceptance and posting of Commission Minutes — Dr. Timothy Sands
These minutes have been accepted for filing by electronic vote and will be posted on the University web. Note that the purpose of voting on Commission minutes is to accept them for filing. University Council By-laws require that policy items be brought forward in resolution form for University Council action.

Commission on Administrative and Professional Faculty Affairs
March 8, 2017

Commission on Equal Opportunity and Diversity
December 5, 2016

Commission on Faculty Affairs
March 17, 2017
March 31, 2017

Commission on Graduate Studies and Policies
March 15, 2017

Commission on Research
March 1, 2017

7. For Information Only — Dr. Timothy Sands

Minutes of the University Advisory Council on Strategic Budgeting and Planning
March 23, 2017

8. Adjournment — Dr. Timothy Sands

University Council Minutes
April 17, 2017
3:00 PM
1045 Pamplin Hall

Present: Tim Sands (presiding), Rosemary Blieszner, Cyril Clarke, Jack Davis, Karen DePauw, Ed Jones for Alan Grant, Martin Daniel for Theresa Mayer, Scott Midkiff, Gary Long for Sally Morton, Dale Robinson for Kelly Oaks, Kim O'Rourke, Julie Shumaker for Charles Phlegar, Menah Pratt-Clarke, Thanassis Rikakis, Patricia Perillo, Debbie Greer for Dwight Shelton, Robert Sumichrast, Don Taylor, Tyler Walters, Sherwood Wilson, Paul Winistorfer, Richard Ashley, Matthew Chan, Dave Close, Jennifer Irish for Benjamin Corl, Mary Beth Dunkenberger, Sally Paulson, Hans Robinson, Robert Sebek, Dean Stauffer, Janice Austin for Ross Verbrugge, Susan Anderson, Bryan Brown, Rami Dalloul, Joe Merola, David Tegarden for Corinne Noirot, David Dillard, Lisa Kennedy, Christopher Zobel, Robin Lawson, Sue Teel, Annette Bailey, Warren Nooger, Montasir Abbas, Gabe Cohen, Alex Parrish, & Tara Reel

Absent: Michael Friedlander (with notice), Guru Ghosh, Steve McKnight, Diane Agud, Robert Bush (with notice), Anita Puckett, Christopher Beattie, Jennifer Brill, Kathrine Carter, Tom Inzana, Paul Herr, Nathan King, Judy Alford (with notice), Tracey Drowne, Teresa Lyons (with notice), Albert Moore (with notice), John Benner, John Massey, Sandra Muse, Miram Nure, Glenda Scales, Michele Waters, Preston Huennekens, Alexandra Hyler, Kisha Gresham for Brett Netto, Julia Billingsley, Tristan Jilson, & Alexa Parsley

Guests: Rachel Gabriele, April Myers, Ahmed Salih, Melanie Schramm, Rick Sparks, Tracy Vosburgh, & Diane Zahm

Dr. Sands called the meeting to order at 3:00 p.m. A quorum was present.

1. Adoption of Agenda

A motion was made and seconded to adopt the agenda. The motion carried.

2. Announcement of approval and posting of minutes of April 10, 2017

Dr. Sands noted that these minutes have been voted on electronically and can be publicly accessed on the Governance Information System on the Web (http://www.governance.vt.edu).

3. Presentation

Ms. Tracy Vosburgh and Ms. Melanie Schramm gave a presentation on the University Branding Initiative (Attached).

4. Old Business

Commission on Faculty Affairs
Resolution CFA 2016-17F
Resolution to Amend the Promotion Guidelines for Faculty on Restricted Appointments

Dr. Hans Robinson presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Faculty Affairs
Resolution CFA 2016-17G
Resolution to Amend the Promotion Guidelines for Non-Tenure-Track Collegiate Faculty Appointments

Dr. Hans Robinson presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Graduate Studies and Policies
Resolution CGSP 2016-17H
Resolution to Rename the Department of Human Development to the Department of Human Development and Family Science

Dr. Sally Paulson presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Graduate Studies and Policies
Resolution CGSP 2016-17I
Resolution to Approve the Degree Title Change from Master of Science in Human Development to Master of Science in Human Development and Family Science

Dr. Sally Paulson introduced the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Graduate Studies and Policies
Resolution CGSP 2016-17J
Resolution to Approve the Degree Title Change from Doctor of Philosophy in Human Development to Doctor of Philosophy in Human Development and Family Science

Dr. Sally Paulson introduced the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

Commission on Undergraduate Studies and Policies
Resolution CUSP 2016-17H
Resolution for the Renaming of the Department of Foreign Languages and Literatures to the Department of Modern and Classical Languages and Literatures

Dr. Dean Stauffer introduced the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

5. <u>New Business</u>

Commission on Faculty Affairs
Resolution CFA 2016-17E
Resolution Supporting the Establishment of a University Ombuds Function at Virginia Tech

Dr. Hans Robinson presented the resolution for first reading. The purpose of this resolution is to show that the listed commissions, senates, and student groups support the establishment of an ombuds office. Dr. Robinson introduced Dr. Diane Zahm to answer any questions concerning the resolution. A concern was raised regarding whether the ombuds person would be a confidential resource with respect to Title IX cases and for policy 1025. Dr. Zahm indicated that this resolution is just to show support of the concept of an ombuds office

and is not the implementation plan. After a lengthy discussion, President Sands indicated that he would like a recommendation for an ombuds office with some flexibility in terms of implementation.

Commission on Faculty Affairs
Resolution CFA 2016-17H
Resolution Clarifying Standards of Appeals Language in Faculty Handbook

Dr. Hans Robinson presented the resolution for first reading.

Commission on Student Affairs
Resolution CSA 2016-17A
Resolution on the Commission on Student Affairs Membership

Mr. Matthew Chan presented the resolution for first reading. This resolution will give the Commission on Student Affairs a clear set of membership criteria to evaluate membership requests by student communities that are not currently represented.

Commission on Student Affairs
Resolution CSA 2016-17B
Resolution to Include the President of the Muslim Student Union of Virginia Tech to the Commission on Student Affairs Membership

Mr. Matthew Chan presented the resolution for first reading. This resolution will give the president of the Muslim Student Union a seat on the Commission on Student Affairs (CSA). Currently, the Muslim community is not represented on CSA. A concern was raised as to if this group should be included since Virginia Tech is a state institution. The Muslim Student Union is considered a cultural and not a religious organization, similar to the Jewish Student Union, which is already represented on CSA.

6. Announcement of Approval and Posting of Commission Minutes

These minutes have been voted on electronically and will be posted on the University web (http://www.governance.vt.edu). Note that the purpose of voting on Commission minutes is to accept them for filing. University Council By-laws require that policy items be brought forward in resolution form for University Council action.

- Commission on Administrative and Professional Faculty Affairs
  March 8, 2017

- Commission on Equal Opportunity and Diversity
  December 5, 2016
-
- Commission on Faculty Affairs
  March 17, 2017
  March 31, 2017

- Commission on Graduate Studies and Policies
  March 15, 2017

- Commission on Research
  March 1, 2017

7. For Information Only

Minutes of the University Advisory Council on Strategic Budgeting and Planning
March 21, 2017

8. Adjournment

There being no further business, a motion was made to adjourn the meeting at 4:09 p.m.

University Council Meeting

April 17, 2017

MASTER BRAND

Updates

So, exactly what do we mean by

brand?

More than a **logo**.

More than a **tagline**.

More than an **ad campaign**.

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Great brands
don’t just happen.

They are the result of **careful decisions** we make about

The **promises** we make.

The **essence** of our institution.

The **experience** we create.

The **personality** we convey.

The **message** we deliver.

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Great brands are built on

a **clear position**

and a **great story**.

The best brands are **authentic**.

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Our brand is

everything we **say**.
everything we **do**.
everything we **are**.

Branding in Higher Ed

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Competition has never been stiffer for:

The best and brightest students

Top-tier faculty

Donor dollars

Research funding

Reputation growth

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The Higher Ed Landscape

University brands are more **fragmented** than ever

INDIVIDUAL SCHOOLS VS MASTER BRAND

ATHLETICS VS ACADEMICS

ADVANCEMENT CAMPAIGN VS MASTER BRAND

ADMISSIONS VS MASTER BRAND

PARTNERSHIPS & CO-BRANDING

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Communications Audit

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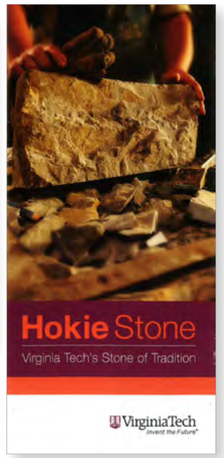
Communications Audit

Inconsistent use of color



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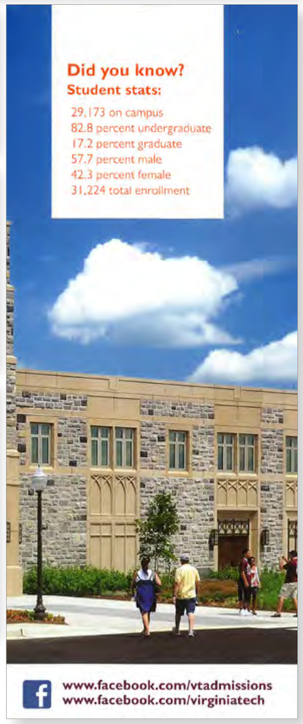
Communications Audit

Inconsistent use of typography



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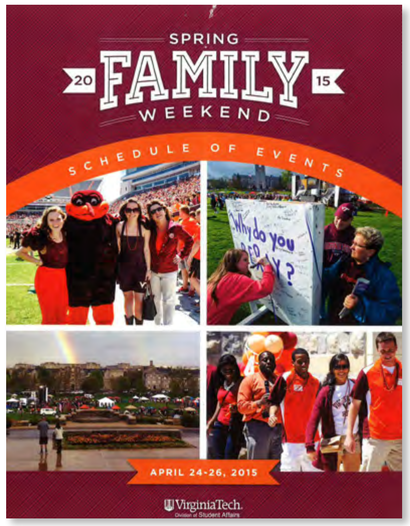
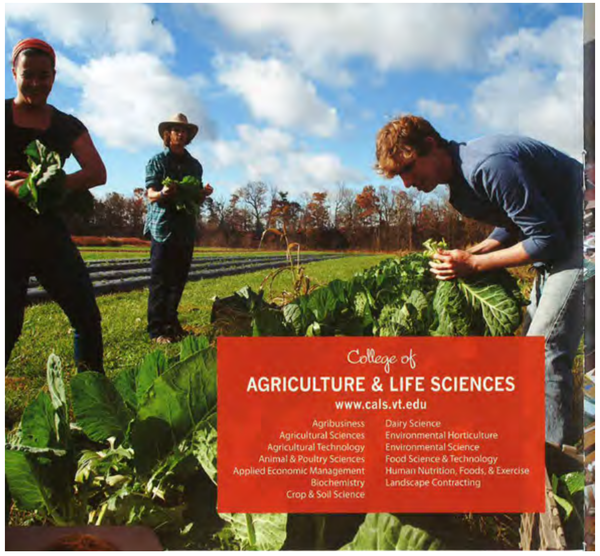
Communications Audit

Inconsistent use of photography and layout





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Communications Audit

Where's the Master Brand?

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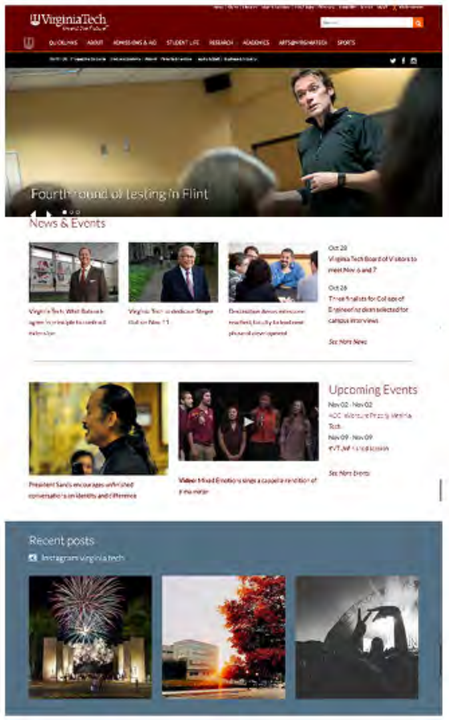
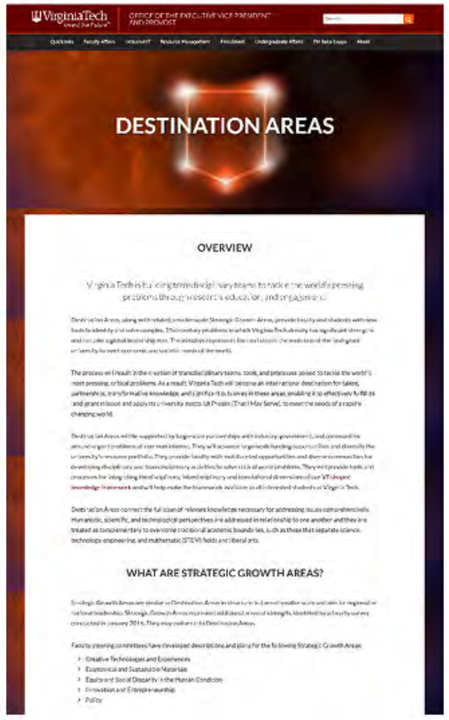
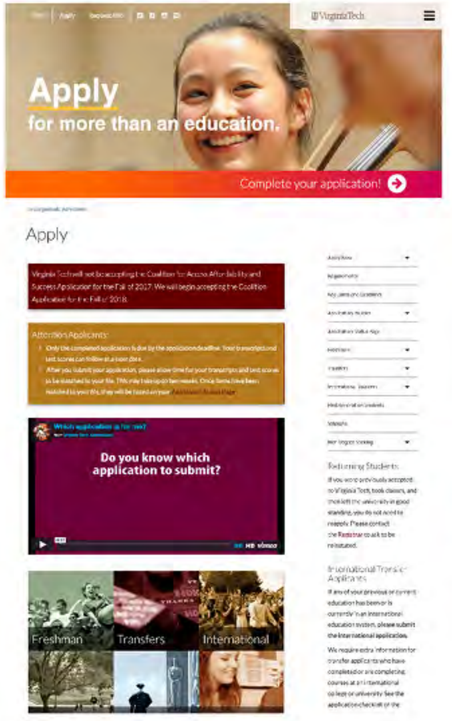
Communications Audit

An Inconsistent Digital Web Experience







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Objectives

1. Refresh and update the Virginia Tech brand so that it clearly communicates a position that is **unique, authentic, and engaging to all audiences**.

2. Create a refreshed brand identity, messaging, and creative platform to **unite the many voices and audiences** of the university.

3. Position Virginia Tech as a **first-choice** among top-quality students, faculty, and staff.

4. **Enhance the university's reputation** and rankings among statewide and national opinion leaders and peers.

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Objectives

5 **Build awareness and excitement** for Virginia Tech's distinctive attributes and new vision, as articulated by the president, internally and externally.

6 Create a **conversation-changing campaign** that closes the gap between current and aspirational brand perceptions.

7 Support the **recruitment and retention** of nationally known faculty and researchers.

8 Build on the strong sense of pride and loyalty among all audiences and provide a **strong foundation for increased fundraising** and alumni engagement.

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ologie®

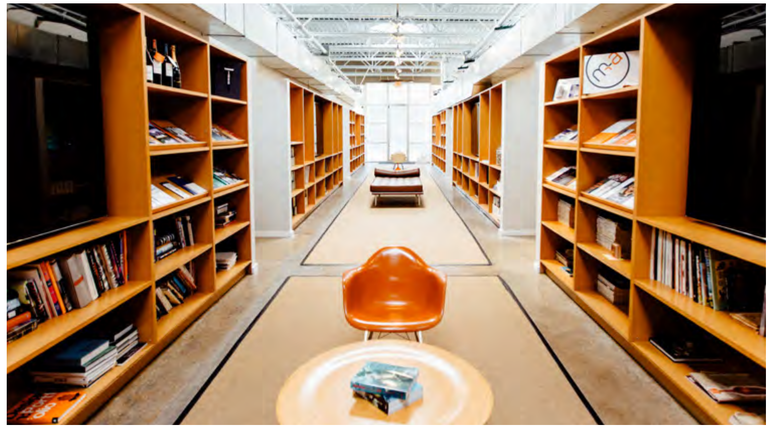
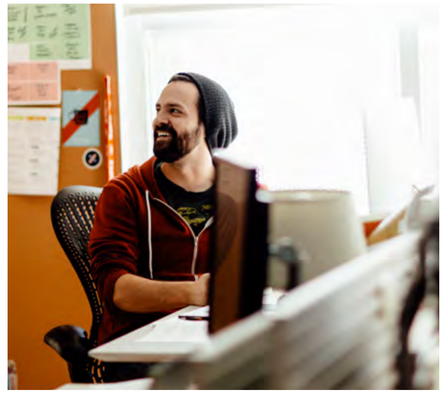
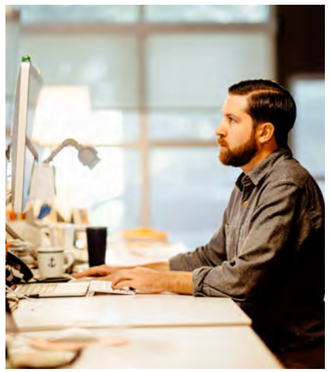
a branding and marketing agency

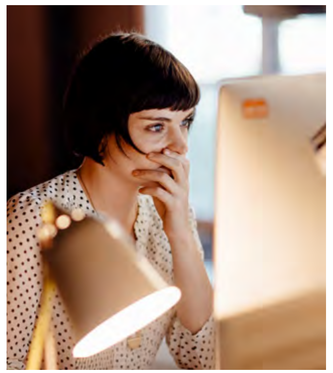
Private and independent

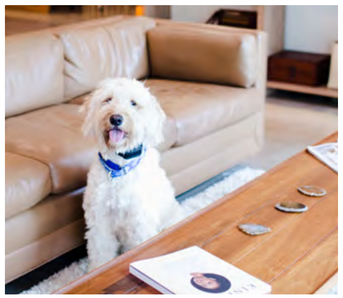
Over 85 full-time professionals

Headquartered in Columbus, Ohio

Founded in 1987





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a national leader in higher education.

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Process

PHASE 1
DISCOVER

- ✓ Review current brand assets and any relevant recent research provided by Virginia Tech.
- ✓ Travel to campus to conduct stakeholder interviews and discussion groups.
- ✓ Conduct a messaging audit of Virginia Tech's current marketing materials.
- ✓ Perform a review of five to seven peer or competitor institutions.
- ✓ Integrate and document observations, inputs, and insights.
- ✓ Conduct collaborative working sessions to review insights and conduct exercises to inform the messaging strategy.

PHASE 2
DEFINE

- ✓ Develop the messaging strategy and clear brand positioning.
- ✓ Work collaboratively with the Virginia Tech core team to revise and refine the messaging strategy.
- ✓ Determine touch points to be explored for creative application.

PHASE 3
CREATE

- Explore the creative application of the messaging platform through example touch points.
- Share creative application and refine based on feedback.
- Document the overall messaging platform with sample creative touch points.

SECTION 1

Insights

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Peer Audit

We analyzed three groups of peers:

REGIONAL

- James Madison University
- George Mason University
- University of Virginia
- VCU Virginia Commonwealth University

NATIONAL

- The University of North Carolina at Chapel Hill
- Texas A&M
- University of Florida
- University of Texas at Austin
- The Ohio State University
- Michigan State University
- Georgia Tech

ASPIRATIONAL

- University of Michigan
- Penn State
- Cornell University
- MIT
- Duke University

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Gallup Insights

FINDING

Virginia Tech is a **leader in service,** and its long-standing commitment is authentic and truly distinguished in the higher ed landscape.

INSIGHT

We need to make a **clear connection** between Virginia Tech's tradition of service and the distinct sense of purpose that drives everything the institution does.

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Gallup Insights

FINDING

The university's **research enterprise** is highly valued and well recognized in Virginia and beyond.

INSIGHT

We can focus on **stories of meaningful impact** to further show Virginia Tech's value, including the role that its research plays, in the commonwealth and the world.

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Gallup Insights

FINDING

Excellence in innovation and technology drives Virginia Tech's academic reputation.

INSIGHT

We want to acknowledge and carry this forward, while **expanding Virginia Tech's reputation** to elevate other areas of strength across the university.

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Gallup Insights

FINDING

A strong, **interconnected community** is a positive hallmark of the Virginia Tech experience.

INSIGHT

A powerful brand can articulate and convey this culture, creating **authentic connections** with all of Virginia Tech's audiences.

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Gallup Insights

FINDING

Virginia Tech's **land-grant legacy** and the traditions of the Corps have helped to define the institution's strong values.

INSIGHT

The Virginia Tech brand should uphold Virginia Tech's **important historical traditions**; it should also feel aspirational and align with the university's current vision.

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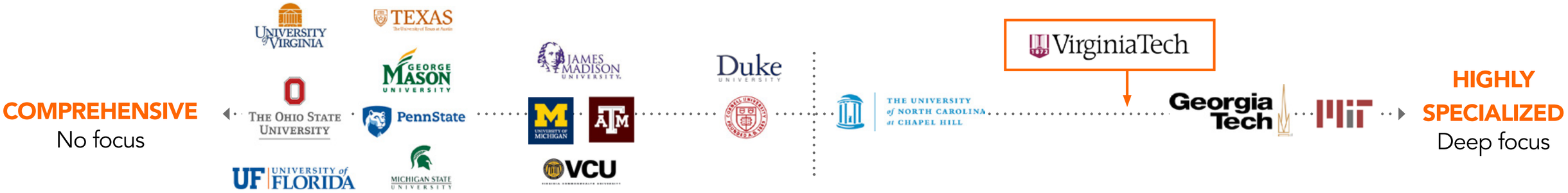
Peer Audit Spectrum

How is Virginia Tech perceived today?



SECTION 2

Strategy

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Strategy Filter

The Virginia Tech brand must be...

UNIQUE	**Can anyone else in your peer set own it?**
CREDIBLE	**Will people believe it?**
RELEVANT	**Will people care?**
SUSTAINABLE	**Will it last?**
COMPELLING	**Will it engage people emotionally?**

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Overview

To articulate the Virginia Tech brand strategy, we must define:

AUDIENCES

Who Virginia Tech must reach

MESSAGING

What Virginia Tech says (its story)

PERSONALITY

How Virginia Tech says it (its voice)

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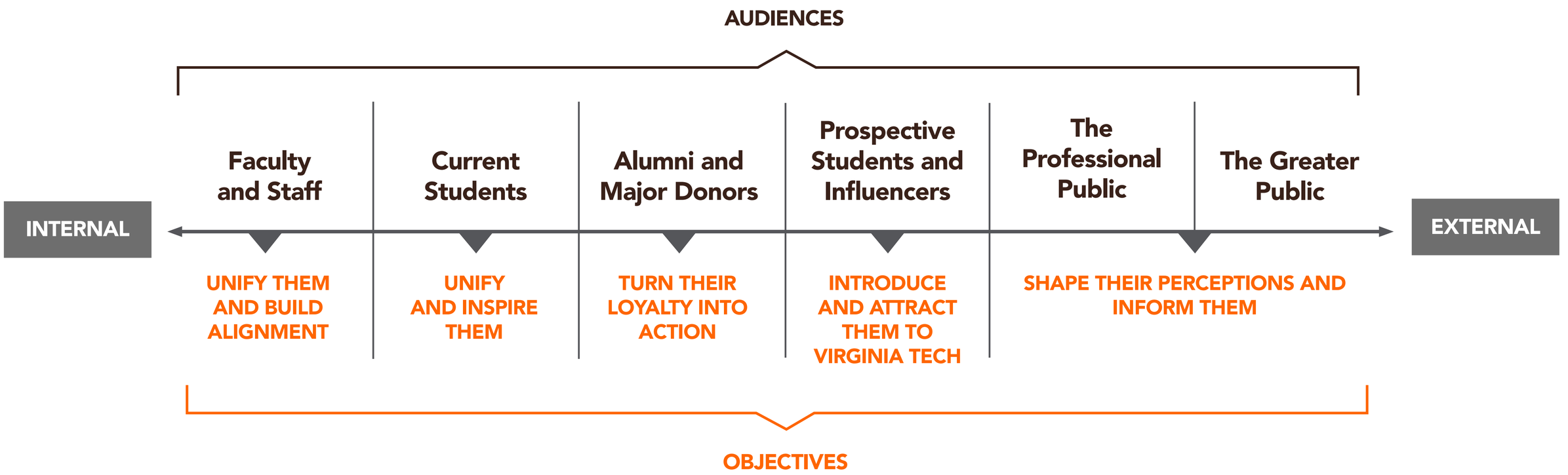
Audiences



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Messaging

Attributes
(the WHAT)

CORE ATTRIBUTE

Benefits
(the WHY)

CORE BENEFIT

VALUE PROPOSITION

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Value Proposition

Virginia Tech…

Reimagines the roles of **education and technology**
in every aspect of life

To serve as a force for **positive change**
in a world without boundaries

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Messaging

UT PROSIM

Research that is...

adaptable
tangible
future-focused

through

A culture that is...

inclusive
immersive
spirited

through

Learning that is...

transdisciplinary
experiential
collaborative

through

Attributes
(the WHAT)

Virginia Tech…

reimagines the roles of **education and technology** in every aspect of life

Benefits
(the WHY)

to serve as a force for **positive change** in a world without boundaries

Value Proposition

by

discovering **real** and **lasting solutions** to big, complex problems in society

by

developing people who have the **breadth, depth, and experience** to make an impact

by

fueling **innovation and creativity**

High Tech

High Touch

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The personality sets the tone for how the brand communicates. These traits **drive the voice and image** for all brand communications.

Personality

Today, Virginia Tech's brand personality is **authentically…**

Earnest

We have a sincere work ethic and a genuine passion to serve in profound and meaningful ways.

Tenacious

Hokies get it done. We've got the perseverance and resolve to push past any obstacle.

Proud

We truly love being Hokies, and eagerly share that spirit and devotion with the world.

But **aspirationally**, it will push to feel more…

Inclusive

We deliberately ensure that everyone in our community feels welcome and valued.

Courageous

We want to do things differently—breaking new ground and blazing new trails to improve the world. We're not afraid to disrupt the status quo to advance society.

Adaptable

In a rapidly changing world, we have the flexibility to embrace new ideas and change our approach.

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Next Steps

- Testing and socializing progress on Master Brand Project with selected stakeholders (March and April)
- Select final concept for implementation (May)
- Develop deliverables for College and Unit Communicators
- Phased Launch of new brand within the University

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