UNIVERSITY COUNCIL MEETING
December 2, 2019
3:30 p.m.
Steger Hall Conference Center
AGENDA

1. Adoption of Agenda
   Timothy Sands

2. Announcement of approval and posting of minutes of November 4, 2019
   Timothy Sands
   These minutes have been voted on electronically and will be posted on the University web.

3. New Business
   Timothy Sands
   Commission on Faculty Affairs
   Resolution CFA 2019-20A
   Resolution on Accommodating Religions Observances
   Bob Hicok
   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2019-20E
   Resolution for the Establishment of the School of Communication and Digital Media
   Kerry Redican

4. Old Business
   Timothy Sands
   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2019-20B
   Resolution to Approve New Major, Studio Art, in Bachelor of Fine Arts
   Kerry Redican
   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2019-20C
   Resolution to Approve New Major, Creative Technologies, in Bachelor of Fine Arts
   Kerry Redican
   Commission on Undergraduate Studies and Policies
   Resolution CUSP 2019-20D
   Resolution to Approve New Major, Graphic Design, in Bachelor of Fine Arts
   Kerry Redican

5. Announcement of acceptance and posting of Commission Minutes
   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 Administrative and Professional Faculty Affairs
   October 9, 2019
   Commission on Equal Opportunity and Diversity
   October 22, 2019
   Commission on Faculty Affairs
   October 11, 2019
   Commission on Graduate and Professional Studies and Policies
   October 16, 2019
   November 6, 2019
   Commission on Outreach and International Affairs
   October 17, 2019
Commission on Undergraduate Studies and Policies

September 23, 2019
October 28, 2019
November 11, 2019

6. For Information Only
   Minutes of the University Advisory Council on Strategic Budgeting and Planning
   October 17, 2019
   Timothy Sands

7. Presentation
   Ombuds Office
   Reese Ramos

8. Adjournment
   Timothy Sands
University Council Minutes  
November 4, 2019  
3:30 PM  
Steger Hall Conference Center

Present: Dwayne Pinkney (presiding) for Tim Sands, Dan Thorp for Laura Belmonte, Ellen Plummer for Cyril Clarke, Greg Daniel, Karen DePauw, Bryan Garey, Susan Short for Guru Ghosh, Edwin Jones for Alan Grant, Scott Midkiff, Brennan Shepard for Ken Miller, Sally Morton, April Myers, Kelly Oaks, Kim O'Rourke, Tara Frank for Patricia Perillo, Julie Farmer for Charles Phlegar, Menah Pratt-Clarke (via Zoom), Julia Ross (via Zoom), Robert Sumichrast (via Zoom), Don Taylor, Lisa Wilkes (via Zoom), Jonathan Bradley (via Zoom), Urs Buehlmann, Greg Fansler, Bob Hicok, John Hole, Annabelle Fuselier for Kimberley Homer, Alan Michaels, Kerry Redican, Serena Young, Diane Agud, Eric Kaufman, Bettina Koch, Robin Queen, Anthony Wright de Hernandez, Lynn Abbott, David Bieri, Jia-Qiang He (via Zoom), Daniel Hindman, Madlyn Frisard for Mary Marchant, David Tegarden, Velva Groover, Brandy Morse, Sue Teel, Janice Austin, Khaled Hassouna, Inga Haugen, Kase Poling (via Zoom), Caitlyn Stokes, Blake Barnhill, Jack Shebat, John Ferris, Ryan King (via Zoom), Tamarah Smith, & Madelynn Todd (via Zoom)

Absent: Richard Blythe (with notice), Michael Friedlander, Lee Learman, Steve McKnight, Tyler Walters, Paul Winistorfer, John Livingston (with notice), Monty Abbas, Cayce Myers, Matthew Gabriele, Chris Lawrence, LaTawnya Burleson (with notice), Katrina Loan, Teresa Lyons, Glenda Scales, Hani Awni, Alexis Hruby, Sharon Stidham, Jayme Bibbins, Conrad Briles, Kaitlyn Cole, & Adi Sircar

Guests: Catherine Amelink, Lori Buchanan, Kevin Edgar, Keri Evans (via Zoom), Jack Finney, Henri Gendreau, James Jewitt, Sharon Kurek, & Justin Noble

Dr. Pinkney called the meeting to order at 3:30 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 October 21, 2019

Dr. Pinkney 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. New Business

Commission on Undergraduate Studies and Policies  
Resolution CUSP 2018-19B  
Resolution to Approve New Major, Studio Art, in Bachelor of Fine Arts

Commission on Undergraduate Studies and Policies  
Resolution CUSP 2018-19C  
Resolution to Approve New Major, Creative Technologies, in Bachelor of Fine Arts

Commission on Undergraduate Studies and Policies  
Resolution CUSP 2018-19D  
Resolution to Approve New Major, Graphic Design, in Bachelor of Fine Arts

Kerry Redican presented these resolutions for first reading. Having these majors will allow students to have their specialized area of study displayed on their diplomas, and will increase marketability and help prepare
students for careers in those fields. Dr. Redican introduced Dr. James Jewitt from the School of Visual Arts to answer any questions.

4. **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 Graduate and Professional Studies and Policies
  October 2, 2019

- Commission on Undergraduate Studies and Policies
  October 14, 2019

5. **Presentation**

Sharon Kurek, Executive Director of Audit, Risk and Compliance, gave a presentation on compliance and risk management (presentation attached).

6. **Adjournment**

There being no further business, a motion was made to adjourn the meeting at 4:11 p.m.
Enterprise Risk Management and Institutional Compliance at Virginia Tech

Sharon M. Kurek, CPA, CFE, MBA
Executive Director of Audit, Risk, and Compliance

November 4, 2019
AGENDA

1. ERM Overview
2. Enterprise Risk Landscape
3. Institutional Compliance
4. Ongoing Vision of VT’s ERM program
ERM DEFINED

A process applied in strategy-setting and across the enterprise that is designed to identify potential events that may affect the entity, manage risk to be within the entity’s risk tolerance, and support the achievement of entity objectives.

Source: Baker Tilly
PRIMARY DRIVERS FOR ERM

Impact on Organizational Goals

1. Increase Risk Profiles
2. Increased Expectations
3. Higher Consequences
GOVERNANCE

Per charter, BOV Audit Committee had responsibility to

- Review risk management efforts including the program structure and the processes for assessing significant risk exposures and the steps management has taken to monitor and control such exposures, as well as the university’s risk assessment and risk management policies
- Assure compliance with applicable laws and regulations and monitor the results of the compliance efforts

OVERALL SCHEV PEER GROUP

56% of SCHEV peers had a centralized approach to compliance (similar for ERM)

INTERNAL AUDIT

President Sands requested an assessment of VT’s compliance program. Areas identified as opportunities for improvement included:

- Governance and accountability
- Risk assessment and monitoring (subset of ERM)
- Incident management and reporting
- Education and communication of ethical standards

GOVERNANCE

BOV changed governance structure that created the Compliance, Audit, and Risk Committee.

President Sands announced the implementation of an Enterprise Risk Management (ERM) program to holistically review and assess the university’s risk environment
ERM COMMITTEE STRUCTURE

ERM COMMITTEE (EXECUTIVE STAFF+)
- Set the university’s risk appetite
- Contribute to the assessment of risks along with risk mitigation plans
- Provide guidance on how to report key risks to the board
- Incorporates information from the ERM program in strategic decision making and to effectively allocate resources.

RISK ADVISORY COMMITTEE (PLT)
- Identifies and assesses risks to identify the university’s top strategic risks
- Individual members identify risks in their areas of operation and bring them to the PLT for evaluation
- Ensures appropriate ownership and accountability of risks including development of risk mitigation plans
ALTITUDE OF RISK

1. **Systemic and existential risks** are uncontrollable risks that impact all of higher education and what many institutions refer to as “business model” risks.

2. **Institutional risks** are idiosyncratic to an organization and are generally caused by the inability to fulfill an institutional objective.

3. **Unit-level risks** are also idiosyncratic to an organization but generally relate to an existing, broken process.
Residual (Net) Risk: The result of an assessment of the potential "impact" and "likelihood" of a risk after taking into account the effectiveness of the controls and other mitigations put into place to manage the risk.

### IMPACT

<table>
<thead>
<tr>
<th>Level</th>
<th>Risk description</th>
</tr>
</thead>
</table>
| 1 - Insignificant | No impact on reputation  
No potential impact on enrollment/market share  
No potential impact on the retention/recruitment of faculty  
No potential impact on overall research funding  
Responsibility of junior management and staff to resolve |
| 2 - Minor | Consequences can be absorbed under normal operating conditions  
Local impact on reputation  
Potential negative impact on image, enrollment  
Potential negative impact on retention/recruitment of faculty  
Little impact on overall research funding  
Responsibility of middle management to resolve |
| 3 - Moderate | State-wide impact on reputation  
Enrollment of students or image will be affected in the short-term  
Repayment and retention of faculty will be affected in the short-term  
Loss of research funding for X-X grantees  
Responsibility of senior and middle management to resolve |
| 4 - Major | Adverse impact on university reputation at the regional level  
Accreditation is threatened  
Long-term reduction in enrollment  
Ability to retain and recruit faculty  
Significant loss of research funding from multiple grantees resulting in curtailment of major sponsored programs  
Responsibility of the Board and senior management to resolve |
| 5 - Critical | Loss of accreditation  
National / Global impact on reputation  
Significant reduction in enrollment  
Ability to retain and recruit faculty  
Revocation of sponsored research funding across the institution  
Responsibility of the Board and the President to resolve |

### PROBABILITY (Likelihood of Occurring)

<table>
<thead>
<tr>
<th>Level</th>
<th>Risk description</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Infrequent</td>
<td>Event may only occur in exceptional circumstances</td>
<td>0.5%</td>
</tr>
<tr>
<td>2 - Unlikely</td>
<td>Event could occur at some time</td>
<td>6-35%</td>
</tr>
<tr>
<td>3 - Moderate</td>
<td>Event should occur at some time</td>
<td>36 - 65%</td>
</tr>
<tr>
<td>4 - Likely</td>
<td>Event will probably occur in most circumstances</td>
<td>66-95%</td>
</tr>
<tr>
<td>5 - Almost Certain</td>
<td>Event is expected to occur in most circumstances</td>
<td>96 - 100%</td>
</tr>
</tbody>
</table>

### VELOCITY (Speed of Onset)

<table>
<thead>
<tr>
<th>Level</th>
<th>Risk description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Slow</td>
<td>Very slow onset; longer than 9 months to impact after occurrence</td>
</tr>
<tr>
<td>2 - Medium</td>
<td>Medium onset; between 3 to 9 months; Limited time for reaction and response planning</td>
</tr>
<tr>
<td>3 - Rapid</td>
<td>Very rapid onset; little or no warning; instantaneous; within 3 months after occurrence</td>
</tr>
</tbody>
</table>
Enterprise Risk Heat Map

March 2018

Graph Legend

<table>
<thead>
<tr>
<th>Number</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Federal &amp; State Funds</td>
</tr>
<tr>
<td>2</td>
<td>Legal &amp; Regulatory</td>
</tr>
<tr>
<td>3</td>
<td>Socio-Political Environment</td>
</tr>
<tr>
<td>4</td>
<td>Tuition Dependency</td>
</tr>
<tr>
<td>5</td>
<td>Leadership &amp; Governance</td>
</tr>
<tr>
<td>6</td>
<td>Athletics</td>
</tr>
<tr>
<td>7</td>
<td>Expanding Physical Footprint</td>
</tr>
<tr>
<td>8</td>
<td>Faculty &amp; Staff Recruitment &amp; Retention</td>
</tr>
<tr>
<td>9</td>
<td>Safety &amp; Security</td>
</tr>
<tr>
<td>10</td>
<td>Research Compliance</td>
</tr>
<tr>
<td>11</td>
<td>IT Security &amp; Operations</td>
</tr>
<tr>
<td>12</td>
<td>Global Engagement</td>
</tr>
<tr>
<td>13</td>
<td>Resource Management</td>
</tr>
<tr>
<td>14</td>
<td>Competitive Growth</td>
</tr>
<tr>
<td>15</td>
<td>Advancement</td>
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<tr>
<td>16</td>
<td>Title IX</td>
</tr>
<tr>
<td>17</td>
<td>Infrastructure &amp; Facilities</td>
</tr>
<tr>
<td>18</td>
<td>Partners</td>
</tr>
<tr>
<td>19</td>
<td>Integrity &amp; Conflicts of Interest</td>
</tr>
<tr>
<td>20</td>
<td>Evolving Pedagogy &amp; Delivery</td>
</tr>
<tr>
<td>21</td>
<td>Diversity &amp; Inclusion</td>
</tr>
<tr>
<td>22</td>
<td>Disaster Recovery &amp; Business Continuity</td>
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<tr>
<td>23</td>
<td>Enrollment Management</td>
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<tr>
<td>24</td>
<td>Restricted Research</td>
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<tr>
<td>25</td>
<td>Endowment Income</td>
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<tr>
<td>26</td>
<td>Student Experience</td>
</tr>
<tr>
<td>27</td>
<td>Academic Quality</td>
</tr>
<tr>
<td>28</td>
<td>Alumni &amp; Friends</td>
</tr>
<tr>
<td>29</td>
<td>Accreditation</td>
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<tr>
<td>30</td>
<td>Intellectual Property</td>
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Updated Enterprise Risk Heat Map

November 2019

Graph Legend

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</tbody>
</table>

[Graph showing the heat map with numbered risks and corresponding legend]
RISK AREA – COMMITTEE ALIGNMENT

Academic, Research, and Student Affairs
- Academic Quality
- Accreditation
- Competitive Growth
- Diversity & Inclusion
- Enrollment Management
- Evolving Pedagogy & Delivery
- Faculty & Staff Recruitment & Retention

Buildings and Grounds
- Safety & Security

Board Level
- Expanding Physical Footprint
- Partners

Compliance, Audit, and Risk
- Legal & Regulatory
- Socio-Political Environment
- Title IX
- Integrity & COI
- Intellectual Property
- Research Compliance
- Restricted Research
- Student Experience

Finance and Resource Management
- Advancement
- Endowment Income
- Federal & State Funds
- Resource Management
- Tuition Dependency

Governance and Administration
- Athletics
- Disaster Recovery & Business Continuity
- Faculty & Staff Recruitment & Retention
- Infrastructure & Facilities
- IT Security & Operations
- Leadership & Governance
ERM PROGRAM ELEMENTS AFTER INITIAL CYCLE

- Risk Identification and Assessment – Top 30
- Three Tabletop Exercises with Leadership
- Risk Snapshots developed by Risk Owners
- Periodic Reporting to OARC and ERM Committees
- Risk Owners Periodically Brief Board of Visitors
- Periodic Evaluations of ERM Program for Continuous Improvement
“Virginia Tech is committed to integrity, a culture of compliance, and the promotion of the highest ethical standards for all employees.”

President Tim Sands
INSTITUTIONAL COMPLIANCE

A comprehensive program that helps institutions and their employees:

- Conduct operations and activities ethically, with the highest level of integrity
- Comply with legal and regulatory requirements
- Achieve accountability and transparency in all institutional operations

Compliance is a risk that should be evaluated and responded to using a framework similar to a broader ERM structure.
8 Elements of an Effective Compliance Program

- High-level personnel exercising oversight
- Written policies and procedures
- Training and Education
- Lines of Communication
- Well publicized disciplinary guidelines
- Internal compliance monitoring
- Response to detected offenses
- Perform periodic compliance risk assessments

Per the Federal Sentencing Guidelines and the Higher Education Compliance Alliance (HECA)
### Institutional Compliance Program

A multi-functional approach:

- Institutional compliance function (Office of Audit, Risk, and Compliance)
- Executive Compliance Committee (ECC)
- President’s Leadership Team (PLT)
- Compliance Advisory Committee (CAC)
- Distributed university-wide compliance owners

#### Institutional Compliance Framework

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<thead>
<tr>
<th>COMPLIANCE FRAMEWORK</th>
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<tr>
<td>BOARD OF VISITORS</td>
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<tr>
<td>CAR COMMITTEE</td>
</tr>
<tr>
<td>EXECUTIVE STAFF+ COMPLIANCE COMMITTEE (ECC)</td>
</tr>
<tr>
<td>President</td>
</tr>
<tr>
<td>Executive VP and Provost</td>
</tr>
<tr>
<td>Senior VP for Operations and Admin.</td>
</tr>
<tr>
<td>VP for Finance and CFO</td>
</tr>
<tr>
<td>Executive Director of Audit, Risk, &amp; Compliance+</td>
</tr>
<tr>
<td>PRESIDENT’S LEADERSHIP TEAM (PLT)</td>
</tr>
<tr>
<td>COMPLIANCE ADVISORY COMMITTEE REPRESENTATION (CAC)</td>
</tr>
<tr>
<td>Accreditation</td>
</tr>
<tr>
<td>Conflict of Interest</td>
</tr>
<tr>
<td>Human Resources</td>
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<tr>
<td>Emergency Management</td>
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<tr>
<td>Equity &amp; Accessibility and Title IX</td>
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<tr>
<td>FERPA</td>
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<tr>
<td>Finance</td>
</tr>
<tr>
<td>Government Relations</td>
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<tr>
<td>Health and Safety</td>
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<tr>
<td>Information Technology</td>
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</tbody>
</table>
The Compliance Advisory Committee’s (CAC) and OARC developed and reviewed the compliance matrix.

Distributed university-wide compliance owners completed reviews regulations in Compliance System for accuracy and completeness.

OARC adjudicated over 400 recommended edits to the compliance matrix.

OARC and BAMS IT developed compliance risk assessments capability in online Compliance System.

In process of rolling out the compliance risk assessment process to distributed university-wide compliance owners.

The external “Hokie Hotline” launched and working with University Relations staff to develop a plan to increase awareness of the new Hokie Hotline and broader compliance efforts.
WHAT COMES NEXT—2020 AND BEYOND

- Review and Identification of Risks – What Has Changed?
- Narrowing Focus to Key Risk Areas
  - Continued Tabletop Exercises
  - Reporting and Presentations to Leadership
- Ongoing Updates
- Planned Review Cycles
Resolution on Accommodating Religious Observances
Commission on Faculty Affairs
CFA 2019-20A

First reading, Commission on Faculty Affairs September 13, 2019
Approved, Commission on Faculty Affairs November 1, 2019
Faculty Senate Review October 25, 2019
Staff Senate Review October 21, 2019
Graduate Student Assembly Review October 14, 2019
Student Government Association Review October 22, 2019
First reading, University Council December 2, 2019
Approved, University Council
Approved, President
Approved, Board of Visitors
Effective date upon approval

WHEREAS, students have expressed concerns to the Student Government Association (SGA) and Graduate Student Assembly (GSA) about Virginia Tech guidelines regarding absences for religious holidays; and

WHEREAS, some students have been compelled to attend classes during Yom Kippur, Maha Shivaratri, Eid, and other days of religious significance that require fasting, prayer, or repenting; and

WHEREAS, Virginia Tech seeks to put into practice the affirmations outlined in our Principles of Community, including mutual understanding, civility, and the value of human diversity; and

WHEREAS, students seek a broader definition of “religious holiday” that encompasses religious, cultural, ethnic, meaning-making, and faith-based beliefs; and

WHEREAS, though Virginia Tech faculty support the accommodation of religious beliefs, they are not in a position to verify absences for religious observances; and

WHEREAS, the Jewish Student Union, Graduate Student Assembly, Student Government Association, and Hillel at Virginia Tech were involved in the creation of and support this resolution; and

WHEREAS, the Asian American Student Union, HokiePRIDE, the Latin American Student Organizations, the Muslim Student Union, Native at VT, Sigma Gamma Rho Sorority, and the Sikh Student Association support this resolution; and

WHEREAS, the Office of the Dean of Students supports this resolution; and
WHEREAS, the resolution maintains faculty member’s ability to uphold the academic integrity of their courses while providing more guidance for students and faculty in dealing with the issue of religious absences; and

WHEREAS, in the unlikely case of a student seeking accommodations for illegitimate reasons, the Undergraduate and Graduate Honor Systems can be utilized to enforce academic integrity; and

WHEREAS, though the Office of the Dean of Students can currently provide absence verification for “illness or death of a family member or friend, off-campus medical appointments or hospital admission, court subpoenas, and military orders,” the Faculty Handbook does not include this information and it is added here; and

NOW, THEREFORE, BE IT RESOLVED, that Virginia Tech students seeking observances for their religious beliefs will be able to verify their absences with the Office of the Dean of Students; and

BE IT FURTHER RESOLVED that the third paragraph of subsection 9.6.2 of the Faculty Handbook will be combined with 9.6.2.1 and revised as follows:

Current Faculty Handbook language:

9.6.2 (3rd paragraph):

When students cannot attend a class, it is their responsibility to make arrangements for any work missed as soon as possible. In cases of prolonged absences, students may ask their academic deans or the dean of students to notify their instructors of the reason for their absence. Staff members from the Office of the Dean of Students may verify absences from class for students who have documentation to support an absence beyond their control. The staff members send an absence verification notice to the college dean, who then forwards the verification to faculty members. A staff member from the Office of the Dean of Students reinforces that the student is responsible for contacting the faculty member to arrange make-up of any missed work.

9.6.2.1 (in its entirety):

Consistent with the university’s tradition of religious tolerance, faculty are encouraged to be sensitive to students who wish to observe religious holidays. The student is responsible for requesting and providing justification for a religious accommodation, preferably during the first two weeks of classes or as soon as the student becomes aware of the need for an accommodation. Faculty should inform students of their willingness to make accommodations for reasonable requests. Faculty are not required to compromise the academic integrity of the course to accommodate religious practices. Thus, the faculty member determines accommodations for religious practices that are consistent with his or her class attendance policy.

Proposed Faculty Handbook language:

9.6.2 in its entirety (with new 3rd and 4th paragraphs in quotes):
Class meetings are an integral part of most courses and the central component of many. Therefore, both faculty and students are expected to meet at all regularly scheduled times, except for cancellations announced on a university-wide basis by appropriate authority.

If a faculty member cannot meet a class, departmental procedures should be followed so that appropriate measures are taken to provide for the missed class.

“If a student cannot attend a class, they may notify their instructor(s) directly or contact the Office of the Dean of Students, whose staff can provide verification of absences. The Office of the Dean of Students considers absence verification for any of the following reasons: illness or death of a family member or friend; off-campus medical appointments or hospital admission; court subpoenas; military orders; and observances of religious, cultural, ethnic, meaning-making, or faith-based beliefs. Staff members send an absence verification notice to the college dean, who then forwards the verification to the instructor(s). If upon a good faith evaluation an instructor believes that accommodating an absence negatively affects the course of study, students can contact the Office of the Dean of Students for further assistance. Students are responsible for making arrangements with the instructor as soon as possible to complete any work missed due to absence. If this work differs from the original exam or assignment, it must be appropriately related to course objectives and no more difficult than the original.

Faculty determine their attendance policy, including whether they will accommodate absences and how they will do so. However, in accordance with the Virginia Tech Principles of Community, faculty are encouraged to accommodate students when the observance of religious, cultural, ethnic, meaning-making, or faith-based beliefs conflict with academic requirements. Students who choose to request an excused absence directly from their instructor(s) due to a religious observance should do so during the first two weeks of classes or as soon as they become aware of the need for an accommodation.”

Policy 5600, “Authorized Closings,” defines the process followed with the university is affected by inclement weather, natural disasters, emergencies and other conditions that may cause operations to be suspended or curtailed. University employees should consult Policy 4305, “Policy on Compensation. During Authorized Closings,” for specific expectations in the event of a closure and information about supervisor/employee responsibilities, leave usage, and compensation.

AND BE IT FINALLY RESOLVED that the Hokie Handbook and all other relevant documents will be updated to reflect these changes.
Student Government Association comments on Resolution Commission on Faculty Affairs 2019-20A

On behalf of the undergraduate student body,

The Student Government Association of Virginia Tech recognizes and supports the unique religious, cultural and ethnic holidays celebrated by students across the Virginia Tech community. As the Student Government Association passed legislation last year in support of accommodations for students celebrating their holidays, we now support the Commission of Faculty Affairs' legislation 2019-20A supporting students who are asked to attend classes or related activities during times of celebration. It is important to highlight that, while many Christian holidays align with the academic calendar, many other religious holidays do not. This can lead students to feel marginalized or discriminated against.

In order to best support these students, we must acknowledge everyone's individual needs and work to support students affected by this issue.

Thank you,
Student Government Association at Virginia Tech
WHEREAS, the domain of communication has grown in terms of specialization, expertise, disciplinary areas, and methodologies; and

WHEREAS, a School of Communication and Digital Media will enhance the university’s ability to create, convey, and apply knowledge that expands personal growth and understanding of human communication, improves media practice, and broadens media literacy among voters and other media consumers; and

WHEREAS, a School of Communication and Digital Media will advance social and community development through ethical news and sports reporting, advertising, corporate communication, and public relations and foster economic competitiveness through industry-related majors in advertising, communication science and social inquiry, digital media production, multimedia journalism, sports media and analytics, professional communication, and public relations; and

WHEREAS, a School of Communication and Digital Media will align curriculum resources more efficiently and allow more coordinated and strategic investment of resources within the college and university in communication and digital-media instruction; and

WHEREAS, a School of Communication and Digital Media will more closely align the communication programs with national, institutional, and SCHEV peers that have colleges or schools of communication, journalism, or media; and

WHEREAS, a School of Communication and Digital Media supports the land-grant mission of Virginia Tech in the discovery and dissemination of knowledge about human and digital communication; and

WHEREAS, a School of Communication and Digital Media will enhance the stature of Virginia Tech as an internationally recognized university for teaching, training, and research scholarship in human communication, mass media, and digital production.

THEREFORE, BE IT RESOLVED that the proposal for the establishment of a School of Communication and Digital Media, hosted within the College of Liberal Arts and Human Sciences, be approved effective Fall 2020 and the proposal forwarded to the President, Board of Visitors, and State Council of Higher Education for Virginia for approval.
Proposed for the School of Communication and Digital Media

College of Liberal Arts and Human Sciences

1. Proposed name: **School of Communication and Digital Media**

2. Proposed School will be composed of people and programs from the Department of Communication. The School will replace the Department and be a unit of the College of Liberal Arts and Human Sciences. The School plans to cooperate with units in other colleges as it develops future majors.

3. Proposed effective date of the organizational change: July 1, 2020.

4. Proposed Mission:
   - **Mission:**
     - The School of Communication and Digital Media, consistent with Virginia Tech’s land-grant mission, will be a national leader in the discovery and dissemination of knowledge about human communication, mass media, and digital production. The School will (1) enhance the university’s ability to create, convey, and apply knowledge that expands personal growth and understanding of human communication and improved media practice and literacy; (2) advance social and community development through ethical news and sports reporting, advertising, corporate communication, and public relations; (3) foster economic competitiveness through industry-related majors in advertising, communication science and social inquiry, digital media production, multimedia journalism, sports media and analytics, professional communication, and public relations; and (4) improve the quality of life for all Virginians by promoting a more informed and engaged electorate through better-educated practitioners in broadcast, print, online, and social mass media.

   - **Benefits sought by creating the new organizational structure:**
     - Serve the Commonwealth more effectively in educating students in advertising, communication science and social inquiry, digital media, journalism, sports media, professional communication, and public relations.
     - Align curriculum resources more efficiently.
     - Offer two-to-three additional nationally accredited majors.
     - Allow more coordinated and strategic investment of resources within the college and university in communication and digital-media instruction.
     - More closely align communication programs with national institutional and SCHEV peers that have colleges or schools of communication. Of Virginia Tech’s 25 peer institutions, nine have schools of communication, journalism, or media, and eight have colleges of communication, journalism, or media. Three schools of communication, journalism, or media and one college of communication, journalism, or media are within the ACC. The Commonwealth of Virginia has six schools of communication, journalism, or media (See Table 1).
     - Recruit and retain high-caliber faculty members who expect to work in a school or college of communication.
Recruit the best undergraduate and graduate students who are now applying to Virginia Tech’s aspirational peers with colleges or schools of communication.

Prepare graduates for the most competitive positions in advertising, corporate communication, media production, journalism, sports media, and public relations.

Interact with industry partners more effectively.

Achieve greater success in external partnership and development endeavors.

5. Proposed Organizational Structure:

The proposed School will be a unit of the College of Liberal Arts and Human Sciences. The School Director will report to the Dean of CLAHS.

Internal Organization of the School

Administrative leadership will be provided by a Director and Assistant Director. The School will have three curricular units: Communication Studies, Journalism and Mass Communication, and Public Relations. Each area will have a Coordinator. As is now the case within the Department of Communication, the School will have a Director of Graduate Studies, Undergraduate Coordinator and Basic Course Director, and Director of Research and Outreach. An Executive Committee—consisting of the Assistant Director, Director of Graduate Studies, Undergraduate Coordinator and Basic Course Director, Director of Research and Outreach, and each curriculum unit Coordinator—will serve as an advisory group to the Director.

Each curricular unit will be home to various majors within the School. Journalism and Mass Communication will have curricular responsibilities for the Digital Media Production and Multimedia Journalism majors. Public Relations will have curricular responsibilities for the Advertising and Public Relations majors. Communication Studies will have curricular responsibilities for the Communicating Science and Social Inquiry and Professional Communication majors. Communication Studies will coordinate the School’s general education offerings as well.

Curricular unit Coordinators will be selected by the School Director upon consultation with faculty members within the units.

Unit Coordinators will serve on the Executive Committee, represent the interests of the unit faculty, mentor faculty members, and assist the Director with external stakeholder relations.

Promotion and Tenure/Annual Evaluation:

The promotion and tenure process and annual evaluations will be organized at the School level under the guidance of the School Director. Subcommittees will be established for each curricular unit to ensure that candidates for promotion and tenure are evaluated appropriately in accordance with University policies and procedures by colleagues and administrators.

All candidates for promotion and tenure considerations will be reviewed and acted upon at the College of Liberal Arts and Human Sciences. The School will have
representation at the College level per governance policies and procedures to ensure adequate faculty input in academic, research, and service missions of the College.

- The current Department of Communication processes and procedures provide the general guidelines for the School. Committee memberships will be revised to include appropriate faculty membership from the curricular units.

- Identify any additional resources needed to create the administrative organization of the proposed school and provide justification for these resources.

  - Will the school require an additional financial/budget officer?
    - No
  - Will the school require a development officer?
    - No. The function will be part of the College of Liberal Arts and Human Sciences development purview.
  - Will the school require an information officer?
    - No. This function will be part of the College of Liberal Arts and Human Sciences marketing and communication purview.
  - Will the school require associate or assistant directors?
    - Yes. The position of School Associate/Assistant Director will require an administrative stipend. The Undergraduate Coordinator and Basic Course Director (one position) will require an additional administrative stipend. As noted above, the School would have a Director of Graduate Studies and Director of Research and Outreach as well. These positions are now part of the Department of Communication structure and do not require stipends.
  - What additional staff resources and operating budgets would be required to support any new positions?
    - Current Department of Communication staff resources will be adequate for the School’s administrative needs. Two recent 1,500-hour position hires will handle any expanded requirements.
    - The current operating budget, including summer- and winter-session instruction, provides adequate funding for the proposed School. New majors under consideration will use mostly existing courses within the department and collaborations with other units. The PIBB model will generate necessary revenue for the few courses needed to complete the majors from within the School and seats in existing courses in partnering units. Faculty members from other units participating in the new majors will have affiliated faculty status within the School.
    - The allocation of new resources within the current budget include two administrative stipends.
    - One-time transitional costs will be needed for signage, stationary, business cards, branding, and marketing of the School.
    - A request for two new faculty positions (one instructor and one tenure-track position) will help address increased instructional requirements associated with the new Digital Media Production and Professional Communication majors. These positions were part of the departmental 2019-2020 hiring request.
• Develop a proposed operating budget that reflects both current operations and any new financial resources required to create the school.
  o See Table 2.

6. Describe the academic programs (including instruction, research, and outreach) that would be offered or conducted by the proposed school. If recent academic program review documents are available, they may be submitted to respond to the relevant questions below.

• Describe the program priorities for the school in terms of instruction, research, and outreach missions.
  o The School will allow more comprehensive instruction and greater career opportunities for graduates in human communication and mass and digital media across platforms, industries, and professional organizations. The School will be able to (1) revamp and expand undergraduate curricula; (2) add additional majors that integrate and leverage faculty expertise from the Department of English, Pamplin College of Business, and the School of Visual Arts; and (3) create more opportunities for coordinating transdisciplinary interactions across teaching and research. The School will enhance research productivity by recruiting and retaining high-caliber faculty members as well as outstanding graduate and undergraduate students. The breadth of programs and specialties within the School will enhance the connections with industry partners and opportunities for external and development endeavors.

• Using historical enrollment data and enrollment projections, describe the past and projected enrollments in the units that will be part of the proposed school. Relate these data to overall University trends.
  o In 2014 the Department of Communication moved from one degree with three options (Communication Studies, Multimedia Journalism and Public Relations) to one degree with three separate majors. From 2014 to 2017, each major experienced increased enrollment. The overall increase was 14 percent. In spring 2019, the department surpassed 800 total students in three majors. A concentration in Sports Media and Analytics was added within the Multimedia Journalism major in 2016 and now has 74 students. That concentration becomes a major in fall 2019. The first Sports Media and Analytics majors are to graduate in 2021. The university increased overall undergraduate enrollment by approximately 11 percent from 2014 to 2017.

<table>
<thead>
<tr>
<th>Enrollment by Major in the Department of Communication 2014—2017</th>
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<tr>
<td></td>
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<tr>
<td><strong>Fall 2014</strong></td>
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<tr>
<td>Communication Studies</td>
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<tr>
<td>Communication*</td>
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<tr>
<td>Multimedia Journalism</td>
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<tr>
<td>Public Relations</td>
</tr>
<tr>
<td>Department Total:</td>
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</tbody>
</table>

*General Communication major with options ended in Spring 2014.
• Freshmen applications for Multimedia Journalism and Communication Studies majors have increased each year from 2015 to 2018. Multimedia Journalism experienced a 28-percent increase in applications. Communication Studies saw a 25-percent increase. Since 2016, the Public Relations major has witnessed a 25-percent increase as well. Total applications for fall 2019 increased by 11 percent.

<table>
<thead>
<tr>
<th>Applications to Majors in Department of Communication 2015—2018</th>
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<tr>
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<tr>
<td></td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>Communication Studies</td>
</tr>
<tr>
<td>Multimedia Journalism</td>
</tr>
<tr>
<td>Public Relations</td>
</tr>
</tbody>
</table>

• The department, in collaboration with other units as described above, is developing three new majors to address current student and market demands: Advertising, Digital Media Production, and Professional Communication. Some students in Marketing from the Pamplin School of Business and some in public relations wish to focus on advertising. Likewise, some students in Multimedia Journalism want to work in digital media production without a news focus. Finally, some in public relations prefer to focus more on communication within corporate management. Within three-to-five years of establishing the three new majors, we expect 150 students or more in each.

• Eventually, the proposed School will house seven majors: Advertising, Communication Science and Social Inquiry (the new name for Communication Studies starting in fall 2019), Digital Media Production, Multimedia Journalism, Professional Communication, Public Relations, and Sports Media and Analytics. Enrollment in the Communication Studies, Multimedia Journalism, and Public Relations surpassed 800 in spring 2019. In light of the students now enrolled in the Sports Media and Analytics concentration, we expect 100 majors in that area by 2021. As noted above, we expect some redistribution among current majors to the new ones. By 2023—with the three new majors and current four—we project 1,200-to-1,500 total majors in the School.

• The Department of Communication has a Master of Arts in Communication degree program with 14 GTA positions and total enrollment (2018-2019) of 19 students. Since 2015, enrollment has been averaged nearly 20. We do not expect short-term changes in graduate offerings.

<table>
<thead>
<tr>
<th>Enrollment in Master’s Degree Department of Communication 2014–2017</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>2014</td>
</tr>
<tr>
<td>Communication</td>
</tr>
</tbody>
</table>

• Describe how the creation of the school will affect faculty workload and productivity in the component units.
  o The instructional workload of the faculty will remain the same.
  o The School does not require additional leadership roles beyond those identified in the Department of Communication.
- We expect creation of the School will enable faculty members to increase collaborative and transdisciplinary research with faculty colleagues from participating units within the College of Liberal Arts and Human Sciences as well as other colleges.

- Describe the programs offered and trends in degrees awarded for these programs.
  - See above for a description of current and proposed undergraduate majors.
  - From 2013 to 2017, the Department of Communication has graduated about 200 students a year across three majors. We project an additional 200 degrees per year within three years.

| Undergraduate Degrees Awarded 2015 – 2018
<table>
<thead>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Department of Communication</td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Communication Studies</td>
</tr>
<tr>
<td>Multimedia Journalism</td>
</tr>
<tr>
<td>Public Relations</td>
</tr>
<tr>
<td>Total:</td>
</tr>
</tbody>
</table>

- Graduate degrees awarded during the past four years:

| Graduate Degrees Awarded 2015 - 2018
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Department of Communication</td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Communication</td>
</tr>
</tbody>
</table>

- List and describe any anticipated major changes to the academic programs, such as new degree programs, options or concentrations to be proposed; merger of programs/degrees; or discontinuance of degrees/programs. (Proposed changes to academic programs would need to be reviewed separately through usual governance procedures.) Estimate the effects on enrollment and resources if such changes were implemented.
  - All the current and new majors have or will have a common core of courses that lead to a B.A. in Communication with a major designation. Future plans could include consideration of moving majors to separate degree status.
  - No new degree programs, merger of programs/degrees, or discontinuance of degrees/programs are planned in relation to establishing the School.
  - Anticipated enrollments and resources are addressed above.

- Describe changes in the nature, quantity, or interdisciplinarity of the research, scholarship, creative expression or artistic performances of faculty in the component departments/programs that might be anticipated by establishment of the school.
  - Within the last two decades, the communication domain has grown in terms of specialization, expertise, disciplinary breath and methodologies. The scope of knowledge and expertise expands well beyond the traditional scope of a single department.
  - Over the last decade, as the Department of Communication moved from options to majors and introduced new majors, faculty hiring became more diverse in
terms of disciplines, research methodologies, and research interests. Research productivity increased. Likewise, research collaborations within the department increased. The introduction of new majors and collaborations with units in other colleges should further enhance the quantity and breadth of research within the School. We would expect to see expanded research into advertising, general business communication, and digital media technologies as a result of new majors related to these areas.

- Collaborations and partnerships identified throughout this document will promote increased transdisciplinary research, increase the already considerable collaborations, and expand opportunities for funded research, especially in advertising and digital media technologies.

- The appointed Director of Research and Outreach will chair a corresponding committee with members from all School units. The Director and committee will be responsible for promoting the School’s research missions. Those include fostering a climate of research productivity by facilitating and publicizing faculty research, identifying faculty needs for research support, and assisting with faculty pursuit of internal and external research sponsorship.

- **Describe changes in the nature, quantity, or interdisciplinarity of the outreach and continuing education of faculty in the component departments/programs that might be anticipated by establishment of the school.**
  - The Director of Research and Outreach and the Research and Outreach Committee will organize the Annual Distinguished Lecture Series, seminars and guest lectures/public presentations.
  - Outreach and university service account for 20 percent of annual evaluations for tenured and tenure-track faculty members. Thus, the School will have clear expectations for outreach activities appropriate to the university’s land-grant mission.
  - The quantity, breath and diversity of outreach activities should increase in the School environment.

7. **Proposed Evaluation Criteria**

- **Using the general guidelines provided in the policy document, state the evaluation criteria that will be used to assess the effectiveness of the new school in achieving the benefits that are sought by its creation.**
  - Policy 6150 states: “Reviews will be guided by the school’s objectives and implementation plan, as well as by the relationship of the school’s goals to the University Plan. Demonstrable evidence of accomplishments must be included in both the internal and external reviews. The evaluation will emphasize the degree to which the school has met the criteria and benefited the institution, with evidence such as active involvement of a critical mass of interdisciplinary faculty and students; contributions to enriching the education of students; effective interdepartmental collaboration with respect to teaching, research, and public service activities; and increased access to external resources. In addition, the review will address issues of administrative effectiveness and efficiency and fiscal management.”
The Public Relations curriculum is certified by the Educational Affairs Committee of the Public Relations Society of America. The Multimedia Journalism and Public Relations curricula have undergone preliminary review for accreditation by the Accrediting Council for Education in Journalism and Mass Communication. Those programs are working toward full accreditation by 2022. The new Sports Media and Analytics major and the proposed Advertising and Digital Media Production majors could qualify for ACEJMC accreditation in the future.

Accreditation procedures require annual feedback from practitioners in each discipline on the quality of student learning. Practitioners join faculty members in assessing whether assignments completed by graduating seniors meet minimum competencies in 12 learning outcomes set by ACEJMC. Faculty members must show how they use practitioner feedback to improve instruction.

Standards for maintaining certification and accreditation require on-campus reviews by outside evaluators every six years. Evaluation teams from ACEJMC and PRSA include educators in each discipline under review and practitioners (news executives, public relations practitioners, advertising agency representatives, etc.). ACEJMC judges all major programs on nine standards. PRSA uses eight. Besides considering how well graduates meet professional standards, evaluators judge faculty qualifications, curriculum design, and assessment methods in light of current industry trend, student diversity, faculty contributions to each discipline through scholarship and service, and employer perceptions of Virginia Tech graduates.

The School will participate in the University’s Academic Program Review at least every five years to provide a systemic review for fostering continuous improvements. The review will be a comprehensive evaluation of activities and include a self-study report that is evaluated by a team of peer reviewers.

The School will be subject to an annual report to the College of Liberal Arts and Human Sciences. That report includes a summary of faculty performance evaluations, pre-tenure reviews, unit achievements, and summary of school highlights.

### Table 1.
**Peer Institutions with Schools, Colleges, or Named Schools of Communication/Journalism/Media**

<table>
<thead>
<tr>
<th>Peer Institutions with Schools, Colleges, or Named Schools of Communication</th>
<th>Number with Schools</th>
<th>Number with Colleges</th>
<th>Number with Named Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC peers (15 total)</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>SCHEV peers (25 total)</td>
<td>9</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Commonwealth of Virginia peers (6 total)</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
Table 2. Virginia Tech – College of Liberal Arts and Human Sciences
School of Communication and Digital Media

*Anticipated E&G Resources*

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th>Fringe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Faculty Resources:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Tenure Track Faculty</td>
<td>$1,570,317.00</td>
<td>$557,458.00</td>
<td>$1,887,775.00</td>
</tr>
<tr>
<td>Professors of Practice</td>
<td>$251,730.00</td>
<td>$89,364.15</td>
<td>$341,094.15</td>
</tr>
<tr>
<td>2 New Tenure Track Faculty</td>
<td>$128,000.00</td>
<td>$45,400.00</td>
<td>$173,400.00</td>
</tr>
<tr>
<td>Stipends</td>
<td>$12,000.00</td>
<td>$4,260.00</td>
<td>$16,260.00</td>
</tr>
<tr>
<td><strong>Staff and Non-Tenure Faculty:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructors (non-restricted and restricted)</td>
<td>$582,510.00</td>
<td>$206,461.05</td>
<td>$788,971.05</td>
</tr>
<tr>
<td>Staff</td>
<td>$236,954.00</td>
<td>$129,139.94</td>
<td>$366,093.94</td>
</tr>
<tr>
<td>Wage – 1,500-hour part-time</td>
<td>$26.00</td>
<td>$1.95</td>
<td>$27.95</td>
</tr>
<tr>
<td>Wage – Student</td>
<td>$22.00</td>
<td>$1.65</td>
<td>$23.65</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operational Resources</strong></th>
<th>Actual</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Studio:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td>$47,677.16</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Upgrades / Replacements(3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance Fund</td>
<td>$26,000.00</td>
<td>$30,000.00</td>
</tr>
</tbody>
</table>

| **Department Operational:** |         |          |
| Equipment                  | $118,272.23 | $120,000.00 |
| Supplies                   | $73,955.53  | $75,000.00 |
| Travel                     | $58,326.23  | $60,000.00 |
| Misc. Contractual Services (includes Pcard, software, etc.) | $96,324.24 | $97,000.00 |
| ETF                        | $36,055.50  | $36,000.00 |

**Anticipated Annual Operations**

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<table>
<thead>
<tr>
<th><strong>One-Time Investments</strong>(4)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Faculty Startup Requests</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Branding and Marketing Initiative</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Signage, business cards, envelopes, etc.</td>
<td>$20,000.00</td>
</tr>
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**Anticipated one-time investments**

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**GRAND TOTAL:**

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**Notes:**

(1) Estimate: $27.95/hour
(2) Estimate: $23.65/hour
(3) The Upgrades/Replacement and Studio/Lab equipment comes from course fees.
(4) One-time investments managed over the first three years of the school as required by implementation.
June 13, 2019

To Whom It May Concern:

Within the last two decades, the general area of communication has grown in terms of disciplinary specializations and scholarly methodologies. The breadth and depth of knowledge and range of expertise has expanded well beyond the traditional scope of a single department with few areas of study. Over the last decade, as the Department of Communication moved from options to majors and introduced new majors, faculty hiring became more diverse in terms of instructional foci and research interests and methods. The demand for additional specializations continues to grow as new media and technologies emerge. A School of Communication and Digital Media within the College of Liberal Arts and Human Sciences will increase program visibility and opportunities to create, convey, and apply knowledge that enhances personal growth, expands understanding of human communication, and improves media literacy and practice. It will also foster economic competitiveness through industry-related majors in journalism, digital media production, advertising, public relations, and professional communication.

It is also important to note that a School of Communication and Digital Media will more closely align Virginia Tech's communication programs to both national and SCHEV peer institutions with colleges or schools of communication, journalism, or media. The School will allow the continued recruitment and retention of high-caliber faculty as well as the best undergraduate and graduate students across the Commonwealth and nation. Through collaborations with units within the college and across the university, the School will not only create new curricula, but also enhance multi-disciplinary scholarship.

Finally, a School of Communication and Digital Media will support the land-grant missions of discovery and dissemination of knowledge about the impact of and best practices in journalism, digital media production, advertising, public relations, and professional communication strategies. It will enhance the stature of Virginia Tech as an internationally recognized university for education and scholarship in these crucial domains of human experience.
The College of Liberal Arts and Human Sciences strongly supports the creation of the School of Communication and Digital Media.

Sincerely,

Rosemary Blieszner, PhD
Dean and Alumni Distinguished Professor
WHEREAS, there is significant need to change from the current admissions and portfolio review processes within the School of Visual Arts (SOVA)—which presently admits students to a general Bachelor of Fine Arts degree—to a system that enables students to directly enter specific disciplinary majors, such as Studio Art; and

WHEREAS, the creation of the Major in Studio Art will allow graduates of SOVA to have their specialized area of study shown on their diploma, rather than the more ambiguous Art designation as their major; and

WHEREAS, the Major in Studio Art will bolster—practically as well as administratively—the profile, identity, and disciplinary thrust of this area of study within the Bachelor of Fine Arts degree, which is already well-enrolled and well-subscribed; and

WHEREAS, the Major in Studio Art strengthens the disciplinary profile of SOVA’s curriculum in this area, effectively providing students with a robust education in practice-based 2-D and 3-D media (drawing, painting, sculpture, and photography), as well as prepare them for careers in these fields; and

WHEREAS, the title “Studio Art” will elevate the visibility of this program within the Bachelor of Fine Arts and thus ensure more clarity for incoming freshmen and transfer students into the College of Architecture and Urban Studies, as well as facilitate enrollment management; and

WHEREAS, faculty in the studio art program within SOVA strongly wish to plan a more strategic and streamlined curriculum within the broad Bachelor of Fine Arts designation tailored to their distinctive research, teaching, and professional practices involving the intersection of technology and traditional media.

THEREFORE, BE IT RESOLVED that the Major in Studio Art be approved for addition to the Bachelor of Fine Arts effective Spring 2020 and the proposal be forwarded to the President for approval.
WHEREAS, there is significant need to change from the current admissions and portfolio review processes within the School of Visual Arts (SOVA)—which presently admits students to a general Bachelor of Fine Arts degree—to a system that enables students to directly enter specific disciplinary majors, such as Creative Technologies; and

WHEREAS, the creation of the Major in Creative Technologies will allow graduates of SOVA to have their specialized area of study shown on their diploma, rather than the more ambiguous Art designation as their major; and

WHEREAS, the Major in Creative Technologies will bolster—practically as well as administratively—the profile, identity, and disciplinary thrust of this area of study within the Bachelor of Fine Arts degree, which is already well-enrolled and well-subscribed; and

WHEREAS, the Major in Creative Technologies strengthens the distinctive disciplinary profile of SOVA’s curriculum in this area, preparing students for careers at the intersection of digital technology and artistic exploration, including (but not limited to): the fine arts; creative and design industries; academia; as well as various emerging transdisciplines; and

WHEREAS, the title “Creative Technologies” will elevate the visibility of this program within the Bachelor of Fine Arts and thus ensure more clarity for incoming freshmen and transfer students into the College of Architecture and Urban Studies, as well as facilitate enrollment management; and

WHEREAS, faculty in the Creative Technologies program within SOVA strongly wish to plan a more strategic and streamlined curriculum within the broad Bachelor of Fine Arts designation tailored to their distinctive research, teaching, and professional practices involving 3-D modeling; 3-D animation; gaming; motion graphics; video production; virtual reality; and contemporary fine arts practice.

THEREFORE, BE IT RESOLVED that the Major in Creative Technologies be approved for addition to the Bachelor of Fine Arts effective Spring 2020 and the proposal be forwarded to the President for approval.
WHEREAS, there is significant need to change from the current admissions and portfolio review processes within the School of Visual Arts (SOVA)—which presently admits students to a general Bachelor of Fine Arts degree—to a system that enables students to directly enter specific disciplinary majors, such as Graphic Design; and

WHEREAS, the creation of the Major in Graphic Design will allow graduates of SOVA to have their specialized area of study shown on their diploma, rather than the more ambiguous Art designation as their major, enhancing the perceived value of the program amongst alumni, prospective students, and employers; and

WHEREAS, the Major in Graphic Design will bolster—practically as well as administratively—the profile, identity, and disciplinary thrust of this area of study within the Bachelor of Fine Arts degree, which is already well-enrolled and well-subscribed; and

WHEREAS, the Major in Graphic Design will furnish a robust education for SOVA students in this area, while also preparing them for a career in graphic design aimed at academic, industry, and professional sectors; and

WHEREAS, the title “Graphic Design” will elevate the visibility of this program within the Bachelor of Fine Arts and thus ensure more clarity for incoming freshmen and transfer students into the College of Architecture and Urban Studies, as well as facilitate enrollment management; and

WHEREAS, faculty in the Graphic Design program within SOVA strongly wish to plan a more strategic and streamlined curriculum within the broad Bachelor of Fine Arts designation tailored to their distinctive research, teaching, and professional practices involving print design, packaging design, interaction design, human-centered design, and web-based design.

THEREFORE, BE IT RESOLVED that the Major in Graphic Design be approved for addition to the Bachelor of Fine Arts effective Spring 2020 and the proposal be forwarded to the President for approval.
CAPFA Minutes
Commission on Administrative and Professional Faculty Affairs
October 9, 2019 – 1:30 pm – UGC 3100/Zoom

Present: Ashley Appling, Janice Austin, Sara Bear, Aaron Bond, Nicole Connors, Amanda Covey, Holli Gardner Drewry, Jeremy Daubert, Greg Fansler, Maia Greene-Havas, Debbie Greer, Joy Hottenstein, Jennifer Hundley, Lonnie Johnson, Robin McCoy, Madonna Overstreet, Jacob Paul, Terry Pecora, Margaret Radcliffe, Keri Swaby, Stephanie Trout, Ross Verbrugge

Guests: April Myers, Becca Scott

Absent: Lujean Baab, Maria Balota, John Benner, William Dougherty, Kirk Felton, Alan Grant, Amy Hogan, Morgan Paulette, Victoria Ratcliffe, Susan Short, Leah Taylor, LaWanda Wright

Mr. Fansler called the meeting to order at 1:30 pm. A quorum was present. Minutes from the October meeting were approved.

Old Business

New Business

The appointment of Vice Chair Holli Gardner Drewry was approved with a motion from Jennifer Hundley and seconded by Nicole Connors. The motion carried.

Mr. Fansler discussed the University Council minutes from last month. Dr. Clarke asked the Commission chairs to present their goals for the academic year. Ms. Austin shared that CAPFA was seeking feedback from constituents for A/P faculty and will evaluate its current representation on committees and commission which may bring a resolution to University Council. CAPFA will evaluate the possibility of A/P faculty receiving community service leave similar to current Classified and University Staff.

As a commission we are to provide comment back on the VT Principles of Shared Governance to the President’s Governance Committee by the end of the week. Mr. Fansler also shared while attending University Council earlier in the week there were three specific things were brought up from other commissions. Those include that Principles of Community were not lifted up and shared explicitly, transparency, and expediency. The Commission supported other Commissions who felt the Principles of Community presence was absent in the Principles of Shared Governance draft. Ms. Radcliffe shared her thoughts on the fourth principle which is Communication. She supports this idea and is hopeful that VT administration will create in infrastructure that will allow commissions and committees to easily communicate with our constituents as needed.

Mr. Fansler shared a series of questions for the University Governance survey that will be sent out to A/P Faculty through the listserv. A lengthy conversation was had along with feedback from the members. Representation was the main idea throughout the conversation along with authorized closings, holiday, and community service leave. It was decided to move forward with exploring a resolution to acquire community service leave like other employment classes. A motion was approved by Holli Gardner Drewry and seconded by Jennifer Hundley. The motion carried.
Commission Representative Reports:

Commission on Staff Policies and Affairs – (Margaret Radcliffe) reported the commission is approving communications with staff, increasing participation in university governance, and improved benefits to support staff in the lowest pay bands.

Employee Benefits Committee – (Margaret Radcliffe) reported that the committee may be revisiting how holiday leave is handled over the winter closing. Staff annual accrual rates along with increasing monthly benefits for retiree’s health insurance.

Campus Development Committee – (Ross Verbrugge) reported their focus is on planning for building and grounds. Their biggest focus is the Innovation Campus. However, there are major construction projects going on now around campus. It is important to be mindful of the challenges of driving around campus, parking, and walking paths.

Commission on Undergraduate Studies and Policies – (Greg Fansler on behalf of Jacob Paul) reported a Resolution to approve a new major, Sports Media and Analytics, Bachelor of Arts in Communication.

Other Business:

Future speaker recommendations – the Reese Ramos, Ombudsman; Advancement – Capital Campaign

Adjournment

Mr. Fansler asked for a motion to adjourn the meeting at 2:40 p.m. The next meeting will be on November 13.
PRESENT IN PERSON: Kimberley Homer, Marcy Schnitzer, Kelly Oaks, Annabelle Fuselier, Lia Kelinsky-Jones, Mae Hey, John Gray Williams, Kase Poling, Menah Pratt-Clarke, Khaled Hassouna, Gabby McCollum, Sara Beth Hollandsworth

PRESENT VIA ZOOM: Christa Miller, Yolanda Avent, Katrina Colucci-Chang, Anthony Scott, Ellen Banks, Liz Spingola, Polly Middleton, Sara Leftwich

GUESTS: Katie Polidoro, Director of Title IX Compliance / Title IX Coordinator

REGRETS: Pam Vickers, Andrew Alston (with notice), Rosaire Bushey, Maia Greene-Havas (with notice), Sally Shupe (with notice), Laura Belmonte (with notice), Ellington Graves (with notice)

WHAT IS A CAUCUS? GROUP EXERCISE:
Resolution defining a caucus can be found here. Caucus best practice suggestions:
● Define the number needed for a quorum, and let minutes report when meetings are held and how many attended without necessarily listing members’ names;
● Maintain bylaws and annual reports with the Office of Inclusion and Diversity;
● Commit to uphold the Principles of Community;
● Define a mission related to the advancement of equity, diversity, and inclusion.

Vice Chair Christa Miller will lead a working group to further define CEOD’s relationship with caucuses.

PRESENTATION: KATIE POLIDORO, Director of Title IX Compliance / Title IX Coordinator (slides are attached)
Katie led an informative and engaging discussion on Title IX compliance, and the complexity of fair and thorough investigations.
● Assistance for Title IX and ADA accommodations can be requested here.
● Students wishing to join the Title IX Student Advisory Council should contact Ms. Polidoro directly at polidoro@vt.edu.

NEW BUSINESS:
1. FYI: Commission on Research upcoming resolution about open access: Kimberley Homer (tabled to save time)
2. Addressing Gender Discrimination in Our Identity Management Systems:

   John Gray Williams

   The LGBT Caucus was made aware of a PID change request made by an individual in gender transition. The request was denied on the basis of non-conformance with Policy 7040, Personal Credentials for Enterprise Electronic Services, specifically:

   There are some circumstances in which PIDs can be renamed. Acceptable criteria for PID rename requests include:
   ● Employees who retain eligibility for a PID after separating from the university (e.g., retirees or alumni) may be required to take on a new character string for their PID to ensure that no communications are misdirected.
   ● The Virginia Tech Police or Human Resources makes the request on behalf of an individual who is being threatened, stalked, or harassed, if changing the PID reduces the individual’s exposure to harm.
   ● Renaming the PID to be consistent with a new and verified name change that has been approved/implemented by the university’s Human Resource Office or, in the case of students, the Office of the Registrar.
   ● Other types of PID rename requests will be handled on a case-by-case basis.

   Discussion ensued about whether the policy was written at a time when gender identity and gender expression were not supported as well as they are today, whether the public-facing attributes of a person’s identity (preferred name and preferred email address) could be displayed without exposing an unfortunate choice of username (PID), and whether the policy was being applied consistently. At least one member knew of a case in which a PID change was denied after a verified stalking situation. Absent changes in Policy 7040, individuals who believe they are being discriminated on the basis of sex (including pregnancy), gender identity, gender expression, or sexual orientation should refer to Policy 1025: Policy on Harassment, Discrimination, and Sexual Assault for guidance. To schedule an appointment, email equityandaccess@vt.edu.

   There being no other business, the meeting adjourned at 3:07pm.

   NEXT MEETING
   The next CEOD full membership meeting will be on Tuesday, November 19 at 1:30 p.m. in 118 Steger Hall. Affirmative Action Director Renee Byrd will present.
MINUTES
October 11, 2019
Commission on Faculty Affairs
10:30 – 12:00 Noon
130 E Burruss Hall


Guests: David Musick (VTCSOM, online), Ellen Plummer

Not yet appointed: SGA representative, GSA representative

1. Approval of agenda
   Agenda was unanimously approved

2. Approval of Sep. 27, 2019 minutes
   Minutes were unanimously approved

3. Discussion of P & T revision: 3.4.4, 3.4.5, 3.4.5.2, and 3.7.1
   Discussion of distinctions between grievance and appeal and desire to clarify processes for each. Choice of grievance precludes choice of appeal. The appeal processes may be grieved. Additional minor edits for clarification: use of “business days” throughout chapter three, and suggestion that this term be used throughout the handbook for consistency. Suggestion that a flow chart would help illustrate the steps in processes. Use of terms in the handbook are important for setting tone for subsequent college and department guidelines. Discussion included ways in which interdisciplinary work can be acknowledged in evolution and promotion and tenure processes. It is important to articulate ways to document collaborations across disciplines, contributions to Destination Areas, contributions to inclusion and diversity. For example, dept
heads/chairs and deans can include descriptions of these contributions.

4. **Discussion of policies 6100 & 6105**

   **Policy 6100** – department head or chair appointments.

   Suggestion that the policy not state specific number of years in the position. Policy to NOT require limits; open this language to allow for continuation of appointment by individual and/or dept./college leadership. Leave it to the department.

   Periodic review provides assessment of performance. Keep options open for faculty engagement in cultivating and diversifying leadership. Discussion of review of department heads as they relate to length of appointment. Commission members explored the pros and cons of stated term appointments – to balance the benefits of longevity in the dept. head role and the value of not prescribing a number of years in appointment.

   Growth and vigor of the academic programs.

   What exists now for reviews of department heads? Developmental review for department heads at regular intervals could be designed to be useful.

   The commission discussed the interest for articulating a policy with procedures that outline the governance and authority lines for academic policies.

4. **Other Business**

   A task force will be assembled to review the placement of research faculty from the office of VP Research and Innovation to the office of the provost.

   The commission is interested in convening the deans over lunch for discussion of promotion and tenure guidelines prior to their submission for approval to the university council.

5. **Adjourn**
MINUTES
Commission on Graduate and Professional Studies and Policies
October 16, 2019
3:30 – 5:00 p.m.
Graduate School Conference Room

Present: John Hole, Chair, Mehdi Ahmadian, Coy Allen, Lujean Baab, Karen DePauw (ex officio), Marcia Feuerstein, Madlyn Frisard, Lesa Hanlin, Barbara Hoopes, Alexis Hruby, Maruf Hoque, Sarah Karpanty, Joseph Kozak, Anurag Mantha, Hannah Parks, Cliff Shaffer, Ashley Shew, Robert Sumichrast, and Tyler Walters (ex officio).

Absent with notification: Paul Emmons, Charles Nichols (for Nancy Bodenhorn), Cynthia Hampton, and Rachel Holloway (ex officio).

Absent without notification: Hani Awni and Nathaniel Porter.

Visitors and invited guests: Janice Austin, Kevin Edgar, Catherine Grimes, Bill Huckle, and Ryan King.

Call to Order
The meeting was called to order by Dr. Hole at 3:30 p.m.

Approval of the Agenda
The agenda was approved as presented.

Approval of the Minutes
The minutes of October 2, 2019 were approved as presented.

Committee Reports

Graduate Curriculum Committee
Dr. Frisard presented the Graduate Curriculum Committee minutes of October 10, 2019. The minutes were accepted as presented.

Graduate Student Appeals Committee
Dr. DePauw has no current cases under review.

Degree Requirements, Standards, Criteria, and Academic Progress (DRSCAP) Committee
Dr. Baab reported on the last two meetings of DRSCAP. A written report has been presented and will be available on the SharePoint site. Anita Waltz will be invited at a later date to attend a CGPSP meeting to discuss open access.
Old Business

Dr. Hole presented the CGPSP response to the Shared Principles of Governance that was submitted last week to the Governance Task Force. This document will be reviewed by the Governance Task Force at a future meeting. Following this review and the continued work of the task force, a revised version of the Shared Principles will be distributed later this year.

New Business

Dr. Edgar presented an update on the work of the Graduate Education Task Force. The Provost requested the task force to evaluate our standing as a graduate school and to consider our position in comparison to other graduate schools. Data is being collected to compare and support the task force’s hypotheses. Fifteen other land grant institutions are being reviewed and survey data is being collected. Stipends vary considerably and impact enrollment. It was suggested improved advertisement of fellowships could assist in attracting students. The recommendations are expected to be available in January.

Graduate School Update

Dr. DePauw and Dr. Walters commented on the open access discussion being pursued by a subcommittee of the Commission on Research. CGPSP may receive updates in the future about this important work.

Dr. DePauw asked Mr. Mantha, as a graduate student, to present his role in improving food security at Virginia Tech. A new organization, Food Access for Students, has been created. This will give students with a financial emergency the opportunity to request assistance. Dr. DePauw has kicked off the fund-raising initiative with a $500 donation. Mr. King will communicate with the Faculty Senate. Myers-Lawson has sent the fund-raising initiative to its faculty and staff. Dr. Ahmadian has offered his help in circulating information about the fund-raising effort. Dr. Sumichrast and Dr. Baab will also distribute information to their academic areas. Dr. DePauw noted there are food bank options in town as well as the option of the Dean of Students emergency fund. Students are reluctant to request assistance because of being stigmatized. Also, international students cannot accept public assistance because of their international status. Dr. Sumichrast suggested that long-term expansion of the program might include being a part of the CVC.

Dr. DePauw has confirmation that we have homeless graduate students. She finds this devastating. Students have verified with her in class that they know other students facing this hardship.

Dr. DePauw reminded everyone that this week is homecoming. The VT football organization has given seventy free tickets to Roanoke and metro Washington students for this weekend’s game.

A $1.5B capital campaign for Virginia Tech was kicked off last Thursday night.

Dr. DePauw will meet with the recovery group on campus, following a meeting with student representatives this past week. The recovery group serves students, staff, and administrators. Dr. Frisard noted that meetings will be held in the near future for recovery allies.
Dr. DePauw announced that micro-credentials and badging are being explored with communicating science and consideration will be given for pilot testing later in the semester. Students would demonstrate skills and the faculty would certify the student’s knowledge prior to a badge being awarded.

Graduate program faculty for committee service will be an online process by the end of fall semester.

The general audience abstract, as part of the ETD, will be made accessible through a searchable website this fall. Prior year abstracts will also be added in the future to the database.

Preferred pronouns are being added to Banner as part of the admission process. This is a voluntary process for the student and will assist in accurate addressing of the individual.

Dr. DePauw had one notification of academic change. The M.S. in Biomedical Technology Development and Management (BTDM) degree in the College of Science and in affiliation with Georgetown is officially discontinued.

**Constituency Updates**

**Graduate Student Assembly**

There was no report.

**Graduate Honor System**

Mr. Mantha reported there are five open cases.

**University Library Committee**

Dr. Walters announced the committee meets tomorrow.

**Faculty Senate**

Dr. Ahmadian had no report.

**Student Government Association**

There was no report.

**Board of Visitors**

Mr. King reported he will meet on Friday with Drs. Clarke and Pinkney to discuss disability and SSD. Accommodations that will assist graduate students may differ from the needs of undergraduate students. A prior report will be considered in exploring the conversation. In particular, Dr. DePauw noted that accommodation needs may differ for GA’s, RA’s, and GTA’s based on employment rather than student status.

**University Council and Commission Updates**
Dr. Hole had no announcements from the last University Council meeting.

There were no other commission updates.

**Announcements**

There were no announcements.

**Adjournment**

The meeting was adjourned at 4:55 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 and Professional Studies and Policies
November 6, 2019
3:30 – 5:00 p.m.
Graduate School Conference Room

Present: John Hole, Chair, Mehdi Ahmadian, Hani Awni, Lujean Baab, Charles Nichols (for Nancy Bodenhorn), Karen DePauw (ex officio), Marcia Feuerstein, Madlyn Frisard, Cynthia Hampton, Lesa Hanlin, Barbara Hoopes, Maruf Hoque, Joseph Kozak, Anurag Mantha, Hannah Parks, Nathaniel Porter, Cliff Shaffer, Ashley Shew, Robert Sumichrast, and Tyler Walters (ex officio).

Absent with notification: Coy Allen, Rachel Holloway (ex officio), and Paul Emmons.

Absent without notification: Alexis Hruby and Sarah Karpanty.

Visitors and invited guests: Janice Austin, Kevin Edgar, and Ryan King.

Call to Order

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

Approval of the Agenda

The agenda was approved as presented.

Approval of the Minutes

The minutes of October 16, 2019 were approved as presented.

Committee Reports

Graduate Curriculum Committee

Dr. Frisard presented the Graduate Curriculum Committee minutes of October 24, 2019. The minutes were accepted as presented.

Graduate Student Appeals Committee

Dr. DePauw reported there are no appeals.

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

Dr. Baab reported on a written report that is attached to these minutes. DRSCAP last met on October 28th. The next meeting will be on Monday, November 11th. A new resolution will likely be available for the next CGPSP meeting.
Old Business

There was no old business.

New Business

Dr. Frisard presented a request to reduce the number of committee members from three to two for the M.S. in Nutrition and Dietetics. The revision was accepted by the Commission members.

Dr. Hole presented the proposed open access policy currently drafted for faculty. It is unclear if graduate students and staff should be included in this policy. DRSCAP was asked to investigate if graduate students can be added to this policy and to request if there are legal considerations or other issues that should be researched and considered when adding graduate students to the policy.

Dr. Edgar presented the CUSP Resolution 2019-20 E. The purpose of the resolution is to create a school of communications and new programs under that school. The Department of Communications would be subsumed into the new school.

Graduate School Update

Dr. DePauw attended the Faculty Senate meeting last week to discuss holistic admissions. She will attend the Commission on Research tomorrow to discuss graduate education. The site alignment process for graduate programs in the metro Washington area has begun. Dr. DePauw will chair the committee. Dr. DePauw will travel to the Northern Virginia Center next week and have additional conversations with students and faculty regarding possible changes in the future.

Included in the notification of academic changes, the MEng has been approved.

Constituency Updates

Graduate Student Assembly

Mr. Awni reported the GSA is having a discussion about the constitution’s structure and possible improvements to be proposed in the future.

Graduate Honor System

Mr. Mantha reported there are six cases currently open.

University Library Committee

Dr. Walters reported the committee met on October 30th and will meet again in December to discuss the strategic planning process.

Faculty Senate
Dr. Ahmadian reported on the Faculty Senate discussion regarding the university’s goal to become 100% dependent on renewable energy by 2025. There is also a Faculty Affairs resolution being considered regarding student absences for religious holidays. It will be presented at the next University Council meeting.

Student Government Association

There was no report.

Board of Visitors

Mr. King reported on his meeting with Dr. Clarke regarding accessibility issues. There will not be another meeting before the next BOV meeting. Mr. King also commented on the potential that students are recruited without adequate resources during their enrollment. He will continue to explore these concerns and provide information to the BOV members.

University Council and Commission Updates

Dr. Hole reported that University Council discussed the budget and noted 16% of our budget is from the state. The undergraduate enrollment at fall census was 7700 students, approximately 1000 more students than forecasted. Next year’s undergraduate enrollment target is not known. Enterprise risk assessment was discussed as it related to the possible impact on the expansion of the university with the addition of a new campus in the metro Washington area.

There were no updates from the Commission on Student Affairs.

Announcements

There were no announcements.

Adjournment

The meeting was adjourned at 4:50 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
October 17, 2019; 3:30-4:30 p.m.
Gateway Center; 902 Prices Fork Road; Suite 120

Attendance: Michael Borowski (via phone), Andrea Brunais (guest), Urs Buehlmann, Svetlana Filiatreau, Guru Ghosh, Ralph Hall, Don Hempson, Joe Hunnings (for Ed Jones), Theresa Johansson (guest), Ashley Johnson, Juan Luís Nicolau, Cassidy Rist, Brett Shadle (guest), Susan Short, Robert Weiss, Xiaowei Wu

Absent: Katrina Colucci-Chang, Nick Copeland, Wayne Crotto, Ed Jones, Lee Learman, Morgan Paulette, LaWanda Wright, Kang Xia

1. Welcome and Introductions: Urs Buehlmann welcomed the group. Self-introductions were made.

2. Agenda Approval: Urs indicated that there was an amendment to the Agenda, whereas a first reading for Resolution to Revise University Committee on International Affairs Bylaws as it relates to membership was added as an Agenda Item. Urs made the call for motion to approve the agenda with the amendment; motion was made; was seconded; all were in favor, there was no opposition and the agenda was approved with the amendment.

3. Call for Announcements: The call for announcements was made. Guru Ghosh spoke about the upcoming Ferrari Foundation Board meeting to occur on October 28, 2019 with Dwayne Pickney presiding as President of the board; and the Provost’s travel to India later this month.

4. Announcement of Approval of Minutes, September 19, 2019: Urs announced that the September 19, 2019 minutes were approved electronically and forwarded to University Council for approval and posting. Approved minutes can be found: http://www.governance.vt.edu/.

5. Committee Volunteers for Alumni Award for Outreach Excellence: Urs announced that Susan Short has volunteered to serve on the review committee for the Alumni Awards for Outreach Excellence; Kim Rhodes will send the link for the previous award winners to Ralph Hall and Nick Copeland so they may contact a previous winner to serve on the committee.

6. Experiential Learning and Scholarships: Provost Cyril Clarke spoke about the letter dated May 23, 2018 sent from Brett Shadle to President Sands concerning Scholarships for Study Abroad. The Language and Culture Institute (LCI) was a major monetary supporter, but due to changes in programs, it was no longer feasible for them to support scholarships. President Sands had shared the letter with Dr. Clarke.

Dr. Clarke indicated that the university is in the process of taking steps to address the need. He described experiential learning and how it reaches beyond the student experience. Research has shown that adults learn experientially such as a “hands on, minds on” experience. Clear learning goals; faculty accountability; outcomes assessment (i.e. success of the program) are important elements to be established. Student goals validated by faculty and assessment; should have an element of experiential learning, and how we can build on current success. As far as student experiences at the university/program level, we need to establish how we can certify learning using the existing system; and how credits are assigned.

Study Abroad should continue, as well as the investment into experiential learning. Programs need to be reviewed and elevated; and the rigorous process of expanding needs to occur in order to meet academic expectations. The question is how to fund the experience, and what proportion of students are expected to have the experience as well as the ultimate goal needs to be described.
The goal should be for every major to include study abroad; research, internships, etc. 20% would be a comfortable goal. Urs stated that all existing programs may not qualify; Dr. Clarke responded that all may not; and that a learning experience should meet credit. Theresa Johansson spoke about some Study Abroad experiences are only taking a Blacksburg course and bringing it abroad. Dr. Clarke responded that faculty have the responsibility for oversight/criteria to confirm the adequacy of the course. The course should not just be learning; but learning in a different context.

The focus should be on undergraduate experiences; research-based experiences should be funded by outside sources. Through budget requests, a small portion of funding was available. Private gift fundraising is framed within academic colleges. Some units have fundraising personnel. Dr. Clarke suggested having Mike Moyer, Associate Vice President of Development to come and speak with COIA to discuss funding for Study Abroad; and how allocations within the colleges may be able to assist in funding.

Joe Hunnings stated that an aspirational goal is to have all students have the opportunity; but financially that is an effort. Dr. Clarke indicated that as a global institution, there should be a global perspective with a global community and a global reach. There is a lot of work to move the university forward with the help of faculty and the biggest building clocks of the university should be reciprocal models. Some items that need to be considered 1) many parties to invest; 2) students need to be invested; not just the wealthy; 3) need real learning goals; 4) programs should not be constructed because a faculty member may be from a certain country but connection with faculty who are committed; 5) outreach to all students; 6) create value around experiential learning and embedding within the core curriculum.

Brett Shadle asked about funding a gap year and have the funding centralized within the Global Education Office, not the colleges. Dr. Clarke responded about the one-time funding, which is dependent upon state appropriations. Currently the commitment depends on funding for next year and through budget requests sent by Guru Ghosh. Private money is more complicated; there may be greater success in getting private funding through individuals.

Guru Ghosh spoke about the COIA meeting in Spring 2017 where Charlie Phlegar visited COIA; and the disconnect with international alumni. The immediate return of investment could not be envisioned as it would take years before being able to have future generations to benefit. William & Mary, a much smaller university than Virginia Tech was able to raise $25 million for study abroad. Dr. Clarke responded that perhaps the infrastructure for fundraising does not allow for private fundraising outside of academics. The last item discussed was to include Outreach and Extension on the website and the reiteration to invite Mike Moyer to a future meeting.

7. Chairman’s Report: [This report was not given at the meeting, but distributed to members electronically.] The University Council summary from the October 7, 2019 meeting included: New Business-The Commission on Undergraduate Studies and Policies; Resolution to Approve New Major, Sports Media and Analytics, in Bachelor of Arts in Communication. Additionally, there was a presentation by John Ferris; Charge and Update of the President’s Committee on Governance (Charge of the Committee on Governance; Principles of Shared Governance Draft).

8. Reports:
   Virginia Cooperative Extension: [This report was not given at the meeting, but distributed to members electronically.] Joe Hunnings attended for Ed Jones. The Research and Extension Innovation Initiative for Agency 229 included a budget proposal to the General Assembly for $11.2M in the ’20-’21 budget and $11.4M in the ’21-’22 budget. The request includes a total of $12.3M for ongoing funding to hire new agents, specialists and program educators, make salary market adjustments for agents, and provide IT infrastructure. It includes a one-time request of $10.3M to cover IT upgrades to improve connectivity, and new equipment and infrastructure at our ARECs.
University Committee on International Affairs: [This report was not given at the meeting, but distributed to members electronically.] Svetlana Filiatreau sent a report of the minutes from the September 23, 2019 UCIA meeting. A summary included: welcome to Don Hempson, AVP for International Affairs; second reading and vote to approve resolution to update UCIA bylaws to include Carilion School of Medicine to membership; data collection task force update with recommendations to be sent to COIA by the end of the semester; university side student level global competencies and implementation presentation and handouts addressing the initiative currently in early stages of planning; contributions from UCIA to strategic planning recommendations and VT global engagement alignment with the strategic plan tabled for a later date; COIA International Alumni Engagement and Advancement sub-committee update and next steps; Alumni Awards for International Education, Outreach and Research committee discussion; Peace Corps prep certificate program; Study Abroad funding. (see attached) The minutes for all UCIA meetings that have been approved thus far are available at the following link on-line: https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html.

Engagement Leadership Council: There was not a meeting held since the last COIA meeting; the next meeting will be held on December 5, 2019. Minutes can be found (https://www.outreach.vt.edu/about/commissions-committees/elc/elcminutes.html).

9. Resolution to Revise University Committee on International Affairs Bylaws: [This item was added to the Agenda as an Addendum.] The resolution was sent out electronically ahead of the meeting, as it was a late addition to the Agenda. Svetlana spoke about the resolution which is proposing to add a representative from the VT Carilion School of Medicine under Article IV. Membership. Section 1. Composition. The representative will fall under “Representative of Other University Offices”. This was the first reading; second reading and voting will take place at the November 21, 2019 COIA meeting. Members unable to attend the November meeting need to send their votes to Kim Rhodes (rhodesk@vt.edu) no later than noon, November 20, 2019. (see attached)

10. Global Alumni Engagement Sub-Committee Update: Urs announced that the International Alumni Engagement and Advancement Task Force sub-committee that was formed under COIA will now report to UCIA as the Sub-Committee on Global Alumni Engagement. The sub-committee will provide updates to COIA through the UCIA Chair. The update was sent electronically (see attached).

11. Commission Board Member Comments: No comments were made.

A motion to adjourn was made, seconded; all were in favor. The meeting adjourned at 4:35 p.m.

Respectfully submitted,

Kimberly Rhodes, Recording Secretary

TENTATIVE MEETING DATES FOR 2019-2020—(All meetings will be from 3:30-4:30 p.m., and will take place at the Gateway Center-902 Prices Fork)

- November 21, 2019
- December 12, 2019
- JANUARY—NO MEETING
- February 20, 2020
- March 19, 2020
- April 16, 2020
- May 7, 2020
University Committee on International Affairs (UCIA)
Minutes
September 23, 2019
526 Prices Fork Road Blacksburg, Room 121 A

Attendance:


1. Introductions: Each person present introduced themselves and the areas that they represent.

2. The minutes of the August 26, 2019 meeting were approved as distributed.

3. Welcome to Don Hempson our new AVP for International Affairs: Don introduced himself and gave us a brief summary of his background.

4. Resolution to update UCIA by-Laws to change membership by adding a representative from VT Carilion School of Medicine. This was the second reading and the resolution is now referred to COIA.

5. Data Collection Task Force-Nicole
   Nicole is scheduling the next meeting of the Task Force. Their goal is to have recommendations ready to go to COIA by the end of the semester.

6. University wide student level global competencies and implementation-Marielle Wijnands
   Marielle presented a PowerPoint and distributed a handout addressing the concept of a University Wide Student Level Global Competencies Initiative which is in its early stages of planning.

7. UCIA’s contribution to strategic planning recommendations VT global engagement alignment with VT strategic plan (group discussion), was tabled until a later date.

8. COIA International Alumni Engagement and Advancement sub-committee update and next steps (Svetlana and group discussion)
   Svetlana reported on the COIA meeting and discussed a review of the 2018 report that was previously submitted to COIA. Discussion followed with concerns that this was a duplication of a previous effort that did not result in positive outcomes. The sub-committee meeting will be scheduled in October to review the report and provide updated recommendations to COIA.

9. Awards sub-committee for the 2020 VT Alumni Awards:
   a. Alumni Awards for International Education
   b. Alumni Awards for international Outreach
   c. Alumni Awards for international Research
Patricia has updated the Application packet and will distribute the information in early November. The review committee will consist of the following: Danny White, John Tolerico, Nicole Sanderlin and an as yet to be named award winner from last year.

10. Other
Larry Vaughan talked about the Peace Corps prep certificate program that will be submitted by the end of November and if successful, will start next fall.
There was discussion around inviting Kim Filer back to speak with the group about the Creation of an Academy of Experiential Learning and about aligning VT’s efforts to advance global learning opportunities with the university’s emphasis on experiential learning.
There was discussion concerning funding for Study Abroad. The committee members expressed hope that GEO Director’s earlier letters to COIA would bear fruit. In addition, there is a need to assess whether VT could leverage the “school of record model” to generate additional funding that could be translated into study abroad scholarships and grants.

11. Meeting Schedule for 2019-2020
The November meeting was moved to December and will be held on December 2.
October 28, 2019
December 2, 2019
January 27, 2020
February 24, 2020
March 23, 2020
April 27, 2020
May 25, 2020

There being no further business, the meeting adjourned.

Patricia S. Hughes
Recording Secretary
RESOLUTION TO REVISE UNIVERSITY COMMITTEE ON INTERNATIONAL AFFAIRS BYLAWS
COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS (COIA)
COIA 2019-2020A

Whereas, the Commission on Outreach and International Affairs (COIA) exists to study, formulate, and recommend to University Committee policies and procedures concerning the engagement of the University in service, outreach, and international affairs; and

Whereas, the University Committee on International Affairs (UCIA) reports to COIA on matters of policy related to international affairs; and

Whereas, the University Committee on International Affairs (UCIA) aims to include representatives of all units within the university that have responsibility for managing international matters; and

Whereas, UCIA and COIA have approved the recommended changes to the UCIA Bylaws;

Therefore be it resolved, that the University Committee approve the recommendation from COIA to amend the UCIA Bylaws as follows:

Content changes:
• Article IV. Membership. Section 1. Composition. VT Carilion School of Medicine added as a “Representative of Other University Offices.”

RECOMMENDATION:

That the above resolution to amend the Bylaws for the University Committee on International Affairs be approved effective __________.
Members present:
Back, Donald – Executive Director, Language and Culture Institute
Clubb, David - Director of the Cranwell International Center
Filiatreau, Svetlana – Director, Pamplin International Programs
Gibson, Monika - Assistant Dean and Director, Student Services, Graduate School
Kender, Michael - Professor of Practice in Finance
Leuschner, Ian - Director of International Support Services
Emmet, Robert – Assistant Director for Global Engagement, COE, representing
Scales, Glenda - Associate Dean for Global Engagement and Chief Technology Officer, COE
and Sanderlin, Nicole - Director of Global Engagement
Walker, Latanya - Director of Alumni Relations for Diversity and Inclusion

Members absent:
Mitchell, Elizabeth – Pamplin, Assistant Dean of Advancement
Mitchell, Carl - Associate Director of Development, COE

The sub-committee met to review its 2018 report and recommends the following actions:
1. Senior leadership confirm whether a university policy exists that explicitly excludes data for international alumni being shared to the Virginia Tech alumni database from the Registrar’s Office.
2. Senior leadership (President and Provost through VT for Advancement, VP for Outreach and International Affairs, and the Provost) remove unnecessary barriers to access to international alumni data.
Note: Data on all VT international students is available in Banner, going back 20-22 years. However, Registrar’s Office does not allow access to these data for alumni engagement purposes.
3. Hire a project manager/ data manager in OIA to create an accurate and accessible alumni data integration system.
   - utilize VT data in Banner
   - utilize social media and Linkedin to pull alumni data
   - utilize additional VT data sources/ systems
4. Create a VT Global Alumni Advancement team in OIA using a split team model (with VT Advancement) and staff it at levels similar to colleges and units:
   - Chief Advancement Office/ Executive Director of Global Alumni Engagement
   - Data Analyst/ Manager
   - Engagement Manager
   - Communications Manager (can be shared with OIA)
5. Examine and implement relevant aspects of successful institutions, such as international alumni initiatives associated with the Global Gateways at the Ohio State University
The meeting was called to order at 3:00 PM by K. Redican, Chair.

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

K. Redican announced the September 9, 2019 minutes were electronically approved and can be accessed via the University Registrar’s website:


OLD BUSINESS:

Resolution 2019-20.A Resolution to Approve New Major, Sports Media and Analytics in Bachelor of Arts in Communication, Second Reading

The motion was made and seconded to present for second reading Resolution 2019-20.A Resolution to Approve New Major, Sports Media and Analytics in Bachelor of Arts in Communication.

K. Redican opened the floor for discussion on Resolution 2019-20.A.

Discussion and clarification topics included the following:
The Commission suggested minor grammatical edits to the Resolution and noted the need for additional analytics courses in the future.

Hearing no further discussion, a motion was made and seconded to APPROVE Resolution 2019-20.A. This Resolution will be forwarded for review at University Council.

The motion passed unanimously.

NEW BUSINESS:

Resolution 2019-20.B Resolution to Approve New Major, Studio Art, in Bachelor of Fine Arts, First Reading

The motion was made and seconded to present for first reading Resolution 2019-20.B Resolution to Approve New Major, Studio Art, in Bachelor of Fine Arts.

K. Redican opened the floor for discussion on Resolution 2019-20.B.

Discussion and clarification topics included the following:

- K. Albright provided background regarding the vision of the program and addressed the impact on even distribution of students across the three majors, enrollment numbers and available studio space.

Resolution 2019-20.B will be forwarded to Faculty Senate, Staff Senate, Student Government Association, and Graduate Student Assembly for comment. The second reading of Resolution 2019-20.B will take place at the next available CUSP meeting.

Resolution 2019-20.C Resolution to Approve New Major, Creative Technologies, in Bachelor of Fine Arts, First Reading

The motion was made and seconded to present for first reading Resolution 2019-20.C Resolution to Approve New Major, Creative Technologies, in Bachelor of Fine Arts.

K. Redican opened the floor for discussion on Resolution 2019-20.C.

Discussion and clarification topics included the following:

- K. Albright provided background regarding the vision of the program and addressed the impact on even distribution of students across the three majors, enrollment numbers and available studio space.

Resolution 2019-20.C will be forwarded to Faculty Senate, Staff Senate, Student Government Association, and Graduate Student Assembly for comment. The second reading of Resolution 2019-20.C will take place at the next available CUSP meeting.
**Resolution 2019-20.D Resolution to Approve New Major, Graphic Design, in Bachelor of Fine Arts, First Reading**

The motion was made and seconded to present for first reading Resolution 2019-20.D Resolution to Approve New Major, Graphic Design, in Bachelor of Fine Arts.

K. Redican opened the floor for discussion on Resolution 2019-20.D.

Discussion and clarification topics included the following:

- K. Albright provided background regarding the vision of the program and addressed the impact on even distribution of students across the three majors, enrollment numbers and available studio space.

Resolution 2019-20.D will be forwarded to Faculty Senate, Staff Senate, Student Government Association, and Graduate Student Assembly for comment. The second reading of Resolution 2019-20.D will take place at the next available CUSP meeting.

**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

P. Deck presented the September 13, 2019 report of the Undergraduate Curriculum Committee. A motion was made and seconded to approve the September 13, 2019 report of the Undergraduate Curriculum Committee.

The motion passed unanimously.

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<thead>
<tr>
<th>UNDERGRADUATE CURRICULUM COMMITTEE REPORT—SEPTEMBER 13, 2019</th>
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<tr>
<td>FOR “FIRST AND SECOND READING”</td>
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<td>UNANIMOUS APPROVAL</td>
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<td>COURSES</td>
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<td>New:</td>
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<tr>
<td>Spring 2020</td>
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<tr>
<td><strong>College of Engineering</strong></td>
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<tr>
<td>ECE 2214 Physical Electronics (CM-5181)</td>
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<td>ECE 2564 Embedded Systems (CM-5182)</td>
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<td>ECE 2714 Signals and Systems (CM-5183)</td>
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<td>ECE 4414 (CS 4224) Linux Kernel Programming (CM-5185)</td>
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<td>AOE 4604 Booster Design, Fabrication, and Operation (CM-5257)</td>
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<td>BSE 4534 Bioprocess Engineering Lab (CM-5298)</td>
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<td>New:</td>
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<td><strong>College of Science</strong></td>
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<tr>
<td>GEOS 4244 Morphology of the Vertebrates (CM-5308)</td>
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<tr>
<td>Revised:</td>
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<td>Spring 2020</td>
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College of Science

MATH 3034 Introduction to Proofs (CM-5260)

MATH 3124 Modern Algebra (CM-5261)

FOR “FIRST AND SECOND READING”
UNANIMOUS APPROVAL

DEGREES, MAJORS, OPTIONS, MINORS

Restructured Degree:

New:

Graduating calendar year 2021

College of Architecture and Urban Studies

Establishment of New Major: Studio Art (STU) under Degree: Bachelor of Fine Arts (BFA), effective for students graduating in calendar year 2021, first term and year to enroll: Spring 2020, first term and year to graduate: Winter 2021 (CM-5153)

Establishment of New Major: Creative Technologies in Art (CTCH) under Degree: Bachelor of Fine Arts (BFA), effective for students graduating in calendar year 2021, first term and year to enroll: Spring 2020, first term and year to graduate: Winter 2021 (CM-5153)

Establishment of New Major: Graphic Design (GRAP) under Degree: Bachelor of Fine Arts (BFA), effective for students graduating in calendar year 2021, first term and year to enroll: Spring 2020, first term and year to graduate: Winter 2021 (CM-5153)

Major:

Discontinue:

Graduating calendar year 2022

College of Architecture and Urban Studies
Following the reconstruction of Bachelor of Fine Arts, discontinue Major: ART (ARTF) under Bachelor of Fine Arts (BFA) last term and year to graduate: Fall 2022 (CM-5153)

**Major Concentration/Option:**

Discontinue:

**Graduating calendar year 2022**

**College of Architecture and Urban Studies**

Discontinue the following major concentrations/options under the current Degree: Bachelor of Fine Arts in Art (BFA), Major: Art (ART), last term and year to graduate: Fall 2022 (CM-5153):

- Discontinue Major Concentration/Option: Studio Art (STU) under Degree: Bachelor of Fine Arts in Art (BFA), Major: Art (ART), last term and year to graduate: Fall 2022 (CM-5153)

- Discontinue Major Concentration/Option: Creative Technologies in Art (CTCH) under Degree: Bachelor of Fine Arts in Art (BFA), Major: Art (ART), last term and year to graduate: Fall 2022 (CM-5153)

- Discontinue Major Concentration/Option: Visual Communication Design (VCD) under Degree: Bachelor of Fine Arts in Art (BFA), Major: Art (ART), last term and year to graduate: Fall 2022 (CM-5153)

**University Curriculum Committee for General Education**

On behalf of V. Fowler, S. Biscotte presented the minutes of the September 4, 2019 University Curriculum Committee for General Education. A motion was made and seconded to accept the minutes of the September 4, 2019 University Curriculum Committee for General Education.

**The motion passed unanimously.**

On behalf of V. Fowler, S. Biscotte presented the report of the September 11, 2019 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the September 11, 2019 report of the Pathways Ad Hoc Review Committee.

**The motion passed unanimously.**
New:

CLE Spring 2020/Pathways Spring 2020

**College of Engineering**

MSE 1014: The Science of Materials in Everyday Life (CLE Area 4, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 5240)

**College of Liberal Arts and Human Sciences**

HIST 1764: History of Rock ‘n’ Roll (CLE Area 2 and 3, Pathways Critical Analysis of Identity and Equity in the United States G07, Intercultural and Global Awareness G11) (CM 5248)

**College of Science**

CHEM 3054: Postconsumer Materials (CLE Area 4 and 7, Pathways Reasoning in the Natural Sciences G04, Intercultural and Global Awareness G11) (CM 4972)

Revised:

CLE Spring 2020/Pathways Spring 2020

**College of Agriculture and Life Sciences**

ALS 3104: Animal Breeding and Genetics (CLE Area 5, Pathways Quantitative and Computational Thinking G05a, Ethical Reasoning (G10) (CM 5068)

**College of Liberal Arts and Human Sciences**

COMM 3154: Multimedia Reporting (Pathways Discourse G01a, Ethical Reasoning G10) (CM 5198)
COMM 3214: Professional Communication (Pathways Discourse G01a, Ethical Reasoning G10) (CM 5199)

HIST 1224: Conquest and Culture in Latin American Empires (CLE Area 2 and 3, Pathways Reasoning in the Social Sciences G03, Intercultural and Global Awareness G11) (CM 5247)

**MINORS**

**New:**

**Effective Graduation Calendar Year 2021**

**College of Science**

Establishment of new Pathways Minor: Materials in Society (MTSC); First term to declare minor: Fall 2019; First term and year to graduate: Winter 2021 (CM 5208)

Checksheet for new Pathways Minor: Materials in Society (MTSC); Effective for students graduating calendar year 2021 (CM 5208)

**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:**

For Information Purposes: Virginia Tech Principles of Shared Governance

K. Redican passed on information about shared governance that was written by the President’s Committee on Governance.

**ADJOURNMENT**

A motion was made and seconded to adjourn the meeting at 3:18 PM.

*Respectfully Submitted,*  
*Becki Smith, Office of the University Registrar*
PRESENT: K. Redican (Chair); M. Byers; S. Corcoran; P. Deck; K. Edgar; K. Goyne; K. Hodges for V. Fowler; R. Holloway; B. Steffens for L. Hoyns; A. Johnson; C. Leeth; S. Metko; R. Panneton for S. Morton; S. Sumner for A. Grant; S. Tatum; D. Thorp; B. Watford for J. Ross; M. Wolfe

ABSENT: K. Albright; G. Daniel; J. Falls; L. Khansa; L. Learman; J. Paul; J. Sible; C. Touzel; D. Wodak; E. Wiseman

VISITORS: N. Akers; D. Cannon; G. Costello; R. Denton; B. Smith; R. Sparks

CALL TO ORDER

The meeting was called to order at 3:00 PM by K. Redican, Chair.

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

K. Redican announced the October 14, 2019 minutes were electronically approved and can be accessed via the University Registrar’s website:


NEW BUSINESS:

Resolution 2019-20.E Resolution for the Establishment of the School of Communication and Digital Media, First Reading

The motion was made and seconded to present for first reading Resolution 2019-20.E Resolution for the Establishment of the School of Communication and Digital Media.

K. Redican opened the floor for discussion on Resolution 2019-20.E.

Discussion and clarification topics included the following:

- D. Thorp presented background information regarding the need for the establishment of the school in order to align with other peer
institutions with similar programs, as well as enhance Virginia Tech’s reputation across the various Communication disciplines.

- R. Denton provided an overview of the 3 to 5-year plan with regard to proposed new majors and supporting hiring plan.
- The Commission asked for clarification with regards to how faculty and students would be counted and for clarification to be added in the supporting documentation related to transition of current Department of Communication to new school.

Resolution 2019-20.E will be forwarded to Faculty Senate, Staff Senate, Student Government Association, Graduate Student Assembly, and the Commission on Graduate and Professional Studies and Policies for comment. The second reading of Resolution 2019-20.E will take place at the next available CUSP meeting.

REPORTS AND MINUTES FROM COMMISSION COMMITTEES/SUB-COMMITTEES

COMMITTEE REPORTS

Academic Support Committee

No report.

Academic Policies Committee

No report.

Athletics Committee

S. Sumner presented the October 3, 2019 minutes of the Athletics Committee. A motion was made and seconded to accept the October 3, 2019 minutes of the Athletics Committee.

The motion passed unanimously.

Commencement Committee

No report.

Honor Council

No report.

Library Committee

No report.
Undergraduate Curriculum Committee

P. Deck presented the report of the October 11, 2019 Undergraduate Curriculum Committee. A motion was made and seconded to approve the October 11, 2019 report of the Undergraduate Curriculum Committee.

The motion passed unanimously.

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<th>COURSES</th>
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<tr>
<td>New:</td>
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<tr>
<td>Spring 2020</td>
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<tr>
<td><strong>College of Engineering</strong></td>
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<tr>
<td>ECE 2804 Integrated Design Project (CM-5184)</td>
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<td><strong>College of Liberal Arts and Human Sciences</strong></td>
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<td>CHN 3124 Chinese for Oral Proficiency (CM-5342)</td>
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<td><strong>College of Natural Resources and Environment</strong></td>
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<td>SBIO 3104 Packaging Design Applications (CM-5335)</td>
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<td><strong>College of Science</strong></td>
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<td>GEOS 4254 Integrative Earth System History (CM-5384)</td>
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<td>GEOS 4264 Sedimentary Basins (CM-5385)</td>
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<td>GEOS 4824 Engineering Geology (CM-5388)</td>
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<td><strong>Pamplin College of Business</strong></td>
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<td>REAL 4034 Real Estate Analytical Methods (CM-5366)</td>
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</tbody>
</table>
Revised:

Spring 2020

College of Engineering

CEE 3404 Introduction to Structural Engineering (CM-5358)

Pamplin College of Business

REAL 2024 Principles of Real Estate Sales (CM-5351)

New:

Fall 2020

College of Natural Resources and Environment

SBIO 3524 Manufacture of Sustainable Biomaterials for Structures (CM-5331)

SBIO 1014 Introduction to Packaging Systems and Design (CM-5332)

SBIO 2214 Design Fundamentals for Packaging (CM-5334)

Revised:

Fall 2020

College of Engineering

ISE 2004 Introduction to Industrial and Systems Engineering (CM-5322)

Discontinue:

Fall 2020

College of Natural Resources and Environment

SBIO 3534 Lumber Manufacturing and Drying (CM-5331)

SBIO 3634 Wood Products Manufacturing (CM-5331)
Revised:

Spring 2021

**College of Natural Resources and Environment**

SBIO 4714 Performance of Sustainable Biomaterials in Buildings (CM-5330)

Discontinue:

Spring 2021

**College of Natural Resources and Environment**

SBIO 4715, 4716 Wood House (CM-5330)

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<th>DEGREES, MAJORS, OPTIONS, MINORS</th>
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**Major:**

Revised:

**Graduating calendar year 2022 and for student date of entry under UG Catalog 2020-2021 (CM-5318)**

**College of Engineering**

Major: Mechanical Engineering (ME) under Degree: Bachelor of Science in Mechanical Engineering (BSME), effective for students graduating in calendar year 2022 and for student date of entry under UG Catalog 2020-2021 (CM-5318)

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**University Curriculum Committee for General Education**

K. Hodges presented the minutes of the October 2, 2019 University Curriculum Committee for General Education. A motion was made and seconded to accept the minutes of the October 2, 2019 University Curriculum Committee for General Education.

The motion passed unanimously.
Pathways Ad Hoc Review Committee

K. Hodges presented the report of the October 9, 2019 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the October 9, 2019 report of the Pathways Ad Hoc Review Committee.

The motion passed unanimously.

PATHWAYS AD-HOC REVIEW COMMITTEE REPORT—OCTOBER 9, 2019

For “First and Second Reading”
Unanimous Approval

COURSES

New:

**CLE Spring 2020/Pathways Spring 2020**

**College of Science**

ECON 3054: Introduction to Forecasting (CLE Area 5, Pathways Advanced Quantitative and Computational Thinking G05a, Ethical Reasoning G10) (CM 5259)

ECON 3134 (BDS 3134): Choice and Behavior (CLE area 3, Pathways Reasoning in the Social Sciences G03, Ethical Reasoning G10) (CM 5202)

GEOS 1064: Climate History: Past, Present, and Future (CLE Areas 4 and 7, Pathways Reasoning in the Natural Sciences G04, Ethical Reasoning G10) (CM 5309)

Revised:

**CLE Spring 2020/Pathways Spring 2020**

**College of Agriculture and Life Sciences**

HORT 2164: Floral Design (CLE Area 6, Pathways Critique and Practice in Design and the Arts G06ad, Ethical Reasoning G10) (CM 5267)

Pathways Spring 2020
College of Engineering

BMES 4015-4016: BME Senior Design & Project (Pathways Advanced Discourse G01a, Ethical Reasoning G10) (CM 5279)

ENGE 1414: Foundations of Engineering Practice (Pathways Critique and Practice in Design G06d, Ethical Reasoning G10) (CM 5256)

College of Liberal Art and Human Sciences

PR 3144: Writing and Editing for Public Relations (Pathways Advanced Discourse G01a, Ethical Reasoning G10) (CM 5197)

Discontinued:

College of Liberal Art and Human Sciences

EDCI 3004: Pre-Education Seminar (Was CLE Area 3, Pathways Reasoning in the Social Sciences G03, Intercultural and Global Awareness G11) Effective Fall 2020 (CM 5440)

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.
**ADJOURNMENT**

A motion was made and seconded to adjourn the meeting at 3:16 PM.

*Respectfully Submitted,*  
*Becki Smith, Office of the University Registrar*
MINUTES
COMMISSION ON UNDERGRADUATE STUDIES AND POLICIES
NOVEMBER 11, 2019
230 STUDENT SERVICES BUILDING, 3:00 PM

PRESENT: K. Redican (Chair); K. Albright; C. Boone for J. Ross; S. Corcoran; P. Deck; K. Edgar; K. Hodges for V. Fowler; L. Hoyns; L. Khansa; C. Leeth; R. Panneton for S. Morton; L. Racek for A. Grant; J. Sible; D. Thorp; E. Wiseman

ABSENT: G. Daniel; J. Falls; K. Goyne; R. Holloway; A. Johnson; L. Learman; S. Metko; M. Byers; J. Paul; C. Touzel; D. Wodak; M. Wolfe

VISITORS: N. Akers; D. Cannon; G. Costello; R. Denton; S. Edwards; K. Hosig; A. Myers; B. Smith; R. Sparks

CALL TO ORDER

The meeting was called to order at 3:00 PM by K. Redican, Chair.

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

K. Redican announced the October 28, 2019 minutes were electronically approved and can be accessed via the University Registrar’s website:


OLD BUSINESS:

Resolution 2019-2020.E Resolution for the Establishment of the School of Communication and Digital Media, Second Reading

The motion was made and seconded to present for second reading Resolution 2019-2020.E Resolution for the Establishment of the School of Communication and Digital Media.

K. Redican opened the floor for discussion on Resolution 2019-2020.E.
Discussion and clarification topics included the following:

- D. Thorp noted that the supporting documentation had been updated per Commission suggestions.
- R. Denton discussed the possibility of future partnerships between Communications and the English department; the impact on graduate education, and the potential establishment of a Master’s program geared towards the Northern Virginia region.

Hearing no further discussion, a motion was made and seconded to APPROVE Resolution 2019-2020.E. This Resolution will be forwarded for review at University Council.

The motion passed unanimously.

NEW BUSINESS:

Resolution 2019-2020.F Resolution to Approve New Major, Data-Centric Computing, in Bachelor of Science in Computer Science, First Reading

The motion was made and seconded to present for first reading Resolution 2019-2020.F Resolution to Approve New Major, Data-Centric Computing, in Bachelor of Science in Computer Science.

K. Redican opened the floor for discussion on Resolution 2019-2020.F.

Discussion and clarification topics included the following:

- S. Edwards provided background on enrollment numbers and expected growth in the program, as well as how the new majors will allow for more specialized areas of study.

Resolution 2019-2020.F will be forwarded to Faculty Senate, Staff Senate, Student Government Association, and Graduate Student Assembly for comment. The second reading of Resolution 2019-2020.F will take place at the next available CUSP meeting.

Resolution 2019-2020.G Resolution to Approve New Major, Secure Computing, in Bachelor of Science in Computer Science, First Reading

The motion was made and seconded to present for first reading Resolution 2019-2020.G Resolution to Approve New Major, Secure Computing, in Bachelor of Science in Computer Science.

K. Redican opened the floor for discussion on Resolution 2019-2020.G.
Discussion and clarification topics included the following:

- S. Edwards provided background on enrollment numbers and expected growth in the program, as well as how the new majors will allow for more specialized areas of study.

Resolution 2019-2020.G will be forwarded to Faculty Senate, Staff Senate, Student Government Association, and Graduate Student Assembly for comment. The second reading of Resolution 2019-2020.G will take place at the next available CUSP meeting.

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

L. Khansa reported on potential changes in 2021 due to space issues.

Honor Council

No report.

Library Committee

No report.

Undergraduate Curriculum Committee

P. Deck presented the report of the October 25, 2019 Undergraduate Curriculum Committee. A motion was made and seconded to approve the October 25, 2019 report of the Undergraduate Curriculum Committee.

The motion passed unanimously.
For “First and Second Reading”
Unanimous Approval

COURSES

New:

Spring 2020

College of Natural Resources and Environment

SBIO 3264 Packaging Supply Chain (CM-5333)

Revised:

Spring 2020

College of Architecture and Urban Studies

BC 1214 Introduction to Building Construction I (CM-5349)

BC 1224 Introduction to Building Construction II (CM-5350)

College of Engineering


ECE 3614 Introduction to Communication Systems (CM-5329)

Tabled:

Fall 2021

College of Engineering

ME 4744 Mechatronics: Theory and Application (CM-5364)
DEGREES, MAJORS, OPTIONS, MINORS

Major:

New:

Graduating calendar year 2021

College of Engineering

Major: Data-Centric Computing (DCC) under Degree: Bachelor of Science in Computer Science (BSCS), effective for students graduating in calendar year 2021, first term and year to enroll: Spring 2020, first term and year to graduate: Winter 2021 (previously tabled on 4/26/19) (CM-5030)

Major: Secure Computing (SC) under Degree: Bachelor of Science in Computer Science (BSCS), effective for students graduating in calendar year 2021, first term and year to enroll: Spring 2020, first term and year to graduate: Winter 2021 (previously tabled on 4/26/19) (CM-5031)

University Curriculum Committee for General Education

Pathways Ad Hoc Review Committee

K. Hodges presented the revised report of the September 11, 2019 Pathways Ad Hoc Review Committee. A motion was made and seconded to approve the September 11, 2019 report of the Pathways Ad Hoc Review Committee.

The motion passed unanimously.

PATHWAYS AD-HOC REVIEW COMMITTEE REVISED REPORT—SEPTEMBER 11, 2019

For “First and Second Reading”
Unanimous Approval

COURSES

New:

CLE Spring 2020/Pathways Spring 2020
PATHWAYS AD-HOC REVIEW COMMITTEE REPORT—OCTOBER 23, 2019

For “First and Second Reading”
Unanimous Approval

COURSES

New:

CLE Spring 2020/Pathways Spring 2020

College of Architecture and Urban Studies

ART 1334: Themes in Visual Arts and Cultures (CLE Area 2 and 6, Pathways Critical Thinking in the Humanities G02, Critique and Practice in the Arts G06a, Intercultural and Global Awareness G11) (CM 5454)

College of Liberal Arts and Human Sciences

CHN 2734: Chinese Culture and Civilization (CLE Area 2, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) CM 5341

CLA 2464: Mythology, Philosophy and Video Games (CLE Area 2, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) (CM 5325)

HIST 2624: Topics in History of Data in Social Context (CLE Areas 2 and 3, Pathways Advanced Discourse G01a, Critical Thinking in the Humanities G02, Ethical Reasoning G10) (CM 5249)
HIST 3354: Reform and Revolution in Early Modern England (CLE Areas 2 and 3, Pathways Critical Thinking in the Humanities G02, Intercultural and Global Awareness G11) (CM 4860)

**College of Science**

ECON 1204: Economics of Race (CLE Area 3, Pathways Reasoning in the Social Sciences G03, Critical Analysis of Identity and Equity in the United States G07, Ethical Reasoning G10) (CM 5382)

**Pathways Spring 2020**

**College of Liberal Arts and Human Sciences**


**Revised:**

**CLE Spring 2020/Pathways Spring 2020**

**College of Liberal Arts and Human Sciences**

ENGL 3844: Writing and Digital Media (CLE Areas 2 and 7, Pathways Advanced Discourse G01a, Ethical Reasoning G10) (CM 5315)

SPAN 3514: Spanish for Medical Professions (CLE Areas 2 and 7, Pathways Critical Thinking in the Humanities G02, Critical Analysis of Identity and Equity in the United States G07, Intercultural and Global Awareness G11) (CM 5343)

SPAN 3534: Spanish for Business Professions (CLE Areas 2 and 7, Pathways Critical Thinking in the Humanities G02, Critical Analysis of Identity and Equity in the United States G07, Intercultural and Global Awareness G11) (CM 5344)

**Discontinued:**

**College of Liberal Arts and Human Sciences**

HIST 3424: Tudor and Early Stuart England, 1509-1660
MINORS

New:

**College of Liberal Arts and Human Sciences**

Peace Studies and Social Justice (PSSJ); First term to declare minor: Fall 2019; First term and year to graduate: Winter 2022 (CM 5148)

Discontinued:

**College of Liberal Arts and Human Sciences**

Peace Studies and Violence Prevention (PSVP), last term/year to graduate: Fall 2022

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.
ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 3:11 PM.

Respectfully Submitted,
Becki Smith, Office of the University Registrar
MINUTES
UNIVERSITY ADVISORY COUNCIL ON
STRATEGIC BUDGETING AND PLANNING
October 17, 2019

PRESENT: Scott Case, Terry Clements, Sherrie Clark-Deener, William Dougherty (via Zoom), John Fike, Donald Hatfield (via Zoom), Bob Hicok, Tim Hodge, Maruf Hoque, Edward Lener, Erin McCann, Cayce Myers (via Zoom), Ken Smith and Michael Sorrice.

ABSENT: Maria Balota, Cyril Clarke, Ken Miller, Liza Morris and John Richey.

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

2. APPROVAL OF THE SEPTEMBER 19, 2019 MINUTES
   Mr. Hodge stated that the September 19, 2019 minutes have been approved and forwarded to the University Council for posting on the web.

3. FINANCIAL OVERVIEW OF ENROLLMENT VARIANCE
   Mr. Hodge gave a financial overview of the enrollment variance to the Council. Mr. Hodge shared a breakdown of the enrollment variance, highlighting that while the freshman class exceeded planning parameters by 1,004 students, there was also a managed decline in the number of transfer (134) and subsequently realized shortfall in continuing undergraduate students (434) due to strong graduation and decreasing time to degree. When considering the enrollment as a whole, the actual variance was 479 students for 2019-20. Mr. Hodge then broke down how this variance financially impacted the University Division E&G program, Housing & Dining, The Inn at Virginia Tech and expanded student services. A PDF of the presentation is attached to these minutes.

4. UPDATE ON UNIVERSITY STRATEGIC PLAN – FEEDBACK ON CRITICAL MILESTONES
   Erin McCann, Director for Strategic Planning, gave an update on the University Continuous Strategic Planning Process. Ms. McCann reminded the Council that through the collaboration of stakeholders across campus, the University approved a new Strategic Plan at the June 2019 Board of Visitors meeting. Within the new Strategic Plan, four priorities were established, and within those priorities, numerous milestones were identified. Ms. McCann shared a list of proposed critical milestones to the Council for their feedback. While the Council was able to share some feedback, it was suggested that this topic be continued to the next Council meeting on November 21, 2019 for additional discussion. A PDF of the handout is attached to these minutes.

5. No further business was discussed, the meeting was adjourned at 5:05 p.m.
<table>
<thead>
<tr>
<th>Priority</th>
<th>Milestones</th>
<th>Proposed Critical Milestones as of 10.15.2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Regional, National, and Global Impact</td>
<td>Increase extramural research expenditures to $410M by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Achieve Top 10 U.S. public land-grant (WSJ/THE U.S. College Rankings) by 2024</td>
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<td></td>
<td>Achieve Top 13 U.S. land-grant (THE World University Rankings) by 2024</td>
<td>Y</td>
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<td></td>
<td>Ensure 100% of academic majors have a required experiential learning component by 2024</td>
<td>Y</td>
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<td></td>
<td>Reach 30,000 undergraduate students by 2023</td>
<td></td>
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<td></td>
<td>Increase graduate student enrollment to 22% of undergraduate enrollment by 2024 (includes Innovation Campus Master Degree Students)</td>
<td>Under review</td>
</tr>
<tr>
<td></td>
<td>Achieve Top 1/3rd (66th percentile) of internationally and nationally recognized faculty awards by 2022</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Achieve Top 1/3rd (66th percentile) of internationally and nationally recognized faculty publications and citations by 2022</td>
<td>Y</td>
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<td>Increase the diversity (number of countries represented) of international faculty to 100 by 2024</td>
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<tr>
<td></td>
<td>Increase the diversity (number of countries represented) of international students by reducing the representation from the top two countries to no more than 50% by 2024</td>
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<td></td>
<td>Advance the Rural Virginia Initiative with 20 funded projects by 2022</td>
<td>Under Review</td>
</tr>
<tr>
<td>Priority</td>
<td>Milestones</td>
<td>Proposed Critical Milestones as of 10.15.2019</td>
</tr>
<tr>
<td>----------</td>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>Elevate the Ut Prosim (That I May Serve) Difference</td>
<td>Achieve 25% representation of underrepresented minority students in the entering class (freshmen and transfers) by 2022</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Achieve 40% representation of underrepresented minority or underserved students (Pell-eligible, first generation, and veterans) in the entering class (freshmen and transfers) by 2022</td>
<td>Y</td>
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<tr>
<td></td>
<td>Increase the total enrollment in the Corps of Cadets to 1400 by 2022</td>
<td></td>
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<tr>
<td></td>
<td>Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024</td>
<td>Y</td>
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<tr>
<td></td>
<td>Increase U.S. underrepresented minority faculty to 15% (which is equal to or greater than the mean Research (R1) Public Land-Grant Universities) by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase female faculty representation to 50% (which is equal to or greater than the mean Research (R1) Public Land-Grant Universities) by 2024</td>
<td>Y</td>
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<tr>
<td></td>
<td>Increase U.S. underrepresented minority faculty new hires to 25% annually by 2022</td>
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<tr>
<td></td>
<td>Increase female faculty new hires to 50% annually by 2022</td>
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<td>Ensure 100% of graduate programs of study include a required cultural competency component by 2022</td>
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<tr>
<td></td>
<td>Increase undergraduate students graduating with at least two Pathways courses that satisfy the Critical Analysis of Equity and Identity in the United States core concept to 25% by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase undergraduate students graduating with at least two Pathways courses that satisfy the Intercultural and Global Awareness integrative concept to 25% by 2024</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase representation of underrepresented minority staff and administrative and professional faculty to 25% by 2024</td>
<td>Under Review</td>
</tr>
<tr>
<td>Priority</td>
<td>Milestones</td>
<td>Proposed Critical Milestones as of 10.15.2019</td>
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<tr>
<td>--------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Be a Destination for Talent</td>
<td>Achieve progress in competitive faculty salaries towards 50th percentile of top 20 Research (R1) Public Land-Grant Universities by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Achieve progress in competitive administrative and professional and staff salaries towards the 50th percentile of relevant market range by 2024</td>
<td>Under review</td>
</tr>
<tr>
<td></td>
<td>Increase the four-year graduation rates for all undergraduate (entering freshmen) students to 70% by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase the three-year graduation rates for all undergraduate transfer students to 75% by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Reduce the average student loan debt per graduating senior to $25k by 2024</td>
<td>Under review</td>
</tr>
<tr>
<td></td>
<td>Increase faculty and staff satisfaction with career advancement opportunities to at least 75% as reported in Employee Climate Survey by 2022</td>
<td>Under review</td>
</tr>
<tr>
<td></td>
<td>Increase faculty and staff satisfaction with work-life balance to at least 75% as reported in the Employee Climate Survey by 2022</td>
<td>Under review</td>
</tr>
<tr>
<td></td>
<td>Increase students participating in Hokie Mentorship Connect Program to 25% by 2022</td>
<td></td>
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<tr>
<td></td>
<td>Increase on-campus students living in Living Learning Programs to 67% by 2024</td>
<td></td>
</tr>
<tr>
<td>Priority</td>
<td>Milestones</td>
<td>Proposed Critical Milestones as of 10.15.2019</td>
</tr>
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<td>----------------------------------------------</td>
</tr>
<tr>
<td>Ensure Institutional Excellence</td>
<td>Achieve 100% completion of college and unit-level strategic plans by May 2020</td>
<td></td>
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<tr>
<td></td>
<td>Achieve maintenance reserve funding in the range of 1-1.5% of facility values for auxiliaries</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Maintain Debt Rating in the AA or Aa Range</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Maintain =or&lt;5% University debt ratio</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase the University’s unrestricted net assets by $20 million annually by 2024</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Achieve an increase of at least 10% in total SWaM expenditures for each of the SWaM categories annually by FY22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the endowment to $1.6B by FY22</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase alumni giving to 22% by FY22</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Increase funds raised annually to $175 million by FY23</td>
<td>Y</td>
</tr>
</tbody>
</table>
Financial Overview of Enrollment Variance Fall 2019
Enrollment Variance

- Freshman yield exceeded planning parameters
  - Activity levels were adjusted to ensure quality VT experience

- Total enrollment variance is now understood

- Enrollment variance impacts:
  - University Division E&G program
  - Housing and Dining
  - Inn at Virginia Tech
  - Expanded student services
<table>
<thead>
<tr>
<th>Enrollment Variance 2019-20</th>
<th>Internal Budget</th>
<th>Actuals</th>
<th># Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate/Unclassified</td>
<td>219</td>
<td>216</td>
<td>(3)</td>
</tr>
<tr>
<td>Freshman</td>
<td>6,600</td>
<td>7,604</td>
<td><strong>1,004</strong></td>
</tr>
<tr>
<td>Transfers</td>
<td>1,250</td>
<td>1,116</td>
<td>(134)</td>
</tr>
<tr>
<td><strong>Continuing UG</strong></td>
<td>20,798</td>
<td>20,364</td>
<td><strong>(434)</strong></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>28,867</td>
<td>29,300</td>
<td>433</td>
</tr>
<tr>
<td>Graduate</td>
<td>6,370</td>
<td>6,414</td>
<td>44</td>
</tr>
<tr>
<td>Vet Med</td>
<td>498</td>
<td>499</td>
<td>1</td>
</tr>
<tr>
<td>VTCSOM</td>
<td>169</td>
<td>170</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35,904</strong></td>
<td><strong>36,383</strong></td>
<td><strong>479</strong></td>
</tr>
</tbody>
</table>
# Undergraduate Enrollment Variance – E&G

$ in millions

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher than projected tuition revenue from FRESHMAN variance</td>
<td>$14.8</td>
</tr>
<tr>
<td>Less college support for instruction and advising</td>
<td>(4.9)</td>
</tr>
<tr>
<td>Less support programming, student services, services for students with disabilities.</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Less enrollment delay incentives (gap, VCCS, summer, $400K FY21)</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Subtotal Freshman Variance</td>
<td>$8.8</td>
</tr>
<tr>
<td>Shortfall from continuing students (higher graduation rate) &amp; other updates</td>
<td>($8.0)</td>
</tr>
<tr>
<td>Total</td>
<td>$0.8</td>
</tr>
</tbody>
</table>
$9.3 million Incremental income from housing and dining of additional students

Supplanted $5.1 million of transient lodging activity at the Inn at VT with student housing

Leased Holiday Inn for $3.7 million

$2.4 million Staffing, operations, including buyout of returning student housing contracts to create capacity

Increased dining $2.7 million

Reserve will underwrite and be restored over time.
Enrollment Variance – Inn at VT

- Inn at VT shifted from serving transient business to student housing in 3 of 4 floors.
  - $5.1 million contract with Residential for student housing to supplant transient lodging activity
  - While budget was reshaped, at this time, no change to total budget.
  - Closely monitoring impacts to lodging, conference, and dining activities for FY20 and FY21.
## Enrollment Variance – Student Services

$ in millions

<table>
<thead>
<tr>
<th>Services Description</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services: added 4 counselors, 1 staff for counseling, 1 health center nurse</td>
<td>$0.8</td>
</tr>
<tr>
<td>practitioner, and expanded space</td>
<td></td>
</tr>
<tr>
<td>Student Conduct: added 1 student coordinator</td>
<td>$0.1</td>
</tr>
<tr>
<td>Orientation: added 2 sessions to accommodated increased participants</td>
<td>$0.1</td>
</tr>
</tbody>
</table>
Discussion