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
   Branding Initiative
   Ms. Melanie Schramm

4. Old Business
   Dr. Timothy Sands
   Commission on Faculty Affairs
   Resolution CFA 2016-17F
   Resolution to Amend the Promotion Guidelines for Faculty on Restricted Appointments
   Dr. Hans Robinson
   Commission on Faculty Affairs
   Resolution CFA 2016-17G
   Resolution to Amend the Promotion Guidelines for Non-Tenure-Track Collegiate Faculty Appointments
   Dr. Hans Robinson
   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
   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
   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
   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

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

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

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.

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.

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

8. Adjournment

Dr. Timothy Sands
University Council Minutes
April 17, 2017
3:00 PM
1045 Pamplin Hall


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](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.
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
Communications Audit
Communications Audit

Inconsistent use of color
Communications Audit

Inconsistent use of typography
Communications Audit

An Inconsistent Digital Web Experience
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.
Private and independent

Over 85 full-time professionals

Headquartered in Columbus, Ohio

Founded in 1987

a branding and marketing agency
a national leader in higher education.
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
We analyzed three groups of peers:

- **REGIONAL**
- **NATIONAL**
- **ASPIRATIONAL**
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.
How is Virginia Tech perceived today?
SECTION 2

Strategy
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**: Who Virginia Tech must reach
- **MESSAGING**: What Virginia Tech says (its story)
- **PERSONALITY**: How Virginia Tech says it (its voice)
Audiences

Audiences

Faculty and Staff
- UNIFY THEM AND BUILD ALIGNMENT

Current Students
- UNIFY AND INSPIRE THEM

Alumni and Major Donors
- TURN THEIR LOYALTY INTO ACTION

Prospective Students and Influencers
- INTRODUCE AND ATTRACT THEM TO VIRGINIA TECH

The Professional Public
- SHAPE THEIR PERCEPTIONS AND INFORM THEM

The Greater Public

Objectives

INTERNAL

EXTERNAL

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Attributes (the WHAT)

Benefits (the WHY)

CORE ATTRIBUTE

CORE BENEFIT

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
UT PROSIM

Research that is...
- adaptable
- tangible
- future-focused

A culture that is...
- inclusive
- immersive
- spirited

Learning that is...
- transdisciplinary
- experiential
- collaborative

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

Attributes (the WHAT)

Benefits (the WHY)
- discovering real and lasting solutions to big, complex problems in society
- developing people who have the breadth, depth, and experience to make an impact
- fueling innovation and creativity

Value Proposition

High Tech
High Touch
The personality sets the tone for how the brand communicates. These traits drive the voice and image for all brand communications.
Today, Virginia Tech’s brand personality is authentically...

But aspirationally, it will push to feel more...

**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.

**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