1. Adoption of Agenda
   Dr. Timothy Sands

2. Announcement of approval and posting of minutes of February 19, 2018
   These minutes have been voted on electronically and will be posted on the University web.
   Dr. Timothy Sands

3. New Business
   Dr. Timothy Sands
   
   Commission on Research
   Resolution COR 2017-18A
   Resolution to Clarify Faculty Handbook Language on Research Faculty Promotion Process
   Dr. Jen Irish

   Commission on Research
   Resolution COR 2017-18B
   Resolution to Clarify Faculty Handbook Language on Overload Compensation for Research Faculty Members Teaching Credit Classes
   Dr. Jen Irish

   Commission on Research
   Resolution COR 2017-18C
   Resolution to Clarify Language in Faculty Handbook on Removal Processes for Research Faculty Members
   Dr. Jen Irish

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18F
   Resolution to Discontinue Bachelor of Science Degree in Environmental Policy and Planning
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18G
   Resolution to Approve New Major, Environmental Policy and Planning, in Bachelor of Arts in Public and Urban Affairs
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18H
   Resolution to Approve New Major, Smart and Sustainable Cities, in Bachelor of Arts in Public and Urban Affairs
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18I
   Resolution to Approve New Major, Chip-Scale Integration, in Bachelor of Science in Computer Engineering
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18J
   Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Computer Engineering
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18K
   Resolution to Approve New Major, Machine Learning, in Bachelor of Science in Computer Engineering
   Dr. Dean Stauffer

   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2017-18L
   Resolution to Approve New Major, Networking & Cybersecurity, in Bachelor of Science in Computer Engineering
   Dr. Dean Stauffer
Commission on Undergraduate Studies and Policies
Resolution CUSP 2017-18M
Resolution to Approve New Major, Software Systems, in Bachelor of Science in Computer Engineering

Dr. Dean Stauffer

Resolution CUSP 2017-18N
Resolution to Approve New Major, Communications & Networking, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18O
Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18P
Resolution to Approve New Major, Energy & Power Electronics Systems, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18Q
Resolution to Approve New Major, Micro/Nanosystems, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18R
Resolution to Approve New Major, Photonics, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18S
Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering

Resolution CUSP 2017-18T
Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering

Resolution CUS 2017-18A
Resolution to Rename, Update Charge, and Change Membership of the Computing and Communication Resource Committee

Dr. Richard Ashley

Resolution CUS 2017-18B

Commission on Equal Opportunity and Diversity
Resolution CEO 2017-18C
Joint Resolution to Update Membership of the Campus Development Committee

Dr. Richard Ashley
Dr. Deyu Hu

4. 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

February 14, 2018
5. For Information Only

Minutes of the University Advisory Council on Strategic Budgeting and Planning

Dr. Timothy Sands

February 15, 2018

6. Presentation

Enterprise Risk Management

Ms. Sharon Kurek

7. Adjournment

Dr. Timothy Sands
University Council Minutes  
February 19, 2018  
3:00 PM  
1045 Pamplin Hall


Absent: Tim Sands (with notice), Michael Friedlander, Theresa Mayer, Steve McKnight, Kelly Oaks, Menah Pratt-Clarke, John Ferris, Chris Saunders, Bryan Brown, Anita Puckett, Chris Lawrence, Mary Marchant (with notice), LaTawnya Burleson (with notice), Brian Huddleston, Katrina Loan, Jeannie Layton-Dudding, Christine Tyxor, Michele Waters, Adwoa Baah-Dwomoh, Andre Stevenson, Seyi Olusina, & Robert Sebek

Guests: Jeri Baker, Daniel Breslau, Lori Buchanan, Jack Finney, Rachel Holloway, Rachel Gabriel, David Musick, Jason Soileau, & Rick Sparks

Dr. Clarke 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 February 5, 2018

Dr. Clarke 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. Old Business

Commission on Staff Policies and Affairs
Resolution CSPA 2017-18B
Resolution to Change Authority to Manage the Staff Career Achievement Award

Ms. Tammie Smith presented this 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 2017-18D
Resolution to Approve New Degree, Bachelor of Arts in Science, Technology, and Society

Commission on Undergraduate Studies and Policies
Resolution CUSP 2017-18E
Resolution to Approve New Degree, Bachelor of Science in Science, Technology, and Society
Dr. Dean Stauffer informed the members that the proposal has been updated to remove an elective that has not been through the governance approval process, and there are currently no plans to proceed with having this course approved. Dr. Stauffer then presented the resolutions for second reading and made a motion to approve. The motion was seconded, and the motion passed.

4. **New Business**

**University Council**
Resolution UC 2017-18B
Resolution to Approve the Virginia Tech Carilion School of Medicine (MD) Degree Program

Dr. Cyril Clarke presented this resolution for first reading and introduced Dr. David Musick from the Virginia Tech Carilion School of Medicine (VTCSOM) to answer any questions. Dr. Musick indicated that this resolution is the culmination of about ten years of work. Dr. Musick stated that the VTCSOM is excited and pleased to become a college of Virginia Tech. There have been many conversations with areas of Virginia Tech on how the VTCSOM can be of service to the university.

5. **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
  January 10, 2018

- Commission on Faculty Affairs
  January 19, 2018

- Commission on Graduate Studies and Policies
  January 17, 2018

6. **For Information Only**

Minutes of the University Advisory Council on Strategic Budgeting and Planning
January 18, 2018

7. **Presentation**

Ms. Jeri Baker, Director of Parking and Transportation, gave a presentation (attached) on parking and transportation.

8. **Adjournment**

There being no further business, a motion was made to adjourn the meeting 3:39 p.m.
Parking

- **Fully self-funded** auxiliary of the University

- **Responsibilities**
  - Provide safe and efficient parking for members of the university community
  - Maintain parking assets (lots and structures)
  - Regulate and enforce parking rules seven days/week

- **16,400** total parking spaces on campus
2017

Special Event Passes
15,500

Visitor Passes
29,493
# Citations

- **Issued:** 24,202
- **Voided:** 2,737
- **Appealed:** 1,730 or 7.1%
- **Dismissed:** 561 or 33.2%
- **Upheld:** 1,129 or 66.8%

**Second Appeal:**

- **Upheld:** 40
- **Dismissed:** 23
Fleet

- Daily Rental Fleet competitively priced
- Long-Term Departmental Rentals
- University Fueling Operation
- VTCRI Shuttle and Field Trip operations
Fleet Services 2016-17

- Total miles: 7,656,626
- Total gallons dispensed:
  - Unleaded: 238,000 gallons
  - Diesel: 48,070 gallons
- Total passengers on the VTCRI Shuttle: 14,706
Alternative Transportation

ANY service that gets you to and from campus in anything other than a single occupancy vehicle.

- Blacksburg Transit
- SmartWay bus
- Campus-to-Campus Bus
- VTCRI Shuttle
- HomeRide
- College Transit
- DRPT Bus*
- Carpool
- Van pool
- Biking
- Walking
- Zipcar
- Zimride
Alternative Transportation Numbers

Bike Hub visits for year - 3,254

Total Zipcar use for year - 2,390

Total Zimride users for the year
New users - 1,104
Total rides - 1,420
Hokie Bike Hub

- Started in FY15
- Average over 2,800 visitors a year
- Growing an average rate of 20% a year
**CAMPUS to CAMPUS BUS**

- President and Provost Initiative to create campus connectivity
- Two round trips a day between Arlington and Blacksburg
- Service started June 5, 2017

**Passengers**

Total passengers = 1,504 (June 17 - Jan 18)

Average Monthly Ridership = 188
<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers</td>
<td>3,513,538</td>
<td>3,734,989</td>
</tr>
<tr>
<td>Miles</td>
<td>878,241</td>
<td>945,586</td>
</tr>
</tbody>
</table>

**FY 17 Funding**
- Operating: $3,568,516
- Capital: $320,299
Virginia Tech Carilion Research Institute Shuttle

- 8 round trips a day between Blacksburg and the Roanoke campus
- 14,706 passengers in FY17
Bike Share Program

- A Consortium between Virginia Tech, Towns of Blacksburg and Christiansburg, and Montgomery County
- Regional approach to Bike Share
- Goal is to have Bike Share in the Region by April 2018
Alternative Transportation supports sustainability.
What Does the Future Hold?

Parking and Transportation

- Anticipated loss of 2,500 parking spaces in the next five to ten years
- Building parking, especially garages is expensive
- Leverage Alternative Transportation Programs to help curb demand
- Utilize other TDM strategies to mitigate the need for additional parking
WHEREAS, research is part of the core mission of Virginia Tech, and

WHEREAS, research faculty make significant ongoing contributions to the university mission, and

WHEREAS, Virginia Tech wants to recognize and reward the contributions of research faculty through a process of review, recognition, and promotion where appropriate, consistent with the process for recognizing contributions of other types of faculty, now

THEREFORE BE IT RESOLVED, that section 6.2 of the Faculty Handbook be modified and a section 6.2.1 added that defines the process for research faculty promotions as indicated below.

6.2 Research Faculty Appointments

Research faculty appointments are designated to promote and expedite university research activities. The rank descriptions create several series common to current sponsored research or outreach projects. For example, employees involved in conducting research are generally appointed as research associates or research scientists (or to the "senior" titles for either of these). Those individuals who are appointed to a research traineeship for a period of up to four years following receipt of their doctorate are usually appointed as postdoctoral associates. (See Guidelines for the Hiring of Postdoctoral Associates on the OVPRI Human Resources website.) Usually, postdoctoral associates work closely with a faculty mentor in preparation for a career in academe or research; if they remain involved with research projects at Virginia Tech over a period of time, they are appointed or promoted into another appropriate rank.

The "project associate" series was designed for employees involved in sponsored activity other than traditional research, such as delivery of service or technical assistance,
consultation with particular clients, preparation of manuals and materials, and so on. The project associate series is also appropriate for personnel involved primarily in the administration of large and complex sponsored programs.

While there is logic to the progression between and among ranks, employees may change ranks as appropriate or necessary to reflect a change in role or project. Promotions from one rank to another in order to recognize a faculty member's increased responsibilities, credentials, and/or contributions to the program over time may be recommended by the supervisor. Recommendations for promotions are done during the annual evaluation and merit adjustment process. The promotions require approval by the department head, dean, and Office of the Vice President for Research and Innovation. Approval by a departmental committee is also required for certain ranks (see below). A faculty member may not serve on any committee that is evaluating a spouse, family member, or other individual with whom the faculty member has a close personal relationship. (See chapter two, “Potential Conflicts Involving Spouses and Immediate Family Members.”)

Research faculty members may be assigned a functional title in addition to their official faculty rank in order to facilitate their work or clarify their role to internal or external constituencies. (A functional title may not be an official faculty rank other than that held by the research faculty member.) In some cases, increased responsibilities may lead to a change in functional title and possibly a salary adjustment rather than a promotion in faculty rank.

Appointments to research faculty ranks, except the rank of postdoctoral associate, are indefinitely renewable. However, tenure cannot be earned in any of the research faculty ranks and service is not applicable toward the pre-tenure probationary period if the employee is subsequently appointed to a tenure-track position.

The source of funds is not the determining factor as to whether a position carries a research faculty rank, but rather the nature and purpose of the assignment. Thus, a research faculty member may be funded by sponsored projects, overhead, state dollars, or other sources. Policies related to research faculty apply, regardless of the source of funding.

Research faculty may participate in activities outside of their direct source of funding, such as providing significant contributions to the conceptualization or writing of new proposals, or teaching; however, support for any time or effort spent on activities outside of their sponsored research must come from non-sponsored research funds. Special attention should be given in the development of position descriptions where funding is limited to only sponsored funding. (See chapter six, “Effort Certification Compliance Issues for Research Faculty Members,” and chapter ten, “Effort Certification and Salary Charges to Sponsored Grants and Contracts.”)

Original appointments and reappointments, including rank, salary, and other conditions, require the approval of the department head, dean (or next level administrator), and the Office of the Vice President for Research and Innovation before an offer is extended. Requests for principal investigator status may be submitted to the Office of the Vice
President for Research and Innovation. Such requests require the approval of the department head, dean, and the Office of the Vice President for Research and Innovation.

6.2.1 Research Faculty Promotions: Non-professorial Ranks

While there is logic to the progression between and among ranks, employees may change ranks as appropriate or necessary to reflect a change in role or project. Promotions from one rank to another in order to recognize a faculty member’s increased responsibilities, credentials, and/or contributions to the program over time may be recommended by the supervisor.

Recommendations for promotions are done during the annual evaluation and merit adjustment process within the non-professorial ranks (such as project associates, research associates, and research scientist etc.) may be requested at any time during the year in recognition of significant increases in responsibilities, credentials or contributions. The promotions require approval by the department head, dean, and Office of the Vice President for Research and Innovation. Approval by a departmental committee is also required for certain ranks (see below). A faculty member may not serve on any committee that is evaluating a spouse, family member, or other individual with whom the faculty member has a close personal relationship. (See chapter two, “Potential Conflicts Involving Spouses and Immediate Family Members.”) Following approval of the promotion request, a promotion letter signed by the department head should be presented to the employee.

6.2.2 Research Faculty Promotions: Professorial Ranks

Promotion recommendation into and within the research professorial faculty ranks (research assistant professor, research associate professor and research professor) should align with the annual timeline published by the university. Faculty members being considered for promotion have their dossiers reviewed by: (1) a departmental committee and the head or chair; (2) a college committee and the dean; and (3) the vice president for research and innovation. A parallel process for review, approved in advance by the executive vice president and provost and the vice president for research and innovation, is required for promotion of a member of the research professor series whose primary appointment is not in an academic department. Following approval of the promotion request, a promotion letter signed by the vice president of research and innovation should be presented to the employee.
WHEREAS, Virginia Tech places a high value on the contributions to the instructional mission and student learning made by qualified members of the university community, and

WHEREAS, while the primary responsibility of research faculty is to conduct research and advance the university’s research mission, there are circumstances in which the university and its instructional program benefit from the occasional participation of research faculty members with appropriate expertise, and

WHEREAS, section 6.16 of the faculty handbook does not currently provide for additional compensation for research faculty members who teach a class in excess of their normal research assignment, and

WHEREAS, Virginia Tech has successfully piloted a process for compensating research faculty for teaching classes over and above their usual job responsibilities, now

THEREFORE BE IT RESOLVED, that section 6.16 of the faculty handbook be modified to insert the third full paragraph below:

6.16 Instructional Responsibilities for Research Faculty Members

The primary responsibility of a research faculty appointment is to conduct research and contribute to the university’s research mission through the acquisition of and successful implementation of sponsored grants and contracts. Federal guidelines require truthful and auditable documentation of the faculty member’s efforts on a semester basis. If the faculty member’s salary is paid for by sponsored grants and contracts then there is a concomitant expectation that the faculty member’s time is allocated to those projects.
While keeping the primacy of the research role in mind, there are circumstances in which the university and its instructional programs benefit from the occasional participation of research faculty members who have the appropriate credentials, expertise, and interest. The usual limitation on teaching by research faculty members is one (three-credit) course per academic year, or no more than two courses in a two-year period. The principal investigator/supervisor, department head/chair, and dean must approve exceptions. The academic department provides instructional funding for the teaching appointment and research duties are adjusted accordingly. A three-credit course equates to .25 FTE during an academic semester; this is the usual basis for salary charges to the instructional budget.

Research faculty members may receive additional compensation to teach a class that is in excess of their normal research assignment. To qualify for additional compensation, the research faculty member may not be 100% supported from sponsored funds, must be the instructor of record, and must usually be assigned to teach for the entire semester. For courses with block teaching, the research faculty member must have a formal teaching assignment for a specified portion of the course. The academic department responsible for the course must fund the payment from non-sponsored funds and initiate the payment as a temporary pay action. The payment must be approved jointly by the academic and home departments and colleges and by OVPRI.
RESOLUTION TO CLARIFY LANGUAGE IN FACULTY HANDBOOK ON REMOVAL PROCESSES FOR RESEARCH FACULTY MEMBERS

WHEREAS, research is part of the core mission of Virginia Tech, and

WHEREAS, research faculty make significant ongoing contributions to the university mission, and

WHEREAS, Chapter 6 of the Faculty Handbook describes policies and procedures related to employment of research faculty, and

WHEREAS, language addressing removal of research faculty in Chapter 6 of the Faculty Handbook is in need of clarification, now

THEREFORE, BE IT RESOLVED that section 6.14 of the faculty handbook be modified as outlined below to clarify policies related to removal of research faculty.

6.14.1 Dismissal for Cause

Research faculty members may be removed for just cause. Stated causes for removal shall include, but are not limited to: professional incompetence; unacceptable or unsatisfactory performance after due notice; unethical conduct or misconduct that interferes with the capacity of the employee to perform effectively the requirements of the position; violation of university policy; falsification of credentials, experience, leave reports, or other official employment documents. Filing a grievance does not constitute just cause for termination.

When it becomes necessary to terminate a member of the research faculty for unsatisfactory performance prior to the end of the appointment period, the following procedures apply:
When the faculty supervisor determines that performance is unsatisfactory, the supervisor writes a letter to the individual detailing the areas of performance that are deficient. This letter should indicate specific expectations of improvement by the employee during a specified time period of not less than 30 calendar days. The department head and college dean receive copies. In cases where there is some likelihood of threat to health or safety, the 30-day period may be waived.

At the end of the above period, the faculty supervisor must again write the research faculty member with an evaluation of his/her performance during the interim since the first letter, with copies to the department head and college dean or equivalent senior-level manager. If performance continues to be unsatisfactory, this second letter may contain a termination notice. The termination notice has an effective date 45 calendar days from the date of the second letter. In cases where there is a threat to health and safety, the 45-day period may be waived.

In the event of termination, the research faculty member may appeal to the department head. Should the appeal process be initiated, the termination is held in abeyance until the appeal process is complete.

The appeal must be made in writing within five working days of receipt of the letter. (If the department head has a conflict of interest, the head refers the matter to the college dean.)

The department head (or dean) must respond in writing within 10 working days. If the recommendations of the department head (or dean) are unsatisfactory to either party, an appeal may be made to the vice president for research and innovation in writing within five working days.

The vice president for research and innovation appoints a committee of three members of the general faculty who make recommendations to the executive vice president and provost within 10 working days.

The decision of the provost is final and is rendered within 10 working days of receiving the report. The above time limits of the appeal process may be altered by extenuating circumstances and the agreement of both parties.

If the research faculty member is a member of an interdisciplinary research center, the center director as well as the department head and college dean of the faculty supervisor are copied on all correspondence.

6.14.2 Termination of Appointment for Faculty on Restricted Contracts Non-reappointment of Research Faculty

The terms of faculty offer for a restricted appointment clearly defines the length of the appointment and also serves as a notice of termination. The terms of faculty offer also
makes clear that continuation of appointment, even during the initial year, is subject to the availability of funds, the need for services, and satisfactory performance. (See section 6.9).

Research faculty members with regular appointment receive written notice of non-reappointment as described in chapter two, section 2.11, “Retirement, Resignation, and Non-Reappointment,” should it become necessary to end the appointment.

Occasionally a sponsor terminates funding before the end of a contract, or directs a change in the research program resulting in the need to terminate the services of an employee. While principal investigators and research centers are encouraged to make every effort to assure continuity of employment to individuals performing satisfactorily, there are circumstances in which this may not be possible or in the best interest of the research program or university. Research faculty appointments may be terminated in the case where there are insufficient funds or no further need for services. The date of termination for a restricted faculty member is at least 30 calendar days from the date of notification. A faculty member on a regular appointment is entitled to notice of non-reappointment, as stated in chapter six, “Reappointment.” A proposed notice of termination because of insufficient funds or lack of need for services requires the approval of the department head, and dean (or appropriate administrator), and the OVPRI Human Resources.

6.14.3 Termination Of Appointment For Faculty On Restricted Contracts of Position Because of Insufficient Funds or No Further Need for Services

Occasionally a sponsor terminates funding before the end of a contract, or directs a change in the research program resulting in the need to terminate the services of an employee. While principal investigators and research centers are encouraged to make every effort to assure continuity of employment to individuals performing satisfactorily, there are circumstances in which this may not be possible or in the best interest of the research program or university. Research faculty appointments may be terminated in the case where there are insufficient funds or no further need for services. The date of termination for a restricted faculty member is at least 30 calendar days from the date of notification. A faculty member on a regular appointment is entitled to notice of non-reappointment, as stated in chapter six, “Reappointment.” A proposed notice of termination because of insufficient funds or lack of need for services requires the approval of the department head, and dean (or appropriate administrator), and the OVPRI Human Resources.
WHEREAS, the Bachelor of Science in Environmental Policy and Planning was established in 1997; and

WHEREAS, the degree has educated 360 students over the past 20 years; and

WHEREAS, the location of the undergraduate program is being moved from the Urban Affairs and Planning program to the School of Public and International Affairs (SPIA); and

WHEREAS, the Bachelor of Arts in Public and Urban Affairs (PUA) will be the only degree offered by SPIA; and

WHEREAS, a new Environmental Policy and Planning major will be offered under the PUA degree; and

WHEREAS, a teach-out plan has been developed to ensure students currently enrolled in the Bachelor of Science may complete and be awarded the Bachelor of Science in Environmental Policy and Planning; and

WHEREAS, Spring 2018 will be the last term for admitting students to the Bachelor of Science in Environmental Policy and Planning; and

WHEREAS, current students in the Bachelor of Science in Environmental Policy and Planning have been informed that the degree will be discontinued and they have until December 2021 to complete the degree requirements; and

WHEREAS, current students who plan to graduate in Spring 2020 or after will have the option of transitioning to the new Environmental Policy and Planning major under the PUA degree.

THEREFORE, BE IT RESOLVED, that the Bachelor of Science in Environmental Policy and Planning be discontinued, effective Fall 2021.

RECOMMENDATION: That discontinuance of the Bachelor of Science in Environmental Policy and Planning be approved effective Fall 2021 and the proposal be forwarded to the President, the Board of Visitors, and the State Council of Higher Education for Virginia for
approval, and to the Southern Association of Colleges and Schools Commission on Colleges for notification.
WHEREAS, the Bachelor of Science in Environmental Policy and Planning will be discontinued effective Fall 2019; and

WHEREAS, promoting sustainable human interaction with the natural environment continues to be one of the critical challenges facing societies around the world, and while science and technology are critical to meeting this challenge, they must be supported by policies and plans responsive to diverse political, economic, sociocultural, institutional, and regulatory contexts; and

WHEREAS, the Major in Environmental Policy and Planning will provide students with the interdisciplinary knowledge and skills needed to function as policymakers and planners who can understand complex environmental issues and develop enduring solutions; and

WHEREAS, the Major in Environmental Policy and Planning will enable the School of Public and International Affairs to fully capitalize on the strengths and interests of faculty across the School via the focus on policy, planning, and governance; and

WHEREAS, the Major in Environmental Policy and Planning will prepare students for careers with federal, state, and local government agencies, nonprofit organizations, planning and consulting firms, real estate developers, and private industry; and

WHEREAS, the Major in Environmental Policy and Planning supports several strategic initiatives launched at Virginia Tech – Beyond Boundaries, Destination Areas (DAs), Strategic Growth Areas (SGAs), and InclusiveVT – and will ensure that Virginia Tech has an undergraduate program in a growing and increasingly important field.

THEREFORE, LET IT BE RESOLVED that the Major in Environmental Policy and Planning be approved for addition to the Bachelor of Arts in Public and Urban Affairs effective Fall 2018 and the proposal forwarded through University governance and the President for approval.
WHEREAS, it is estimated that 70% of the world’s population will reside in urbanized areas by 2050 and managing rapid urban growth requires an understanding of several inter-connected systems that preserve and enhance community life, protect the environment, and promote equity; and

WHEREAS, the increase in big data’s role in decision-making requires students to understand the limitations of the otherwise invaluable modeling and data analysis and to be familiar with more collaborative methods of decision-making and accessible ways of sharing their data and the models behind them; and

WHEREAS, the Major in Smart and Sustainable Cities will provide students with a deep understanding of sustainable urban development and how smart technology and urban analytics can be combined in the search for solutions to critical urban challenges; and

WHEREAS, the Major in Smart and Sustainable Cities will enable the School of Public and International Affairs to fully capitalize on the strengths and interests of faculty across the School via the focus on policy, planning, and governance; and

WHEREAS, the Major in Smart and Sustainable Cities will prepare students for careers with federal, state, and local government agencies, nonprofit organizations, planning and consulting firms, real estate developers, and private industry; and

WHEREAS, the Major in Smart and Sustainable Cities responds to several strategic initiatives launched at Virginia Tech – Beyond Boundaries, Destination Areas (DAs), Strategic Growth Areas (SGAs), and InclusiveVT – and provides Virginia Tech with one of the first undergraduate programs in the nation that integrates urban sustainability with urban data analytics.

THEREFORE, LET IT BE RESOLVED that the Major in Smart and Sustainable Cities be approved for addition to the Bachelor of Arts in Public and Urban Affairs effective Fall 2018 and the proposal forwarded through University governance and the President for approval.
Resolution to Approve New Major, Chip-Scale Integration, in Bachelor of Science in Computer Engineering

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Chip-Scale Integration; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Chip-Scale Integration establishes a required set of courses of the Chip-Scale Integration area while maintaining a robust curriculum within the same accredited Computer Engineering Degree; and

Whereas, a strong number of students continue to select Chip-Scale Integration technical elective courses indicating a continued interest in the studies of Chip-Scale Integration; and

Whereas, the establishment of the Major in Chip-Scale Integration enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Chip-Scale Integration studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Chip-Scale Integration will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Chip-Scale Integration be approved for addition to the Bachelor of Science in Computer Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Controls, Robotics & Autonomy; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Controls, Robotics & Autonomy establishes a required set of courses of the Controls, Robotics & Autonomy area while maintaining a robust curriculum within the same accredited Computer Engineering Degree; and

Whereas, a strong number of students continue to select Controls, Robotics & Autonomy technical elective courses indicating a continued interest in the studies of Controls, Robotics & Autonomy; and

Whereas, the establishment of the Major in Controls, Robotics & Autonomy enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Controls, Robotics & Autonomy studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Controls, Robotics & Autonomy will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Controls, Robotics & Autonomy be approved for addition to the Bachelor of Science in Computer Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies
Resolution 2017-18K
Resolution to Approve New Major, Machine Learning, in Bachelor of Science in Computer Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by the Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:
First effective date to declare Major: Spring 2018
First effective date to graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Machine Learning; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Machine Learning establishes a required set of courses of the Machine Learning area while maintaining a robust curriculum within the same accredited Computer Engineering Degree; and

Whereas, a strong number of students continue to select Machine Learning technical elective courses indicating a continued interest in the studies of Machine Learning; and

Whereas, the establishment of the Major in Machine Learning enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Machine Learning studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Machine Learning will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Machine Learning be approved for addition to the Bachelor of Science in Computer Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies
Resolution 2017-18L
Resolution to Approve New Major, Networking & Cybersecurity, in Bachelor of Science in Computer Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by the Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:
First effective date to declare Major: Spring 2018
First effective date to graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Networking & Cybersecurity; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Networking & Cybersecurity establishes a required set of courses of the Networking & Cybersecurity area while maintaining a robust curriculum within the same accredited Computer Engineering Degree; and

Whereas, a strong number of students continue to select Networking & Cybersecurity technical elective courses indicating a continued interest in the studies of Networking & Cybersecurity; and

Whereas, the establishment of the Major in Networking & Cybersecurity enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Networking & Cybersecurity studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Networking & Cybersecurity will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Networking & Cybersecurity be approved for addition to the Bachelor of Science in Computer Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Software Systems; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Software Systems establishes a required set of courses of the Software Systems area while maintaining a robust curriculum within the same accredited Computer Engineering Degree; and

Whereas, a strong number of students continue to select Software Systems technical elective courses indicating a continued interest in the studies of Software Systems; and

Whereas, the establishment of the Major in Software Systems enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Software Systems studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Software Systems will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Software Systems be approved for addition to the Bachelor of Science in Computer Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Resolution 2017-18N
Resolution to Approve New Major, Communications & Networking, in Bachelor of Science in Electrical Engineering

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Communications & Networking; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Communications & Networking establishes a required set of courses of the Communications & Networking area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Communications & Networking technical elective courses indicating a continued interest in the studies of Communications & Networking; and

Whereas, the establishment of the Major in Communications & Networking enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Communications & Networking studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Communications & Networking will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Communications & Networking be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies
Resolution 2017-18O
Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Electrical Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by the Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:
First effective date to declare Major: Spring 2018
First effective date to graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Controls, Robotics & Autonomy; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Controls, Robotics & Autonomy establishes a required set of courses of the Controls, Robotics & Autonomy area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Controls, Robotics & Autonomy technical elective courses indicating a continued interest in the studies of Controls, Robotics & Autonomy; and

Whereas, the establishment of the Major in Controls, Robotics & Autonomy enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Controls, Robotics & Autonomy studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Controls, Robotics & Autonomy will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Controls, Robotics & Autonomy be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Energy & Power Electronics Systems; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Energy & Power Electronics Systems establishes a required set of courses of the Energy & Power Electronics Systems area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Energy & Power Electronics Systems technical elective courses indicating a continued interest in the studies of Energy & Power Electronics Systems; and

Whereas, the establishment of the Major in Energy & Power Electronics Systems enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Energy & Power Electronics Systems studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Energy & Power Electronics Systems will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Energy & Power Electronics Systems be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies
Resolution 2017-18Q
Resolution to Approve New Major, Micro/Nanosystems, in Bachelor of Science in Electrical Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by the Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:
First effective date to declare Major: Spring 2018
First effective date to graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Micro/Nanosystems; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Micro/Nanosystems establishes a required set of courses of the Micro/Nanosystems area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Micro/Nanosystems technical elective courses indicating a continued interest in the studies of Micro/Nanosystems; and

Whereas, the establishment of the Major in Micro/Nanosystems enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Micro/Nanosystems studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Micro/Nanosystems will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Micro/Nanosystems be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies  
Resolution 2017-18R  
Resolution to Approve New Major, Photonics, in Bachelor of Science in  
Electrical Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by the Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:  
First effective date to declare Major: Spring 2018
First effective date to graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Photonics; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Photonics establishes a required set of courses of the Photonics area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Photonics technical elective courses indicating a continued interest in the studies of Photonics; and

Whereas, the establishment of the Major in Photonics enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Photonics studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Photonics will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Photonics be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Radio Frequency & Microwave; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Radio Frequency & Microwave establishes a required set of courses of the Radio Frequency & Microwave area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Radio Frequency & Microwave technical elective courses indicating a continued interest in the studies of Radio Frequency & Microwave; and

Whereas, the establishment of the Major in Radio Frequency & Microwave enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Radio Frequency & Microwave studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Radio Frequency & Microwave will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Radio Frequency & Microwave be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
Commission on Undergraduate Studies and Policies
Resolution 2017-18T
Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering

Faculty Senate Review Waived: February 27, 2018
Approved by Commission on Undergraduate Studies and Policies: March 26, 2018
First Reading by University Council: April 2, 2018
Approved by President:
First effective date to declare Major: Spring 2018
First effective date to Graduate: Winter 2020

Whereas, a well-established number of faculty in the Electrical and Computer Engineering Department (ECE) in the College of Engineering have international reputation, active research agendas, outreach activities, and teaching responsibilities in the areas of Space Systems; and

Whereas, the ECE Department has a well-established and broad set of technical elective courses that provide students with the opportunity to gain further knowledge and experience in many different aspects of Electrical and Computer Engineering, and the new Major in Space Systems establishes a required set of courses of the Space Systems area while maintaining a robust curriculum within the same accredited Electrical Engineering Degree; and

Whereas, a strong number of students continue to select Space Systems technical elective courses indicating a continued interest in the studies of Space Systems; and

Whereas, the establishment of the Major in Space Systems enables the ECE Department and the interested students to more clearly guide and establish educational objectives that align with societal, industrial and governmental needs; and

Whereas, Space Systems studies prepares students for a wide range of advanced degree studies, or makes them more marketable with potential employers seeking students with this specific knowledge; and

Whereas, the Major in Space Systems will provide for more curricular flexibility and specialization within the ECE Department, as well as a wider opportunity to participate in cross-disciplinary initiatives across the university.

Therefore, let it be resolved that the Major in Space Systems be approved for addition to the Bachelor of Science in Electrical Engineering effective Spring 2018 and the proposal forwarded through University governance and the President for approval.
COMMISSION ON UNIVERSITY SUPPORT
RESOLUTION TO RENAME, UPDATE CHARGE, AND CHANGE MEMBERSHIP OF
THE COMPUTING AND COMMUNICATION RESOURCE COMMITTEE
CUS RESOLUTION 2017-18A

WHEREAS, the Computing and Communications Resources Committee that reports to the Commission on University Support has been dormant for a number of years; and,

WHEREAS, the function of the committee has since been adopted by a set of advisory subcommittees charged with reviewing and evaluating the units within the university’s Division of Information Technology so as to better address the breadth and complexity of the university’s reliance on computing, communication, and other information technology services; and,

WHEREAS, the Vice President for Information Technology and CIO endorses a change in the scope of the committee to better address the ever-changing technology climate and provide a reporting structure for the advisory subcommittees through this committee to the Commission on University Support; and,

WHEREAS, the proposed name change to “Information Technology Services and Systems” better reflects the variety of information technology services critical to Virginia Tech’s faculty, staff, and students, as well as the breadth of the types of systems, both at Virginia Tech and contracted, that provide these services; and,

WHEREAS, the Vice President for Information Technology and CIO further endorses the appointment of four department heads from the Division of Information Technology to the committee to staff the advisory subcommittees and serve as content matter experts (as described in the proposed charge), in order to ensure that the committee has direct access to operational units within the Division of Information Technology; and

WHEREAS, the proposed membership would ensure at least two staff, two A/P faculty, and two tenured or tenure-track faculty among the at-large membership and seek to include representation from university locations beyond the main campus;

NOW, THEREFORE, BE IT RESOLVED that the name of the Computing and Communications Resources Committee be amended to the “Information Technology Services and Systems Committee”; and
BE IT FURTHER RESOLVED that the charge of the Information Technology Services and Systems Committee be amended as follows:

**Current:**
CHARGE: To make recommendations for the efficient utilization of the University's computer facilities and to recommend policies that relate to the operation, maintenance, and development of the University's communications network. The Committee's scope of concerns includes all instructional, research, extension, and administrative computing provided through the University's computing facilities, and all existing or proposed devices connected to the computing facilities.

**Proposed:**
CHARGE: To make recommendations for the effective offering and utilization of the University's information technology services and systems, and to recommend policies that relate to the governance of these services and systems. The Committee's scope of concerns includes all information technology services and systems related to instruction, research, outreach, and administration at the University. The committee organizes into four subcommittees to address specific aspects of information technology and services and to report to the committee. Each subcommittee will be chaired by a member of the Division of IT with other members being assigned or volunteering based on interest or knowledge of subject matter area. Subcommittees will focus on: (a) teaching and learning; (b) research computing and research support; (c) administrative systems and business intelligence; and (d) network infrastructure, identity and access management, information technology security, and user support.

AND BE IT FURTHER RESOLVED that the membership of the Information Technology Services and Systems Committee be amended as follows:

- The Vice President for Information Technology and CIO (also representing the Commission on University Support)
- Four department heads or other leaders in the Division of Information Technology, appointed by the Vice President for Information Technology and CIO, with expertise to address the breadth of information technology services and infrastructure at the university
- Ten at-large members of the faculty-A/P-faculty-staff (with appropriate expertise) nominated by the Vice President for Information Technology and CIO in consultation with the Presidents of the Faculty and Staff Senates and the chair of the Commission on Administrative and Professional Faculty Affairs (three-year terms). At least two must be A/P faculty members, at least two must be staff employees, and at least two must be tenured or tenure-track faculty members, with a goal to include representation from university locations beyond Blacksburg. At least one of the tenured or tenure-track faculty members must be a member of the Faculty Senate.
- One representative from the Graduate Student Assembly nominated by the Graduate Student Assembly (one-year term)
• One representative from the Student Government Association nominated by the Student Government Association (one-year term)
Joint Resolution to Update Membership of the Campus Development Committee
Commission on University Support and
Commission on Equal Opportunity and Diversity
Resolution CUS 2017-2018B & Resolution CEOD 2017-2018C

Approved by the Commission on University Support:           March 15, 2018
Approved by the Commission on Equal Opportunity and Diversity: March 19, 2018
First Reading by the University Council:                       April 2, 2018
Approved by the University Council:
Approved by the President:
Effective Date:                                                  August 1, 2018

WHEREAS, the Campus Development Committee (CDC) exists primarily to “make recommendations and to serve as a conduit to disseminate information and solicit feedback concerning the planned physical development of the university’s built environment;” and

WHEREAS, the Commission on Equal Opportunity and Diversity (CEOD) exists to advise on the university’s responsibilities regarding “accessibility, compliance, diversity, and inclusion;” and

WHEREAS, as part of the Inclusive VT initiative, the university community acknowledges that baseline compliance with Americans with Disabilities Act (ADA) regulations is no longer a sufficient measure or goal of campus accessibility; and

WHEREAS, we wish to exceed minimum requirements for physical accessibility by considering a wider range of topics such as universal design principles, single occupancy restrooms, and transportation infrastructure modifications in campus planning and construction efforts; and

WHEREAS, the CDC currently receives briefings and provides feedback to University Planning on a wide variety of university construction and renovation projects; and

WHEREAS, the Director of ADA and Accessibility Services serves as the university’s ADA Coordinator and provides oversight for physical accessibility for employees, students and visitors; and

WHEREAS, the CDC and campus construction and renovation projects would benefit from the two-way communication and perspective provided by adding a representative from the CEOD to the CDC;

THEREFORE LET IT BE RESOLVED, that the membership of the Campus Development Committee be amended to add:

- Director of ADA and Accessibility Services (Ex Officio)
- One representative from the Commission on Equal Opportunity and Diversity (one-year term)

AND BE IT FURTHER RESOLVED, that the changes take effect August 1, 2018.
Present: Janice Austin, John Benner, Allen Campbell, Martin Daniel, Mallory Foutch, Alan Grant, Debbie Greer, Amy Hogan, Karisa Moore, Mary Norris, Vicky Ratcliffe, Sue Teel, Lonnie Johnson, Margaret Ratcliffe

Absent: Maria Balota (with notice), Mary Christian, David Clubb (with notice), Jeremy Daubert (with notice), Laura Neff-Henderson, Monika Lawless (with notice), Prateek Mishra, Cayce Myers (with notice)

Dr. Austin called the meeting to order at 1:35pm. A quorum was present.

Note of Approval of Minutes from January 10, 2017 done electronically

Dr. Austin reported the minutes were sent out on Jan. 18 for review, and were approved electronically. They have since been forwarded to the University Council.

Old Business

Dr. Austin mentioned the open Resolution CAPFA 2017-2018A on telework, which had been tabled in the January meeting. Discussion on the resolution was moved to the end of the meeting, as some of the new business items may impact the resolution.

New Business

Dr. Austin then introduced the meeting guest, Martin Daniel, Associate Vice President for Human Resources Strategic Engagement. Mr. Daniel’s presentation focused on outlining some of the changes and restructuring to Human Resources and how the department is moving forward to best meet the challenges of not only describing and filling positions, but recruiting, retaining and training employees. Mr. Daniel opened his presentation with background on his career with Human Resources and various academic at Virginia Tech. He then described some of the drivers of change, including demographic changes, upcoming retirements and filling of such positions with the younger generation. The university is also drifting away from classified staff positions, with a large number of A/P faculty. The number of employees subject to the VA DHRM has continued to shrink.

Mr. Martin noted than current restructuring efforts at Human Resources reflect an inflection point where they are transforming to provide higher value and services. This work includes updating the department mission statement and addressing employment needs of the university through three layers:
1. Strategic Services – taking a more active role as a department to recruit, retain and train employees.
2. Consultative Services – Using data analytics more to identify trends and interpret what current needs and future needs will be and how best to address them
3. Administrative – Strategic Engagement with other departments to identify needs and fill positions

To address these three layers there are several goals.

1. Hire workforce that is comprehensive and competent to meet university needs
2. Capacity – how many people do we need, how do we improve the skills of people we have
3. Strategic HR programs/services to ease burden of hiring/retaining specialized positions, dealing with retirements

Mr. Martin stated that the HR department is stretched a little thin with personnel helping to cover needs of various departments. Mr. Martin also stated that HR will try to look into developing pipeline programs with help from community colleges for hard to fill technical positions. HR will also work to develop trainings for people who do similar jobs in various departments to improve efficiencies and reduce mistakes. Mr. Martin went on to further describe some of the details of these changes and how they may develop. He then ended his presentation and opened the meeting up for questions.

The Commission then moved to discussion of HR changes and questions. Mallory Foutch noted that there are people who have very similar positions and responsibilities but work in different academic departments may get compensated differently. Mr. Martin stated that the reasoning behind compensation is very complex where education, performance, experience, years of service, funding are all essential factors in the formula. Margaret Radcliffe stated that that for many A/P faculty there seems to be no clear organized career pathway, as there is with instructional/teaching faculty and research faculty. Mr. Martin conceded that in many ways that does appear to be the case. Dr. Grant noted that extension faculty do have three tiers or three promotion processes to go through.

Mr. Martin mentioned that the HR program is more fractured at Virginia Tech than other peer universities, each dept. has some HR staff with them. Some departments are in need of a recruiter, such as IT.

Allan Campbell asked that with these changes and new goals and new programs for HR, will HR have to add new people or forgo doing some tasks it currently does. Mr. Martin said that to what degree these changes may result in either outcome remains to be determined. Mr. Campbell then asked what position HR takes on Centralized vs. Decentralized administration. Mr. Martin stated that both are needed, those tasks which can gain efficiency through centralization (funding plans, market pay and competitiveness) will be centralized, those that require self-governance and independence (actual pay, hiring) will be decentralized.

Mr. Martin noted that we had approximately, 3,500 staff, up to 2,400 university staff, up to 1700 A/P faculty, 700 research faculty, 2,500 teaching and research faculty. Mr. Martin also noted that AP Faculty will be hit by retirements. Karisa Moore mentioned that the university restructuring will have an impact on how the university may fill positions, with less classified staff and more A/P faculty. Mr. Martin noted that HR tries to be stewards of resources, resources going in, resources going out. Revenue
requirements, velocity of applications, pay scale questions all go into filling vacancies. Use of data analytics will be incorporated into meeting notes.

Margaret Radcliffe asked what percent of jobs are funded from tuition. Mr. Martin noted that most are, except in the case of restricted positions. Ms. Radcliffe pointed out that from her point of view, in a research center, all the positions are restricted and none are funded by tuition. As research spending grows, she sees this trend toward restricted positions increasing. Dr. Austin asked how the VP for HR search was going, Mr. Martin noted that they are working with a hiring firm to find someone qualified, but it was outside of his responsibilities so he didn’t have any specific information.

Faculty Staff Headcount 1-13-18

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</tbody>
</table>

**Old Business**

The commission then returned to Old Business and the telework resolution. Discussion centered on what the resolution is meant to address, the definition of telework, what jobs at the university are affected by it and if the resolution should be passed by the commission. Mr. Martin stated that telework formulated for people who most often not in a campus office for the majority of the working week and that there are large segments of the university workforce that are exempted to this. He also stated the policy is not meant to address occasional work from home. After further discussion, Mr. Martin stated that HR will make some changes to the resolution and possibly bring it back to the commission.

**New Business**
Dr. Austin gave an update on the 3 grievances that have come before CAPFA. There is currently only one that is active. The commission then reviewed the current CAPFA grievance procedure. Amy Hogan stated that some of the procedures should be updated to match current policy. Dr. Austin and Amy decided they would make some of the needed revisions and present the updated edition at the next CAPFA meeting. Of the active grievances, only one of the two issues was grievable. Dr. Austin stated that that grievance is therefore at Step 2 of the procedure, selecting hearing panel members and solicited volunteers willing to serve on the panel.

Commission Representative Reports:

Commission on Staff Policy and Affairs – Margaret Radcliffe said that there was nothing new to report and that the only issue CSPA is currently addressing that would be of interest to CAPFA is the review of the winter closing policy.

Transportation and Parking – No Report

Commission on Student affairs – No Report

GSA – Mary Norris reporting. Dean Karen DePauw presented to GSA on reducing academic bullying.

Our next meeting will be March 14, 2018. The meeting then concluded at 2:54 p.m.
COMMISSION ON EQUAL OPPORTUNITY AND DIVERSITY
Full Membership Meeting
10:30AM, Monday, December 4th, 2017
Room B, The Graduate Life Center

Minutes

WELCOME

Deyu welcomed members at start time of 10:31 AM.

INFORMATION UPDATES AND DISCUSSIONS

CEOD is able to have a poster at the Advancing Diversity Workshop at Virginia Tech annual conference, which takes places on January 9, 2018. If members wish to take a look at this opportunity, please visit the Canvas site for more information. The last date to register for the conference is December 20th.

November meeting minutes were approved at 10:36 AM.

Ellington Graves’ CEOD subcommittee has written a response to white supremacy on behalf of CEOD.

Feedback was provided to the Commission on Graduate Studies and Policies on their resolution to incorporate an inclusion and diversity component into graduate education.

UNIVERSITY MASTER PLAN PRESENTATION

Jason Soileau, the University Architect and Assistant Vice President in the Office of University Planning visited CEOD and gave a presentation on the university’s ten-year master plan. He began with informing the group of where to locate all of the presentations on the VT Facilities website and that an email address is provided for encouraged feedback.

He then began his presentation talking about the Virginia Tech “sense of place” and the importance of the master plan staying true to that. InclusiveVT is a key component of the master plan, and Virginia Tech’s identified strategic advance is community. Mr. Soileau stated, “development of community and participation within a diverse and inclusive community teaches students how to live in a multicultural society and enhance their opportunities to build transformative leadership skills.” The Master Plan was tasked with respecting the past, impacting the present, and providing a vision for the future.

Sasaki and Associates was chosen for this project and is an internationally recognized and highly-awarded planning firm, and their scope of work on this plan is quite extensive. They have contacted over 20 peer institutions in order to best create a multitude of benchmarks and standards for the process. There is a new space policy on how to allocate space that is fair and equitable across campus; student life initiatives are imperative to focus on for this master plan.
He also mentioned a new utility infrastructure charged with thinking about infrastructure in a more holistic way and explained the future-looking strategy of the plan.

**PRESENTATION: ORGANIZATION AND COMMUNITY REPRESENTATIVES TO CEOD**

The Staff Senate stated their mission and goals were as follows: to serve as the representative body for the staff employees of Virginia Tech; to act in an advisory capacity to the university administration and governance system; to appoint or recommend staff representatives to University Council, commissions, advisory councils, committees, and other ad hoc committees as appropriate; to provide a two-way medium for the exchange of information between the staff and the administration; to foster a spirit of unity and cooperation; to provide referral for individual concerns and problems to appropriate organizations or personnel; to accept and share responsibility with the administration, faculty, and students in all efforts to attain the stated goals of the University.

Their top three priorities are to increase participation of staff in shared governance; ensure remote staff can participate (institutional support for video conferences for committees, commissions, and University Council); and review policies, benefits, HR procedures, and barriers that affect our lowest-paid staff.

Their priorities are related to CEOD because they are related to the economic diversity of our staff, who deal with commuting, parking, healthcare, childcare, retirement, and insurance in ways higher-paid staff never even think about. It affects their upward mobility (because they have less professional development opportunities they can take advantage of), which ultimately affects the economy/economic diversity of the entire region.

The American Indian Caucus stated their mission and goals were as follows: to create supportive and welcoming spaces for Peoples to connect and be empowered; to build reciprocal relationships between constituents; to ensure all voices are represented in university programming; to optimize the spirit of Virginia Tech’s land grant mission; to honor the Monacan Nation (as Virginia Tech is a land-grant university on Monacan land); to foster the development of positive and lasting collaboration between Virginia Tech and Virginia tribes; to promote the tenets of the university’s statement of purpose regarding culturally inclusive learning communities; and to engage Natives, especially youth, in pathways that might lead to future studies at Virginia Tech.

Their top three priorities are to mentor their existing constituency providing support across the spectrum of stakeholders; to address the concerns of Virginia’s indigenous communities within the state and beyond; and to connect the university’s resources with indigenous community resources.

**WRAP-UP DISCUSSION AND AGENDA FOR NEXT MEETING**

CEOD worked together to discuss problems and challenges the commission is experiencing and what specific knowledge, skills, and resources CEOD and its members need to meet the challenges. They also discussed what core information every member should know; mission/vision, charge, history, basic policy and procedure, etc.
The next meeting will be on Monday, February 5, at 10:30 AM in GLC Room B. The meeting was adjourned at 12:02 PM.

Respectfully Submitted,

Alexa Parsley
Recording Secretary, Commission on Equal Opportunity and Diversity
COMMISSION ON EQUAL OPPORTUNITY AND DIVERSITY
Full Membership Meeting
10:30AM, Monday, February 5th, 2018
Room B, The Graduate Life Center

Minutes

PRESENT: Mae Hey, Christa Miller, Maria del Carmen Jiménez, Kimberley Homer, Ellington Graves, Robin Queen, Kelly Oaks, Liz Spingola, Pamela Vickers, Lia Kelinsky (for David Clubb), Chris Saunders, Josh Iorio (for Julia Ross), James Venable III, Michele Waters, Yolanda Avent, Jennifer Nardine, Tracy Newton, Patty Perillo, Menah Pratt-Clarke, Marcy Schnitzer, Deyu Hu.

ABSENT: Jim Spotila (with notice), Christine Tysor (with notice), Khaled Hassouna (with notice)

GUESTS: Kayla Smith, Liza Morris, Alexa Parsley

WELCOME

Deyu welcomed members to the meeting at 10:30 AM by introducing the meeting’s agenda.

INFORMATION AND UPDATES

The December minutes were approved at 10:31 AM.

There was not time to discuss the resolutions from the Commission on Research and those will be discussed at next month’s meeting.

A link to the CEOD 2017-2018 achievements and plans is attached here. CEOD has big plans in the next phase and has made large improvements this year. This is the file that was used when Deyu met with President Sands on Friday, February 2nd.

Kimberley Homer shared information that there will be an event on Difficult Dialogue, and if you want to participate, there is a link on the Canvas page. Please see Appendix A.

PRESENTATION: UNIVERSITY GOVERNANCE STRUCTURE AND PROCEDURE (1 of 3)

Kim O’Rourke, Vice President for Policy and Governance and Secretary to the Board of Visitors, and April Myers, Associate Director of Governance Administration visited CEOD and gave a presentation on University Governance Structure and Procedure. Their roles are to focus on governance policy and procedure. Please see Appendix B.
Shared governance at Virginia Tech is a priority to university administration and stakeholders. The Office of the Vice President for Policy and Governance was created in Fall 2017 and has three areas of focus: policies, shared governance, and the Board of Visitors. The policy area focuses on administrative policies and University Council, and these policies are found in many places: numbered university policies, Presidential Policy Memoranda, handbooks, and catalogs. A Policy Advisory Committee has been established and consists of about ten people who have the capability to add/adjust as needed. The shared governance area focuses on the balance between administration, faculty, staff, and student participation in decision-making processes, and is a collaborative effort between major groups. It also allows university constituents a share in key decision-making processes and gives major groups a voice. The Board of Visitors area focuses on the responsibilities and expectations of members of the Board. More information can be found by following this link.

The Office of the Vice President for Policy and Governance has a new website and you can learn more here.

University Council also has a webpage where you can locate the Bylaws, Constitution, and meeting minutes of other commissions and committees. Please follow this link for more information.

PRESENTATION: VIRGINIA TECH’S SHARED GOVERNANCE STRUCTURE (2 of 3)

The need for shared governance is to reconcile managerial authority the Board has and the professional and scholarly authority of the faculty. In the late 1980s, President McComas established a taskforce to take a look at Virginia Tech’s governance structure and a new constitution was approved in 1991, implemented in 1992, and in 1993 a taskforce was created to examine the bylaws. The new University Council bylaws were implemented in 1995, CEOD was created in 2003, and President Steger appointed a taskforce in 2004 to review the University Council membership. In 2015, another level of review was implemented – review of CFA, CGSP, COR, and CUSP resolutions by Faculty Senate prior to forwarding to University Council. Currently, any resolutions that come forward from any of these groups have to go to Faculty Senate for review, and Faculty Senate has the opportunity to waive said review.

CEOD is the newest commission and the only commission to be added since the current governance structure was implemented in 1995. The resolution to establish CEOD was brought to University Council by Vice President for Multicultural Affairs Ben Dixon and Vice Provost Pat Hyer. It reflected the University Strategic Plan Update 2001-2006 and the 2000-2005 Diversity Plan.

CEOD is the largest commission with the most complex membership process. There were originally 31 members and now there are 36; Veterans Caucus, Asian American Caucus, and three ex-officio administrators have been added. CEOD has plans to change the membership process and the definition of a caucus.
A few highlights of CEOD’s actions are: passing revisions to Policy 1025, passing resolution that all faculty members be asked to report on diversity-related accomplishments annually on their FAR, and establishing Virginia Tech Strong Together Week (now Principles of Community Week) as the week after spring break.

PRESENTATION: THE FLOW OF A RESOLUTION THROUGH THE GOVERNANCE PROCESS (3 of 3)

There are three parts to a resolution: a heading, a body, and a closing. The heading should be the name of your commission, what you are seeking to pass, and the name of the resolution, along with the approval process (who has approved/signed). The body consists of two-to-three “whereas” statements that identify what you really want, and are descriptive statements of what problems you are trying to solve. The closing is your “therefore, be it resolved” statement that tells exactly what you are voting on and trying to accomplish. This is the most important piece.

WORK GROUP UPDATES AND PRESENTATIONS

The Diversity in Academic Mission workgroup is talking about white supremacy on campus, their initial focus is following through on promise to bolster campus conversation around this issue. They are working on two events that will likely happen in concert with Principles of Community week, which is the week of March 12th. One is a panel of alumni who were involved in student efforts that led to the development of the Principles of Community, talking about their roles and experiences using activism. This workgroup is reaching out to Student Affairs and Human Resources about bias reporting and understanding how those processes work and what information is coming through there.

The Human Resources workgroup reviewed the proposed revision to the Non-Discrimination Statement and CEOD members supported the recommendations. The LGBTQ Caucus expressed a willingness to meet with anyone who has concerns about the revised statement. Please see Appendix C.

The Governance and Recognition workgroup gave a presentation and led a discussion about the Principles of Community Awards. Kelly Oaks, Robin Queen, Kimberley Homer, and Deyu Hu have volunteered to serve on the awards committee for this.

AGENDA FOR NEXT MEETING

The Commission on Graduate Studies and Policies will be presenting a resolution to incorporate an inclusion and diversity component into diversity education.

The LBGTQ+ Climate Results will be presented at next month’s meeting.

The Organization/Caucus Analysis results will be presented at next month’s meeting.
Folks are encouraged to nominate someone or self-nominate to serve as Vice Chair. Usually, the Chair serves for one year and the Vice Chair has a shared understanding of the governance and policy process within CEOD. The Vice Chair then assumes the position of the Chair.

Deyu has done a great amount of work for CEOD, and trying to do this work (alone, especially) is not a sequential matter.

The meeting was adjourned at 11:57 AM. Workgroups have the hour afterwards to convene in GLC Room B.

Respectfully Submitted,

Alexa Parsley
Recording Secretary, Commission on Equal Opportunity and Diversity
Controversial Topics and Difficult Dialogues:
Effectively Engaging Students in Critical Conversations in the Classroom

Libby Roderick
Director of the Difficult Dialogues Initiative, University of Alaska Anchorage

In this interactive workshop, participants will focus on strategies to effectively engage students on controversial topics in the classroom. Specifically, participants will:

- explore and practice strategies for effectively introducing the most common controversial topics in higher education classrooms;
- become aware of the broader context of the national Difficult Dialogues initiative, briefly examine the rights and responsibilities of academic freedom, and
- discuss how to effectively respond to unexpected controversy and/or disruptive students in the classroom.

The workshop is based upon the UAA publication Start Talking: A Handbook for Engaging Difficult Dialogues in Higher Education (2008). This publication is intended as a field manual for educators who want to strengthen their teaching and engage their students more effectively in conversations about the most important issues of our time.

Tuesday, February 13, 2018
1:30PM-4:30PM
Torgersen Hall, Rm. 1120

Register today at www.nli.tlos.vt.edu

Sponsored By: The Center for Excellence in Teaching and Learning (formerly CIDER)
Overview of Shared Governance at Virginia Tech

Kim O’Rourke
Vice President for Policy and Governance
Shared Governance at Virginia Tech

- Office of the Vice President for Policy and Governance
- Virginia Tech’s shared governance structure
- How the Commission on Equal Opportunity and Diversity fits in
- Responsibilities of governance roles
- The flow of resolutions through the governance process
- How to write an effective resolution
- Submitting committee, commission, and council meeting minutes
- Recording Keeping Responsibilities
Office of the Vice President for Policy and Governance

- Created Fall 2017
- Three areas of focus
  - Policies
    - Process oversight
    - Official repository/archive
  - Shared governance
  - Board of Visitors

www.vppg.vt.edu
Office of the Vice President for Policy and Governance

Policies

- Two general types (Policy 1000: Policy on Policies)
  - Administrative (created by vice presidents)
  - University Council
- Policies are found in many places
  - Numbered university policies
  - Presidential Policy Memoranda
  - Handbooks
  - Catalogs
- Consistency of Terminology
  - Policies
  - Procedures
  - Standards
  - Guidelines
  - Protocols
- Policy Advisory Committee
Virginia Tech’s Governance Structure

The Office of the Vice President for Policy and Governance ensures the integrity of the university’s governance framework.

Other constituent groups involved in the shared governance process: Student Government Association, Graduate Student Assembly, Faculty Senate, Staff Senate, College Faculty Associations, Representative Groups (e.g., caucuses, content experts such as ADA, police)
What is shared governance?

• Balance between administration, faculty, staff, and student participation in decision-making processes
• Collaborative effort between major groups
• Allows university constituents a share in key decision-making processes
• Gives major groups a voice but not necessarily final authority
Virginia Tech’s Governance Structure

Board of Visitors

• A public corporation under the control of the General Assembly of the Commonwealth of Virginia
• 14 members, including 13 appointed by the Governor and one ex officio – the President of the Board of Agriculture and Consumer Services
• At least six of the 13 must be alumni; a maximum of three may reside out of state
• Either the Rector of the Vice Rector must be a Virginia resident
• No compensation
• Code of Ethics
Virginia Tech’s Governance Structure

Board of Visitors Committees (restructured 2017)

• Academic, Research, and Student Affairs
• Buildings and Grounds
• Compliance, Audit and Risk
• Finance and Resource Management
• Governance and Administration
Late 1980s
President McComas established a taskforce

1991
New constitution was approved to make changes to University Council Commissions

1992
The new constitution was implemented

1993
A taskforce was established to recommend changes to the University Council By-laws
1995
The new University Council By-laws were implemented

2003
CEOD was Created

2004
President Steger appointed a taskforce to review the University Council membership

2015
Another level of review was implemented
Review of CFA, CGSP, COR, & CUSP resolutions by Faculty Senate prior to forwarding to University Council
Virginia Tech’s Governance Structure

The Office of the Vice President for Policy and Governance ensures the integrity of the university’s governance framework.

The diagram shows the structure of the University Council, which has approximately 75 members, including 6 non-voting members. The council is responsible for overseeing the various commissions and committees that handle different aspects of university operations, such as academic research, student affairs, and administrative and professional faculty affairs.

Other constituent groups involved in the shared governance process include the Student Government Association, Graduate Student Assembly, Faculty Senate, Staff Senate, College Faculty Associations, and Representative Groups (e.g., caucuses, content experts such as ADA, police).
How the CEOD Fits In

CEOD is the newest commission and the only commission to be added since the current governance structure was implemented in 1995

Resolution to establish commission brought to University Council by Vice President for Multicultural Affairs Ben Dixon and Vice Provost Pat Hyer. Reflected University Strategic Plan Update 2001-06 and Diversity Plan 2000-05

- October 2002 – University Council passes resolution
- December 2002 – BOV approves commission in concept
- March 2003 – BOV approves resolution changing University Council constitution to add CEOD
- April 2015 – University Council passes updated charge
- August 2015 – BOV approves updated charge
How the CEOD Fits In

CEOD is largest commission with the most complex membership process

Originally 31 members, now 36
  • Added Veterans and Asian American Caucuses (April 2016)
  • Added 3 ex officio administrators (Sept. 2009, April 2016)

CEOD Plans
  • Changing membership – University Council By-laws (UC change)
  • Definition of caucus – University Council (PPM)
How CEOD Fits In

CEOD Actions

• Passed revisions to Policy 1025: Anti-Discrimination and Harassment Prevention Policy
  • March 2005
  • February 2009
  • March 2010
  • April 2014

• Passed resolution that all faculty members be asked to report on diversity-related accomplishments annually on their FAR – March 2006 (endorsed by CFA)

• Established Virginia Tech Strong Together Week as the week after spring break to recognize the establishment of the Principles of Community – April 2014

• Passed a resolution affirming CEOD’s role within InclusiveVT; CEOD will be engaged on policy modifications, additions, and opportunities to advance EO/AA, diversity, and inclusion at Virginia Tech – February 2015

• Passed resolution stipulating review of Pathways Curriculum during 2016-17 to review the ways in which intersectional diversity could be incorporated – April 2016. Resulted in a resolution passed by CUS&P in spring 2017.
Responsibilities of Governance Roles

• Responsibilities of Chairs
  • Agenda planning
  • Meeting with the President, Provost, VPPG, and commission chairs each semester
  • Chairing meetings and being familiar with parliamentary procedures
  • Posting meeting dates
  • Writing resolutions and sharing with Faculty Senate, Staff Senate, GSA, & SGA
  • Be mindful of financial and legal implications of proposed resolutions; seek guidance.
  • Writing meeting minutes and forwarding to Secretary of UC after approval
  • Forwarding items needing UC action to Secretary of UC by deadline
  • Mentoring new chair
  • Record-keeping

• Responsibilities of Constituent Representatives
  • Two-way communication
  • Reviewing materials
  • Getting input
Responsibilities of Governance Roles

• Responsibilities of the University President
  • Chair University Council meetings
  • Decide on policies
  • Make appointments, appoint most committee chairs

• Responsibilities of Constituent Organizations
  • Conducting annual election/nomination process and submitting representative names to Secretary of UC by deadline
The Flow of a Resolution Through the Governance Process

1. Resolution is presented to commission for 1st reading
   - Faculty Senate Reviews Resolution or Waives Review
     - Yes: Faculty Senate Review Needed?
       - Yes: Resolution forwarded to the University Council
         - Resolution forwarded to President for Approval
           - Is it Approved?
             - Yes: Resolution forwarded to a Committee of the Board of Visitors
               - Board of Visitors Committee discusses the resolution
                 - Board of Visitors Committee votes to approve the resolution
                   - Did it Pass?
                     - Yes: Resolution forwarded to the Full Board of Visitors for approval
                     - No: Resolution Dies
                   - No: Resolution Dies
                 - No: Resolution Dies
               - No: Resolution Dies
             - No: Resolution Dies
           - No: Resolution Dies
         - No: Resolution Dies
       - No: Resolution forwarded to University Council for 1st reading
         - Resolution is presented to University Council for 2nd reading and vote
           - Did it Pass?
             - Yes: Resolution forwarded to the Full Board of Visitors for approval
               - Resolution forwarded to the Full Board of Visitors for approval
             - No: Resolution Dies
           - No: Resolution Dies
         - No: Resolution Dies
     - No: Resolution is presented to commission for 2nd reading and vote
       - Did it Pass?
         - Yes: Resolution forwarded to the Full Board of Visitors for approval
           - Resolution forwarded to the Full Board of Visitors for approval
         - No: Resolution Dies
       - No: Resolution Dies
How to Write an Effective Resolution

How do you know if a resolution is needed?

• A commission is proposing a new policy
• A commission is making significant revisions to existing policy statements
• Approval of new degree programs
• General rule, if it is something important, it should probably be presented to University Council as a resolution
How to Write an Effective Resolution

Resolution Format

Heading:

Resolution to Discontinue the Master of Science in Hospitality and Tourism Management
Commission on Graduate Studies and Policies
Resolution 2016-17B

Approved, Commission on Graduate Studies and Policies May 5, 2016
Faculty Senate Review: Waived
First Reading, University Council September 19, 2016
Approved, University Council October 3, 2016
Approved, President October 3, 2016
Approved, Board of Visitors November 7, 2016
Effective Date: May, 2018
Resolution Format

WHEREAS statements:

WHEREAS, the M.S. in Hospitality and Tourism Management was flagged by the State Council of Higher Education for Virginia (SCHEV) in 2013 as being below the minimum numerical standards for enrollment or degrees awarded, in accordance with SCHEV guidelines for program viability; and

WHEREAS, the M.S. in Business Administration offers similar educational objectives as the M.S. in Hospitality and Tourism Management; and

WHEREAS, any students enrolled in the M.S. in Hospitality and Tourism Management degree program who return to complete their degree after the discontinuance date shall be accommodated by the M.S. in Business;
How to Write an Effective Resolution

Resolution Format

THEREFORE BE IT RESOLVED statement:

NOW, THEREFORE, BE IT RESOLVED, that the M.S. in Hospitality and Tourism Management be discontinued effective May, 2018.
Resolution to Discontinue the Master of Science in Hospitality and Tourism Management
Commission on Graduate Studies and Policies
Resolution 2016-17B

Approved, Commission on Graduate Studies and Policies May 5, 2016
Faculty Senate Review: Waived
First Reading, University Council September 19, 2016
Approved, University Council October 3, 2016
Approved, President October 3, 2016
Approved, Board of Visitors November 7, 2016
Effective Date: May, 2018

WHEREAS, the M.S. in Hospitality and Tourism Management was flagged by the State Council of Higher Education for Virginia (SCHEV) in 2013 as being below the minimum numerical standards for enrollment or degrees awarded, in accordance with SCHEV guidelines for program viability; and

WHEREAS, the M.S in Business Administration offers similar educational objectives as the M.S in Hospitality and Tourism Management; and

WHEREAS, any students enrolled in the M.S in Hospitality and Tourism Management degree program who return to complete their degree after the discontinuance date shall be accommodated by the M.S. in Business;

NOW, THEREFORE, BE IT RESOLVED, that the M.S. in Hospitality and Tourism Management be discontinued effective May, 2018.
Submitting Committee, Commission, and Council Meeting Minutes

1. Minutes are to be drafted at the earliest possible time after the meeting

2. Have the chair proof the minutes

3. The content of the minutes should include information affecting items on the approved agenda and should be recorded in the same order

4. Be concise with recording the minutes
Submitting Committee, Commission, and Council Meeting Minutes

5. It is helpful to have a draft of the minutes prepared prior to the meeting

6. Any items requiring action (motions & amendments) should have a motion to approve, are seconded, and approved by vote

7. Discussion items are to be recorded as other items and only include pertinent information
Submitting Committee, Commission, and Council Meeting Minutes

8. Distribution of approved minutes
   - Committee minutes should be forwarded to the appropriate commission for information and to the secretary of University Council for posting to governance website.
   - Commission minutes should be forwarded to the secretary of University Council for placement on the agenda of the next University Council meeting, and upon acceptance by University Council, will be posted on the governance website.
   - University Council minutes will be voted on and approved electronically and posted to the governance website.
Record Keeping Responsibilities

1. The secretary of University Council is responsible for University Council records and posting them to the governance website.

2. The chairs of commissions are responsible for commission records and forwarding them to the secretary of University Council for posting to the governance website.

3. The chairs of the committees are responsible for committee records and forwarding them to the appropriate commission and to the secretary of University Council for posting to the governance website.
“All voices are important at Virginia Tech. Through shared governance, we can work together to advance our vision for the university.”

-President Tim Sands
Resources

www.vppg.vt.edu

www.bov.vt.edu

www.governance.vt.edu

http://www.policies.vt.edu/index.php
TO: Commission on Equal Opportunity and Diversity
FROM: CEOD HR Workgroup
DATE: February 1, 2018
RE: Review of university non-discrimination statement

In November 2017, the university received a request to review our non-discrimination statement. At the CEOD HR Workgroup (“workgroup”) meeting on December 4th, we reviewed the concerns that were raised. To ensure we had a complete review of our current statement, federal and state law, statements at our peer institutions, and broad input from the campus community, we formed a workgroup subcommittee.

Dr. Kelly Oaks, Assistant Vice President for Equity and Accessibility, chaired this subcommittee. Extensive outreach efforts were conducted, and input was gathered from the current, on-campus LGBTQ+ community, including faculty, staff, and students. There was a unanimous consensus among the stakeholders most affected by this proposed change that the proposed language change is not wanted. A summary of the comprehensive review by the workgroup subcommittee, including findings and recommendations, is attached.

On Wednesday, January 31, 2018, the workgroup had a thorough and thoughtful discussion regarding the work of the subcommittee. The themes generated from the discussion include:

- While concern was expressed about the university’s non-discrimination statement and request was made that the university add to “sex, sex identity, and sex expression”, there is no common definition or understanding of the terms sex identity or sex expression.

- There are some references to the trans community, in the received request, that could be interpreted as being offensive and divisive and could potentially hinder the university’s Inclusive VT efforts rather than help advance this very important work.

- The trans students and LGBTQ+ community at Virginia Tech were asked about the current non-discrimination statement. They expressed no concerns and felt the current statement is inclusive.

The workgroup accepts the recommendations outlined in the subcommittee’s report and recommends that the Commission on Equal Opportunity and Diversity affirm these recommendations, including adding sex to the university’s non-discrimination statement.
The revised statement, adding sex as a protected class, would read as follows:

Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, sex, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, genetic information, or veteran 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.

With the addition of sex to our non-discrimination statement, our statement will mirror state and federal law. Since we are bringing consistency to our statement with the law, there is no requirement for this change to move through the governance system for approval.

Given the significant work and discussion that has occurred over the last two months, the workgroup felt it was important to bring this report to the full CEOD and request the Commission provide a letter also supporting the subcommittee recommendations.
On February 1, 2018, the CEOD HR Workgroup (“workgroup”) provided a review of the university non-discrimination statement. This document was shared with all members via email and on the CEOD Canvas site on February 3, 2018. In this document, the workgroup described a request to review the university non-discrimination statement and the work completed as part of the review, including benchmarking with peer institutions, mirroring federal and state law, and extensive outreach to campus communities. Based on thorough reviews and extensive discussions, the workgroup presented recommendations regarding the university non-discrimination statement.

On February 5, 2018, the workgroup presented the recommendations to CEOD members in its full membership meeting and answered questions. All CEOD members present expressed support for the recommendations. As such, the CEOD endorses the workgroup’s recommendations regarding the university non-discrimination statement.

Yours in solidarity,

Deyu Hu
Chair, The Commission on Equal Opportunity and Diversity

Absent: L. Brogdon, J. Spotila, P. Young

Guests: T. Bluestein, E. Plummer

Upcoming Meetings: Jan. 19, 2018 (130 Burruss), Feb. 2, 2018 (130 Burruss)

1. Welcome and Approval of Agenda J. Ferris

Meeting called to order at 10:30 a.m.
The agenda was approved unanimously.

2. Approval of November 17, 2017 Minutes J. Ferris

The minutes were approved unanimously.

3. Promotion and Tenure (P&T) Work Group Update J. Ferris

J. Ferris, Chair of the Commission on Faculty Affairs, gave an update on the Promotion and Tenure (P&T) Work Group. J. Ferris presented a Dear Colleague Letter drafted by the Work Group to be sent to Deans and the Department Head Executive Committee. J. Ferris solicited any feedback on the letter from the Commission on Faculty Affairs, and the Commission expressed unanimous support for the Dear Colleague Letter. The Commission discussed that the charge of the Work Group is to clarify issues with Promotion and Tenure, and that the Work Group intends on putting any changes through University Governance. J. Ferris asked the Commission to please let him know if there are any further topics or issues that they believe the Work Group should review.

4. UC Resolution 2017-18A J. Ferris

UC Resolution 2017-18A was reviewed by the Commission on Faculty Affairs. UC Resolution 2017-2018A is a resolution originating in the Staff Senate which will bring it to the University Council Meeting on December 4, 2017 for a First Reading. The Commission on Faculty Affairs expressed support for the Resolution and J. Ferris, Chair of the Commission on Faculty Affairs may report that the Commission supports the resolution if prompted at University Council. The Commission discussed that there will need to be a discussion about implementation of this resolution, if passed, and it was suggested that this discussion include A. Myers, Associate Director of Governance and Secretary to University Council.

5. Employee Benefits Update G. Amacher

G. Amacher, Commission on Faculty Affairs Representative to the Employee Benefits Committee, reported that Virginia Tech Human Resources has researched health benefits
for tenured track faculty retirees at SCHEV peer institutions. Human Resources found that retirement benefits differ widely, and that peer institutions often change retirement benefits because of recruitment and retention issues. Human Resources supports further researching the issue of retirees receiving a $4/month per year of service allowance that is insufficient to provide Medicare Part B. The Commission recommended that Human Resources and/or the Employee Benefits Committee consider other institutions (William & Mary, University of Virginia, Virginia Commonwealth University, and George Mason University) to understand if they further supplement the $4 allowance for Medicare Part B. G. Amacher reported that Human Resources would like evidence that benefits issues are causing problems with recruiting and retention of faculty, and asked the Commission on Faculty Affairs to offer any suggestions that he can bring to the next Employee Benefits Committee meeting on January 31, 2018.

J. Finney, Vice Provost for Faculty Affairs will attend the January 31, 2018 Employee Benefits Committee meeting to present on child care issues.

6. Other Business

The Commission unanimously voted to cancel the next scheduled Commission on Faculty Affairs meeting on December 15, 2017.

The Commission on Faculty Affairs thanked member L. Geyer for his service as he will be retiring soon.

7. Adjourn

The meeting was adjourned at 11:10 a.m.
Commission on Faculty Affairs
Minutes
February 2, 2018
10:30 a.m.-12:00 p.m.
130 Burruss Hall

In Attendance:  R. Hicok (acting chair), G. Amacher, S-Y. Chien, J. Ferris, V. Groover, M. Paretti, D. Stoudt (for R. Blieszner), R. Willis, P. Young


Guests:  T. Bluestein, E. Plummer

Upcoming Meetings:  Feb. 16, 2018 (130 Burruss); March 2, 2018 (130 Burruss)

1. Welcome and Approval of Agenda  R. Hicok
   Meeting called to order at 10:30 a.m.
   The agenda was approved unanimously.

2. Approval of January 19, 2018 Minutes  R. Hicok
   The minutes were approved unanimously.

3. Promotion and Tenure Work Group Update  R. Hicok
   R. Hicok gave an update on the Promotion and Tenure Work Group meeting from the morning of February 2, 2018. The Work Group is going through the entire Promotion and Tenure section in the Faculty Handbook and have begun making preliminary recommendations for changes, but discussions are ongoing and will need to be expanded upon prior to the Work Group presenting any proposed changes to the Commission on Faculty Affairs. Topics briefly considered by the Commission in discussion included dossiers, notification, letters from former advisors for positions at Virginia Tech, and the correct location for certain changes (i.e. in the Faculty Handbook or College guidelines). Finally, it was suggested that a joint Promotion and Tenure Work Group/Commission on Faculty Affairs meet to bring forward recommendations.

4. Open Access Policy Work Group Update  P. Young
   P. Young, member of the Commission on Faculty Affairs and representative on the Open Access Policy Work Group, gave a presentation about the Work Group’s work on an Open Access policy at Virginia Tech. P. Young discussed the Work Group’s charge and mission to draft an Open Access policy for consideration, and provide outreach to faculty to collect feedback about the potential policy. In addition, the presentation briefly discussed what Open Access is, why it is important, what other peer institutions do in terms of Open Access Policies.

5. Other Business  R. Hicok
   No other business was discussed.
The meeting was adjourned at 12:00 p.m.
Commission on Faculty Affairs
Minutes
February 16, 2018
10:30 a.m.-12:00 p.m.
130 Burruss Hall

In Attendance: R. Hicok (acting Chair), R. Blieszner, A-Y Chien, J. Finney, V. Groover, M. McGrath, M. Paretti, T. Schenk, J. Spotila, R. Willis, P. Young

Absent: G. Amacher, L. Brogdon, G. Daniel, J. Ferris, R. Speer

Guests: T. Bluestein, D. Musick (VTCSOM)

Upcoming Meetings: March 2, 2018 (130 Burruss); March 16, 2018 (130 Burruss)

1. Welcome and Approval of Agenda
   R. Hicok
   Meeting called to order at 10:30 a.m.
   The agenda was approved unanimously.

2. Approval of February 2, 2018 Minutes
   R. Hicok
   The minutes were approved unanimously.

3. Promotion and Tenure Work Group Update
   R. Hicok
   R. Hicok, acting Chair of the Commission on Faculty Affairs, gave an update about the Promotion and Tenure Work Group. The Work Group continues to meet to discuss changes in the Promotion and Tenure process outlined in the Faculty Handbook. These changes will be submitted to the Commission in the form of resolutions for consideration by the Commission at future meetings. Discussion centered around two issues that the Work Group is debating: having Department Heads/Chairs not be part of committee deliberations at the department/college level and notification. The Work Group will continue to meet to discuss changes to propose to the Commission and welcomes Commission members to make recommendations as these proposals are drafted.

4. VTCSOM Integration
   R. Hicok
   R. Hicok, acting Chair of the Commission and J. Finney, Vice Provost for Faculty Affairs presented Resolution 2017-18B (Resolution to Approve VTCSOM Doctor of Medicine (MD) Degree Program). This Resolution was brought to the Commission to review it and be made aware that it will be going through governance directly through to University Council. University Council will have its first reading of the Resolution on February 19, and will have a second reading and vote prior to being submitted to an emergency meeting of the Virginia Tech Board of Visitors Executive Committee by March 15, 2018.

5. Other Business
   R. Hicok
   No other business was discussed.
The meeting was adjourned at 11:36 a.m.
In Attendance: J. Ferris, (chair)
G. Amacher, R. Blieszner, K. DeBose (for Philip Young), J. Finney, R. Hicok, M. McGrath, V. Groover, M. Paretti, T. Schenk, R. Speer, R. Willis

Absent: A. Chien, L. Brogdon, G. Daniel, J. Spotila

Guests: B. Bodo, E. Plummer, J. Williams

Upcoming Meetings: March 16, 30; April 13, 27

1. Welcome and Approval of Agenda
   Meeting called to order at 10:30 a.m. The agenda was approved unanimously.

2. Approval of Feb. 16, 2018 Minutes
   The minutes were approved unanimously.

3. Faculty Assessment in General (P&T, FAR) and Teaching Assessment Specifically (SPOT Surveys)
   B. Bodo and J. Williams from the university’s Office of Assessment and Evaluation talked about the role of the SPOT in evaluating and providing feedback to faculty members on teaching. The office is engaged in evaluating SPOT and implementing ways to improve response rates and use of the evaluation tool. Best feedback for teaching is from peer review and evaluation including videotaping however, this approach can be costly and is time consuming. Low response rates from students on the SPOT are problematic. Some faculty members ask students to bring a device to class and they fill out the evaluation during class time. It does increase response rate. Discussion included ideas in which current data might be analyzed to provide additional context for understanding results. Is there value in anchoring survey questions in behavioral observations? The use of peer reviews is good practice, are there ways to improve the practice of peer review? What is the value of numeric results and what is the value of comments/qualitative data? Add a mention of SPOT on the syllabus?

   M. McGrath moved, and B. Hicok seconded, and commission members unanimously agreed, to recommend that the Faculty Senate establish a work group to explore approaches and possible improvements to teaching evaluations (SPOT). The CFA suggests that the work group consult previous work done that looked at the university’s teaching evaluations, and that the work group include members of the university’s Academy of Teaching Excellence, Student Government Association, Graduate Student Assembly, and the office of assessment and evaluation.

4. Promotion and Tenure Work Group Update Faculty Handbook Section 3.4.4.1 Departmental Evaluation for Promotion and Tenure
   Members of the commission reviewed language prepared by the P+T workgroup. The language is intended for inclusion in the faculty handbook, chapter three, section 3.4. Next step is to share the proposed language with a letter that explains the context within which the suggested language should be considered. The proposed language does not address all/additional changes that are being considered in this section of the faculty handbook. In this version of the suggested language, only
departments, not schools or colleges, are considered. The language may need to reflect the manner in which P+T processes might be unique to colleges with schools in their structure.

The commission unanimously approved sending the draft suggested language on faculty handbook section 3.4 to the Council of College Deans, department heads, and Faculty Senate for review and feedback.

5. **Other Business**
   
   A) J. Finney brought to the attention of the commission a position paper describing how to support faculty members engaged in destination and strategic growth areas. In the interest of time, hard copies of the document were shared, and will be shared electronically.

   B) For information purposes, J. Finney shared copies of a resolution on VTCSOM faculty types, tracks, and ranks. The Executive Committee of the Board of Visitors will be considering this resolution, and two others, at a meeting called specifically for addressing time-sensitive SACSCOC-related accreditation matters associated with the integration of the VTCSOM on July 1, 2018. The appointment types, tracks (i.e. Tenure to Title), and ranks outlined in the resolution are exclusively for individuals who are not employed by the university such as physicians with clinical appointments at Carilion or other organizations.

6. **Adjourn.** The meeting was adjourned at 12:00 p.m.
MINUTES
Commission on Graduate Studies & Policies
February 7, 2018
3:30 – 5:00 p.m.
Graduate School Conference Room

Present: Kevin Edgar (Chair), Alan Abrahams, Adwoa Baah-Dwomoh, Rajesh Bagchi, Jacob Barney, Sudip Bhattacharjee, Nancy Bodenhorn, Karen DePauw (ex officio), Rachel Holloway, Alex Hyler, Erin Lavender-Stott, Peizhen Lu, Brett Netto, Hannah Parks, Gina French (for Robert Sumichrast), and Zhiwu Xie.

Absent with notification: Lesa Hanlin, Eric Hill, Xin Luo, Sally Paulson, Annie Pearce, and Martina Svyantek.

Absent without notification: Lujean Baab, Julie Billingsley, and Tyler Walters (ex officio).

Visitors and invited guests: Janice Austin, Ron Fricker, Muhammad Hajj, Bill Huckle, Jessie Mann, and Kenneth Wong.

Call to Order

The meeting was called to order by Dr. Edgar at 3:30 p.m.

Approval of the Agenda

The agenda was approved as presented.

Approval of the Minutes

The minutes of January 17, 2018 were approved as presented.

Committee Reports

Graduate Curriculum Committee

The minutes of January 25, 2018 were accepted as presented. Dr. Bagchi reported on the proposals reviewed and said the approval rate is improving. There will be no meeting this week.

Graduate Student Appeals Committee

Dr. DePauw has acted on the committee’s report for the most recent appeal and there are no further pending appeals.

Degree Requirements, Standards, Criteria, and Academic Progress (DRSCAP) Committee
Dr. Bodenhorn reported on a draft letter to be sent to the Council of Graduate Schools that seeks reconsideration of the April 15 resolution indicating that the deadline as the earliest required date for graduate students to respond to offers of assistantships is April 15. The commission supported the letter going forward. A Resolution to Incorporate an Inclusion and Diversity Education Component into Graduate Education was presented. The Graduate School Dean, Associate Deans and Director of OIRD would be included in a review of the diversity plans submitted from the departments. The proposed resolution will move forward to Faculty Senate for review. DRSCAP will not meet again in February.

**Constituency Updates**

**Graduate Student Assembly**

Ms. Hyler reported that Career Services staff attended a recent GSA meeting. A job board for graduate students will be developed. This past weekend’s social and basketball game were well attended, with representatives from northern Virginia and Roanoke. Unfortunately, the brunch was cancelled due to weather. A group of students from northern Virginia may also participate in spring commencement in Blacksburg. The GSA will explore additional topics to include parking, student fees, and mental health resources this spring.

**Graduate Honor System**

Ms. Lavender-Stott reported the first meeting on the constitution revision will be Monday.

**University Library Committee**

Dr. Xie reported on the pilot to explore graduate data management procedures. The main goal is to produce an inventory to manage data and improve research quality. One department has begun the pilot and two other departments are under consideration. A form for student disclosure of data, the Graduate Student Research Products Inventory, has been developed, indicating the type(s) of data being disclosed. As this process is adopted, an e-form may be developed. A preliminary survey has been developed with some responses. Faculty support a more defined procedure and do not see this process as burdensome. While it is not a top priority, faculty do support the process. Hong Kong University has developed a much more stringent plan than what is proposed in our pilot. The presentation will be added to SharePoint.

**Faculty Senate**

Dr. Barney and Dr. Abrahams had no report.

**Student Government Association**

There was no report.

**Board of Visitors**

Mr. Netto reported that next year’s representative will be announced soon.

**University Council and Commission Updates**
Dr. Edgar reported the Resolution UC 2017-18A Resolution to Amend the University Council By-Laws as Recommended by the Governance Task Force (Includes Governance Task Force report as requested by CSA Resolution 2015-16B & CFA Resolution 2015-16D) was approved.

The Commission on Student Affairs provided training at the most recent commission meeting. Also, CSA will be partnering with others to develop mental health awareness programs.

**Graduate School Update**

Dr. DePauw reminded everyone that the last full week of March is Graduate Education Week. The banquet and awards program will be held on Thursday evening. Everyone is invited to support their students at the appreciation lunch. The Cunningham and other fellowship nominations should be submitted now. An international student fee is being considered. The medical school integration is happening, and their leaders will be invited to this group for informal participation. The medical school will have its own honor system. Medical school students will also be invited to have representation with the GSA. Based on a wonderful opportunity to make a dual career hire, we will hire an Assistant Director for OIRD. Dr. DePauw announced that Dr. Hajj will resign effective July 1 and begin a new position at Stephens Institute of Technology.

**Old Business**

Dr. DePauw announced that TLOS will provide workshops for Feedback Studio and iThenticate soon. Availability will likely be in March. Implementation for the ETD will be Summer I and II. The student will submit the initial report to the faculty chair. A final report will be submitted to the Graduate School.

Dr. Bagchi announced the disrupting academic bullying website continues to evolve. Bryan Hanson will be organizing workshops at the college level. Common messaging will be included as well as action plans after bullying is identified. A workshop will also be offered for the graduate program directors.

**New Business**

Dr. Wong reviewed the NCR working groups summary provided to the Commission. The focus is only on programs offered in northern Virginia and is intended to generate revenue. Many of the programs that have been offered do not have common financial models. This is a barrier and a template that supports a standard financial model will allow for quicker implementation and scale. Program incubators may be helpful for new start-ups. Housing will be a critical consideration. The fundamental question for this working group is to address agility and speed in the market while maintaining academic quality.

Dr. Fricker presented the MA in Data Analysis and Applied Statistics. It has been offered on campus for the last year and a half. This degree will be offered in northern Virginia as a terminal degree in the next year or so. A director will likely manage this program when it begins in northern Virginia. Demand is being studied with consideration for the current big data interest. The model in northern Virginia will likely be a cohort group with support through other programs, maintaining the core curriculum as originally designed. The IGEP model will give students an opportunity to enter into various other academic programs and exit with this degree.
Dr. Austin reported on the processing time for plans of study. She reviewed plans of study from the point the plan enters Banner until Graduate School approval. Fifty-nine percent were approved within the first 30 days, 74% were within 60 days, 82% were approved within 90 days. Some plans are returned due to errors on submission. The highest volume months are May, July, and September. A question was fielded on why the Graduate School does not use DARS, the undergraduate system. The differences in undergraduate and graduate programs generally address why DARS would not be acceptable. Consideration will be given to potential improvements to the process in the future. Automating may have a positive impact on earlier student participation as well as the faculty finalizing the degree plan. Coordinator training was also recommended for improved accuracy and completion of the plans.

Announcements

The Resolution to Amend the University Council By-Laws as Recommended by the Governance Task Force was passed and will be effective fall, 2018.

Adjournment

The meeting was adjourned at 5:03 p.m.

Respectfully Submitted,

/s/

Marilynn R. King
On behalf of Karen P. DePauw, Ph.D.
Vice President and Dean for Graduate Education
MINUTES
Commission on Graduate Studies & Policies
February 21, 2018
3:30 – 5:00 p.m.
Graduate School Conference Room

Present: Kevin Edgar (Chair), Lujean Baab, Adwoa Baah-Dwomoh, Rajesh Bagchi, Jacob Barney, Nancy Bodenhorn, Karen DePauw (ex officio), Eric Hill, Alex Hyler, Erin Lavender-Stott, Peizhen Lu, Xin Luo, Brett Netto, Sally Paulson, Robert Sumichrast, Martina Svyantek and Hannah Whiteman.

Absent with notification: Alan Abrahams, Sudip Bhattacharjee, Lesa Hanlin, Hannah Parks, Annie Pearce, Tyler Walters (ex officio), and Zhiwu Xie.

Absent without notification: Rachel Holloway.

Visitors and invited guests: Janice Austin, Bill Huckle, Theresa Mayer, and Gary Sherman.

Call to Order

The meeting was called to order by Dr. Edgar at 3:33 p.m.

Approval of the Agenda

The agenda was approved as amended.

Approval of the Minutes

The minutes of February 7, 2018 were approved as presented.

Committee Reports

Graduate Curriculum Committee

Dr. Bagchi indicated there was no report.

Graduate Student Appeals Committee

Dr. DePauw indicated there was no report.

Degree Requirements, Standards, Criteria, and Academic Progress (DRSCAP) Committee

Dr. Bodenhorn reported DRSCAP did not meet last week. The Faculty Senate provided feedback to the proposed diversity resolution, CGS&P 2017-2018A. Dr. Bagchi will attend the next Faculty Senate meeting on March 13th and respond to the feedback provided.

Constituency Updates
Graduate Student Assembly

Ms. Hyler reported the next meeting will discuss election procedures and plans for the next Take Back the Night. A meeting was held yesterday with the administration to discuss accessibility in the master plan. Feedback was promising. The GSA will advertise information on the need for advocacy on the reauthorization of the Higher Education Act.

Graduate Honor System

Ms. Lavender-Stott reported there were no updates.

University Library Committee

There was no report.

Faculty Senate

Dr. Barney reported on the Faculty Senate’s discussion on the MD degree.

Student Government Association

Ms. Whiteman had no report.

Board of Visitors

Mr. Netto reported that interviews would be held next week for the next student BOV representatives.

University Council and Commission Updates

Dr. Edgar reported on approved degrees at University Council.

Ms. Hyler reported the GSA and CSA will partner on mental health issues, with a focus on expanding available services.

There were no other commission updates.

Graduate School Update

Dr. DePauw will add an agenda item, notification of academic changes, to each CGS&P report. There are no academic changes to report at this meeting. The training sessions for iThenticate, Turnitin, and Feedback Studio will be offered the week of March 19th and/or March 26th. DRSCAP will be asked to review professional degrees and certificates.

Old Business
Dr. DePauw responded on the processing of plans of study. Ms. Parks has volunteered to assist in providing training for the coordinators. A Banner documentation video will be developed this summer. The CGS response to the April 15th resolution is under consideration by CGS. A survey of graduate deans will be held later this semester and Dr. DePauw will assist with the question formatting as the survey is developed. Additional information will be forthcoming.

**New Business**

The document providing the guiding principles for graduate program faculty was reviewed by the commission. Discussion was held to understand how the co-chair process would work as an advantage for a new university faculty member. Dr. DePauw commented on the importance of providing mentoring to new faculty as they become familiar with the graduate process and graduate students.

Dr. Sherman discussed the lag in processing protocols that are under review. Three current IRB staff members are reviewing the proposals. He noted we are understaffed in comparison to other institutions. We have signed an agreement with Western Copernicus to assist with volume and backlog while he ramps up with additional staff. Approximately 170 protocols are awaiting review. A consultant has been hired to assist with HIPAA reviews. Dr. Mayer wanted everyone to know the Research office has heard the concerns of the community and every effort is being taken to improve the IRB review process. We are not AAHRPP accredited and Research will pursue this. Dr. Mayer suggested that a working group could be established at a later date to review process improvement opportunities. Dr. Sherman noted that IRB specialization is needed as proposal volume increases. Additional information will be disseminated to CGS&P and the GSA as it becomes available.

**Announcements**

There were no announcements.

**Adjournment**

The meeting was adjourned at 5:10 p.m.

Respectfully Submitted,

/s/

Marilynn R. King
On behalf of Karen P. DePauw, Ph.D.
Vice President and Dean for Graduate Education
COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS
Minutes
February 15, 2018; 3:30-4:30 p.m.
Gateway Center; 902 Prices Fork Road; Suite 120

Attendance: Jan Helge Bøhn, Andrea Brunais, Urs Buehlmann, Dave Close, Svetlana Filiatreau, Samantha Fried, Ian Leuschner, Heinrich Schnoedt, Gerhardt Schurig, Brett Shadle, Susan Short,


1. Welcome and Introductions
   Jan Helge Bøhn welcomed the group; self-introductions were made.

2. Agenda Approval
   Jan Helge made the call for motion to approve the agenda; all were in favor and the agenda was approved.

3. Call for Announcements
   Jan Helge made the call for announcements. Susan Short made several announcements to include:
   1) The Engagement Scholarship Consortium (ESC) was accepting nominations for the ESC Excellence Awards; the deadline is March 1, 2018 (https://engagementscholarship.org/conference/esc-excellence-awards);
   2) The deadline for proposals for the Annual Engagement Scholarship Consortium Conference is March 16, 2018 (https://engagementscholarship.org/conference/esc-2018-meeting/proposals);
   3) The annual Engagement Scholarship Consortium will be held September 30-October 3, 2018 in Minneapolis, Minnesota;
   4) April 15, 2018 is the deadline for proposals for the Carilion Clinic’s incentive funding pool (https://vtnews.vt.edu/notices/outreach_notice_carilion_incentive_funds.html).
   Gerhardt Schurig announced that he is retiring March 1, 2018; Marc Edwards and the Flint Water Team will be recognized for the UPCEA Engagement Award mid-March.

4. Announcement of Approval of Minutes, December 14, 2017
   Jan Helge announced that the minutes from the December 14, 2017 meeting have been approved electronically and forwarded to the University Council and to the University Governance website: http://www.governance.vt.edu/outreach-and-international-affairs.php.

5. Chairman’s Report
   Jan Helge spoke about the February 2, 2018 Commission Chair meeting which included emphasis on elevating the importance of international advancement within the VT community to include building the global branding in the mission areas of learning, discovery and engagement.

   The February 5, 2018 University Council meeting had the second reading, voting and approval of the resolution to amend the University Council by-laws; a first reading for the resolution to change authority to manage the staff career achievement award; first reading for the resolutions to approve new degrees in both Bachelor of Arts as well as Bachelor of Science in Science, Technology, and Society. Additionally Scott Midkiff gave a presentation on information technology initiatives. Minutes may be found at: http://www.governance.vt.edu/.

   There hasn’t been an Engagement Leadership Council meeting since last time-no reports.

6. Alumni Awards for Outreach Excellence Update
   Brett Shadle reported that the committee met this afternoon with regard to the Alumni Awards for Outreach Excellence; there were 2 applications for the individual award and 2 applications for the team award. Winners were selected; the announcement will come directly from Special Events;
clarification will be obtained in order to determine if a team award is eligible if the lead person on the team is teaching/research faculty.

7. **Subcommittee on International Alumni Relations and Advancement**
   Discussion included the second reading of the charge for the subcommittee, Menah Pratt-Clark is heading up the new Strategic Plan, it was suggested that the committee get someone from her office to be represented on the committee; additional members may include Carl Mitchell and Elizabeth Mitchell. Voting occurred at the meeting all present were in favor, 1 abstained, the remaining will be polled electronically to ensure a 2/3 vote of approval.

8. **Reports**
   a. **Virginia Cooperative Extension (VCE)**
      Dave Close spoke about the most recent VCE annual winter conference that included about 350 faculty and staff from all over the state. Dr. Clarke gave his vision and value to the group; the restricting of leadership was put into place right after the holidays.

   b. **University Committee on International Affairs (UCIA) Meeting**
      Ian Leuschner gave the UCIA meeting updates to include that the committee formed their selection committee for awards; the suggestion to have the committee meet twice a semester as opposed to once a month during the academic year, but was rejected; and the questionnaire for faculty credit for international activities is being sent out. Minutes from UCIA may be found at: [https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html](https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html).

9. **Commission Board Member Comments**
   Jan Helge made the call for any comments. Samantha Fried re-addressed what was mentioned at the last meeting with regard to food preparation at the International Street Fair. Ian referred her to David Clubb of the Cranwell Center to provide further clarification on the process.

   Jan Helge began a discussion with regard to members’ thoughts about the strategic plan to include curriculum, destination areas, international, etc. Discussion included the need for integrated security; Heinrich discussed dual degree difficulties with regard to dual degree abroad, recruiting/advertising. Ian suggested a conversation with the Graduate School for Heinrich to get help with his difficulty with dual degree.

   A motion to adjourn was made, seconded, all were in favor; adjourned at 4:25 p.m.

   Respectfully submitted,

   Kimberly Rhodes
   Recording Secretary

**TENTATIVE MEETING DATES FOR 2017-2018**
*(All meetings will be from 3:30-4:30 p.m. and will take place at the Gateway Center-902 Prices Fork*)

- March 15, 2018
- April 19, 2018
- May 10, 2018
Attendees: Jennifer Irish (Chair), Virginia Pannabecker (Vice-Chair), Theresa Mayer, Randy Heflin for Sally Morton, Stefan Duma, Alan Michaels, Sid Madhavan, Uri Kahanovitch, Robert Vogelaar, Myra Blanco, Saied Mostaghimi, Mike Sorice for Kevin McGuire, Kim Linkous for Ken Miller, Thomas Bell, Deborah Milly, Benjamin Corl, Dipankar Chakravanti, and Chris Tysor (Recorder).

Absent: Van Crowder, Andrew Neilson, Nancy Dudek, Rachel Rupnow, Kurt Zimmerman and Steve Nagle

Guests: Dennis Grove, Peggy Layne

I. Approval of the Agenda- Approved by vote

II. Announcements

   a. Approval of the minutes from November 8, 2017 – J. Irish* - Approved electronically

III. Unfinished Business

   a. Dr. Theresa Mayer – “State of Research” Part 2 – Continuation of discussion from last meeting with a recap in the beginning. One point of discussion came from the statement that for every $1.00 in Modified Total Direct Cost (MTDC), VT is reimbursed $0.61 in F&A costs. Discussion about the way this information is presented could be confusing and taken different ways. Suggested re-writing the way this information is displayed and provided. Rate negotiations for VT with government on indirect rates are beginning now. NSF Space survey is due mid-January. 9th College at VT in 2018 coming onboard and will be Virginia Tech Carilion School of Medicine. Theresa Mayer explained the difference in Virginia Tech’s institutes- two major types are Affiliated Thematic Research units to include VTTI, BI, VT ARC, VTCRI and Hume. These institutes are soft-money organizations and have specialized research faculty funded by grants/contracts. Interdisciplinary Academic Research Institutes include ICTAS, ISCE, Fralin and ICAT and are E&G funded, direct line item off the budget from the state. These institutes are meant to seed research within Virginia Tech to better position the university faculty to go after larger external funding. A question was brought up- how does the CoR interact with these institutes given the two different types/models?

      a. COR Topics for FY 2017-18 - J. Irish – What are the critical path items for CoR moving forward? Increasing external funding, using space more efficiently, clarity within VT for research faculty and opportunities and other strategic investments that can make VT more competitive. Also, the CoR web link had been removed from the OVPRI website but it will be going back on in January 2018. Clarity of the Destination Areas for faculty (how does VT increase external expenditures based on the internal initiatives we are building), need clear graduate student target numbers as the current perception appears not to be focused on growth of the graduate school or graduate student body.

      b. Report of Ongoing Activities
b. Faculty Senate – B. Vogelaar – EFAR Subcommittee was formed to start reviewing the system and the group has been encouraged to meet with Deans and gather insight/feedback.
   i. Faculty Resolution on Faculty Inclusion & Access to Opportunities – J. Irish – Bullet list of items, actions and questions needs to go up to Theresa Mayer on this topic. Please forward any items you would like to see included to Jen Irish and Chris Tysor no later than December 20th for inclusion in this document. This will be sent up to Theresa Mayer and Legal.
c. Committee on Research Competitiveness – no update
e. Update to Policy 13005 – A. Michaels
   i. Faculty senate resolution -- "Faculty Inclusion and Access to Opportunities"
   ii. At the core, we do not see 13005 overlapping significantly with the resolution; limited provisions that could be enforceable / actionable
   iii. Given the core intent of the resolution is inclusiveness, options for Policy 13005 include (1) incorporating language for Center/Institute stakeholders to consider faculty inclusiveness during (a) chartering and (b) 5-year reviews, and (2) requiring Centers / Institutes to publish an "Opportunities to Engage" invitation to the campus community annually
   iv. As stated in 13005, the process of growing Centers/Institutes is strictly bottom up -- should there be a provision for OVPRI / leadership to define strategic directions for new Centers/Institutes?
   v. Does the university want to pursue UARCs?
      1. Possibly beyond scope of this document, but no other appropriate Policy known -- do we want to incorporate a campus pre-review of UARC initiatives?
      2. Does the university want to provide resources towards lobbying and obtaining a UARC? Difficult to grow organically / bottom up.
   vi. Review intervals and independence
      1. Current review process states independence and time gap between Center/Institute review and Center/Institute's Director's review -- we believe more efficient to combine and maintain same stakeholders
   vii. Wording changes and clarifications:
      1. Correct usage of OVPR/OVPRI throughout document
f. Revisions to the Faculty Handbook – P. Layne –
   i. CoR Resolution on Overload Pay for Research Faculty Who Teach – First Reading
   ii. CoR Resolution on Research Faculty Promotions – First Reading
   iii. CoR Resolution to Clarify Language in Faculty Handbook on Search Requirements and Removal Processes for Research Faculty Members – The First Reading for this resolution will be held at the CoR February meeting

The second reading for all three resolutions will be held concurrently, and is expected to occur at the CoR March meeting. Discussion around the fact VT
considers Post-Docs research faculty but our peer institutions do not. This could affect numbers when we are stacked against peers. Is this something VT should look into changing?

IV. New Business

a. Revision to Policy 13020 – J. Irish -Administrative change was sent to Kim O’Rourke and we are awaiting a response.

b. Governance 101 snapshot on Google Drive – J. Irish – a brief summary document of university governance can be found on the CoR Google Drive and includes helpful links for ease of reference.

V. Adjournment – Meeting called to adjournment at 1658

*The meeting minutes of November 8, 2017, were voted on electronically. Please remember that the absence of a response indicates a positive vote.

Please take note of the following upcoming meetings which will all take place in Burruss 130 from 3:30pm-5:00pm unless otherwise noted:

February 14, 2018
March 14, 2018
April 11, 2018
May 9, 2018
RESOLUTION TO CLARIFY FACULTY HANDBOOK LANGUAGE ON OVERLOAD COMPENSATION FOR RESEARCH FACULTY MEMBERS TEACHING CREDIT CLASSES

WHEREAS, Virginia Tech places a high value on the contributions to the instructional mission and student learning made by qualified members of the university community, and

WHEREAS, while the primary responsibility of research faculty is to conduct research and advance the university’s research mission, there are circumstances in which the university and its instructional program benefit from the occasional participation of research faculty members with appropriate expertise, and

WHEREAS, section 6.16 of the faculty handbook does not currently provide for additional compensation for research faculty members who teach a class in excess of their normal research assignment, and

WHEREAS, Virginia Tech has successfully piloted a process for compensating research faculty for teaching classes over and above their usual job responsibilities, now

THEREFORE BE IT RESOLVED, that section 6.16 of the faculty handbook be modified to insert the third full paragraph below:

6.16 Instructional Responsibilities for Research Faculty Members

The primary responsibility of a research faculty appointment is to conduct research and contribute to the university’s research mission through the acquisition of and successful implementation of sponsored grants and contracts. Federal guidelines require truthful and auditable documentation of the faculty member’s efforts on a semester basis. If the faculty member’s salary is paid for by sponsored grants and contracts then there is a concomitant expectation that the faculty member’s time is allocated to those projects.

While keeping the primacy of the research role in mind, there are circumstances in which the university and its instructional programs benefit from the occasional participation of research faculty members who have the appropriate credentials, expertise, and interest. The usual limitation on teaching by research faculty members is one (three-credit) course
per academic year, or no more than two courses in a two-year period. The principal investigator/supervisor, department head/chair, and dean must approve exceptions. The academic department provides instructional funding for the teaching appointment and research duties are adjusted accordingly. A three-credit course equates to .25 FTE during an academic semester; this is the usual basis for salary charges to the instructional budget.

Research faculty members may receive additional compensation to teach a class that is in excess of their normal research assignment. To qualify for additional compensation, the research faculty member may not be 100% supported from sponsored funds, must be the instructor of record, and must be assigned to teach for the entire semester. The academic department responsible for the course must fund the payment from non-sponsored funds and initiate the payment as a temporary pay action. The payment must be approved jointly by the academic and home departments and colleges and by OVPRI.
RESOLUTION TO CLARIFY FACULTY HANDBOOK LANGUAGE ON RESEARCH FACULTY PROMOTION PROCESS

WHEREAS, research is part of the core mission of Virginia Tech, and

WHEREAS, research faculty make significant ongoing contributions to the university mission, and

WHEREAS, Virginia Tech wants to recognize and reward the contributions of research faculty through an intentional process of review, recognition, and promotion where appropriate, consistent with the process for recognizing contributions of other types of faculty, now

THEREFORE BE IT RESOLVED, that section 6.2 of the Faculty Handbook be modified and a section 6.2.1 added that defines the process for research faculty promotions as indicated below.

6.2 Research Faculty Appointments

Research faculty appointments are designated to promote and expedite university research activities. The rank descriptions create several series common to current sponsored research or outreach projects. For example, employees involved in conducting research are generally appointed as research associates or research scientists (or to the “senior” titles for either of these). Those individuals who are appointed to a research traineeship for a period of up to four years following receipt of their doctorate are usually appointed as postdoctoral associates. (See Guidelines for the Hiring of Postdoctoral Associates on the OVPRI Human Resources website.) Usually, postdoctoral associates work closely with a faculty mentor in preparation for a career in academe or research; if they remain involved with research projects at Virginia Tech over a period of time, they are appointed or promoted into another appropriate rank.

The “project associate” series was designed for employees involved in sponsored activity other than traditional research, such as delivery of service or technical assistance, consultation with particular clients, preparation of manuals and materials, and so on. The project associate series is also appropriate for personnel involved primarily in the administration of large and complex sponsored programs.
While there is logic to the progression between and among ranks, employees may change ranks as appropriate or necessary to reflect a change in role or project. Promotions from one rank to another in order to recognize a faculty member’s increased responsibilities, credentials, and/or contributions to the program over time may be recommended by the supervisor. Recommendations for promotions are done during the annual evaluation and merit adjustment process. The promotions require approval by the department head, dean, and Office of the Vice President for Research and Innovation. Approval by a departmental committee is also required for certain ranks (see below). A faculty member may not serve on any committee that is evaluating a spouse, family member, or other individual with whom the faculty member has a close personal relationship. (See chapter two, “Potential Conflicts Involving Spouses and Immediate Family Members.”)

Research faculty members may be assigned a functional title in addition to their official faculty rank in order to facilitate their work or clarify their role to internal or external constituencies. (A functional title may not be an official faculty rank other than that held by the research faculty member.) In some cases, increased responsibilities may lead to a change in functional title and possibly a salary adjustment rather than a promotion in faculty rank.

Appointments to research faculty ranks, except the rank of postdoctoral associate, are indefinitely renewable. However, tenure cannot be earned in any of the research faculty ranks and service is not applicable toward the pre-tenure probationary period if the employee is subsequently appointed to a tenure-track position.

The source of funds is not the determining factor as to whether a position carries a research faculty rank, but rather the nature and purpose of the assignment. Thus, a research faculty member may be funded by sponsored projects, overhead, state dollars, or other sources. Policies related to research faculty apply, regardless of the source of funding.

Research faculty may participate in activities outside of their direct source of funding, such as providing significant contributions to the conceptualization or writing of new proposals, or teaching; however, support for any time or effort spent on activities outside of their sponsored research must come from non-sponsored research funds. Special attention should be given in the development of position descriptions where funding is limited to only sponsored funding. (See chapter six, “Effort Certification Compliance Issues for Research Faculty Members,” and chapter ten, “Effort Certification and Salary Charges to Sponsored Grants and Contracts.”)

Original appointments and reappointments, including rank, salary, and other conditions, require the approval of the department head, dean (or next level administrator), and the Office of the Vice President for Research and Innovation before an offer is extended. Requests for principal investigator status may be submitted to the Office of the Vice President for Research and Innovation. Such requests require the approval of the department head, dean, and the Office of the Vice President for Research and Innovation.
6.2.1 Research Faculty Promotions

While there is logic to the progression between and among ranks, employees may change ranks as appropriate or necessary to reflect a change in role or project. Promotions from one rank to another in order to recognize a faculty member's increased responsibilities, credentials, and/or contributions to the program over time may be recommended by the supervisor.

Recommendations for promotions are done during the annual evaluation and merit adjustment process within the non-professorial ranks (such as project associates, research associates, and research scientist etc.) may be requested at any time during the year in recognition of significant increases in responsibilities, credentials or contributions. The promotions require approval by the department head, dean, and Office of the Vice President for Research and Innovation. Approval by a departmental committee is also required for certain ranks (see below). A faculty member may not serve on any committee that is evaluating a spouse, family member, or other individual with whom the faculty member has a close personal relationship. (See chapter two, “Potential Conflicts Involving Spouses and Immediate Family Members.”) Following approval of the promotion request, a promotion letter signed by the department head should be presented to the employee.

Promotion recommendation into and within the research professorial faculty ranks (research assistant professor, research associate professor and research professor) should align with the annual timeline published by the university. Faculty members being considered for promotion have their dossiers reviewed by: (1) a departmental committee and the head or chair; (2) a college committee and the dean; and (3) the vice president for research and innovation. A parallel process for review, approved in advance by the executive vice president and provost and the vice president for research and innovation, is required for promotion of a member of the research professor series whose primary appointment is not in an academic department. Following approval of the promotion request, a promotion letter signed by the vice president of research and innovation should be presented to the employee.
Minutes

COMISSION ON RESEARCH

February 14, 2018

130 Burruss Conference Room

3:30pm-5:00pm

Attendees: Virginia Pannabecker, Deborah Milly, Thomas Bell, Saied Mostaghimi, Kevin McGuire, Stefan Duma, Kurt Zimmerman, Bruce Vogelaar, Sally Morton, Theresa Mayer, Rachel Rupnow, Ken Miller, Ben Corl, Andrew Neilson, Nancy Dudek, Dipankar Chakravarti, Uri Kahanovitch, Alan Michaels, Steve Nagle, and Tracy McElroy on behalf of Myra Blanco

Absent: Jen Irish, Van Crowder, Sid Madhavan

Guests: Dennis Grove, Peggy Layne, Lauren, Vicki Ratcliffe, Linda Bucy, Quinn Steen

I. Approval of the Agenda
   A. Update - strike update to policy 13005

II. Announcements
   A. Connie Marshall agreed to take minutes in Chris Tysor's absence

III. Unfinished Business
   A. Dr. Theresa Mayer
      1. Need for reviewing faculty dossier content and faculty recognition initiatives
         a. CFA presentation - related to resolutions seen by COR
         b. Challenges faculty are seeing in center related proposals; dossier does not have a way for them to show grants that are not ultimately awarded, but that get submitted, and may even go through the first and second step of large grant awarding process - the time and effort required to go through this could be reflected in some way to give credit for that work
            i. What are COR's thoughts on addressing this being added to official P&T dossier content – since tenure guidelines are under review
               . Comment - Hasn't it always been the case that one could include and discuss grant submissions in one's dossier? Response: Annual Review has this, but not dossier
               . Others - narrative portion is where people usually include this (efforts to get funding that required work, but did not ultimately get funded)
            ii. If there is an interest in this in the future - COR could see if a review of faculty dossier is something to look into further
      2. Feedback on COR's report on the instrumentation focus groups delivered in October
         a. Points raised are very good points - access, awareness; have had input on staffing and maintenance
b. Putting together working groups to address the points raised in the report. Will be sending request for members for working group on shared facilities and infrastructure

c. Equipment funds previously distributed to depts; but this time funding was set aside to address collaborative infrastructure / shared facilities

d. Working group goal: prioritized list of capital resources / equipment needed; create process to vet these, prioritize, especially for startup programs

e. Take recommendations from report and develop implementation plan - including list creation/prioritization, scheduling, billing/cost share, etc.

f. Resources now are significantly limited

g. Staffing support is another pressure point: how can we subsidize shared use facilities? To assume they’ll break even is not realistic, but these facilities are valuable for cross-cutting initiatives

h. Peer models - we need to meet federal cost accounting standards, which may prevent us from using some methods used elsewhere; might need another group to do a deep dive to investigate these aspects

i. Send recommendations about working group or other aspects of shared use facilities to Jen Irish from COR who will forward to Theresa and copy Connie Marshall

3. COR representative on Strategic Planning initiative subcommittee
   a. Strategic planning committee started - announced in President’s letter about new university strategic plan. Research strategic plan subcommittee has been started
   b. Many units have been asked to present to the committee
   c. There will be town hall meetings to contribute / discuss
   d. Theresa will ask if COR can have rep, and if not, will aim to keep COR goals in mind and report back to us

B. Report of Ongoing Activities
   1. Revisions to the Faculty Handbook – P. Layne
      a. CoR Resolution on Overload Pay for Research Faculty Who Teach-Notification of minor revisions in response to CFA comments
      b. CoR Resolution on Research Faculty Promotions- Notification of minor revisions in response to CFA comments
      c. **CoR Resolution to Clarify Language in Faculty Handbook on Search Requirements and Removal Processes for Research Faculty Members**- Saied motioned to approve; Ben Corl seconded. No discussion. Approved by vote

   2. Faculty Senate – B. Vogelaar 2 senate meetings since the last time met
      a. Focused on P&T, closed sessions on a lot of it. Looking into options for reform
      b. Had various meetings, including with Dr. Mayer and with Monty Abbas
      c. Focus is resources for Destination areas, SGAs, etc. Faculty Senate’s current focus is on the value of faculty time, and ensuring that this is taken into consideration when new or expanded requirements or
initiatives are considered. Another report on P&T - currently internal

3. Committee on Research Competitiveness – S. Duma Met since last meeting; through discussions with Jen, focused on developing a set of best practices for Center level grants development - get representative names to brainstorm, get ideas from other universities; do this work over the next 6 months and report in fall.
   a. Q for CRC to consider from CoR member: Would this be a good opportunity to also look into practices related to centers and faculty incentives? For example: how in peer institutions are faculty incentivized to participate in centers?

4. Update to Policy 13005 – A. Michaels – Postponed

5. University Library Committee – Postponed

6. Open Access Policy Draft announcement – Postponed


IV. New Business

A. Office of Sponsored Programs Update- Linda Bucy, Lauren Magruder and Vicki Ratcliffe

1. Lauren: New version of Summit - previously could only approve proposals; now can say you want to return it for correction with notes about changes needed; then can be re-routed and approved once fixed
   a. Will create an approval history
   b. Added IRB questions to address issues for single IRB for NIH sponsored grants to comply with this update
   c. Future releases for Summit - working on it!
   d. Pilot of customizable email notification system coming
   e. Training option for new PIs / new faculty / new researchers: Laura Rasnick has come up with a new PI program that she is piloting - for new faculty, new PIs - one on one orientation within their office; intro to NSF Fastlane, OSP resources and support - see OSP contacts, including Laura Rasnick’s info here: https://www.research.vt.edu/staff-directory/osp
   f. Questions:
      i. Q: What about feature of approval through mobile devices? A: Working on this, but it is not ready to be piloted yet
      ii. Q: Used to be that department chairs could access info about proposals – the abstract at least, but looks like that may not be possible now? A: Will look into updates on how department chairs can access info; if don’t see anything, can also return that for correction to ask that research team add info

2. Disclosure Management Plan System - online, no more paper
   a. Soft launch this month: https://secure.research.vt.edu/coi
   b. Currently 67 plans with 108 projects
   c. Info about types of disclosures, those involved, oversight needed / planned
   d. Those who are named as oversight will receive an email describing oversight requirements and asking about their acceptance/non-
acceptance of oversight role. (So best to discuss with this people that will oversee your project in advance so that they expect this email.)
e. Mitigations section
f. Questions:
  i. Q: What is timeline involved in this process, usually? A: As soon as someone indicates possible conflict in proposal, OSP reaches out to help draft a management plan right away. Hard to put a specific timeframe on it; depends on circumstances - for approvals of exceptions needs proposal, mgt plan, review by a couple other groups, then goes to President Sands for approval. Once faculty are thinking of a business, talk to OSP asap to figure out how it will work for funding, etc.; OSP will walk people through these things when they come up - sooner notice is better
  ii. Q: Is there a process to assess whether meeting what committed to in management plan? A: Yes, that's part of plan which includes post-assessment - can be quarterly / less / more, depends on level of conflict, etc. Trying to eliminate administrative burden, paperwork - trying to draft management plans for faculty to get them started; have templates now that can be edited; happy to work with faculty to think through such plans
  iii. Q: Comment: Can there be an option to print out the whole thing as a PDF - the whole history of project? A: Yes, that is already possible - you can do this. Tested it this morning. Even questions that were answered 'no' are still there - so you can see everything.

B. Update on VT SPIA Center absorption- CoR has been notified: Document detailing absorption plan is on CoR team drive
   1. Comment from visitor, Dennis Grove: there is a backlog of center changes being worked through - will bring up 2 at next CoR meeting in March
   2. Agenda addition: Add announcement of 2 college level centers;
   3. Request by Dennis to add announcement of 2 college level centers. Motion to add this update to the agenda by Ben Corl, seconded by Debora Milly. Approved.
      a. Update 1: New Center for Humanities, CLAHS - Sylvester Johnson - the charter will be forthcoming
      b. Update 2: Vet Med Center
   4. Discussion of University Policy 13005, "Centers and University Institutes: Establishment, Governance and Programmatic Oversight" - discussed requirement to inform Commission about centers at college level; however no requirement in 13005 for commissions to review and evaluate new college level centers - this is only required for university level centers and institutes. OVPRI has reviewed these center proposals. Dennis Grove has shared charters with Jen Irish and we will look to make them available for COR members to look at prior to March meeting.

V. Adjournment – Sally motioned and Deborah Seconded

*The meeting minutes of December 14, 2017, were voted on electronically. Please remember that the absence of a response indicated a positive vote.*
Please take note of the following upcoming meetings which will all take place in Burruss 130 from 3:30pm-5:00pm unless otherwise noted:

March 14, 2018
April 11, 2018
May 9, 2018
Approval of Agenda and Past Minutes

A motion was made and seconded to adopt the agenda. The motion carried. A motion was also made to approve the minutes for the September 14, 2017. The motion was seconded and approved with edits.

Presentation

Mr. Chris Saunders introduced Tracy Vosburgh from the University Relations Department to discuss the rebranding and new logo for Virginia Tech. Ms. Vosburgh expressed there was a lot of research and discussion pertaining to the rebranding before the launch, yet she is aware of the criticism voiced about the branding. Tracy said that the VT News article online is a great resource to gain knowledge from instead of social media and Facebook due to the mixed reviews. All questions about the branding will be answered on the web site so it is visible to all.

“Why did we change the mark?” Virginia Tech has less than 1% of an acknowledgement outside of the commonwealth and recognition of the old logo was varied for those who are not aware already of the Pylons. Strategy – Collaborative work sessions to develop a unique and authentic strategic platform. Ms. Vosburgh stated that the university engaged a steering committee, conducted strategy workshops with communication to produce a grand platform. She also expressed that Virginia Tech no longer has the former Tag Line “Invent the Future.” Tracy explained how with the new branding we would be able to reach the sixteen year old in Texas instead of just reaching out here in our own backyard. Technology has changed our landscape and our branding needed to change along with it.
Questions: Chris asked Tracy to explain the difference between the athletic logo and the University Mark. She explained that there needs to be a respectful mark other than the entertainment mark of athletics and there was a need to distinguish between the two. The curve in it is for a safe, inclusive and diverse institution and depicting an open visual. The question was asked what the $25,000 payment was for and Tracy communicated that an independent firm choose the font, coloring and expression for the new mark. There will also be an additional total of one million dollars spent over the next three years to transition in the new logo/mark. President Sands will speak using the new mark language but will not have time dedicated specified to the branding during the Virginia Tech State of the University Address.

**Division of Student Affairs Update** – Dr. Angela Simmons gave an update on the happenings of the Division of Student Affairs – Orientation leader applications are due October 9th. Dr. Simmons will send an update of the upcoming events to Chris Saunders so it can be distributed on the CSA Google Drive.

**Constituency Updates**

- Rex Willis gave an update on Student Government Association - He also announced to pick up the new Marron effects shirt at the University Bookstore.
- Alex Hyler gave an update on Graduate Student Assembly and thanked those that came out in support of breakfast with the dean event.
- There will be a beer wine social that has moved to Lane Stadium
- Seyi Olusina and Brett Netto gave the update on the Board of Visitors Representatives – obstacle course was extremely popular for the Corps Day event. He encouraged the room to go to the state of the university address if able to attend.

**Committee Reports**

- Chris Saunders gave an update from the University Council and announcing that a Bachelor of Science in Public Health will be offered through the University
- Mr. Saunders gave an update on the Commission on Equal Opportunities and Diversity (CEOD) that had their first meeting that was a gathering and consisted of everyone coming together after the summer. Chris extended an invitation to join CEOD and welcomed all that would like to join and encouraged all to do so.

**New Business**

- Student Budget Board Reallocations were reported and indicated that new money has been added to the budget and $225,000 was returned to budget board and can be used and placed for the use of approving monies for organizations.
- There was and brief summary of what the “The Source” is and what it stands for and it consists of a space that all students can use located in the Break Zone.
- There will be a one-time grant extended for major events and capped at $7,500 and another $10,000. This is only available to RSOs. There was a motion to move the second reading of this
new budget allocation and approval. The motion of the 2017-2018 Student Budget Board Reallocations was seconded and so approved.

Unfinished Business

- Dr. Perillo discussed campus climate, student issues and things that students are hearing and concerned about on campus and within the community.
- Dr. Perillo wanted it known that DSA has increased the funding for Cook Counseling Center for students who have experienced trauma on discrimination and micro-aggression.
- There was a discussion on the violation of student code of conduct and the Hokie Handbook should be reviewed or talking with Ennis McCrery, Associate Director of Student Conduct if they feel that there is a violation of their rights.
- There was a discussion that Student Leaders have to be conscious of how they speak or discuss an individual and it could be a direct violation of the student conduct code.
- There was a question of what is being done to ensure that classrooms are equitable across the board and not the influence or opinion of the teaching faculty member?
- Dr. Perillo offered to meet with individuals or in a group forum for further discussion.

Announcements:

- New Rings were unveiled.
- BOC is having a showcase tonight
- HokiePride – October 3rd

Next Meeting

The next regularly scheduled CSA meeting will be held on October 12, 2017 in the Brush Mountain Room at Squires Student Center.

There being no further business, the motion to adjourn was made at 5:10 p.m. and was passed unanimously.

Recorder: Tracy Newton
Virginia Tech University Council: Commission on Student Affairs (CSA) Minutes
October 26, 2017

The meeting was called to order by chair Chris Saunders at 3:32 p.m.

In attendance
Susan Anderson, Jake Gaddis, Sebastian Andrade, Chris Saunders, Mallory Foutch, Seyi Olusina, Billy Lin, Kisha Greer, Alex Hyler, Jaclyn Marmol, Megan Crouch, Isaiah Thompson, Jeremy Hall, Andrew Peck, Angela Simmons, Emily Brents, Sarah Lim, Spencer Jones, Lauren Surface, Brett Netto, Robert Sebek

Absent with notification
Adwoa Baah-Dwomoh

Attending guests
Ted Faulkner, Gina Tamburro, Joe Frazier, Kimberly Williams

Absent
Rex Willis, Ennis Mcrery

Approval of Agenda and Past Minutes

A motion was made and seconded to adopt the agenda. The motion carried. A motion was also made to approve the minutes for the September 14, 2017 meeting electronically. The motion was seconded and approved with edits to be emailed to Chris Saunders.

Presentation

Mr. Chris Saunders introduced Ted Faulker, Director of Dining Services, to present his power point on Dining Services and the quality services that they offer. Mr. Faulker began the presentation stating that there are 42 self-branded concepts and 7 national brands that make up dining service’s restaurant options. Hours of operation are 7 days a week, 19 hours a day (7AM-2AM). Staff of 2,200 (1,600+ student employees). Dining services is the largest employer and department on campus. Mr. Faulker expressed that diversity and variety is paramount within dining services nutritional mission. “We try to provide for nutrition and wellness as well as dietary needs throughout campus”. Sustainability has also come to the forefront of ideas, and the department can divert and compost over 1.1 million pounds of waste in a single year. There is a six (6) acre dining services farm at Kentland Farm that produces 50,000+ pounds of fresh produce including a mobile high tunnel hokie house. One item that you may see soon is Hokie Honey as well as tea’s harvested right from Virginia Tech while being pollinated by the bee’s producing the honey.

What’s New? Extension of West End Market house Sunday-Thursday until 9:00 p.m. (one hour extra). Renovation of JP’s Chop House and the extension of Vegan Offerings, Soy Beans “edamame”, and a mobile high tunnel at the dining services farm at Kentland. Tapingo has been launched department wide – Mobile ordering and payment – Delivery (future) – 3500 transactions in a day. It is causing some unique problems with over-ordering, so they are starting to limit the number of orders during peak
hours. FreedomPay is being set up to make credit card transactions faster, but there is a nation-wide problem with the system, so it cannot be implemented until that has been fixed.

Growth – Additional seating and services in West End Market spring of 2012. Continuous services at D2 from breakfast to lunch. Food Trucks, Grab & Gobble. Student Onboarding, etc.

Future – Dietrick Enclosure and Spirit Plaza with the Board of Visitors approval for September 2017. Request for proposal approved for Fall 2017 on the HTT Building.

- There was a question asked on why there is an upcharge pertaining to items like soymilk and gluten-free items because some are a health and dietary necessity not a preference. Mr. Faulkner expressed that when the cost is passed to the department from the supplier that they unfortunately have to pass along that cost with as little or least upcharge as possible.
- Jake asked about who is in changer of the playlist at Turner and it’s awesome
- The questions was also asked why stations are closing earlier? Was it due to not having enough employees? Mr. Falkner did confirm that answers as being true and they were going to increase the rates, money, meals and merit rates to try and draw more employees.

Division of Student Affairs Update –
- Dr. Heather Wagoner gave the update in Dr. Angela Simmons absence and informed CSA that all applications for VT engage were due December 1.
- This month was also to promote careers in student affairs month with Dr. Perillo.
- Free tutoring will be offered in the CCC.

Constituency Updates:

- Student Government Association update not given by Rex Willis due to absence
- Graduate Student Assembly update by Alex Hyler – Beer and Wine social was great and held at Lane Stadium.
  - A walk and talk with Dr. Dean DuPaul will be offered
  - Students from Washington D.C. had never been to Virginia Tech’s Campus in Blacksburg and GSA sponsored and hosted their visit here. It will be offered again due to the success of this event.
- The Board of Visitors Representatives Seyi Olusina and Brett Netto updated the room on the BOV Meeting and if anyone would like to attend to see the process and understand the functioning of the BOV they should plan to attend next weekend Sunday and Monday.

University Council and Commission Updates:

- University Council
  - Renaming and rebranding to the CIRED (used to be OIRED)
- CEOD – Commission of Equity and Diversity Meeting which allowed each campus caucus to present to the Commission on what they stand for and how they function. They all gave points on their major goals for the year and then how those goals can be supported by CEOD.
New Business

SECL Discussion – Heather Wagoner and Gina Tamburro

There was a discussion pertaining what each distinction of student organization means. Gina outlined what privileges are awarded to UCSOs that are not given to RSOs.

Examples of UCSOs were provided: Asian American Student Union, Black Organizations Council, Black Student Alliance, Council of International Student Organizations, Graduate Student Assembly, Hokie PRIDE, etc.

SECL has spoken with many sister colleges and recognized that their structure(s) was vastly different than Virginia Tech’s. The discussion then turned to how the students viewed Virginia Tech’s student organization system, and what is a more equitable and streamlined way to structure the by-laws to a consensus. There was good discussion on what makes a UCSO a UCSO in the eyes of the students, and it seemed to center on being able to provide a voice for students that needed it. But the meeting had reached its time limit, and the conversation will be picked up another day.

Announcements: N/A

Next Meeting

The next regularly scheduled CSA meeting will be held on November 9, 2017 in the Brush Mountain Room at Squires Student Center.

There being no further business, the motion to adjourn was made at 5:00 p.m. and was passed unanimously.

Recorder: Tracy Newton
Virginia Tech University Council: Commission on Student Affairs (CSA) Minutes
November 9, 2017

The meeting was called to order by chair Chris Saunders at 3:34 p.m.

In attendance
Byron Hughes, Jeremy Hall, Billy Lin, Spencer Jones, Lauren Surface, Alex Hyler, Mallory Foutch, Adwoa Baah-Dwomoh, Emily Brents, Megan Crouch, Susan Anderson, Kisha Greer, Andrew Peck, Isaiah Johnson, Brett Netto, Seyi Oulsina, Ennis McCrery, Rex Willis, Chris Saunders, Angela Simmons, Jake Gaddis, Claire Oliveros, Jaclyn Marmol, Sebastian Andrade, Andrew Peck, Sarah Lim, Chelsea Corkins

Absent with notification
Robert Sebek

Attending guests
Mike Dunn, Frances Keene, Patrick Lawrence

Absent
Jake Gaddis, Patty Perillo

Approval of Agenda and Past Minutes

A motion was made and seconded to adopt the agenda. The motion carried. A motion was also made to approve the minutes for the October 26, 2017 electronically. The motion was seconded and approved with edits.

Presentation

Mr. Chris Saunders introduced Dr. Frances Keene to present her presentation for Housing and Residence Life that has been at the university for 16 years and is the current Interim Director of Housing and Residence Life. Dr. Keene expressed that Virginia Tech wants to create is the following:

- Living Learning Communities with Live-In Student Staff and Live-In Professional Staff
  - Living Communities make the learning experience a more inclusive environment that provides an experiential interaction with faculty and the community.
- First year students are always encouraged to live on campus unless requested to live off.

Dr. Keene provided a new view of the O’Shaughnessy Hall Renovation that will Incorporate Leadership, Social and Residential change. The plan is to construct a Curtain Wall Stair Tower and a Projected Canopy over a New Class Enclosed Entry.

- Johnson Hall will have a renovated space of the outside quad that there is the hope to interact with O’Shag.
- Residents Room are getting a makeover with new furniture. The rooms will feature a moveable designed doubles or triples and the building will incorporate community bathrooms.
Triples would be offered for students that would prefer a more affordable accommodation space.
A Fitness Quad that would include a partnership with rec sports is planned—They are and would continue to be instrumental in helping to design this concept.
Dr. Keene presented the diagram and the blueprint of the new rooms and common area’s in O’Shag.
The goal is to open in the Fall of 2018.
December will be the determining factor of completion date based on the up and coming freshman class.

Division of Student Affairs Update –
Dr. Angela Simmons -
• Applications for ACC Leadership symposium held at Duke are due on February 11th and will be available on gobbler connect.
• DSA Scholarship – Scholarship Central Application deadline is December 7th

Constituency Updates:
• Student Government Association update by Rex Willis – SGA hosted the Halloween event “My Culture is not a Costume”
  o They will also be hosting an open education event and will keep us updates on those events.
• Graduate Student Assembly update by Alex Hyler discussed and overview of the new US tax bill and how it would effect graduate students. There are many negative effects, and they will continue to work together to influence VA government officials to oppose certain parts of the bill.
• Board of Visitors Representatives updated by Seyi Olusina and Brett Netto – The board appreciated hearing from the students views of the good, bad and ugly. The BOV was also taken on a tour of campus to include Kentland Farms and stated it was a very enjoyable as well as appreciative experience.
  o The next meeting CSA will meet with the new Provost, Dr. Cyril Clarke.
  o There was a new undergraduate degree recognized which was a Public Health Degree.
  o The BOV passed the resolution to intergrade the Med School and that will be implemented in July 2018.

University Council and Commission Updates:
• Mr. Chris Saunders informed CSA that university Council has not meet since the last meeting.
• Mr. Chris Saunders reported that Mr. Andrew Peck sent a letter on behalf of JSU voicing concerns about student safety as well as the example that the campus is employing a self-confessed white supremacist that is a teaching assistant. This letter was sent to the Commission on Equal Opportunities and Diversity. CEOD will review and send an official response to JSU.
New Business

- Jay Hogan the Vice Chair for Student Budget Board reported that there have been: 245 Budget Board requests and around – 185 have been approved.
  - Mr. Hogan also explained that a request has to be submitted with 30 days prior to the event in order to receive the board’s approval and/or review.
  - An Online video must be accessed, and you must receive 100 in order to pass in order for you to request funding.
  - Annual funds are for UCSO only.
- Mr. Saunders expressed that he would like CSA to be more proactive and to create a subcommittee that is more of an exploratory committee. Mr. Saunders will send out a notation to see who’s interested in this subcommittee and spearheading it.

SECL Discussion – Heather Wagoner and Gina Tamburro discussed streamlining budget board as well as the process of UCSO’s, RSO’s and other organizations that constitutes funding. This is an ongoing discussion among student leaders and will be discussed more next semester.

Announcements:

- CISO is hosting an event tomorrow that will be sent to Chris and posted on the CSA Google Drive.
- Speaker tomorrow Rob LaRue that will be speaking as a LGBTQ+ individual in Agriculture and will have a candid conversation about operating and maneuvering in the world of agriculture as an LGBTQ+ Member.
- AASU had its official opening of the Asian Cultural Engagement Center last Friday and it was an overwhelming success. APCC will be hosting a book drive that is related to Asian Pacific Islander.

Next Meeting

The next regularly scheduled CSA meeting will be held on November 30, 2017 in the Brush Mountain Room at Squires Student Center.

There being no further business, the motion to adjourn was made at 4:58 p.m. and was passed unanimously.

Recorder: Tracy Newton
Virginia Tech University Council: Commission on Student Affairs (CSA) Minutes
November 30, 2017

The meeting was called to order by chair Chris Saunders at 3:31 p.m.

In attendance
Byron Hughes, Jeremy Hall, Billy Lin, Spencer Jones, Lauren Surface, Alex Hyler, Jake Gaddis, Mallory Foutch, Adwoa Baah-Dwomoh, Emily Brents, Megan Crouch, Susan Anderson, Kisha Greer, Andrew Peck, Isaiah Johnson, Brett Netto, Seyi Oulsina, Ennis McCrery, Rex Willis, Chris Saunders, Angela Simmons, Jake Gaddis, Claire Oliveros, Patty Perillo

Attending guests
Dr. Cyril Clarke, Amber Koch

Absent
Jaclyn Marmol, Sebastian Andrade, Andrew Peck, Sarah Lim, Chelsea Corkins,

Approval of Agenda and Past Minutes
A motion was made and seconded to adopt the agenda. The motion carried. A motion was also made to approve the minutes for the November 9, 2017 electronically. The motion was seconded and approved with edits.

Presentation
Mr. Chris Saunders introduced Dr. Cyril Clarke Interim Provost to discuss his view on what a Provost is supposed to do and be to the University. He was excited about Virginia Tech as an institution growing in the areas of health science, engineering, and a full spectrum of it being a liberal education institution. Virginia Tech follows the path of working within partnerships and Dr. Clarke placed the university in high regards for this venturing.

Dr. Clarke also stated that as the Provost he is a University leader that is responsible for the academic supporting and supervising of the deans of all of the colleges. He has 24 or 25 director that report directly to him. Dr. Clarke expressed that everyone that he has meet around campus and in all of the committee have been absolutely wonderful and he looks forward to the outstanding work that will be accomplished at Virginia Tech.

The questions was asked “Are there initiatives from the previous provost that you are not continuing?” The idea of partnership is extremely important which will continue to help expanding VT’s venture in Roanoke. VT will also be continuing with beyond boundaries and destination areas, just with different time expectations.

Another question was asked: “As the Provost what will you do to support and expand the underrepresented population with faculty, staff and students?”
• It is a necessity to be an inclusive and diverse institution and we cannot operate without being so.
• You cannot service with arrogance and also humility- as I have learned that over the years coming from South Africa.
• He started a search advocate program dedicated to recognizing diversity when looking for new administrators in the vet med school. This advocate is there to ensure diversity is essential from the beginning of the search.
• VT Shaped Student: The basic principles have been shaped over three to four decades ago.

Division of Student Affairs Update – Dr. Angela Simmons -
Student Affairs does a calendar of events and study spots for exams that will come out next week.

Constituency Updates:
Student Government Association update by Rex Willis –
• “You want me to pay what?“: textbook price education event
• Duck pound clean up day
• Reading day with SGA, 13, 14, 15
• Hosting and open education event and he will keep us update on those events.

Graduate Student Assembly update by Alex Hyler –
• Working on tax reform and working with Senator Warner’s office

Board of Visitors Representatives updated by Seyi Olusina and Brett Netto –
• The board applications are out and if you want to apply/ know someone that should apply.

University Council and Commission Updates:
University Council – Safety presentation from the rescue squid and VTPD. They will demonstrate a presentation tailored to your organization.

GSA, SGA, Facility and Staff Senate have received one

New Business
• The Big Event Constitution Review presented by Monica Ricci – Review constitution:
• There were multiple suggestions and adjustments were suggested by member of the committee regarding gender-specific terminology and the voting system in exec.

Unfinished Business

Chris want’s CSA to me more proactive and to create a subcommittee and more of an exploratory committee. Chris will send out a notation to see who’s interested in this subcommittee and spearheading it.
Announcements:
Winter Life Festival in Blacksburg tomorrow night 5:45 Tree Lighting by the Mayor 3:00 – 9:00 p.m.

Next Meeting
The next regularly scheduled CSA meeting will be held on December 7, 2017 in the Brush Mountain Room at Squires Student Center.

There being no further business, the motion to adjourn was made at 4:45 p.m. and was passed unanimously.

Recorder: Tracy Newton
The meeting was called to order at 3:00 PM by D. Stauffer.

ADOPTION OF THE AGENDA

A motion was made and seconded to approve the agenda. The motion to approve the agenda passed unanimously.

ANNOUNCEMENT OF APPROVAL AND POSTING OF MINUTES

D. Stauffer announced the December 11, 2017 minutes were electronically approved and can be accessed via the University Registrar’s website: https://registrar.vt.edu/content/dam/registrar_vt_edu/documents/Updates/governance/2017-2018/dec11/MINUTES-CUSP-Dec-11-17.pdf

REPORTS AND MINUTES FROM COMMISSION COMMITTEES/SUB-COMMITTEES

COMMITTEE REPORTS

Academic Support Committee

No Report.

Academic Policies Committee

No Report.
Athletics Committee

On behalf of S. Sumner, P. Ziegler presented the minutes of the December 6, 2017 meeting of the University Athletics Committee. A motion was made and seconded to accept the minutes of the December 6, 2017 meeting of the University Athletics Committee.

The motion passed unanimously.

Commencement Committee

No Report.

Honor Council

No Report.

Library Committee

No Report.

Undergraduate Curriculum Committee

M. Kasarda presented the report of the January 26, 2018 Undergraduate Curriculum Committee. A motion was made and seconded to approve the report of the January 26, 2018 Undergraduate Curriculum Committee.

The motion passed unanimously.

| UNDERGRADUATE CURRICULUM COMMITTEE REPORT—JANUARY 26, 2018 |
| FOR “FIRST AND SECOND READING” |
| UNANIMOUS APPROVAL |

| COURSES |

New: Summer I 2018

College of Engineering

ECE 3214 Semiconductor Device Fundamentals (CM-3864)

Pamplin College of Business

MGT 3804 Topics for Cadet Global Leadership Studies (CM-3877)
Fall 2018

College of Engineering

AOE 3154 Astromechanics (CM-3650)
ECE 3714 Introduction to Control Systems (CM-3934)

College of Liberal Arts and Human Sciences

PHIL 4014 Special Topics in Philosophy (CM-3918)
PSCI 3044 (IS 3044) The Politics of Internet Governance (CM-3957)
PSCI 4074 (IS 4074) The Politics of Cybersecurity (CM-3958)

College of Natural Resources and Environment

GEOG 4514 Tropical Meteorology (CM-3887)

Pamplin College of Business

ACIS 4654 Accounting Analytics (CM-3902)

Spring 2019

Virginia-Maryland College of Veterinary Medicine

PHS 4014 Public Health Program Planning and Evaluation (CM-3908)

Revised:

Fall 2018

College of Engineering

ECE 3105 – 3106 Electromagnetic Fields (CM-3865)
ECE 4134 Photonics (CM-3919)
Discontinue:

Summer I 2018

College of Engineering

ECE 4214 Semiconductor Device Fundamentals (CM-3864)

Fall 2018

College of Engineering

AOE 4134 Astromechanics (CM-3650)

ECE 4405 – 4406 Control Systems (CM-3934)

College of Liberal Arts and Human Sciences

PHIL 4015, 4016 Special Topics in Philosophy (CM-3918)

Degrees, Majors, Options, Minors

Option:

New:

Effective Graduating Calendar Year 2020

College of Liberal Arts and Human Sciences

Establishment of New Option: Humanities for Public Service (HPS) under Degree: Bachelor of Arts (BA), Major: Religion and Culture (RLCL), effective for students graduating in calendar year 2020; first effective date to declare option: Spring 2018; first effective date to graduate: Winter 2020 (CM-3713)

Checksheet: Degree: Bachelor of Arts (BA), Major: Religion and Culture (RLCL); Option: Humanities for Public Service (HPS); effective for students graduating in calendar year 2020 (CM-3713)
University Curriculum Committee for General Education

L. Zietsman presented the minutes of the December 6, 2017 meeting of the University Curriculum Committee for General Education. A motion was made and seconded to accept the minutes of the December 6, 2017 meeting of the University Curriculum Committee for General Education.

D. Stauffer reminded the commission that there is a lot of good and helpful information provided in these minutes.

The motion passed unanimously.

L. Zietsman presented the report of the December 13, 2017 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the report of the December 13, 2017 Pathways Ad Hoc Review Committee.

The motion passed unanimously.

L. Zietsman presented the report of the January 24, 2018 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the report of the January 24, 2018 Pathways Ad Hoc Review Committee.

The motion passed unanimously.

| PATHWAYS AD HOC REVIEW COMMITTEE REPORT—DECEMBER 13, 2017 |
| For “First and Second Reading” |
| Unanimous Approval |

COURSES

New:

CLE Spring 2018/Pathways Fall 2018

**College of Agriculture and Life Sciences**

ALCE 2414: Identity and Inclusion in Agriculture and Life Sciences (CLE Area 2, Pathways Advanced/Applied Discourse GE01, Critical Analysis of Equity and Identity in the United States GE07, Ethical Reasoning GE10) (CM 3692)
College of Architecture and Urban Studies

SPIA 2104: Urban Analytics for Decision-Making (CLE Area 5, Pathways Advanced/Applied Quantitative and Computational Thinking GE05, Ethical Reasoning GE10) (CM 3834)

SPIA 2554: Collaborative Policy-Making and Planning (CLE Area 3, Pathways Reasoning in the Social Sciences GE03, Critical Analysis of Identity and Equity in the United States GE07, Ethical Reasoning GE10) (CM 3814)

SPIA 4464: Data and the Art of Policy-Making and Planning (CLE Area 5, Pathways Advanced/Applied Quantitative and Computational Thinking GE05, Ethical Reasoning GE10) (CM 3817)

College of Science

GEOS 1054: Age of Dinosaurs (CLE Areas 4 and 7, Pathways Reasoning in the Natural Sciences GE04, Intercultural and Global Awareness GE11) (CM 3875)

Revised:

CLE Spring 2018/Pathways Fall 2018

College of Agriculture and Life Sciences

HORT 2184: Plants, Places, and Cultures in a Global Context (CLE Area 7, Pathways Reasoning in the Social Sciences GE03, Intercultural and Global Awareness GE11) (CM 3067)

College of Architecture and Urban Studies

ART 3064: Arts of China and Japan (CLE Areas 2 and 6, Pathways Critical Thinking in the Humanities GE02, Critique and Practice in Design and the Arts GE06, Intercultural and Global Awareness GE11) (CM 3857)

College of Liberal Arts and Human Sciences

PSCI 2064 (IS 2064) (GEOG 2064): The Global Economy and World Politics (CLE Areas 3 and 7, Pathways Reasoning in the Social Sciences GE03, Intercultural and Global Awareness GE11) (CM 3744)

College of Natural Resources and the Environment

FREC 2004: Forest Ecosystems (CLE Area 4, Pathways Reasoning in the Natural Sciences GE04, Intercultural and Global Awareness GE11) (CM 3872)
**College of Science**

GEOS 1034: Earth’s Natural Hazards (CLE Area 4, Pathways Reasoning in the Natural Sciences GE04, Ethical Reasoning GE10) (CM 3874)

**Pathways Fall 2018**

**College of Agriculture and Life Sciences**

APSC 4004: Contemporary Issues in the Animal Sciences (Pathways Advanced/Applied Discourse GE01, Ethical Reasoning GE10) (CM 3846)

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**PATHWAYS AD HOC REVIEW COMMITTEE REPORT—JANUARY 24, 2018**

For “First and Second Reading”

Unanimous Approval

### COURSES

**New:**

**CLE Fall 2018/Pathways Fall 2018**

**College of Liberal Arts and Human Sciences**

ARBC 3474: Topics in Arab Cinema (CLE Areas 2 and 7, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) (CM 3942)

**College of Natural Resources and the Environment**

GEOG 2244 (SPIA 2244): Sustainable Urbanization (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Intercultural and Global Awareness G11) (CM 3889)

**College of Science**

BIOL 1014: Introduction to Biology (CLE Area 4, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 3878)
BIOL 1054: Human Biology: Concepts and Current Issues (CLE Area 4, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 3885)

Revised:

**CLE Fall 2018/Pathways Fall 2018**

**College of Liberal Arts and Human Sciences**

AFST 1714: Introduction to African American Studies (CLE Area 2, Pathways Reasoning in the Social Sciences G03, Critical Analysis of Equity and Identity in the United States G07, Intercultural and Global Awareness G11) (CM 3941)

HUM 2204: The Creative Process (CLE Area 6, Pathways Critique and Practice in Design and the Arts G06a/G06d, Intercultural and Global Awareness G11) (CM 3943)

RUS 2734: Introduction to Russian Culture and Civilization (CLE Area 2, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) (CM 3945)

RUS 3424 (ENGL 3424): Topics in Russian Literature in English (CLE Area 2, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) (CM 3946)

**College of Science**

PSYC 1004: Introductory Psychology (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Intercultural and Global Awareness G11) (CM 3697)

PSYC 2034: Developmental Psychology (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Intercultural and Global Awareness G11) (CM 3698)

PSYC 2044: Psychology of Learning (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Ethical Reasoning G10) (CM 3738)

GEOS 1014: Evolution of the Earth-Life System (CLE Area 4, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 3886)

NEUR 2464: Neuroscience and Society (CLE Area 4, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 3936)
Discontinued:

Effective Fall 2018

**College of Science**

NEUR 3464: Neuroscience and Society (CM 3936)

### MINORS

Rename:

Effective Graduating Calendar Year 2019

**College of Science**

Rename Minor to: Science, Technology, and Law; First term to declare: Fall 2018; First term and year to graduate: Winter 2019 (CM 3251)

With approval of renamed Minor: Science, Technology, and Law (STL), discontinue Minor name: Science, Engineering, and Law (SELW); Last term and year to graduate: Fall 2018 (CM 3251)

### CONSTITUENT REPORTS

**Commission on Administrative and Professional Faculty Affairs**

No report.

**Staff Senate**

No report.

**Faculty Senate**

No report.

**Student Government Association**

No report.
Graduate Student Assembly

No report.

**OTHER BUSINESS**

**Pamplin College of Business Request for Posthumous Degree**

L. Khansa, Associate Dean of the Pamplin College of Business, moved approval of the posthumous awarding of the degree *Bachelor of Science in Business* to Nicholas Russell Ciullo effective Spring 2018.

Dr. Khansa indicated that the request was based on the recommendation of the faculty of the Department of Business Information Technology and supported by the Pamplin College of Business.

The motion was seconded and passed unanimously.

**Undergraduate Honor System Presentation**

Morgan Davenport, Royston Pillai, and Dr. James Orr conducted a presentation on the Undergraduate Honor System. Presentation topics included recent updates to the faculty-student led Undergraduate Honor System, honor code, training process, adjudication, data reports, administrative oversight, outreach, and resources. More information can be found at [https://honorsystem.vt.edu/](https://honorsystem.vt.edu/) or by contacting the Office of Undergraduate Academic Integrity at honorsys@vt.edu.

**UC Resolution 2017-18A Resolution to Amend the University Council By-Laws as Recommended by the Governance Task Force**

D. Stauffer provided a brief update that at the last University Council meeting, amendments were made to the resolution, which addressed the comments of the Commission on Undergraduate Studies and Policies.

**ADJOURNMENT**

A motion was made and seconded to adjourn the meeting at 3:34 PM.

Respectfully Submitted,
Megan Coulter, Office of the University Registrar
CALLED TO ORDER

The meeting was called to order at 3:02 PM by D. Stauffer.

ADOPTION OF THE AGENDA

A motion was made and seconded to approve the agenda. The motion to approve the agenda passed unanimously.

ANNOUNCEMENT OF APPROVAL AND POSTING OF MINUTES

D. Stauffer announced the February 12, 2018 minutes were electronically approved and can be accessed via the University Registrar’s website:


NEW BUSINESS:

Resolution 2017-18.F, Resolution to Discontinue Bachelor of Science Degree in Environmental Policy and Planning, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.F, Resolution to Discontinue Bachelor of Science Degree in Environmental Policy and Planning

D. Stauffer opened the floor for discussion on Resolution 2017-18.F.

Discussion and clarification topics included the following:

R. Hall provided background to clarify the changes to structure of degree and majors, degree core, enrollment, and curricular mapping.
Resolution 2017-18.F has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.F will take place at the next available CUSP meeting.

Resolution 2017-18.G Resolution to Approve New Major, Environmental Policy and Planning, in Bachelor of Arts in Public and Urban Affairs, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.G Resolution to Approve New Major, Environmental Policy and Planning, in Bachelor of Arts in Public and Urban Affairs

D. Stauffer opened the floor for discussion on Resolution 2017-18.G.

Resolution 2017-18.G has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.G will take place at the next available CUSP meeting.

Resolution 2017-18.H Resolution to Approve New Major, Smart and Sustainable Cities, in Bachelor of Arts in Public and Urban Affairs, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.H Resolution to Approve New Major, Smart and Sustainable Cities, in Bachelor of Arts in Public and Urban Affairs

D. Stauffer opened the floor for discussion on Resolution 2017-18.H.

Discussion and clarification topics included the following:

R. Hall provided background and clarification regarding credits in the degree core and strategies to maintain courses within the degree core.

Resolution 2017-18.H has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.H will take place at the next available CUSP meeting.

Resolution 2017-18.I Resolution to Approve New Major, Chip-Scale Integration in Bachelor of Science in Computer Engineering, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.I Resolution to Approve New Major, Chip-Scale Integration in Bachelor of Science in Computer Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.I.
Discussion and clarification topics included the following:

L. Lester provided background regarding how the department worked with students to gauge interest in the proposed major.

Resolution 2017-18.I has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.I will take place at the next available CUSP meeting.

**Resolution 2017-18.J Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Computer Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.J Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Computer Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.J.

Resolution 2017-18.J has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.J will take place at the next available CUSP meeting.

**Resolution 2017-18.K Resolution to Approve New Major, Machine Learning, in Bachelor of Science in Computer Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.K Resolution to Approve New Major, Machine Learning, in Bachelor of Science in Computer Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.K.

Resolution 2017-18.K has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.K will take place at the next available CUSP meeting.

**Resolution 2017-18.L Resolution to Approve New Major, Networking & Cybersecurity, in Bachelor of Science in Computer Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution to Approve New Major, Networking & Cybersecurity, in Bachelor of Science in Computer Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.L.
Resolution 2017-18.L has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.L will take place at the next available CUSP meeting.

Resolution 2017-18.M Resolution to Approve New Major, Software Systems in Bachelor of Science in Computer Engineering, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.M Resolution to Approve New Major, Software Systems in Bachelor of Science in Computer Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.M.

Resolution 2017-18.M has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.M will take place at the next available CUSP meeting.

Resolution 2017-18.N Resolution to Approve New Major, Communications & Networking, in Bachelor of Science in Electrical Engineering, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.N Resolution to Approve New Major, Communications & Networking, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.N.

Discussion and clarification topics included the following:

L. Lester provided information related to advertising the major with the degree to prevent confusion with other University majors.

Resolution 2017-18.N has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.N will take place at the next available CUSP meeting.

Resolution 2017-18.O Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Electrical Engineering, First Reading

The motion was made and seconded to present for first reading Resolution 2017-18.O Resolution to Approve New Major, Controls, Robotics & Autonomy, in Bachelor of Science in Electrical Engineering
D. Stauffer opened the floor for discussion on Resolution 2017-18.O.

Resolution 2017-18.O has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.O will take place at the next available CUSP meeting.

**Resolution 2017-18.P Resolution to Approve New Major, Energy & Power Electronics Systems, in Bachelor of Science in Electrical Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.P Resolution to Approve New Major, Energy & Power Electronics Systems, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.P.

Resolution 2017-18.P has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.P will take place at the next available CUSP meeting.

**Resolution 2017-18.Q Resolution to Approve New Major, Micro/Nanosystems, in Bachelor of Science in Electrical Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.Q Resolution to Approve New Major, Micro/Nanosystems, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.Q.

Resolution 2017-18.Q has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.Q will take place at the next available CUSP meeting.

**Resolution 2017-18.R Resolution to Approve New Major, Photonics, in Bachelor of Science in Electrical Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.R Resolution to Approve New Major, Photonics, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.R.
Resolution 2017-18.R has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.R will take place at the next available CUSP meeting.

**Resolution 2017-18.S Resolution to Approve New Major, Radio Frequency & Microwave, in Bachelor of Science in Electrical Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.S Resolution to Approve New Major, Radio Frequency & Microwave, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.S.

Resolution 2017-18.S has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.S will take place at the next available CUSP meeting.

**Resolution 2017-18.T Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering, First Reading**

The motion was made and seconded to present for first reading Resolution 2017-18.T Resolution to Approve New Major, Space Systems, in Bachelor of Science in Electrical Engineering

D. Stauffer opened the floor for discussion on Resolution 2017-18.T.

Resolution 2017-18.T has been forwarded to Faculty Senate for comment. Following the Faculty Senate review and response, the second reading of Resolution 2017-18.T will take place at the next available CUSP meeting.

Discussion and clarification topics included the following:

L. Lester provided background information on collaborating with other departments and utilizing technical electives.

**REPORTS AND MINUTES FROM COMMISSION COMMITTEES/SUB-COMMITTEES**

**COMMITTEE REPORTS**

**Academic Support Committee**

No Report.
Academic Policies Committee

No Report.

Athletics Committee

No Report.

Commencement Committee

No Report.

Honor Council

No Report.

Library Committee

No Report.

Undergraduate Curriculum Committee

M. Kasarda presented the reports of the February 9, 2018 and February 23, 2018 Undergraduate Curriculum Committee. A motion was made and seconded to approve the reports of the February 9, 2018 and February 23, 2018 Undergraduate Curriculum Committee.

The motion passed unanimously.

UNDERGRADUATE CURRICULUM COMMITTEE REPORT—FEBRUARY 9, 2018
FOR “FIRST AND SECOND READING”
UNANIMOUS APPROVAL

COURSES

New:

Fall 2018

College of Agriculture and Life Sciences

DASC 1464 Dairy Cattle Handling (CM-3980)

HORT 4064 Soil Microbiology (CM-3970)
College of Architecture and Urban Studies
SPIA 4454 Future of Cities (CM-3815)

Pamplin College of Business
FIN 3254 Credit Risk Analysis (CM-3901)

College of Science
BIOL 3804 Principles of Biology Teaching Assistant (CM-3963)
NEUR 3844 Computational Neuroscience and Neural Engineering (CM-3937)
PHYS 4254 Quantum Information Technologies (CM-3849)

Spring 2019
College of Liberal Arts and Human Sciences
CONS 4304 Advanced Consumer and Family Finances (CM-3979)

Revised:

Fall 2018
College of Science
MATH 1614 Numbers and Operations for Teachers (CM-3929)
MATH 1624 Geometry for Teachers (CM-3930)

DEGREES, MAJORS, OPTIONS, MINORS

Degree:
Discontinue:
Effective Graduating Calendar Year 2021
College of Architecture and Urban Studies

With approval of new Major: Environmental Policy and Planning (EPP) under Degree: Bachelor of Arts in Public and Urban Affairs (BAPUA), **discontinue** Degree: Bachelor of Science (BS), Major: Environmental Policy and Planning (EPP), last term and year to graduate: Fall 2021 (CM-3881).

**Major:**

**New:**

**Effective Graduating Calendar Year 2020**

College of Architecture and Urban Studies

Establishment of New Major: Environmental Policy and Planning (EPP) under Degree: Bachelor of Arts in Public and Urban Affairs (BAPUA), first term to declare major: Fall 2018, first term and year to graduate: Winter 2020 (CM-3881).

Checksheet: Degree: Bachelor of Arts in Public and Urban Affairs (BAPUA), Major: Environmental Policy and Planning (EPP) (CM-3881).

College of Engineering

Establishment of New Major: Chip-Scale Integration (CPI) under Degree: Bachelor of Science in Computer Engineering (BSCPE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3989).

Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Major: Chip-Scale Integration (CPI) (CM-3989).

Establishment of New Major: Controls, Robotics & Autonomy (CRA) under Degree: Bachelor of Science in Computer Engineering (BSCPE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3990).

Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Controls, Robotics & Autonomy (CRA) (CM-3990).

Establishment of New Major: Machine Learning (MCHL) under Degree: Bachelor of Science in Computer Engineering (BSCPE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3991).
Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Major: Machine Learning (MCHL) (CM-3991).

Establishment of New Major: Networking & Cybersecurity (NWCS) under Degree: Bachelor of Science in Computer Engineering (BSCPE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3992).

Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Major: Networking & Cybersecurity (NWCS) (CM-3992).

Establishment of New Major: Software Systems (SFTW) under Degree: Bachelor of Science in Computer Engineering (BSCPE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3993).

Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Major: Software Systems (SFTW) (CM-3993).

Establishment of New Major: Communications & Networking (CMNW) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3994).

Checksheet: Degree: Bachelor of Science in Electrical Engineering (BSEE), Major: Communications & Networking (CMNW) (CM-3994).

Establishment of New Major: Controls, Robotics & Autonomy (ECRA) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3995).

Checksheet: Degree: Bachelor of Science in Electrical Engineering (BSEE), Major: Controls, Robotics & Autonomy (ECRA) (CM-3995).

Establishment of New Major: Energy & Power Electronics Systems (ERES) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3996).
Establishment of New Major: Micro/Nanosystems (MNSY) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3997).

Establishment of New Major: Photonics (PHTN) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3998).

Establishment of New Major: Radio Frequency & Microwave (RFMW) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-3999).

Establishment of New Major: Space Systems (SPCS) under Degree: Bachelor of Science in Electrical Engineering (BSEE), first term to declare major: Spring 2018, first term and year to graduate: Winter 2020 (CM-4000).

Revised:

Effective Graduating Calendar Year 2020

College of Engineering

Checksheet: Degree: Bachelor of Science in Computer Engineering (BSCPE), Major: Computer Engineering (CPE) (CM-3987).
Checksheet: Degree: Bachelor of Science in Electrical Engineering (BSEE), Major: Electrical Engineering (EE) (CM-3988).

Option:

New:

Effective Graduating Calendar Year 2019

Pamplin College of Business

Establishment of New Option: Real Estate Finance (RELF) under Degree: Bachelor of Science in Business (BSBUS), Major: Finance (FIN), first effective date to declare option: Spring 2018; first effective date to graduate: Winter 2019 (CM-3836).

Checksheet: Degree: Bachelor of Science in Business (BSBUS), Major: Finance (FIN), Option: Real Estate Finance (RELF) (CM-3836).

Discontinue:

Effective Graduating Calendar Year 2020

Pamplin College of Business

Information Systems (ISO) under Degree: Bachelor of Science in Business (BSBUS), Major: Accounting and Information Systems (ACIS), last term and year to graduate: Fall 2020 (CM-3939).

Minor:

Revised:

Effective Graduating Calendar Year 2020

College of Architecture and Urban Studies

Checksheet: Minor: Environmental Policy and Planning (EPP) (CM-3879).

College of Natural Resources and Environment

Rename:

Effective Graduating Calendar Year 2020

College of Natural Resources and Environment

Minor: Urban and Community Forestry (UACF), first effective date to graduate: Winter 2020 (CM-3858).

With approval of new minor name, “Urban and Community Forestry (UACF),” discontinue minor name, “Urban Forestry (URBF),” last term and year to graduate: Fall 2019 (CM-3858).

Checksheets: Minor: Urban and Community Forestry (UACF), first effective date to graduate: Winter 2020 (CM-3858).

UNDERGRADUATE CURRICULUM COMMITTEE REPORT—FEBRUARY 23, 2018
FOR “FIRST AND SECOND READING”
UNANIMOUS APPROVAL

COURSES

New:

Summer I 2018

College of Agriculture and Life Sciences

HNFE 4754 Advanced Human Anatomy and Pathophysiology (CM-4095)

Fall 2018

College of Liberal Arts and Human Sciences

COMM 3274 Social Dimensions of Games, Simulations, and Virtual Environments (CM-4036)

COMM 3344 Public Relations and Sports (CM-4037)

COMM 4064 Social Media Analytics (CM-4038)
Spring 2019

College of Liberal Arts and Human Sciences

PSCI 3054 (IS 3054) The Dark Web and Threat Analytics (CM-4002)

Revised:

Fall 2018

College of Liberal Arts and Human Sciences

COMM 4244 Topics in Communication Science and Social Inquiry (CM-4039)

ENGL 1004 Books, Libraries, Archives (CM-4040)

College of Science

CHEM 4514 Green Chemistry (CM-4072)

MATH 4175, 4176 Cryptography (CM-4073)

Degrees, Majors, Options, Minors

Major:

New:

Effective Graduating Calendar Year 2020

College of Architecture and Urban Studies

Establishment of New Major: Smart and Sustainable Cities (SSC) under Degree: Bachelor of Arts in Public and Urban Affairs (BAPUA), effective for students graduating in calendar year 2020, first term to declare major: Fall 2018, first term and year to graduate: Winter 2020 (CM-3882)

Checksheet: Degree: Bachelor of Arts in Public and Urban Affairs (BAPUA), Major: Smart and Sustainable Cities (SSC) (CM-3882)
Revised:

Effective Graduating Calendar Year 2020

College of Engineering

Checksheet: Degree: Bachelor of Science in Biological Systems Engineering (BSBSE), Major: Biological Systems Engineering (BSE) (CM-4001)

Minor:

New:

Effective Graduating Calendar Year 2020

College of Architecture and Urban Studies

Establishment of New Minor: Smart and Sustainable Cities (SSC), effective for students graduating in calendar year 2020, first effective date to declare minor: Spring 2018, first effective date to graduate: Winter 2020 (CM-3880)

Checksheet: Minor: Smart and Sustainable Cities (SSC) (CM-3880)

Discontinue:

Effective Graduating Calendar Year 2020

Pamplin College of Business

Checksheet: Minor: Applied Business Computing (ABCP), last term and year to graduate: Fall 2020 (CM-4014)

Options:

Discontinue:

Effective Graduating Calendar Year 2021

College of Architecture and Urban Studies

With approval of Majors: Smart and Sustainable Cities (SSC) (CM-3882) and Environmental Policy and Planning (EPP) (CM-3881) (Undergraduate
discontinue the following major concentrations/option under the current Degree: Bachelor of Arts, Major: Public and Urban Affairs:

Checksheet: Discontinue Major Concentration/Option: Environmental Affairs (ENVA), last term to enroll Spring 2018, last term and year to graduate: Fall 2021

Checksheet: Discontinue Major Concentration/Option: Global Development (GD), last term to enroll Spring 2018, last term and year to graduate: Fall 2021

Checksheet: Discontinue Major Concentration/Option: Public and Nonprofit Management (PNPM), last term to enroll Spring 2018, last term and year to graduate: Fall 2021

Checksheet: Discontinue Major Concentration/Option: Public Policy (PUPO), last term to enroll Spring 2018, last term and year to graduate: Fall 2021

Checksheet: Discontinue Major Concentration/Option: Urbanization: Planning and Policy (UPP), last term to enroll Spring 2018, last term and year to graduate: Fall 2021

University Curriculum Committee for General Education

L. Zietsman presented the minutes of the February 7, 2018 University Curriculum Committee for General Education. A motion was made and seconded to accept the minutes of the February 7, 2018 University Curriculum Committee for General Education.

L. Zietsman presented the report of the February 14, 2018 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the report of the February 14, 2018 Pathways Ad Hoc Review Committee.

PATHWAYS AD HOC REVIEW COMMITTEE REPORT—FEBRUARY 14, 2018
For “First and Second Reading”
Unanimous Approval

COURSES

New:
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>College Name</th>
<th>Area/Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPIA 2005, 2006</td>
<td>Introduction to Urban Analytics</td>
<td>College of Architecture and Urban Studies</td>
<td>CLE Area 5, Pathways Advanced Quantitative and Computational Thinking G05a, Ethical Reasoning G10 (CM 3922)</td>
</tr>
<tr>
<td>ART 3674</td>
<td>History of Photography</td>
<td>College of Architecture and Urban Studies</td>
<td>CLE Area 3 and 6, Pathways Critical Thinking in the Humanities G02, Critique and Practice in Design and the Arts G06a, Intercultural and Global Awareness G11 (CM 3660)</td>
</tr>
<tr>
<td>EDCI 3024</td>
<td>Issues in Schooling in the United States</td>
<td>College of Liberal Arts and Human Sciences</td>
<td>CLE Area 3, Pathways Reasoning in the Social Science G03, Critical Analysis of Equity and Identity in the United States G07, Intercultural and Global Awareness G11 (CM 3914)</td>
</tr>
<tr>
<td>HIST 3654</td>
<td>Arab-Israeli Conflict</td>
<td>College of Liberal Arts and Human Sciences</td>
<td>CLE Area 7, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11 (CM 3925)</td>
</tr>
<tr>
<td>MUS 2115, 2116</td>
<td>Survey of Western Music</td>
<td>College of Liberal Arts and Human Sciences</td>
<td>CLE Area 6, Pathways Critical Thinking in the Humanities G02, Critique and Practice in Design and the Arts G06a, Intercultural and Global Awareness G11 (CM 3915)</td>
</tr>
<tr>
<td>GEOG 3314</td>
<td>Cartography</td>
<td>College of Natural Resources and the Environment</td>
<td>Pathways Critique and Practice in Design and the Arts G06d, Ethical Reasoning G10 (CM 3907)</td>
</tr>
<tr>
<td>CHEM 1035-1036</td>
<td>General Chemistry</td>
<td>College of Science</td>
<td>CLE Area 4, Pathways Reasoning in the Natural Science G04, Intercultural and Global Awareness G11 (CM 3928)</td>
</tr>
</tbody>
</table>
PSYC 3014: Abnormal Psychology (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Ethical Reasoning G10) (CM 3739)

CLE Spring 2019/Pathways Spring 2019

**College of Natural Resources and the Environment**

FREC 1004 (GEOG 1084): Digital Planet (CLE Area 5, Pathways Foundational Quantitative and Computational Thinking G05f, Ethical Reasoning G10) (CM 3909)

### Minors

**New:**

**Effective Graduation Calendar Year 2019**

**College of Liberal Arts and Human Sciences**

Establishment of new Pathways Minor: Disabilities Studies (DSST); First term to declare: Summer 2018; First term and year to graduate: Winter 2019 (CM 3704)

- Checksheet: Pathways Minor in Disabilities Studies (DSST); First effective date to declare minor: Summer 2018; First effective date to graduate: Winter 2019 (CM 3704)

Establishment of new Pathways Minor: Strategic Communication (SCOM); First term to declare minor: Summer 2018; First term and year to graduate: Winter 2019 (CM 3823)

- Checksheet: Pathways Minor in Strategic Communication (SCOM); First effective date to declare minor: Summer 2018; First effective date to graduate: Winter 2019 (CM 3823)

**Effective Graduation Calendar Year 2020**

**College of Natural Resources and the Environment**

Establishment of new Pathways Minor: Pathways to Sustainability and Environment (PSUS); First term to declare minor: Fall 2018; First term and year to graduate: Winter 2020 (CM 3873)
Checksheet for new Pathways Minor: Pathways to Sustainability and Environment (SUST); First effective date to declare minor: Fall 2018; First effective date to graduate: Winter 2020 (CM 3873)

**Rename:**

**Effective Graduating Calendar Year 2022**

**Pamplin College of Business**

Rename Minor to: Organizational Leadership (BOLD); First term to declare: Fall 2018; First term and year to graduate: Winter 2022 (CM 3273)

With approval of renamed Minor: Organizational Leadership (BOLD), discontinue Minor name: Business Leadership (BLC); Last term and year to graduate: Fall 2021

**CONSTITUENT REPORTS**

**Commission on Administrative and Professional Faculty Affairs**

No report.

**Staff Senate**

No report.

**Faculty Senate**

No report.

**Student Government Association**

R. Willis presented the following Open Education Events for A. Roche:

- March 12-30: Exhibit, Newman Library, Second Floor
- March 19-23: Tabling, Newman Lobby, from 11:00 am-1:00 pm
- March 23: Crowdfunding Kickoff to raise money to compensate professors who write open source textbooks, from 11:00 am-1:00 pm
- April 12: Textbook Town Hall, Newman Multipurpose Room, 7:00 pm-8:00 pm
Graduate Student Assembly

No report.

OTHER BUSINESS

College of Architecture and Urban Studies Request for Posthumous Degree

K. Albright, Associate Dean of the College of Architecture and Urban Studies, moved approval of the posthumous awarding of the degree Bachelor of Architecture and Urban Studies, Cum Laude, to Jade Ashley Barefoot effective Spring 2018.

Dr. Albright indicated that the request was based on the recommendation of the faculty of the School of Architecture and Design and supported by the College of Architecture and Urban Studies.

The motion was seconded and passed unanimously.

ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 3:54 PM.

Respectfully Submitted,
Nicole Akers, Office of the University Registrar
MINUTES
UNIVERSITY ADVISORY COUNCIL ON
STRATEGIC BUDGETING AND PLANNING
February 15, 2018

PRESENT: Julia Billingsley, Tim Hodge, Omchand Mahdu, Cayce Myers, Andi Ogier, Robert Sebek, Ken Smith, Michael Sorice, Benjamin Tracy, Jack Washington (substitute for Jason Soileau), and Susan White.

ABSENT: Maria Balota, Michele Borgarelli, Cyril Clarke, Henri de Hahn, Quinton Nottingham, Randy Penson, Hans Robinson, Dwight Shelton and Linbing Wang

1. CALL TO ORDER AND WELCOME NEW MEMBERS

Mr. Tim Hodge, Associate Vice President for Budget and Financial Planning, called the meeting to order.

2. APPROVAL OF THE JANUARY 18, 2018 MINUTES

Mr. Hodge stated that the January 18, 2018 minutes were shared electronically, having received no feedback, those minutes are considered approved and are forwarded to the University Council for posting on the web.

3. UPDATE ON PIBB MODEL

Dr. Ken Smith, Vice Provost of Academic Resource Management presented an update on the Partnership an Incentive-Based Budget (PIBB) Model. Dr. Smith provided an overview at the national level of the trends in budget models and noted there has been a shift from incremental budgeting to performance based budgeting. Also presented were reasons the budget model needed to evolve. An overview of what the PIBB model is intended to do and characteristics of the model followed. Dr. Smith presented the PIBB model budget process and provided an example of the budget allocation methodology and metrics utilized. An example of how the PIBB components are arrayed across colleges to align with the uniqueness of each college was also presented. Dr. Smith reminded the council the Deans retain the ability to allocate resources within a college. The two types of metrics used in the PIBB model were described and examples of each were presented. Dr. Smith indicated some metrics are still in the process of being determined.

Dr. Smith discussed the initiative to improve data for information and decision making. A demonstration of the beta system was provided. The need for developing supporting data for the new budget model was also noted. A copy of Mr. Smith’s presentation is attached to these minutes.

4. No further business was discussed, and the meeting adjourned at 5:04 p.m.
Update on Partnership for an Incentive-Based Budget (PIBB) and University Data Commons

Ken Smith
Vice Provost Academic Resource Management
Strategic Budget and Planning Committee
February 15, 2018
The PIBB Model – Higher Education Context

Changes in Budget Models – 2011 Inside Higher Education Survey

Table 16
Budget Models
(percentages by sector, spring 2011)

<table>
<thead>
<tr>
<th>Budget model used at your institution during the current academic year (as 2010-11)*</th>
<th>Formula</th>
<th>Incremental</th>
<th>Performance-based</th>
<th>Revenue Center Mgmt (RCM)</th>
<th>Zero-Based Budgeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Institutions</td>
<td>26.1</td>
<td>60.2</td>
<td>19.6</td>
<td>14.2</td>
<td>30.0</td>
</tr>
<tr>
<td>Public Institutions</td>
<td>34.8</td>
<td>59.3</td>
<td>21.0</td>
<td>11.8</td>
<td>25.6</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>44.7</td>
<td>78.7</td>
<td>25.5</td>
<td>21.3</td>
<td>0.0</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>25.0</td>
<td>73.6</td>
<td>19.6</td>
<td>8.9</td>
<td>16.3</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>31.0</td>
<td>72.4</td>
<td>17.2</td>
<td>20.7</td>
<td>13.8</td>
</tr>
<tr>
<td>Associate/Community Colleges</td>
<td>35.8</td>
<td>47.4</td>
<td>20.6</td>
<td>8.7</td>
<td>37.8</td>
</tr>
<tr>
<td>Private/Non-Profit Institutions</td>
<td>17.1</td>
<td>62.3</td>
<td>18.2</td>
<td>17.1</td>
<td>33.2</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>16.0</td>
<td>56.0</td>
<td>24.0</td>
<td>48.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>14.8</td>
<td>71.6</td>
<td>14.8</td>
<td>12.3</td>
<td>25.9</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>17.4</td>
<td>58.4</td>
<td>19.1</td>
<td>15.2</td>
<td>37.6</td>
</tr>
</tbody>
</table>

Table 17
Changes in Budget Models, F/Y 2007-08 vs. F/Y 2010-11
(percentage change 2008 to 2011)

<table>
<thead>
<tr>
<th>All Institutions</th>
<th>Formula</th>
<th>Incremental</th>
<th>Performance-based</th>
<th>Revenue Center Mgmt (RCM)</th>
<th>Zero-Based Budgeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Institutions</td>
<td>-1.0</td>
<td>-8.4</td>
<td>7.4</td>
<td>4.0</td>
<td>9.0</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>0.0</td>
<td>-8.5</td>
<td>10.6</td>
<td>14.9</td>
<td>-2.1</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>-3.6</td>
<td>-5.4</td>
<td>5.3</td>
<td>3.5</td>
<td>9.0</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>3.4</td>
<td>0.0</td>
<td>6.9</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Associate Colleges</td>
<td>-5.5</td>
<td>-12.7</td>
<td>8.7</td>
<td>2.3</td>
<td>13.3</td>
</tr>
<tr>
<td>Private/Non-Profit Institutions</td>
<td>0.3</td>
<td>-6.2</td>
<td>6.6</td>
<td>4.1</td>
<td>8.5</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>0.0</td>
<td>-4.0</td>
<td>8.0</td>
<td>8.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>0.0</td>
<td>-4.9</td>
<td>8.6</td>
<td>2.4</td>
<td>4.9</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>0.5</td>
<td>-7.3</td>
<td>5.1</td>
<td>4.0</td>
<td>9.5</td>
</tr>
</tbody>
</table>

Table 16 - numbers may total more than 100 percent because some institutions may use more than one budget model.

### The PIBB Model – Higher Education Context

Changes in Budget Models – 2011 Inside Higher Education Survey

#### Table 18

Effectiveness of Various Budget Models

(Percentages rating the business model as 6 or 7; scale: 1 = not effective, 7 = very effective; spring 2011)

<table>
<thead>
<tr>
<th>How would you rate the effectiveness of the budget model used at your institution?</th>
<th>Overall effectiveness</th>
<th>Managing resources during good times</th>
<th>Managing resources during difficult times</th>
<th>Helping us set/reassess institutional priorities</th>
<th>Helping us develop business plans for new academic programs &amp; services</th>
<th>Helping us develop business plans for our online education activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Institutions</td>
<td>39.7</td>
<td>49.9</td>
<td>36.7</td>
<td>27.6</td>
<td>20.9</td>
<td>15.8</td>
</tr>
<tr>
<td>Public Institutions</td>
<td>36.7</td>
<td>51.1</td>
<td>33.8</td>
<td>28.5</td>
<td>21.0</td>
<td>17.8</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>23.4</td>
<td>38.3</td>
<td>23.4</td>
<td>23.4</td>
<td>19.1</td>
<td>17.0</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>32.1</td>
<td>55.4</td>
<td>28.6</td>
<td>21.4</td>
<td>21.4</td>
<td>19.6</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>20.7</td>
<td>37.9</td>
<td>20.7</td>
<td>27.6</td>
<td>17.2</td>
<td>7.1</td>
</tr>
<tr>
<td>Associate/Community Colleges</td>
<td>44.5</td>
<td>55.5</td>
<td>40.5</td>
<td>32.4</td>
<td>22.0</td>
<td>19.1</td>
</tr>
<tr>
<td>Private/Non-Profit Institutions</td>
<td>42.6</td>
<td>48.5</td>
<td>39.5</td>
<td>26.8</td>
<td>21.4</td>
<td>13.8</td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>40.0</td>
<td>50.0</td>
<td>44.0</td>
<td>28.0</td>
<td>24.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Master’s Institutions</td>
<td>35.5</td>
<td>39.5</td>
<td>42.0</td>
<td>23.5</td>
<td>16.0</td>
<td>11.1</td>
</tr>
<tr>
<td>Baccalaureate Colleges</td>
<td>45.2</td>
<td>50.0</td>
<td>37.3</td>
<td>27.7</td>
<td>22.2</td>
<td>14.8</td>
</tr>
</tbody>
</table>

---

The PIBB Model – Higher Education Context

Changes in Budget Models – 2016 Inside Higher Education Survey

<table>
<thead>
<tr>
<th>Has your institution significantly changed its budget model in the past four years?</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Institutions by Sector</td>
</tr>
<tr>
<td>% Yes</td>
</tr>
<tr>
<td>% No</td>
</tr>
</tbody>
</table>

(Based on those whose institution has not changed its budget model in the past four years)

<table>
<thead>
<tr>
<th>Does your institution plan to significantly change its budget model in the near future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Institutions by Sector</td>
</tr>
<tr>
<td>% Yes</td>
</tr>
<tr>
<td>% No</td>
</tr>
</tbody>
</table>

n/a: Data not shown due to insufficient sample size.

3. Education Advisory Board (2016). Aligning the budget model to strategic goals: Executive level decision points to ensure impact on cost, growth, and strategy.
The PIBB Model – Higher Education Context

Trending Towards Budget Model Hybridization

3. Education Advisory Board (2016). Aligning the budget model to strategic goals: Executive level decision points to ensure impact on cost, growth, and strategy.
The PIBB Model – Higher Education Context

The Need for Change

- The Beyond Boundaries vision called for new financial models that incentivize growth and the shared accomplishment of strategic goals.

- To adapt to a changing resource environment from one of subsidized operations to self-support/revenue generation.

- To manage effectively in the growing complexity of the organization by moving decision making closer to where program outcomes are occurring.

- To achieve greater transparency and accountability in the allocation of resources and the accomplishment of outcomes.

- To optimize the availability of data and meet expectations that data should inform operational decisions.
The PIBB Model
What the PIBB is . . .

• A further decentralization of tactical decision-making – from central administration to college leadership.
• A more structured method of accountability for accomplishment of institutional desired outcomes
• Implemented within the traditional hierarchy of responsibility Provost > Deans > Departments > Faculty
• An improvement in the logic and transparency of resource allocation decisions
• Not a simplistic formula – looking for balanced complexity appropriate for a diverse organization
• Subject to continuous evaluation, calibration and improvement
• Change managed with relation to the historical funding levels of colleges
The PIBB Model
What the PIBB is not . . .

• Not a revenue sharing model – those models will fall outside of the PIBB
• Not the entire budget for any college
• Not yet fully implemented for any college. Nor are its component metrics, values and factors fixed.
• Not appropriate for estimating department level budgets within a college – it’s a college level model
• Not a plug and play formula that simply spits out a number with no qualitative evaluation
The PIBB Model
Characteristics of the Model

Results-Based
- Budgeting connects to planning
- Budget provides transparent performance incentives

Comprehensive
- Quantity is connected to quality
- Supports diversified outcomes

Data Informed Model
- Utilizes extensive and shared decision support system

Adaptable Model
- Allows for continuous calibration and changes to shared goals
Periodic Modifications to Incent Different Outcomes

The PIBB Model

The Budget Process

- Shared Performance Goals
- Activity Based Resource Allocations
- Shared Data
- Realignment & Adjustment of Resources & Goals
- Semi-Annual Assessment of Outcomes
The PIBB Metrics
Two Types of Metrics

- Unit allocation metrics
  - Formulaic – 1 unit of outcome = 1 unit of value
  - Generally linked to revenue generating activity
  - Valued equally for all colleges to promote intercollege cooperation

- Scorecard metrics
  - Not formulaic
  - Linked to annual assessment of outcomes in the area of faculty success, student success, and administrative effectiveness
  - Can be college specific
  - Covers a much broader range of activity
  - Balances quality expectations against the quantity incentives inherent in the unit allocation metrics
The PIBB Metrics

Current Unit Allocation Metrics - Teaching

• **SCH Baseline**
  Number of credit hours delivered to students attributed 80% to payroll department of faculty member or members teaching course and 20% to academic department offering course.

• **SCH Other Major**
  Number of credit hours attributed using SCH Baseline methodology delivered to students with primary majors in another college.

• **SCH Section Size**
  Number of credit hours attributed using SCH Baseline methodology delivered in a course within a targeted section size specified by college and/or department.

• **SCH Honors Course**
  Number of credit hours attributed using SCH Baseline methodology in an approved Honors Program course.

• **SCH Pathway Course**
  Number of credit hours attributed using SCH Baseline methodology delivered in any approved Pathways general education course.
The PIBB Metrics
Current Unit Allocation Metrics - Enrollment

- **Majors Baseline**
  Number of undergraduate and graduate students adjusted for full and part-time status who have their primary major in a department program

- **Majors Out-of-State**
  Number of undergraduate and graduate students attributed using the Majors Baseline methodology who are enrolled in a departmental program as their primary major who are classified as out of state for purposes of tuition and fees

- **Majors Not Primary**
  Number of undergraduate and graduate students attributed using the Majors Baseline methodology who are enrolled in a departmental program that is outside of their primary major
The PIBB Metrics

Current Unit Allocation Metrics - Fundraising

• **Annual Cash Gifts**
  Dollar value of annual cash gift receipts per fiscal year assigned to the college or one of its departments based on donor designation

• **Endowment Annual Cash Gifts**
  Dollar value of annual cash gift receipts per fiscal year assigned to the college or one of its department for an endowed scholarship, fellowship or professorship based on donor designation
The PIBB Metrics

Current Unit Allocation Metrics – Sponsored

- **Sponsored Expenditures**
  Dollar value of annual externally sponsored expenditures attributed to a college by (methodology TBD)

- **Industry Sponsored Expenditures**
  Dollar value of annual externally funded sponsored research expenditures that are industry funded (NSF Definition)
The PIBB Metrics
Scorecard Metrics – Faculty Success

- Faculty Scholarship
- Faculty Teaching
- Faculty Engagement
- Faculty Diversity
The PIBB Metrics
Scorecard Metrics – Student Success

- Entering Students
- Continuing Students
- Graduating Students
- VT-Shaped Student Experiences
- Student Diversity
University Data Commons

A web portal that provides users at the department, college, VP level, and other administrative offices defined views of metrics used in the PIBB model, the strategic plan, and other key decision making processes.

Metrics Development – University Data Commons

**Define**
Support university leaders in the development of data definitions for purposes of using information to inform and incentivize actions to achieve strategic goals.

**Operationalize**
Convert the definitions leadership has identified as important into information by extracting the necessary data elements from university systems of record.

**Inform:**
Make this information accessible through the University DataCommons website such that deans, VPs, department heads and data analysts are all working from a commonly defined data set.

- Assess a broad range of measured activities to ensure that numerical outputs as defined may be reasonably relied upon as surrogate measures of desired outcomes.
- Extract, clean, organize, connect and visualize the data in ways that will help leaders and managers at all levels understand what has happened, why it happened, what will happen, and what should be done.
- Use the information to guide decisions, from major strategic decisions such as the annual budget development process to local, tactical decisions such as enrollment planning for a department.
University Data Commons

Define and Operationalize

Inform