

# UNIVERSITY COUNCIL MEETING

February 1, 2016

3:00 p.m.

1045 Pamplin Hall

## AGENDA

1. Adoption of Agenda Dr. Timothy Sands
2. Announcement of approval and posting of minutes of December 7, 2015 Dr. Timothy Sands

These minutes have been voted on electronically and will be posted on the University web.
3. Presentation Dr. Patty Perillo

Student-Centered Learning
4. Old Business Dr. Timothy Sands

Commission on Student Affairs Ms. Jacquelyn Fisher  
Resolution CSA 2015-16B  
Commission on Faculty Affairs  
Resolution CFA 2015-16D  
Joint Resolution on the Formation of a University Governance Task Force
5. Deferred Resolution Dr. Timothy Sands

Commission on Faculty Affairs - (first reading: November 2, 2015) Dr. Montasir Abbas  
Resolution CFA 2015-16B  
Resolution on Shared Governance
6. Reports from Commission Chairs Dr. Timothy Sands
  - Commission Chair Briefings
    - Commission on Administrative and Professional Faculty Affairs Ms. Susan Volkmar
    - Commission on Equal Opportunity and Diversity Ms. Jennifer Nardine
    - Commission on Faculty Affairs Dr. Montasir Abbas
    - Commission on Graduate Studies and Policies Dr. Saul Halfon
    - Commission on Outreach and International Affairs Dr. Jan Helge Bøhn
    - Commission on Research Dr. Randolph Wynne
    - Commission on Staff Policies and Affairs Mr. Alex Parrish
    - Commission on Student Affairs Ms. Jacquelyn Fisher
    - Commission on Undergraduate Studies and Policies Dr. Gena Chandler-Smith
    - Commission on University Support Mr. Edward Lener
7. Announcement of acceptance and posting of Commission Minutes Dr. Timothy Sands

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

Commission on Graduate Studies and Policies  
December 2, 2015

Commission on Outreach and International Affairs  
November 12, 2015  
December 10, 2015

Commission on Research  
November 11, 2015

Commission on University Support  
December 17, 2015

8. For Information Only

Dr. Timothy Sands

Minutes of the University Advisory Council on Strategic Budgeting and Planning  
November 12, 2015

9. Adjournment

Dr. Timothy Sands

**University Council Minutes**  
**February 1, 2016**  
**3:00 PM**  
**1045 Pamplin Hall**

**Present:** Tim Sands (presiding), Jack Lesko for Richard Benson, Lay Nam Chang, Cyril Clarke, Jack Davis, Karen DePauw, Jane Swan for Guru Ghosh, Ed Jones for Alan Grant, Theresa Mayer, Clair Gilbert for Scott Midkiff, Kim O'Rourke, Menah Pratt-Clarke (with notice), Thanassis Rikakis, Patricia Perillo, Savita Sharma for Dwight Shelton, Dan Thorp for Elizabeth Spiller, Tyler Walters, Sherwood Wilson, Paul Winistorfer, Montasir Abbas, Jan Helge Bøhn, Stephen Martin for Gena Chandler-Smith, Jacquelyn Fisher, Saul Halfon, Edward Lener, Jennifer Nardine, Alex Parrish, Susan Volkmar, Randolph Wynne, Susan Anderson, Hans Robinson for Richard Ashley, Robert Bush, Joe Merola, Corinne Noirot, Susanna Rinehart, Christopher Beattie, David Dillard, Tom Inzana, Paul Herr, Joan Hirt, Lisa Kennedy, Nathan King, Stacey Poertner, Lynn Short, Sue Teel, Tom Tucker, Sally Wieringa, Marwa Abdel Latif, Brett Besag, Raifu Durodoye, Kyrille Goldbeck DeBose, Tara Shockley, Matthew Chan, Homero Murzi, Tara Reel, Stephen Hensell, Olivia Javornik, Andrew O'Sullivan, Warren Nooger, Tanushri Shankar, Dan Cook, Rami Dalloul, Mohammed Seyam, Summer Caton for Morgan Sykes

**Absent:** Steve McKnight (with notice), Charles Phlegar (with notice), Robert Sumichrast, Andrew Tevington, Anita Puckett, Kathrine Carter, Ana Agud, Judy Alford, Alphonso Garrett, Michael Martin, Danny Strock,

**Guests:** Jack Finney, Rachel Gabriele, Hunter Gresham, Gary Long, April Myers, Ellen Plummer, Jill Sible, Rick Sparks

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 December 7, 2015**

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

**3. Presentation**

Dr. Patty Perillo gave a presentation (attached) on student-centered learning.

**4. Old Business**

**Commission on Student Affairs**

Resolution CSA 2015-16B

**Faculty Affairs**

Resolution CFA 2015-16D

Joint Resolution on the Formation of a University Governance Task Force

Ms. Jacquelyn Fisher presented the resolution for second reading and made a motion to approve. The motion was seconded and the motion passed.

## **5. Deferred Resolution**

### **Commission on Faculty Affairs**

Resolution CFA 2015-16B

Resolution on Shared Governance

Dr. Abbas presented the resolution for second reading and made a motion to approve. The motion was seconded. After extensive discussion, the motion passed with three voting against the resolution and four abstentions.

## **6. Commission Chair Reports**

Dr. Sands asked the Commission chairs to present briefly their goals for the academic year.

1. Commission on Administrative and Professional Faculty Affairs – Ms. Susan Volkmar, Chair
  - a. Continue work with Human Resources to improve the A/P performance evaluation process
    - Have determined performance evaluation “best practices” from A/P faculty members and supervisors
    - Will establish A/P performance evaluation web page on the Human Resources website, that will include examples of recommended evaluation formats and guidance on the evaluation process
  - b. Will present resolution to Policy 4335 (Employee Awards and Recognition Programs) to amend policy to include leave for A/P faculty as a form of recognition
  - c. Will host Spring Speaker Series where Dr. Thanassis Rikakis will speak
2. Commission on Equal Opportunity and Diversity – Ms. Jennifer Nardine, Chair
  - a. Continue to restructure commission membership
  - b. Will be addressing and sending forth several resolutions with regard to a new study on pay equity across campus
  - c. Will be reviewing parental leave policies (difference between leave for those who adopt versus those who give birth)
  - d. Will be working with the new commission that Dr. Pratt-Clarke has established to review diversity and curriculum
3. Commission on Faculty Affairs – Dr. Montasir Abbas
  - a. The Faculty Affairs office is examining the impact of establishing an ombudsperson position
    - CFA will work on reorganizing the reconciliation, ethics, and review committees accordingly
    - Will likely lead to a revision to the grievance process
  - b. The Commission will work with Faculty Senate to follow up on issues raised last year in relation to faculty interactions with the research institutes, to study and recommend ways to ensure that institutes on campus are working synergistically with departments and faculty members towards achieving the mission of the university.
  - c. The Commission will work on incorporating several potential changes to the Promotion and Tenure guidelines into the Faculty Handbook to ensure equitable review during the promotion process.

4. Commission on Graduate Studies and Policies – Dr. Saul Halfon, Chair
  - a. Discussions on summer status with budget office and constituencies
  - b. Discussions on possible options and grants to better support international student language resources
  - c. Discussions on international student requirements to maintain a twelve credit load after exams to satisfy visa requirements, but domestic students only have to carry three credits under the continuous enrollment policy
  - d. Will review the possibility of subscribing to anti-plagiarism tools
  
5. Commission on Outreach and International Affairs – Dr. Jan Helge Bøhn, Chair
  - a. Working on strengthening the fiscal infrastructure need to grow the university's global agenda
    - Support and incentivize faculty creation, maintenance, and quality assurance of student programs abroad, with the objective to positively impact student experiences, faculty research partnerships, and targeted communities abroad
    - Grow foreign language training capabilities for outgoing students, and emphasize programmatic English language training for graduate students to support increasing the number of international graduate students per faculty member
  - b. Develop an international student recruitment strategy for both undergraduate and graduate students
  - c. Articulating a vision for Virginia Tech's global footprint in 2047 (Beyond Boundaries)
  
6. Commission on Research – Dr. Randolph Wynne, Chair
  - Working on identifying barriers to research and best practices at Virginia Tech in the following categories:
    - i. research resources and funding
    - ii. teaching support for research-active faculty
    - iii. reporting
    - iv. administrative and service tasks
    - v. sponsored research administration
    - vi. research metrics and recognition
  
7. Commission on Staff Policies and Affairs – Mr. Alex Parrish, Chair
  - a. Discussions on a formal campus dog policy
  - b. Discussions on tuition reimbursements
  
8. Commission on Student Affairs – Ms. Jacquelyn Fisher, Chair and Mr. Matthew Chan, Vice-Chair
  - a. The application process is now open for the undergraduate and graduate student representatives to the Board of Visitors
  - b. Reestablish formal relationship with Student Budget Board; continue revision on the Board's procedures.
  - c. Joint subcommittee with Commission on Equal Opportunities and Diversity to work with the Dean of Student Office on religious holiday impact on class attendance and absence policies
  - d. Discussion with the Student Conduct office on revision to the Hokie Handbook and the University Policies for Student Life
  - e. Discussion with the Dean of Student office to improve transparency, understanding, and accessibility of the Bias-related Incident Response Protocol
  - f. Inviting the University Planning and related administrators to address campus development and student campus life as impacted by enrollment growth

- g. Investigation on affordability of required invited speakers and universal coverage insurance requirements on student organizations
  - h. Development of a CSA Operation Manual to ensure adequate student leadership continuation
9. Commission on Undergraduate Studies and Policies – Dr. Stephen Martin, Member
- a. Working on three new majors in International Studies
    - International Public Policy, BA I International Studies
    - International Relations, BA in International Studies
    - National Security & Foreign Affairs, BA International Studies
  - b. Academic Policy Committee
    - Review of Repeat Course Policy
    - Review of policies related to independent study and undergraduate research
  - c. Academic Support Committee
    - Discussing impact on academic calendar when the University is closed for Labor Day
    - Review of class schedule and time between classes
  - d. The Undergraduate Curriculum Committee for General Education will vote on the Pathways implementation on February 3 then the proposal will be brought to CUSP for approval.
10. Commission on University Support – Mr. Edward Lener, Chair
- a. Discussions
    - The Parking and Transportation Masterplan
    - Advanced research computing
    - Implementation of Canvas Learning Management System
    - Campus safety, security, and preparedness
  - b. Presentation by Dr. Thanassis Rikakis, Executive Vice President and Provost
  - c. Presentation by Mr. Charles Phlegar, Vice President for Advancement

## **7. Announcement of Approval and Posting of Commission Minutes**

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## **8. For Information Only**

Minutes of the University Advisory Council on Strategic Budgeting and Planning  
November 12, 2015

## **9. President's Statement**

President Sands thanked everyone who worked diligently over the weekend resulting from events involving Virginia Tech students. President Sands then asked for recommendations for any opportunities where resources might be needed during this traumatic time.

## **10. Adjournment**

There being no further business, a motion was made to adjourn the meeting 4:17 p.m.

## Student-Centered Learning



University Council

Monday, February 1, 2016

Patricia A. Perillo, Ph.D.

Vice President for Student Affairs



## Student Affairs – Academic Discipline

- Human Development
- Student Learning
- Higher Education Administration





## Student Affairs Tenets

- Learning is not relegated to the classroom
- Students are “whole” human beings and experience the “whole”
- Development is intricately connected to learning
- Committed to helping students construct knowledge and achieve self-authorship
- Paradigm of learning (not instruction) – students are at the center

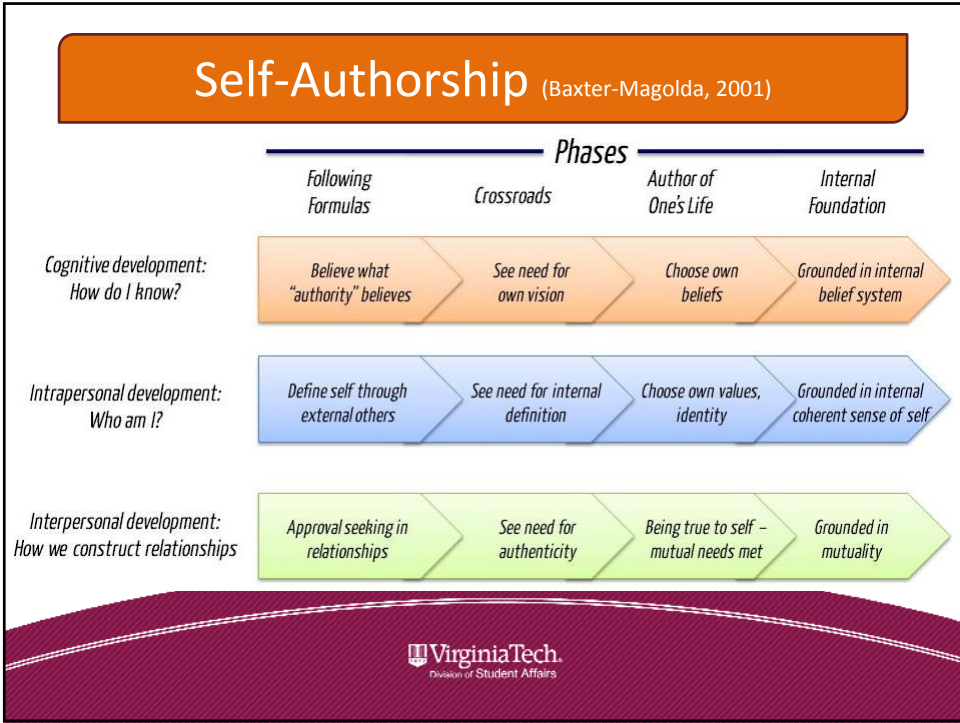


## Cognitive Development (Baxter-Magolda, 2001)

Constructivist-developmental approach to learning:

- situate learning in students experience;
- validate students ability to know; and,
- teachers and students mutually construct meaning.






*To say that the **purpose** of colleges is to provide instruction is like saying that General Motors' business is to operate assembly lines or that the purpose of medical care is to fill hospital beds.*


*We now see that our mission is not instruction but rather that of producing **LEARN**ing with every student by whatever means work best.*

**Barr & Tagg (1995)**

 VirginiaTech  
Division of Student Affairs

Instruction Paradigm	Learning Paradigm
Improve the quality of instruction	Improve the quality of learning
Transfer knowledge from faculty to students	Elicit students' discovery and construction of knowledge
Covering material	Specified learning results
Faculty are primarily lecturers	Faculty are primarily designers of learning methods and environments
Any expert can teach	Empowering learning is challenging and complex
Achieve access for diverse students	Achieve <i>success</i> for diverse students
"Live" teacher, "live" students required	"Active" learner required, but not "live" teacher

Source: Barr & Tagg, *From Teaching to Learning: A New Paradigm for Undergraduate Education*, Change, November/December 1995, pp. 13-25.



## Division of Student Affairs Mission

To promote **student learning, life skills, and personal growth** through a strong focus on holistic student development and collaborative partnerships that deliver superior service to, and care for, students in the spirit of *Ut Prosim*.



## We are ALL Educators

### The Division of Student Affairs is comprised of...

Artists, Architects, Administrators...  
Chefs, Counselors, Cooks...  
Designers, Dietitians, Disabilities Specialists...  
Electricians, Editors, Event Planners...  
Faculty, Financial Analysts, Farmers...  
Physicians, Pharmacists, Physical Trainers...  
Radiologists, Receptionists, Residential Learning Coordinators...  
Tailors, Teachers, Technologists...  
Warehouse Clerks, Web Designers, Writers...  
and much more!

**We TEACH and LEARN Together!**



## DSA Leadership and Employees

### Leadership

The Vice President for Student Affairs provides leadership to a division comprised of **23 departments** and **3 administrative units**.

### Employees

The division is one of the largest employers at Virginia Tech, with approximately **3,600** faculty, staff, wage, student employees, and graduate assistants.



## Departments in the Division

- Alumni and Family Relations
- Assessment and Professional Development
- Career Services
- Communications & Innovative Technologies
- Cook Counseling Center
- Corps of Cadets
- Cranwell International Center
- Dean of Students/Student Advocacy
- Development, Student Affairs & Parent Support
- Dining Services
- Fraternity and Sorority Life
- Hokie Wellness
- Housing and Residential Life
- Intercultural Engagement Center
- Leadership Education Collaborative
- New Student and Family Programs
- Recreational Sports
- Schiffert Health Center
- Services for Students with Disabilities
- Strengths-Based Learning
- Student Engagement & Campus Life
- Student Conduct
- VT Engage: The Community Learning Collaborative



## DSA Budget and Facilities

### Budget

The 2015-16 revenue budget for the Division of Student Affairs totals more than **\$154 million**, of which \$3 million are Education and General funds and \$2 million are Unique Military Activities funds. The remaining \$149 million in Auxiliary Enterprises accounts for 49% of the university's total Auxiliary Enterprise funds.

### Facilities

The Division of Student Affairs is responsible for an extensive physical plant consisting of more than 3 million assignable square feet and more than **60 buildings** across the campus. This represents approximately 31% of the total square feet on the Virginia Tech campus. Included are 10 dining facilities and 47 residence halls. **ALL LEARNING-CENTERED.**





## Aspirations for Student Learning

### **Commit to unwavering CURIOSITY**

- ❖ Virginia Tech students will be inspired to lead lives of curiosity, embracing a life-long commitment to intellectual development.

### **Pursue SELF-UNDERSTANDING and INTEGRITY**

- ❖ Virginia Tech students will form a set of affirmative values and develop the self-understanding to integrate these values into their decision-making.

### **Practice CIVILITY**

- ❖ Virginia Tech students will understand and commit to civility as a way of life in their interactions with others.


### **Prepare for a life of COURAGEOUS LEADERSHIP**

- ❖ Virginia Tech students will be courageous leaders who serve as change agents and make the world more humane and just.

### **Embrace UT PROSIM as a way of life**


- ❖ Virginia Tech students will enrich their lives through service to others.





# THE KEYSTONE EXPERIENCE

The **Keystone Experience** provides a way for students to **EXPLORE**, **PRACTICE**, and **LIVE** the **Aspirations for Student Learning** and helps students make the most of their time at Virginia Tech. What they are learning—both inside and outside the classroom—interacts with who they are becoming as a person. The **Aspirations for Student Learning** represent the division’s aspirations for and expectations of Virginia Tech students, and the **Keystone Experience** helps them recognize and commit to thriving and meaningful life-long well-being.



**Keystone is self-reflection.**

The Field Guide is one way to get more involved with the Keystone Experience and to reflect on your time at Virginia Tech. The Keystone Experience is not the same for any two students.

What will your Keystone Experience be for you?

VirginiaTech THE KEYSTONE EXPERIENCE DEFINE YOURSELF.

**Keystone is getting involved.**

Keystone experiences are one way to get more involved with the Keystone Experience and to make the most of your time at Virginia Tech. The Keystone Experience is not the same for any two students.

What will your Keystone Experience be for you?

VirginiaTech THE KEYSTONE EXPERIENCE

**Keystone is enlightenment.**

Finding your strengths is one way to get more involved with the Keystone Experience and to make the most of your time at Virginia Tech. The Keystone Experience is not the same for any two students.

What will your Keystone Experience be for you?

VirginiaTech THE KEYSTONE EXPERIENCE







**THE KEYSTONE EXPERIENCE**

YOUR VIRGINIA TECH EXPERIENCE

EXPLORE

PRACTICE

LIVE

LIFE-LONG WELL-BEING

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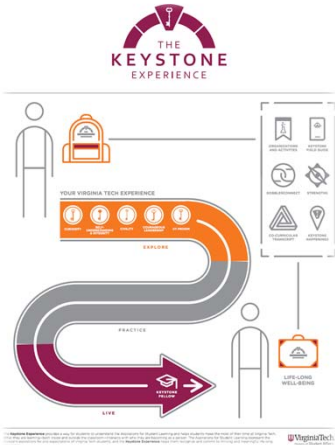
### Phase 1: Explore (Introductory)

Launched Fall 2015

**Explore** gives students an opportunity to create a plan for their time at Virginia Tech and to engage in Keystone Happenings.





**THE KEYSTONE EXPERIENCE**

YOUR VIRGINIA TECH EXPERIENCE

EXPLORE

PRACTICE

LIVE

LIFE-LONG WELL-BEING


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### Phase 2: Practice (Intermediate)

Beta Launch Spring 2016

Building upon Explore, Practice allows students to collaborate more readily with peers in a small group session. Students are asked to identify a mentor to help guide them through and maximize their time at Virginia Tech.





**THE KEYSTONE EXPERIENCE**

**Phase 3: Live (Advanced)**  
**Beta Launch Fall 2016**  
 Capitalizing on Explore and Practice, **Live** incorporates all that students have learned into a hands-on, minds-on capstone experience, which will propel students into a lifetime of living out the Aspirations for Student Learning.

YOUR VIRGINIA TECH EXPERIENCE

EXPLORE

PRACTICE

LIVE

KEYSTONE FELLOW

LIVE

VirginiaTech  
Division of Student Affairs

**Keystone Experience APP**

- Interactive Campus Map
- Calendar view shows ALL events in GobblerConnect; real time
- Map and Calendar views designate Keystone Happenings
- Explains the Aspirations for Student Learning
- Available for iPhone and Android

ASPIRATIONS FOR STUDENT LEARNING

MAP

CALENDAR

GobblerFest 2015  
 10/1 - 10/3

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Thank You

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VIRGINIA TECH DIVISION  
OF STUDENT AFFAIRS



DR. PATTY PERILLO  
VICE PRESIDENT FOR  
STUDENT AFFAIRS

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