

University Council Minutes
September 20, 2021
3:30 PM
1045 Pamplin Hall

Present: Tim Sands (presiding), April Myers, Cyril Clarke, Dwayne Pinkney, Ken Miller, Julie Farmer for Charles Phlegar, Bryan Garey, Scott Midkiff, Guru Ghosh, Kim O'Rourke, Frank Shushok, Daniel Sui, Menah Pratt-Clarke, Lance Collins, Chris Kiwus, Chris Yianilos, Alan Grant, Daniel Givens, Laura Belmonte, Rosemary Blieszner, Ron Fricker, Paul Winistorfer, Julia Ross, Robert Sumichrast, Tyler Walters, Aimée Surprenant, Kelly Oaks, LaTawnya Burleson, John Benner, Sean Corcoran, Ariana Guevara, Robert Weiss, Gabby McCollum, Robin Queen, Jeffrey Alwang, Marcía Feuerstein, Janice Austin, Susan Anderson, France McCarty, Evan Lavender-Smith, Masoud Agah, Diane Agud, A.K. Ward Bartlett, Megan Wawro, Kathy Lu, David Tegarden, Kevin Davy, Laszlo Horvath, David Dugas, Patricia Raun, Paul Morton, Andre Muelenaer, Inga Haugen, Melissa Chase, Holli Gardner Drewry, Brandon Stokes for Amanda Coleman, Karen Eley Sanders, Nicole Akers, Bruce Harper, Tamarah Smith, Sue Teel, Jenny McCoy, Judy Alford, Alice Fox, Matthew Flores, Nicole Nunoo, Miles Guth, Alex Pomeroy, Phil Miskovic, & Paolo Fermin

Absent with notice: Michael Friedlander. Lisa Wilkes, & Serena Young

Absent: Steve McKnight, Lynsay Belshe, Lee Learman, Eloise Coupey, Jennifer Earley, D'Arrin Calloway, Sharan Patnik, & Adyan Atiq

Guests: Karen Martinez Sota, Isil Anakok, Lori Buchanan, Rick Sparks, Jack Leff, Charlene Casamento, Kim Daniloski, Jon Clark Teglas, Kevin Edgar, Ellen Plummer, Stacey Wilkerson, Sally Shupe, Dee Harris, Kari Evans, Nancy Bodenhorn, Rachel Holloway, Debbie Greer, Juwan Jacobs, Pasha Gerni, David Gerrad, Aubrey Knight, & Tara Frank

Dr. Sands called the meeting to order at 3:30 p.m. A quorum was present. Dr. Sands called on all new members to introduce themselves and asked each to indicate what constituent group they represent.

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 May 3, 2021

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. 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 – Janice Austin, Chair
 - a. Will be collaborations with the Administrative and Professional (A/P) Faculty Senate
 - b. Have already drafted a resolution to add the A/P Faculty Senate President as representative to the Board of Visitors
 - c. Will conduct a thorough review of and develop a resolution for changes to the Faculty Handbook related to the A/P Faculty grievance process
 - d. Will be taking an active role in the Job Architecture Project

- e. Will be drafting a resolution to add a non-voting member seat on University Council for the A/P Faculty Senate President (if needed depending on changes from the President's Committee on Governance)
2. Commission on Equal Opportunity and Diversity – Gabby McCollum, Chair
 - a. Will be shepherding a policy regarding research within Native American communities
 - b. Will be drafting an APIDA prospective resolution
 - c. Will be shepherding updates to the EEO policy (Policy 1025) which is currently on pause due to legislation
 - d. Will be reviewing the process for formation and check for caucuses
 - e. Will be reviewing PID workflow changes
3. Commission on Faculty Affairs – Robin Queen, Chair
 - a. Faculty Handbook/Policy Revisions and Updates
 - Follow-up from 2020-21 work
 - Ongoing revisions
 - b. Will be discussing Conflict of Commitment with the Office of the Vice President for Research and Innovation and the Commission on Research
 - c. Will continue the advancement of the Faculty Service project
 - d. Will continue work regrading SPOT scores
 - Development of best practices
 - Exploring bias in scores and impact on faculty by discipline/rank
 - e. Will continue to discuss the work of the President's Committee on Governance
 - f. Will discuss ways to update and improve the eFAR process
4. Commission on Graduate and Professional Studies and Policies – Marcia Feuerstein, Chair
 - a. The commission and the Degree Requirements, Standards, Criteria, and Academic Progress Committee (DRSCAP) will engage specifically with the following topics and share recommendations
 - Suggestions for incorporating interdisciplinary effort into P/T process
 - Principles for decision-making about student affairs policy and graduate students
 - Academic ableism and experiences of graduate students with disabilities (beyond SSD)
 - English proficiency requirement
 - Cost of graduate education (e.g., stipends, fees, calculator)
 - Review the policy regarding provisional admission for PhD students
 - Other additional topics that are brought up by the membership such as accessibility and the pandemic, graduate student initiatives
 - b. Will continue to support the final push for implementation of the Inclusion and Diversity responsibility requirement and encourage academic units to submit plans
 - c. Will continue to support food security for graduate students and new university initiatives
 - d. Will continue implementing mental health concerns of graduate students and recommendations from the task force report, as well as feedback about the impact of the COVID-19 pandemic on student well-being
 - e. Will provide updates on post admissions survey results, specifically the impact of COVID-19 and racial social injustice
 - f. Will continue updates on the implementation of recommendations from the Graduate Education Task Force
 - g. Continued and expanded efforts to disrupt Academic Bullying
 - h. Will continue implementing the Interdisciplinary graduate education at VT (iPhD, IGEPs, and more)
 - i. Will continue with implementation of candidacy status
 - j. Continuing discussion related to the lessons learned from the pandemic

- k. Will share the Graduate School's plans for the sesquicentennial
- l. Will provide updates on university childcare initiatives and invite its new coordinator to CGPSP

5. Commission on Outreach and International Affairs – Robert Weiss, Chair

- a. Study Abroad program
 - Formation of a taskforce
 - Important vehicles for delivery of experiential learning
 - How are embedded in programs?
 - Are they contributing to extending graduation times?
 - What are the best practices across campus?
 - Can we, as a university community, find a way to create a continued investment into study abroad programs to increase access?
- b. Collaborations with international research centers and institutes
 - Presentations and discussions
 - International research collaborations play an important role in our rankings as well as our aspiration to become a member of the Association of American Universities
 - We want to be strategic and put resources behind so the endeavor is mutually beneficial
 - Senior faculty members could play important roles as liaisons
- c. Federal Investments in economic competitiveness
 - Presentations and discussions in the collaboration with the Center for Economic and Community Engagement
 - Expectation is that federal government together with industry partners will invest 10s of billions of dollars in technology hubs that are specifically located in rural areas
 - Opportunity for Virginia Tech given our location: We need to cultivate a culture of entrepreneurship and increase economic resilience in rural Virginia through Virginia Tech
- d. Resolution
 - Considering a resolution to rename the Virginia Tech Adult Day Services, which was established in 1992, to the Engagement Center for Creative Aging (ECCA).

6. Commission on Research – Jeffrey Alwang, Chair

- a. Conflict of Interest/Commitment policy: Joint subcommittee with the Commission on Faculty Affairs and the Faculty Senate to examine policies and faculty handbook changes needed to implement president's recommendations regarding COIA policy changes
- b. Research faculty representation: joint work with Commission on Faculty Affairs and Faculty Senate to ensure research faculty are treated equitably in university governance and will explore changes needed to facilitate
 - Structure for research faculty
 - Pathways to advancement and professional development
- c. Subcommittee on data security
 - Will work with other university initiatives in evaluating and proposing changes needed to ensure research data handling/storage procedures are consistent with security constraints accepted by the global research community
- d. Subcommittee on post-doctoral policy (support and governance): A chapter in the Faculty Handbook to cover post-doctoral professionals and general issues of interest to post-docs
- e. Review institutes
 - ICAT
 - ISCE
- f. Software procurement: the commission will form subcommittee to examine software procurement policies

7. Commission on Staff Policies and Affairs – LaTawnya Burleson, Chair

- a. Discussing diversity, equity and inclusion training and initiatives for staff
- b. Discussing professional development opportunities for staff with encouragement and approval from supervisors
- c. Considering updating staff position descriptions to accurately reflect job duties
- d. Reviewing future of work (work life balance and dependent care issues)

8. Commission on Student Affairs – Ariana Guevara, Chair

- a. Will discuss and approve the new Student Budget Board changes and policies
- b. Will be working on successfully merging the Undergraduate Student Senate with the Commission on Student Affairs
- c. Will communicate student concerns regarding parking services
- d. Will be collaborating with residence life, housing, the Virginia Tech Police department and other departments to help spread awareness of the various sexual assaults on campus

9. Commission on Undergraduate Studies and Policies – Sean Corcoran, Chair

- a. Will be reviewing a resolution from the Academic Support Committee regarding the inclusion of Juneteenth as a holiday on the academic calendar
- b. Will hear an update on the Academic Relief Policy from the Academic Affairs subcommittee
 - Student readmission/re-enrollment
 - Retractive timeline
 - Appearance of coursework on the transcript
- c. Will focus on cleaning up the academic policies in collaboration with the Registrar and the Office of Policy and Governance

10. Commission on University Support – John Benner, Chair

- a. Will explore sustainability
- b. Adoption of technology
- c. Health and safety both on and off central campus
- d. Resolutions that may be forthcoming to expand the diversity of our reporting committees
- e. Will explore the Greater DC Metro Area services
- f. Will explore the campus master plan
- g. Will discuss the adoption of technologies at the agriculture research centers

4. New Business

Commission on Graduate and Professional Studies and Policies

Resolution CGPSP 2021-22A

Resolution to Discontinue the Doctor of Philosophy (Ph.D.) in Educational Research and Evaluation (EDRE)

Dr. Marcía Feuerstein presented the resolution for first reading. This degree program was flagged by the State Council of Higher Education for Virginia in the year 2020 as being below the minimum quantitative standards for degrees awarded. There are approximately ten students currently enrolled in the program. This resolution will be effective in the fall of 2026 which will provide sufficient time for any student enrolled to complete their degree.

Commission on Graduate and Professional Studies and Policies

Resolution CGPSP 2021-22B

Resolution to Change the Grading Mode at VTCSOM from Satisfactory/Unsatisfactory with Opportunities for Letters of Distinction in Each Year 3 Clerkship to Honors/High Pass/Pass/Fail.

Dr. Marcía Feuerstein presented the resolution for first reading. This resolution will change the grading mode at the Virginia Tech Carilion School of Medicine (VTCSOM) from satisfactory/unsatisfactory with opportunities for letters of distinction in each year 3 clerkship to honors, high pass, pass, or fail. A significant and growing number of other medical schools are using honors, high pass, pass, and fail in their clinical clerkships in order to provide performance data for residency program interview selection. The lack of this clinical performance data will disadvantage the VTCSOM student in the residency selection process. This resolution will be effective academic year 2022-23.

Commission on Undergraduate Studies and Policies Resolution CUSP 2021-22A

Resolution for the Establishment of a School of Animal Sciences at Virginia Tech

Dr. Sean Corcoran presented the resolution for first reading and introduced Dean Alan Grant to answer questions. Dean Grant indicated that this resolution is bringing together the Department of Dairy Science and the Department of Animal and Poultry Science into a single academic unit so there will be a single administrative unit within the college and the separate administrative structures will no longer exist. This will provide great opportunities for students and faculty to collaborate and great efficiency.

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 Bylaws require that policy items be brought forward in resolution form for University Council action.

- Commission on Administrative and Professional Faculty Affairs
April 14, 2021
May 12, 2021
- Commission on Equal Opportunity and Diversity
March 30, 2021
April 27, 2021
- Commission on Faculty Affairs
April 2, 2021
April 30, 2021
- Commission on Graduate and Professional Studies and Policies
April 21, 2021
May 5, 2021
- Commission on Outreach and International Affairs
April 15, 2021
May 6, 2021
- Commission on Research
April 8, 2021
- Commission on Staff Policies and Affairs
April 27, 2021
- Commission on Undergraduate Studies and Policies
April 26, 2021

- Commission on University Support
March 18, 2021
April 15, 2021

6. Presentation

Bryan Garey, Vice President of Human Resources, gave a presentation (attached) on the Future of Work Flexibility.

7. Announcement-

President Sands informed the membership that the university community is in a pretty good spot regarding COVID-19. We are about a month into the semester and the case numbers have been dropping almost continuously. We are in a strong position with 98% of our students and 80% of employees vaccinated. The bottom line is the vaccinations are working. The challenge lies within the community we serve which is not in the same spot as the Virginia Tech community. Many faculty, staff, and students have children in the local schools or daycare and the situation there is a little more difficult than on campus. President Sands thanked everyone's adherence to the public health guidelines.

8. Adjournment-

There being no further business, a motion was made to adjourn the meeting at 4:29 p.m.

Future of Work at Virginia Tech

September 2021

Bryan Garey
Vice President for Human Resources





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Background on the Work

- Effort started in January 2021 to promote new ways of working at Virginia Tech, leveraging the lessons learned through the pandemic.
- Faculty/Staff have different expectations for work and new experiences; along with emerging technologies, progress with innovated work models will support recruitment, retention, and productivity.
- New approaches allow us to find and keep the best talent to support the Virginia Tech mission.
- Framed as “flexible work” this includes remote work, hybrid work and alternative work schedules, among others.
- HR is partnering with Segal as we lead the university through this transition period and into the future.



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Progress Report on VT Initiative

- Guiding principles established, working with President Sands, Provost Clarke, and SVP/CBO Pinkney.
- Pilot groups established which also served as advisory committee:
 - IT
 - Advancement
 - Pamplin
 - Engineering
 - President's Office
- Solutions teams launched to build resources.
- Outreach commenced which included regular touchpoints in all senior management areas.



3 Sources: Gallup, Forbes, Harvard Business, Workplace Analytics



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Core guiding principles

- Future work models to focus on administrative and academic support work primarily handled by staff and AP faculty.
 - New work models will support and complement in-person academic programs.
- Decision making and flexible work options will be with SMA leader, but grounded in the nature of roles and operational needs.
- Flexible work arrangements may require occasional or regular on-site presence.
- Flexibility is key; role analysis and collaboration is required between employees and leaders.
- Support leaders and managers with necessary tools and resources to create a productive and engaging work and campus environment.
- Flexible work arrangements are fluid and evolving; progress and outcomes must be regularly assessed and adapted to emerging needs.



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Current State



- Spectrum of approaches from largely remote to 100% return to workplace.
- Faculty/staff anxiety elevated with shifts and also the delta variant.
- Resources available:
 - Training
 - Flexible Work Agreement (new online tool for AP faculty/staff)
 - Revised Telework Suitability Guide
 - Pulse survey
 - Regular touchpoints with each college/unit
- Monthly retention data reports and analysis.



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National Trends and Data

- **An aging workforce. Ten thousand people turn 65 every day** in the United States; a rate that will continue until 2030.
- Retirements accelerated in 2020, 1 million more than in 2019.
- Over **8 million Americans** will have retired from the workforce in three years.
- **The workforce continues to be stifled by the increasing abuse of and addiction to opioid drugs.**
 - Approximately 90 Americans die everyday from an opioid overdose.
- **Today about 35% of the US workforce is Millennial.**
- **By 2025 – Just four years from now – Millennials and Gen Z workers will represent 75% of the US workforce.**

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National Trends and Data

- In April 2021, **4 million Americans resigned** from their jobs.
- Declines in birth rates began in the 1980s and 1990s.
 - By the year 2026, there will be a significant drop off of 18 year-olds.
- **The labor shortage is impacting nearly *all* industries and will continue to raise business challenges for leaders and their organizations.**
- **Generational Differences**
 - Baby boomers sacrificed personal pursuits for career growth.
 - Millennials not willing to sacrifice personal pursuits for careers.

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How can you help?

- Be open-minded as we learn through the fall.
- Consider experiments, even small ones that embrace some level of flexibility for faculty/staff.
- Be flexible in your approach as it may change over time.
- Remind faculty/staff of college/unit objectives as they consider individual needs and preferences.
- Remember that tomorrow will be different than today and yesterday; work in the future will be different.



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**Future of Work at
Virginia Tech**

September 2021

Bryan Garey
Vice President for Human Resources

 **HUMAN RESOURCES**
VIRGINIA TECH

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