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

1. **Adoption of Agenda**

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

2. **Announcement of approval and posting of minutes of February 6, 2017**

Dr. Sands noted that these minutes have been voted on electronically and can be publicly accessed on the Governance Information System on the Web ([http://www.governance.vt.edu](http://www.governance.vt.edu)). (Note: the February 20, 2017, University Council meeting was cancelled.)

3. **Presentation**

Mr. Scott Nostaja with Sibson Consulting gave a presentation on the changes within the Department of Human Resources (Attached).

4. **Old Business**

**Commission on Graduate Studies and Policies**

Resolution 2016-17F

Resolution to Establish a Horticulture Major with the Master of Science in Life Sciences Degree

Dr. Sally Paulson 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 2016-17E
Resolution to Discontinue Major in Economics, in Bachelor of Science in Business

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

Commission on Staff Policies and Affairs
Resolution 2016-17A
Resolution on Amendment to Staff Policies and Affairs

Mr. Robert Sebek presented the resolution for second reading and made a motion to approve. The motion was seconded, and the motion passed.

5. New Business

Commission on Faculty Affairs
Resolution CFA 2016-17C
Resolution to Clarify Language on Instructional Faculty in Handbook Regarding Teaching Responsibilities and Expectations

Dr. Hans Robinson presented the resolution for first reading. This resolution came about due to the non-tenure faculty who teach in the Language and Cultural Institute. These instructor positions typically have twenty contact hours, which is more than the typical twelve contact hours listed in the Faculty Handbook. This resolution adds a sentence in sections 5.1.7 and 9.1 of the Faculty Handbook stating, “Instructors with distinctive assignments and work schedules will have these responsibilities conveyed in the Terms of Faculty Offer at the time of appointment.” There is no need for present instructors to renegotiate their Terms of Faculty Offer.

Commission on Faculty Affairs
Resolution CFA 2016-17D
Resolution to Amend Procedure for Faculty Appointments with Tenure

Dr. Hans Robinson presented the resolution for first reading. This resolution adds to the procedure on hiring a faculty member with tenure. This resolution will make the tenure process for both those hired with tenure and those hired without tenure more aligned. The process will have a sub-committee from the college level and a sub-committee from the university level review the request for hire with tenure. This process is not meant to slow down the hiring process for those that are hired with tenure. The review will take place on the application and letters of recommendation, not the full dossier.

Commission on Graduate Studies and Polices
Resolution CGSP 2016-17G
Resolution to Establish a Master’s of Science Degree in Translational Biology, Medicine and Health

Dr. Sally Paulson withdrew the resolution.

Commission on Graduate Studies and Polices
Resolution CGSP 2016-17K
Resolution to Establish a Dairy Science Major within the Master of Science in Life Sciences Degree
Dr. Sally Paulson presented the resolution for first reading. Mater’s level enrollments in Dairy Science are near or below the minimum productivity standards based on the new requirements defined by the State Council of Higher Education for Virginia. This new Dairy Science Major in the Master of Science in Life Sciences Degree is thesis based.

**Commission on Undergraduate Studies and Polices**
**Resolution CUSP 2016-17F**
Resolution to Approve New Major, Cinema, in Bachelor of Arts in Theatre Arts

Dr. Dean Stauffer presented the resolution for first reading. This resolution is elevating an existing option to a major status. There are highly qualified faculty to provide this major. Enrollment in the option has increased. Dr. Rikakis indicated that he interviewed the two finalists for chair of the performing arts units and both requested a change in name from Cinema to something that incorporates New Media in Cinema or something similar. Dr. Stauffer will take this request back to the Theatre Arts Department.

**Commission on Undergraduate Studies and Polices**
**Resolution CUSP 2016-17G**
Resolution to Revise Pathways General Education Curriculum (Presidential Policy Memorandum No. 125 and University Core Curriculum/Curriculum for Liberal Education (CLE) (PPM24)) and Implementation for the Pathways General Education Curriculum to Include Identity and Equity in the United States

Dr. Dean Stauffer presented the resolution for first reading. This resolution is a result of a resolution from the 2015-16 academic year that called for a working group to evaluate the Pathways curriculum to incorporate intersectional diversity in the United States. This resolution recommends that within the Pathways program there be adopted a three-credit, double-counted core outcome area as described in the document “Pathways General Education Curriculum Revision Proposal: Critical Analysis of Identity and Equity in the United States.” This will be effective for students entering the fall of 2018. Dr. Stauffer also indicated that the supporting document has been amended in the proposal to reflect gender identity and gender expression to be consistent with the Principles of Community. Dr. Monty Abbas stated that the Faculty Senate strongly supports this resolution.

**Commission on University Support**
**Resolution CUS 2016-17A**
Resolution to Amend Policy on Smoking N. 1010

Ms. Anna Pope presented the resolution for first reading. This resolution includes “the use of any electronic cigarette, or vaping device” to Section 4 of University Policy 1010. Ms. Pope indicated that this resolution is the first step in establishing a smoke-free campus, which is a policy that the Student Government Association is working on.

6. **Announcement of Approval and Posting of Commission Minutes**

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

- Commission on Faculty Affairs
  February 10, 2017

- Commission on Graduate Studies and Policies
January 18, 2017
February 1, 2017
February 15, 2017

- Commission on Research
  October 12, 2016
  November 9, 2016
  December 14, 2017

- Commission on Student Affairs
  December 1, 2016
  January 26, 2017
  February 9, 2017

- Commission on Undergraduate Studies and Policies
  January 23, 2017
  February 13, 2017

- Commission on University Support
  January 19, 2017

7. **For Information Only**

Minutes of the University Advisory Council on Strategic Budgeting and Planning
January 26, 2017

8. **Announcement**

Dr. Wilson reviewed the procedures for handling campus operations should we receive a snowfall. The first consideration is whether Blacksburg Transit (BT) will be able to operate. If the BT cannot operate (because of safety reason) then the University will have a delayed opening or close the university. The decision to delay opening or close the university will be made by 5:00 a.m. The BT has to be notified by 5:30 a.m. and a VT Alert will be sent out at 6:00 a.m. There will also be a status page on the Virginia Tech website.

9. **Adjournment**

There being no further business, a motion was made to adjourn the meeting at 3:53 p.m.
Assessment Findings

- **Administrative, Rather Than Strategic:** The current HR function is focused on transactional and administrative activities rather than adding strategic value.

- **Inconsistent, Decentralized HR Services:** The level and quality of HR services across the institution is highly varied. Policies are broad or ill-defined at Central HR and units have made their own decisions and policies to fit their needs, resulting in differing pay and other practices across the institution.

- **Inequity in Pay and Other Employment Terms:** Different areas of the institution pay differently for similar work. As a result, employees are constantly moving to new positions to improve their pay.

- **Disjointed Approach to Compensation:** Not fully leveraging industry and HR best practices.

- **Inefficient Processes and Systems:** Multiple handoffs, approvals and paper based processes.

- **Risk Aversion:** Greater focus on avoiding risk than on strategic growth and improvement.

- **Ineffective, Inconsistent Performance Management:** Managers do not often provide their direct reports with regular feedback, and the performance management program is not sufficiently focused on professional development.
Where HR Adds Value to the Institution

THREE PRIMARY WAYS FOR HR TO CREATE VALUE

1. Strategic Value and Leadership (25% of all time and investments)
   - Building organizational competencies
   - Developing and delivering effective retention, succession and recruiting strategies
   - Driving culture and leading change

2. Consultative Value (50% of all time and investments)
   - Guiding and supporting leaders and managers on workplace needs and issues
   - Consulting with employees on workplace needs and issues

3. Administrative Value (25% of all time and investments)
   - Payroll and Benefits Administration
   - Record Keeping
   - Compliance

The Case for Change

Traditional Virginia Tech HR Service Distribution

Very Few Strategic Services

Some Consultative Services

Majority of HR Resources and Services Administrative

The current HR organization is not supporting the strategic objectives of the University and is focused primarily on performing administrative/transactional services.
The Case for Change

Future State Goals

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<thead>
<tr>
<th>From Current State</th>
<th>To Future State</th>
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<tbody>
<tr>
<td>Insufficient customer service and incorrect and/or incomplete information</td>
<td>Alignment between HR and institutional goals</td>
</tr>
<tr>
<td>Unaligned to the University’s vision and strategic initiatives</td>
<td>Optimal structure and composition of the HR organization</td>
</tr>
<tr>
<td>Desire for HR to play more of a strategic role, but low levels of confidence in HR to do so</td>
<td>Reduced HR-related work for faculty and staff to allow more time for core activities</td>
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<tr>
<td>Siloed with limited collaboration between sub-units</td>
<td>Increased quality of hires across campus</td>
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<tr>
<td>The decentralized HR Partner model creates risk to the University and diminishes quality, consistency, and accuracy of HR services</td>
<td>Efficient and streamlined HR processes</td>
</tr>
<tr>
<td>Inefficient and inconsistent processes, policies and systems</td>
<td>Effective, future-focused performance management</td>
</tr>
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<td></td>
<td>Consistency and clarity in promotions, titles, benefits, and pay</td>
</tr>
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<td></td>
<td>An integrated HR infrastructure that supports a changing and culturally diverse workforce</td>
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In order to support the University’s vision, HR must evolve to provide a greater level of strategic and consultative services.

The Strategic Path to HR Transformation

Committees and Teams

**HR Executive Committee**
- Monthly Meetings: September 2016 – May 2017
  - Create a guiding vision for the future of HR at Virginia Tech
  - Determine appropriate HR leadership structure, roles and reporting relationships
  - Review work and recommendations of HR Advisory Committee and HR Project Teams

**HR Advisory Committee**
- Bi-Weekly Meetings: September 2016 – May 2017
  - Review leading practices and develop appropriate HR delivery model for VT
  - Define future HR services, points of delivery, organizational alignment to new model
  - Develop recommendations for implementing new HR model (costs, timelines, etc.)

**HR Project Teams**
- Regular Meetings (TBD): September 2016 – May 2017
  - Streamline processes, create efficiencies, reduce errors
  - Develop recommendations for enhancing use of technology
  - Initial focus on Service Center, Benefits, and Leaves
Emerging Model for HR at Virginia Tech

**High-Level Structure**

**Within each major academic and administrative Division**

Supports the strategic and consultative HR needs of the Division

Led by an individual with deep HR skills and abilities

Reports to University HR leader and Division

**Benefits of the Emerging Model to Divisions**

1. **Proactively identifying and addressing the Division HR’s needs – to ensure that it has the right people and talent to achieve its future goals.**
   - On-going assessment of the Division’s workforce with accompanying plans to address staffing needs, enhance skills, and build high performing cultures
   - Targeted training and development activities
   - Professional development and career framework opportunities that align with the current and future business needs and strategy of the institution and the Division
   - Integrated performance management and employee development
   - Support for strengthening morale and employee engagement
   - More consultation and support on strategic Division-specific recruiting needs

2. **Faster and simpler HR processes that are aligned to the demands of the Division.**
   - Streamlined recruiting tools and hiring processes, eliminating current bureaucracies
   - Improved onboarding experience for all new hires
   - Learning Management System to facilitate value-added professional development

3. **Consistency and equity in compensation and other HR**
   - Fair and consistent pay practices
   - Improved retention strategies and activities
   - Reduced risk of employment related claims or litigation
Next Steps
*Piloting the Emerging Model*

- Create a guiding vision for the future of HR at Virginia Tech
- Define appropriate HR leadership structure, roles, and reporting relationships
- Review leading practices and develop conceptual framework for HR service delivery given the vision of the Executive Committee
- Define future HR services, points of delivery, and HR operating model
- Define detailed framework of roles and responsibilities across the model
- Develop recommendations for implementing new HR model, including the particulars of how this would work in the pilot units
- Test and refine

Questions or Comments?