

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

Mr. Matthew Chan

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

6. Announcement of acceptance and posting of Commission Minutes

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.

Dr. Timothy Sands

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 23, 2017

Dr. Timothy Sands

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. New Business

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



VirginiaTech®

+

ologie®

So, exactly what do we mean by
brand?

More than a logo.

More than a tagline.

More than an ad campaign.

Great brands
don't just happen.



VOLVO

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.

Great brands are built on
a clear position
and a great story.

The best brands
are authentic.

Our brand is

everything we say.

everything we do.

everything we are.

.....

Branding in Higher Ed

.....

Competition has never been stiffer for:

The best and brightest students

Top-tier faculty

Donor dollars

Research funding

Reputation growth

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

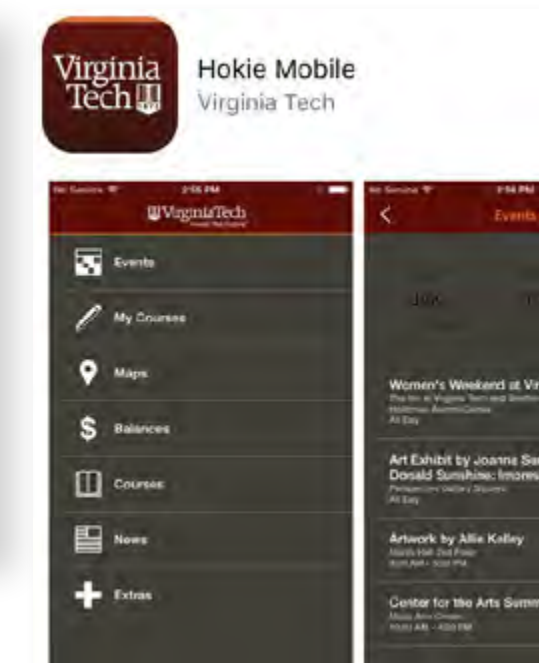
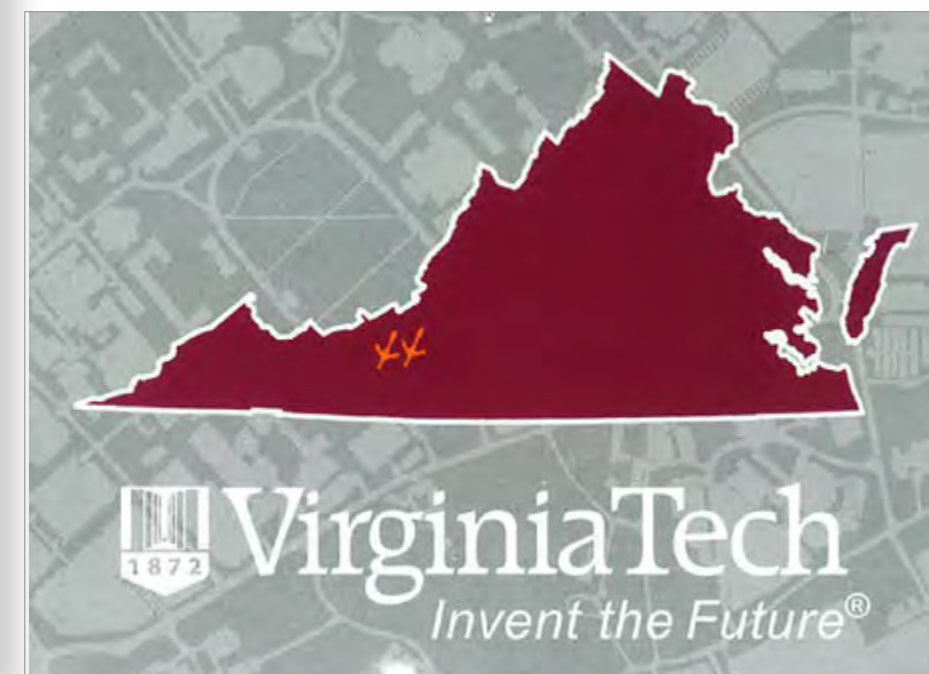
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Communications Audit

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Communications Audit

Inconsistent use of color



Communications Audit

Inconsistent use of typography



16:1 6,323 Freshmen enrolled in Class of 2019
1,212 Transfer Students enrolled (Fall 2018)
24,191 Undergraduates (Fall 2018)

UNDERGRADUATE RESEARCH
Virginia Tech is the #1 research university in the state and among the top 25 public research universities. Limitless opportunities for undergraduate research and research opportunities await. Gain hands-on, real-world experience, to include teaching, innovation, and cross-disciplinary research.

Ut Prosim - That I May Serve
Hokies are committed to living by the university's motto.

Corps of Cadets
Consider joining the TRADITION OF HONOR military or ROTC program.

VIRGINIA TECH invent your future

Contact Undergraduate Admissions: www.admissions.vt.edu | admissions@vt.edu | 540-231-4307 | 925 Prices Fork

[VTadmissions](#) [@followMeToVT](#) [VTadmissions](#) [admissions.vt](#)

Did you know? Student stats:

- 29,173 on campus
- 82.8 percent undergraduate
- 17.2 percent graduate
- 57.7 percent male
- 42.3 percent female
- 31,224 total enrollment

www.facebook.com/vtadmissions
www.facebook.com/virginiatech



FRIDAY, APRIL 24

SPRING FAMILY WEEKEND INFORMATION DESK
Squires Student Center, First Floor Atrium | 1:00-7:00 p.m.

RELAY FOR LIFE (SERVICE OPPORTUNITY)
Drillfield | 5:00 p.m. - 5:00 a.m.
Celebrate, play football and cornhole, and be treated to stories of survival from featured speakers within the Virginia Tech community.

COLLEGE AVENUE TAKEOVER
College Avenue Promenade | 6:00-9:00 p.m.
Enjoy outdoor dining, local music, LED-lit tailgate games, coupons for downtown merchants (courtesy of Downtown Blacksburg, Inc.), and talk with rental agencies about off-campus housing options.
Rain location: 250 S. Main St.
Sponsored by: The Edge Apartments and Townhomes, Windsor Hills Apartments, Foxridge Apartment Homes, and the University Bookstore.

CIRQUE MECHANICS - PEDAL PUNK
Moss Arts Center, Anne and Ellen Fife Theatre | Fri. & Sat. | 7:30 p.m.
An experience guaranteed to charm and thrill. Cirque Mechanics brings modern storytelling techniques to the circus and amazes audiences of all ages.

STUDENT MUSICAL PERFORMANCE
Squires Student Center, Recital Salon | 7:30 p.m.
Enjoy this musical performance featuring Caleb Copeland on trombone and Jules Clayton on trumpet. Free and open to the public.

MAINSTAGE THEATER: A MIDSUMMER NIGHT'S DREAM
Squires Studio Theater | Fri. & Sat. | 7:30 p.m.
Shakespeare's beloved comedy follows four Athenian lovers and a group of amateur actors as fairies cause mischief and mayhem for their own amusement. Directed by Natasha Staley-Johnson.

SATURDAY, APRIL 25

SPRING FAMILY WEEKEND INFORMATION DESK
Dietrick Lawn (off Washington St., across from Cassell Coliseum) | 9:00 a.m. - 2:00 p.m.

CARE PACKAGES FOR THE TROOPS (SERVICE OPPORTUNITY)
Cassell Coliseum Lobby | 9:00-11:00 a.m.
Assemble and send care packages to service men and women, letting them know they are supported by the Hokie Nation.

DEPT. OF RELIGION & CULTURE UNDERGRADUATE RESEARCH DAY
West Ambler Johnston Hall, Junior Commons Room
9:00-11:00 a.m.
Students will present their original research and highlight the mentorship they've received from the faculty.

FAMILY TAILGATE (SOLD OUT)
Dietrick Lawn (off Washington St., across from Cassell Coliseum) | 11:30 a.m. - 1:30 p.m.
Come enjoy tailgate-style food, games, music, and more. Rain or shine. Sponsored by the Division of Student Affairs.

VIRGINIA TECH SOFTBALL VS. NC STATE
Tech Softball Park | Noon
You don't want to miss the Hokies take on North Carolina State University during this Alumni Day match up.

RESIDENTIAL COLLEGE AT WEST AMBLER JOHNSTON ALUMNI TAILGATE
Courtyard between East and West Ambler Johnston | 12:30-2:00 p.m.



Virginia Tech
Invent the Future

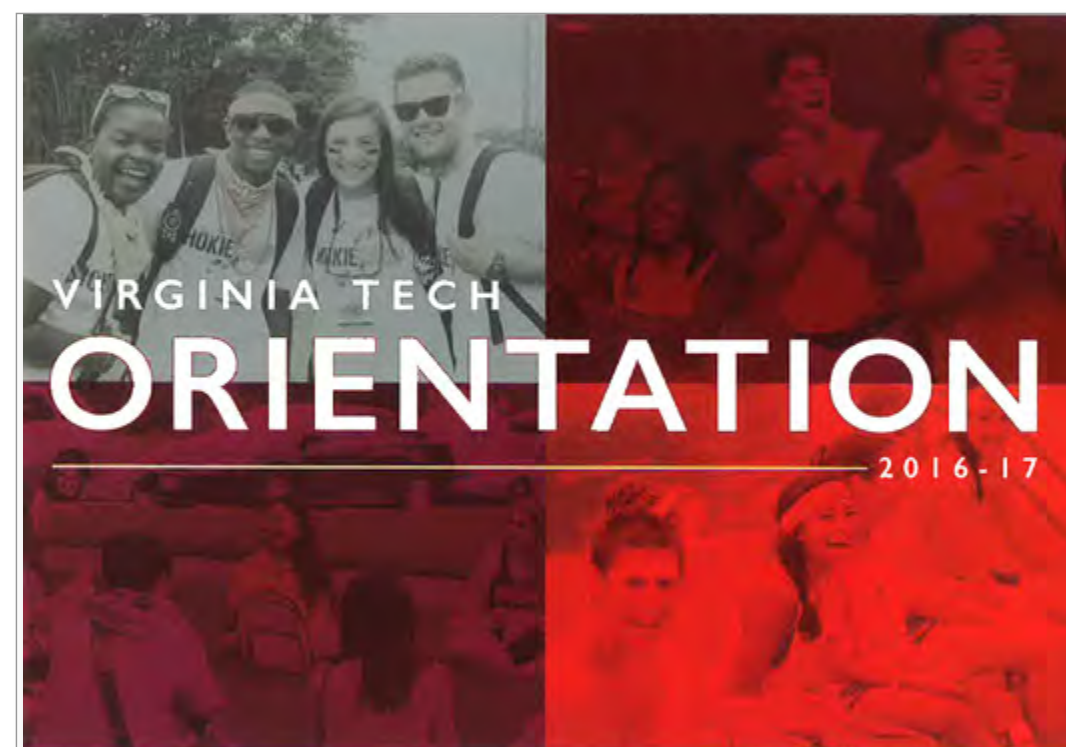
Venture + Family (FFF)
stopping
end + Family (FFF)
my future
able

WE'RE NOT HOPING FOR A BETTER WORLD. WE'RE CREATING IT.

SINCE DAY ONE, VIRGINIA TECH HAS EXISTED FOR ONE PURPOSE: TO USE EDUCATION, RESEARCH, AND INNOVATIVE THOUGHT TO IMPROVE OUR COMMUNITY, OUR SOCIETY, AND THE WORLD AT LARGE.

Communications Audit

Inconsistent use of photography and layout



Communications Audit

Where's the Master Brand?



Communications Audit

An Inconsistent Digital Web Experience

The screenshot shows the Virginia Tech website home page. At the top, there is a navigation bar with links for 'HOME', 'ABOUT', 'ACADEMICS', 'STUDENT LIFE', 'RESEARCH', 'ADMISSIONS', 'ATHLETICS/SPORTS', and 'SPORTS'. Below the navigation bar is a large hero image featuring a man in a dark shirt, with the text 'Fourth round of testing in Flint' overlaid. Underneath the hero image is a 'News & Events' section with three news items, each with a small image and a date. Below that is an 'Upcoming Events' section with two event listings. At the bottom, there is a 'Recent posts' section with three image thumbnails.

The screenshot shows the 'Destination Areas' page on the Virginia Tech website. The page has a dark background with a glowing orange and red geometric shape in the center. The main heading is 'DESTINATION AREAS'. Below this is an 'OVERVIEW' section with text describing the university's focus on solving global problems. There is also a section titled 'WHAT ARE STRATEGIC GROWTH AREAS?' with a list of four areas: Creative Technologies and Experiences, Economic and Sustainable Materials, Earth and Social Discovery in the Human Condition, and Innovation and Entrepreneurship. The page features abstract, colorful light patterns in the background.

The screenshot shows the 'Apply' page on the Virginia Tech website. The page has a white background with a large image of a smiling woman at the top. The main heading is 'Apply for more than an education.' Below this is a 'Complete your application!' button. The page is divided into several sections: 'Attention Applicants' with a list of instructions, a video player with the title 'Do you know which application to submit?', and a 'Freshman Transfers International' section with three image thumbnails. On the right side, there is a sidebar with various filters and options.

The screenshot shows the 'Hokie Sports' page on the Virginia Tech website. The page has a dark background with a large image of a football player in a maroon jersey. The main heading is 'FOOTBALL TICKETS' with a 'CLICK TO BUY' button. Below this is a 'Get an auto quote at VFBInsurance.com' banner. There are several video thumbnails and a '#HOKIES' hashtag section at the bottom. The page also features a navigation bar with links for 'SPORTS', 'HOKIE CLUB', 'HOKIE STORE', 'HOKIE TRAVEL', 'HOKIE GEAR', and 'HOKIE HOUSING'.

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.

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.



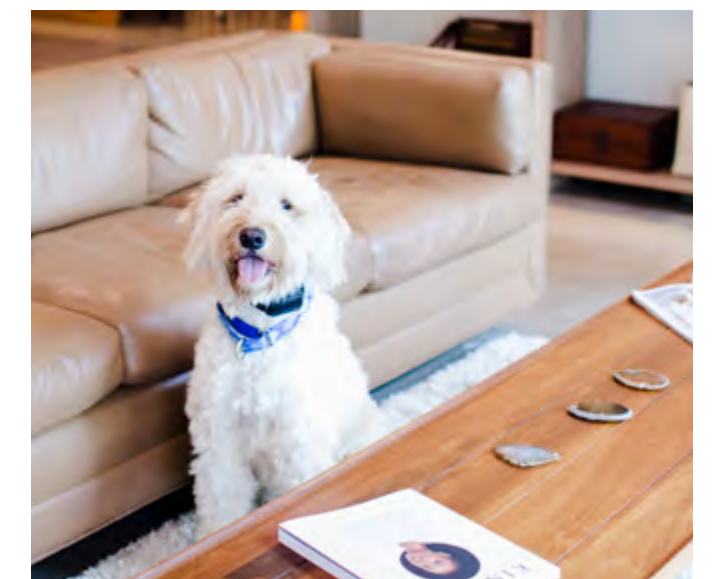
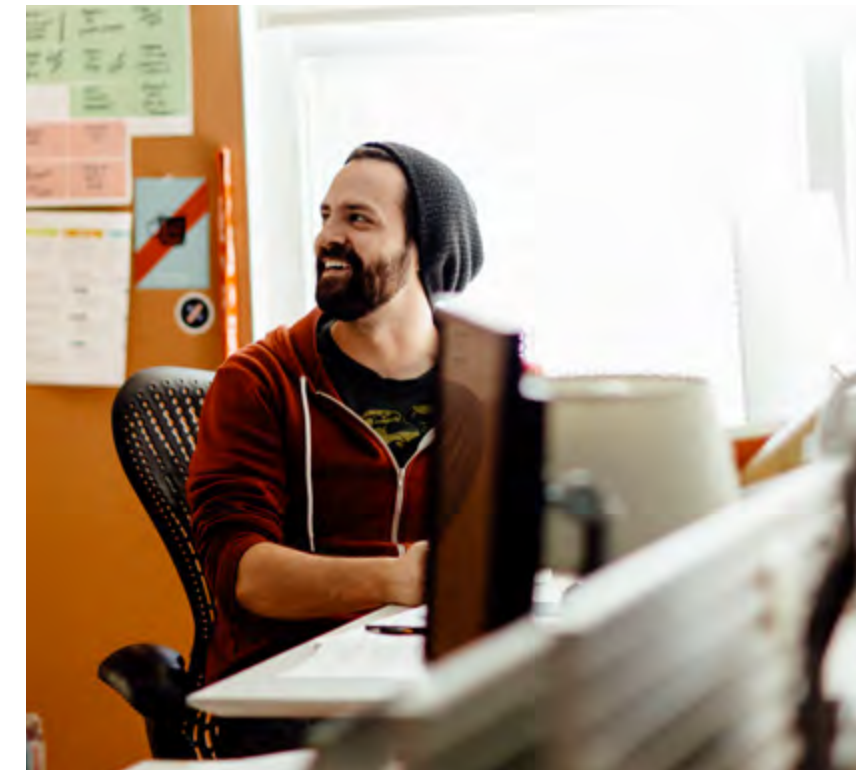
a branding and marketing agency

Private and independent

Over 85 full-time professionals

Headquartered in Columbus, Ohio

Founded in 1987



a national leader in higher education.



Northwestern



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.

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SECTION 1

Insights

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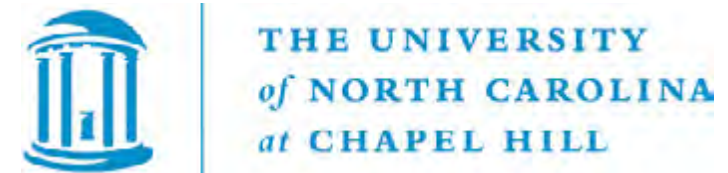
Peer Audit

We analyzed three groups of peers:

REGIONAL



NATIONAL



THE OHIO STATE UNIVERSITY



ASPIRATIONAL



Duke UNIVERSITY



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.

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.

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.

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.

FINDING

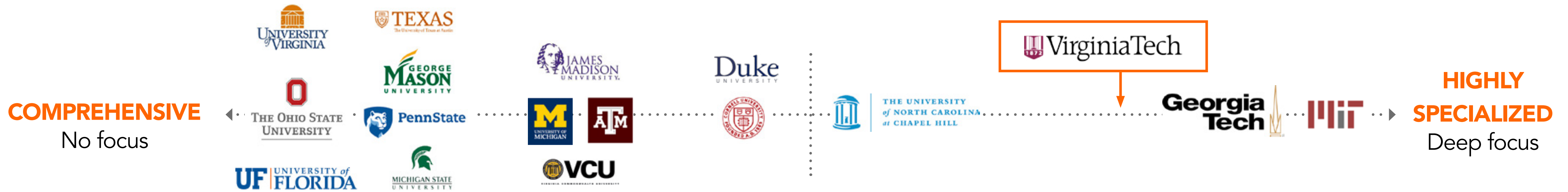
Virginia Tech's **land-grant legacy** and the traditions of the Corps have helped to define the institution's strong values.

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.

Peer Audit Spectrum

How is Virginia Tech perceived today?



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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?

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

AUDIENCES

MESSAGING

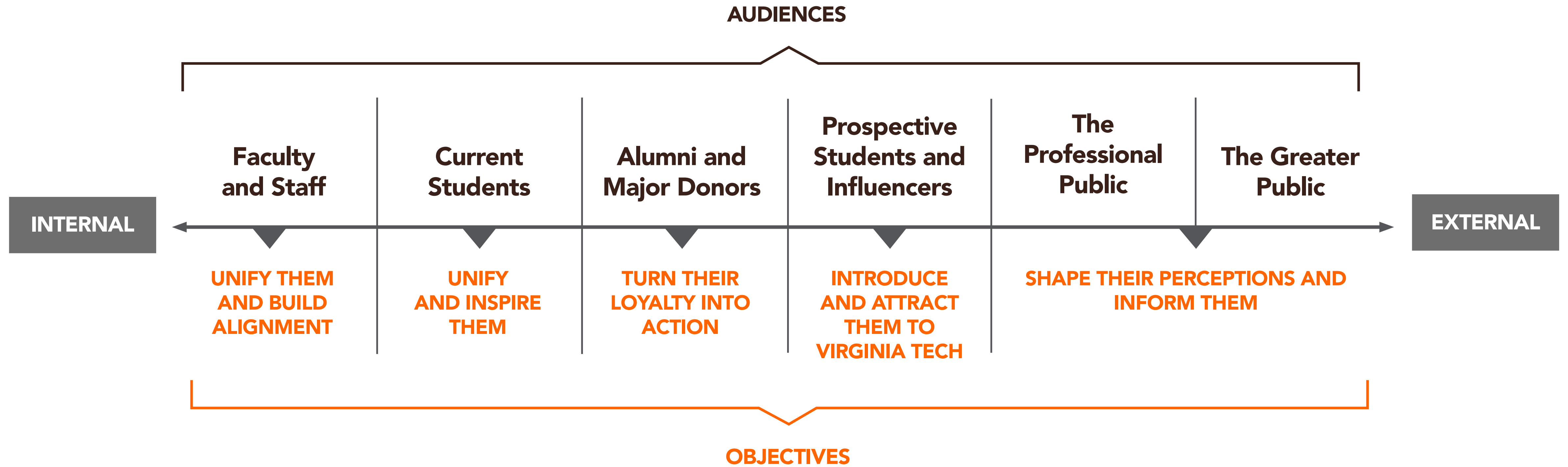
PERSONALITY

*Who Virginia Tech
must reach*

*What Virginia Tech
says (its story)*

*How Virginia Tech
says it (its voice)*

Audiences



Messaging

Attributes
(the WHAT)

CORE ATTRIBUTE

Benefits
(the WHY)

CORE BENEFIT

**VALUE
PROPOSITION**

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

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

Personality

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.

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