

**UNIVERSITY COUNCIL MEETING**  
**March 13, 2017**  
**3:00 p.m.**  
**1045 Pamplin Hall**  
**AGENDA**

1. **Adoption of Agenda** Dr. Timothy Sands
  
2. **Announcement of approval and posting of minutes of February 6, 2017** Dr. Timothy Sands  
**(Note: the February 20, 2017, Meeting was cancelled)**  
  
These minutes have been voted on electronically and will be posted on the University web.
  
3. **Presentation** Mr. Scott Nostaja  
Update on Changes within the Department of Human Resources
  
4. **Old Business** Dr. Timothy Sands  
  
**Commission on Graduate Studies and Policies** Dr. Sally Paulson  
Resolution CGSP 2016-17F  
Resolution to Establish a Horticulture Major within the Master of Science in Life Science
  
**Commission on Undergraduate Studies and Policies** Dr. Dean Stauffer  
Resolution CUSP 2016-17E  
Resolution to Discontinue Major in Economics, in Bachelor of Science in Business  
**Commission on Staff Policies and Affairs** Mr. Robert Sebek  
Resolution CSPA 2016-17A  
Resolution on Amendment to Staff Senate Constitution  
5. **New Business** Dr. Timothy Sands  
  
**Commission on Faculty Affairs** Dr. Hans Robinson  
Resolution CFA 2016-17C  
Resolution to Clarify Language on Instructional Faculty in the Faculty Handbook Regarding Teaching Responsibilities and Expectations
  
**Commission on Faculty Affairs** Dr. Hans Robinson  
Resolution CFA 2016-17D  
Resolution to Amend Procedures for Faculty Appointments with Tenure  
**Commission on Graduate Studies and Policies** Dr. Sally Paulson  
Resolution CGSP 2016-17G  
Resolution to Establish a Master's of Science Degree in Translational Biology, Medicine and Health  
**Commission on Graduate Studies and Policies** Dr. Sally Paulson  
Resolution CGSP 2016-17K  
Resolution to Establish a Dairy Science Major within the Master of Science in Life Sciences Degree  
**Commission on Undergraduate Studies and Policies** Dr. Dean Stauffer  
Resolution CUSP 2016-17F  
Resolution to Approve New Major, Cinema, in Bachelor of Arts in Theatre Arts

**Commission on Undergraduate Studies and Policies**

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

**Commission on University Support**

Resolution CUS 2016-17A

Resolution to Amend Policy on Smoking No. 1010

Dr. Richard Ashley

**6. Announcement of acceptance and posting of Commission Minutes**

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

Dr. Timothy Sands

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, 2016

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

Dr. Timothy Sands

**8. Adjournment**

Dr. Timothy Sands

**University Council Minutes**  
**March 13, 2017**  
**3:00 PM**  
**1045 Pamplin Hall**

**Present:** Tim Sands (presiding), Rosemary Blieszner, Jack Davis, Karen DePauw, Karl Markgraf for Guru Ghosh, Alan Grant, Martin Daniel for Theresa Mayer, Deborah Fulton for Scott Midkiff, J. P. Morgan for Sally Morton, Kim O'Rourke, Julie Shumaker for Charles Phlegar, Thanassis Rikakis, Patricia Perillo, Savita Sharma for Dwight Shelton, Robert Sumichrast, Don Taylor, Tyler Walters, Sherwood Wilson, Anna Pope for Richard Ashley, Matthew Chan, Dave Close, Benjamin Corl, Mary Beth Dunkenberger, Sally Paulson, Hans Robinson, Robert Sebek, Dean Stauffer, Ross Verbrugge, Diane Agud, Susan Anderson, Rami Dalloul, David Tegarden for Corinne Noirot, Christopher Beattie, David Dillard, Bill Huckle for Tom Inzana, Lisa Kennedy, Christopher Zobel, Judy Alford, Robin Lawson, Teresa Lyons, Albert Moore, Annette Bailey, John Massey, Sandra Muse, Glenda Scales, Omchand Mahdu for Alexandra Hyler, Tristan Jilson, Alexa Parsley, Montasir Abbas, Gabe Cohen, Alex Parrish, & Tara Reel

**Absent:** Cyril Clarke (with notice), Michael Friedlander (with notice), Steve McKnight, Kelly Oaks, Menah Pratt-Clarke (with notice), Paul Winistorfer, Bryan Brown, Robert Bush (with notice), Anita Puckett, Jennifer Brill, Kathrine Carter, Paul Herr, Nathan King (with notice), Tracey Drowne, Sue Teel (with notice), John Benner, Michele Waters (with notice), Preston Huennekens, Brett Netto, & Julia Billingsley

**Guests:** Stephen Biscotte, Shelia Collins, Jack Finney, Rachel Gabriele, Ellington Graves, Rachel Holloway, April Myers & Christine Watkinson

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>). (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 Policies**

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 Policies**

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.

**HUMAN RESOURCES  
TRANSFORMATION INITIATIVE**

**University Council**  
**March 13, 2017**

Copyright © 2017 by The Segal Group, Inc. All rights reserved.

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



## The Case for Change

### Traditional Virginia Tech HR Service Distribution



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



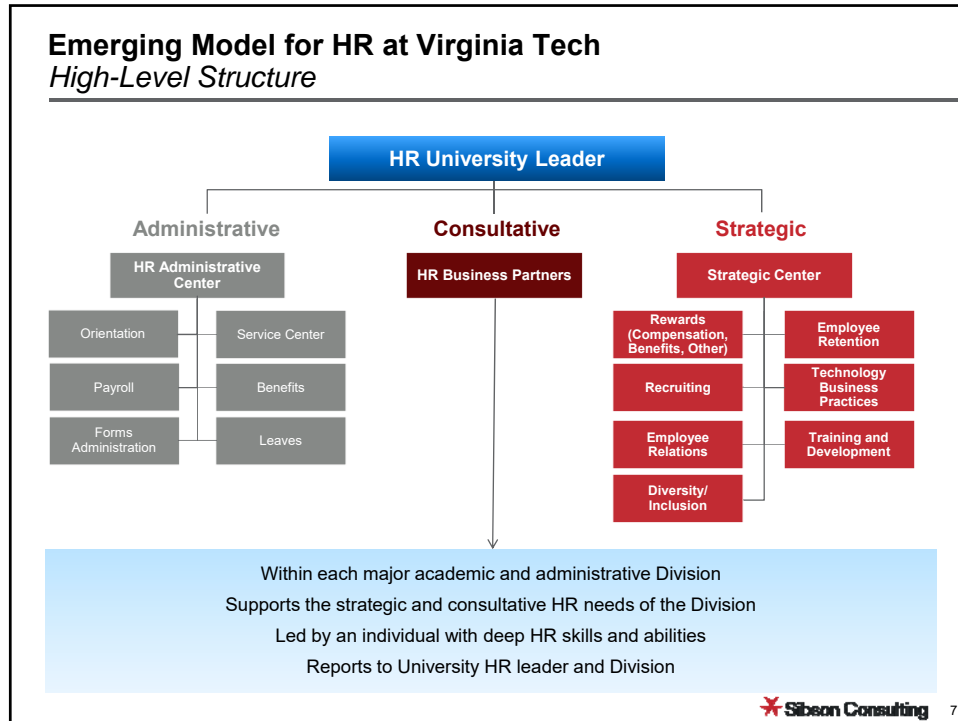
## The Case for Change Future State Goals

From Current State	To Future State
<ul style="list-style-type: none"> <li>• Insufficient customer service and incorrect and/or incomplete information</li> <li>• Unaligned to the University's vision and strategic initiatives</li> <li>• Desire for HR to play more of a strategic role, but low levels of confidence in HR to do so</li> <li>• Siloed with limited collaboration between sub-units</li> <li>• The decentralized HR Partner model creates risk to the University and diminishes quality, consistency, and accuracy of HR services</li> <li>• Inefficient and inconsistent processes, policies and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment between HR and institutional goals</li> <li>• Optimal structure and composition of the HR organization</li> <li>• Reduced HR-related work for faculty and staff to allow more time for core activities</li> <li>• Increased quality of hires across campus</li> <li>• Efficient and streamlined HR processes</li> <li>• Effective, future-focused performance management</li> <li>• Consistency and clarity in promotions, titles, benefits, and pay</li> <li>• An integrated HR infrastructure that supports a changing and culturally diverse workforce</li> </ul>

**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

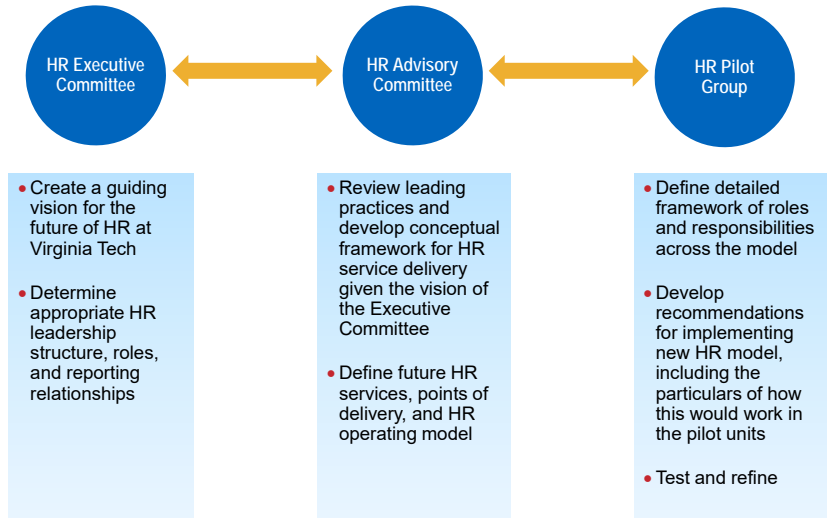




### Benefits of the Emerging Model to Divisions

- 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
- 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
- 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*



**Questions or Comments?**

