Tour of Classroom Building and Integrated Security Education and Research Center (ISERC)
- Dr. Ken Smith, Vice Provost, Academic Resource Management
- Dr. Kira Gantt, Associate Director of Education and Outreach, Hume Center for Security and Technology

Industry Partnerships and Technology Transfer
- Dr. Theresa Mayer, Vice President for Research and Innovation

Strategic Planning Update
- Dr. Menah Pratt-Clarke, Vice President for Strategic Affairs & Vice Provost for Inclusion and Diversity

InclusiveVT
**Summary of May 3 Town Hall Meeting**
- Dr. Menah Pratt-Clarke, Vice President of Strategic Affairs & Vice Provost for Inclusion and Diversity

**Increasing Diversity in Science: Concrete Steps**
- Dr. Sally Morton, Dean, College of Science

The Promotion and Tenure Process
- Dr. Jack Finney, Vice Provost for Faculty Affairs

Constituent Reports
- Mr. Seyi Olusina, Undergraduate Student Representative to the Board
- Mr. Brett Netto, Graduate Student Representative to the Board
- Mr. Robert Sebek, Staff Representative to the Board
- Dr. Hans Robinson, Faculty Representative to the Board

**Annual Cycle of BOV Agenda Items**
- Mr. Dennis Treacy, BOV Rector
Industry Partnerships and Technology Transfer

Updates, Facts and Figures, Actions | June 2018
Advancement & Research and Innovation

Discovery

Sponsored Programs & Philanthropic Gifts
Discovery … to Market

Intellectual Property
University owns all rights on IP discovered under government-funded research

University IP is licensed to:
- Established companies
- University start-up ventures

The terms of the licensing deal include royalty fees and/or equity stakes

Royalty Streams
A percentage of gross or net revenues derived from the use of an asset or a fixed price per unit sold of an item

Equity Streams
A share of the (future) profits on sale of a new venture
For industry-funded programs, the parties generally agree to the rights of any future IP created before the program begins.

Licensing terms typically consider the industry investment in the research:
- Non-exclusive or exclusive
- Royalty or non-royalty bearing
- Restricted field of use or all fields of use

Generally limits the licensing revenue to the university and inventors, and restricts the use of the IP in new ventures.
Federal and industry-supported research at Virginia Tech

**FY16 Federal Expenditure Rank – 61st**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Federal</th>
<th>Total</th>
<th>Rank</th>
<th>Industry</th>
<th>Total</th>
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**FY16 Industry Expenditure Rank – 28th**

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<th>Rank</th>
<th>Industry</th>
<th>Total</th>
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<td>232,793</td>
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<td>2</td>
<td>SUNY, Polytechnic Institute</td>
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<td>MIT</td>
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<td>Purdue U., West Lafayette</td>
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<td>Mt. Sinai Medical</td>
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<td>Ga Tech</td>
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<tr>
<td>39</td>
<td>Emory U.</td>
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</table>
Discovery to Market – a platform for engagement and growth

**LINK** Center for Advancing Industry Partnerships

- Holistic approach to industry engagement
- Relationship management
- Sponsored programs business terms
- Philanthropic giving
- Strategic concept and proposal development
- Faculty engagement, education, culture

**Responsibilities**

- Patentability assessments and whitespace analysis
- Patent filings, prosecution, maintenance
- Agreement administration and management
- Accounting and fund distribution

**Intellectual Property Management**

within a VT affiliated corporation
LINK – the essentials

- Founded in Summer 2017 as a Presidential Priority
- Partnership between Research, Advancement, Colleges, Institutes
- Replaced Corporate and Foundation Relations and selected staff in Research and Innovation
- Recruited Executive Director, Dr. Brandy Salmon, with 20+ years of business development and innovation management experience
- Center has been staffed with Director, two Associate Directors, and two Project Coordinators
- Key operations are underway and team is supporting full range of industry engagement activities
Industry partnership highlights at Virginia Tech
As member of selected group of universities, Virginia Tech excels as a Ford Alliance Partner, continuing to win numerous sponsored research programs as part of competitive award process.
One of the largest companies producing farm equipment globally, Mahindra Group, joins the Virginia Tech Corporate Research Center to become its largest internationally headquartered tenant and begins comprehensive sponsored research partnership with Virginia Tech.
Block.one donated $3M to support a new curricula to enhance blockchain programming skills. The first step in what we hope will be a comprehensive partnership and platform for blockchain education and research.
Qualcomm maintains its support for Think-a-bit Labs, which has touched ~5000 students and teachers, primarily from underserved and underrepresented communities in the D.C. area since its inception in 2016. The Labs are a model for pathway programs supported through industry-university partnership.
Tech Transfer is important to Virginia Tech

01 Faculty and student recruitment and retention
02 Value creation and knowledge dissemination
03 Entrepreneurial initiatives and culture
04 Bayh-Dole Act to protect and promote IP created with federal funding
05 Economic development and public good
06 Commitments to the community and the Commonwealth
Bayh-Dole Act requires universities that accept federal dollars to provide technology transfer support.

"Perhaps the most inspired piece of legislation to be enacted in America over the past half-century.” - Economist, 2002

Non-profits including Universities
- Elect to retain title to innovations developed under federally funded research
- Promote use of inventions
- File patents on inventions they intend to own
- Give licensing preferences to small business

Federal Government
- Retains non-exclusive license to practice
- Retains march-in rights

$197 million
Virginia Tech is committed to supporting economic development and impact in the Commonwealth and beyond

“One of the things that is important to me and to Tim Sands is we don’t want VTC to be the end game. We are the catalyst for innovation, entrepreneurship and economic growth for this region. That’s where we see the end game as more a continued growth and change, and real excitement to grow the economy.”

-- Carilion CEO Nancy Agee, Roanoke Times, October 2017
An effective and efficient intellectual property and marketing strategy is essential for successful technology commercialization efforts.

- **Invention Disclosure**
  - Legal and third party issues
  - Novelty
  - Market potential
  - Stage of Development

- **Invention Assessment**
  - Patents
  - Copyright
  - Trademarks
  - Trade Secrets

- **IP Strategy**
  - Feedback
  - Not viable

- **Marketing**
  - License to existing company

- **Management & Funding**
  - Start-up

Simplified process for illustrative purposes.
Virginia Tech’s disclosure of technologies and patent applications relative to others illustrates the pipeline.
Virginia Tech’s licensing revenue provides one measure of value creation

Licensing revenue

Licensing Revenue – Five Year Average (AUTM)

Northwestern = $200M
Princeton = $135M
UC System = $130M
UT System = $88M
MIT = $70M
Stanford = $45M

* ~50% of current licensing revenue is from the small grain breeding program
Virginia Tech’s portfolio of non-agriculture agreements illustrate prior decisions and trade-offs

<table>
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<tr>
<th>Non Agriculture</th>
<th>Agriculture</th>
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<tbody>
<tr>
<td>192</td>
<td>50</td>
</tr>
<tr>
<td>65%</td>
<td>100%</td>
</tr>
<tr>
<td>~60</td>
<td>~20%</td>
</tr>
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</table>

- Total active agreements
- Percent that are royalty-free
- Total number of agreements with any chance of royalty
- Percent with chance of royalty
- Percent of royalties from seed-related agreements available to support IP management
Industry Affiliate Programs offer pre-competitive research and technology development to industry partners.

- Established in 1998 as an NSF-funded Engineering Research Center, the Center for Power Electronics Systems (CPES) is now a Virginia Tech Industry Affiliate Program.
- 80+ members pay dues in exchange for non-exclusive royalty free licenses to IP, which is supported by membership dues.
- The large patent estate (50+ awarded patents) includes technologies that can be found in virtually every mobile device and many other notable inventions.

80+ Industry Members

form the CPES Industry Affiliate Program with annual membership dues between $25K - $50K.
The seed-related agriculture portfolio illustrates (a) impacts of decisions on future investment and (b) areas of strength.

**Non-Agriculture**
- **192** Total active agreements
- **65%** Percent that are royalty-free
- **~60** Total number of agreements with any chance of royalty

**Agriculture**
- **50** Total active agreements
- **100%** Percent with chance of royalty
- **~80%** Percent of royalties from seed-related agreements are returned to support the small grain seed program; not available to support IP management.
Unreimbursed legal fees serve as a proxy for investment

Legal Fees – Total and Unreimbursed (Proxy for Investment)
Discovery to Market – a platform for engagement and growth

**LINK**  Center for Advancing Industry Partnerships
- Holistic approach to industry engagement
- Relationships with industry contacts
- Sponsored program business terms
- Philanthropic giving
- Strategic concept and proposal development
- Faculty engagement, education, culture

**LAUNCH**  Center for New Ventures
- Support for entrepreneurs and start-ups
- Relationships with angel and venture investors
- Proof-of-Concept grant (with VRIC)
- Entrepreneur-in-Residence (EIR) program
- Alumni and community engagement
- Technology showcases and marketing

**Intellectual Property Management**
within a VT affiliated corporation

- Patentability assessments and whitespace analysis
- Patent filings, prosecution, maintenance
- Agreement administration and management
- Accounting and fund distribution
Ongoing efforts are driving enhancements to technology transfer and commercialization at Virginia Tech

1. Integrate tech transfer function with other Virginia Tech teams, including industry partnerships, new ventures, sponsored programs, colleges, and institutes.

2. Create an affiliation agreement and funding model that aligns with university goals.

3. Move beyond risk averse culture focused on administrative functions and process to one that values innovation and growth.

4. Refocus away from late-stage agreement management to proactive identification of market needs, partners, applications, and engagement.

5. Identify funding to support technology commercialization efforts and start-ups.
Strategic Planning Update
The Big Picture:
Developing the Process and Framework

- Information gathering and collaboration.
  - January – April 2018 Retreats, committee meetings, collaboration with university units.

- Develop mission, vision, core values and objectives.
  - March 2018 – Draft mission, vision, core values and objectives, develop communication strategy, workgroups and university presentations to subcommittees.

- Campus engagement and communication.
  - April and May 2018 – Engage and inform campus of the strategic planning process.
Committee Presentations and Discussions (January to May)

- Metrics In Academia (Ron Fricker)
- HUME (Charles Clancy)
- Rankings and Metrics Indicators (James Harder, Mallory Miller)
- Destination Areas (Marcia Davitt)
- Research (Theresa Mayer)
- Institute for Society Culture and Environment (Karen Roberto)
- Institutional Research (Roxanne Gile, Abhay Joshi)
- Institute for Creativity Arts and Technology (Ben Knapp)
- Auxiliary Budget Process (Tim Hodge)
- Biocomplexity Institute (Chris Barrett)
- Virginia Tech Transportation Institute (Tim Dingus)
- Financial Resource Metrics (Savita Sharma)
- Academic Affairs Metrics (Ken Smith)
- FRALIN (Dennis Dean)
- Assessment and SACS Accreditation (Jaime Williams, Bethany Bodo)
- Institute for Critical Technology and Applied Science (Stefan Duma)
- Institute for Strategic Affairs,Virginia Tech Transportation Institute (Tim Hodge)
Campus Engagement Activities
April thru May 2018

Commission on Administrative and Professional Faculty Affairs
Commission on Student Affairs
Graduate Student Affairs
Student Government Association
University Council
Town Halls
Faculty Senate
Staff Senate
Commission on Outreach and International Affairs
Commission on Undergraduate Studies and Policies
Commission on University Support
Commission on Graduate Studies and Policies
President’s Council Meeting

Office for Strategic Affairs

4 Office for Strategic Affairs
Commission on Administrative and Professional Faculty Affairs
Commission on Student Affairs
Graduate Student Affairs
Student Government Association
University Council
Town Halls
Faculty Senate
Staff Senate
Commission on Outreach and International Affairs
Commission on Undergraduate Studies and Policies
Commission on University Support
Commission on Graduate Studies and Policies
President’s Council Meeting

Division of IT
Council of College Deans
Commission on Equal Opportunity and Diversity
VTCRI (Roanoke)
Draft Vision
An inspirational and aspirational statement of what we want to become

We will be the global leader for transformative change in the spirit of *Ut Prosim* (That I May Serve).
As a public land grant university, we enhance personal development; foster economic growth and sustainability; promote diverse and inclusive communities; advance the human condition; and improve the quality of life through knowledge, discovery, innovation, and creativity.
Draft Strategic Objectives

The key principles that support the vision and mission

Global Land-Grant

Engage in integrated approaches to discovery, learning, and engagement – regionally, nationally, and the nation through economic development, research and discovery, and the creative process within and across disciplines.

Economic Development

Support the viability of the Commonwealth of Virginia and the nation through economic development, industry partnerships, and talent development.

Research and Discovery

Advance knowledge acquisition, discovery, innovation, and the creative process within and across disciplines.

Student Success

Prepare students, through innovative teaching and learning, to be empathetic, creative, informed, and engaged citizens.
Draft Strategic Objectives

The key principles that support the vision and mission

Inclusion, Diversity, and Excellence

Promote the institutional and individual commitment to community, diversity, equity, and excellence in accordance with the Principles of Community.

Financial Sustainability

Identify and manage new, diverse, and sustainable revenue sources and implement versatile and robust financial management models and systems.

Campus of the Future

Create and sustain an infrastructure that supports world-class talent and provides dynamic learning and discovery environments through a technology-enhanced campus.

Continuous Planning

Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and data-informed decisions.
**Draft Core Values**

*The foundation for the vision, mission, and strategic objectives*

**Collaboration and Integration.**
We value an integrated approach to discovery, learning, and outreach that is collaborative, transdisciplinary, and impactful.

**Diverse and Inclusive Communities.**
We value the imperative of diversity, inclusion, and equity to achieve excellence.

**Access and Affordability.**
We are committed to creating affordable educational opportunities for the Commonwealth of Virginia consistent with its land-grant mission.

**Mutual Respect and Open Expression.**
We support and promote open expression, self-awareness, mutual respect, and the engagement of different perspectives to enhance discovery, learning, and outreach.

**Ethics and Integrity.**
We expect the university and its members to maintain the highest standards of integrity and ethical behavior, both personally and professionally.

**Reflection and Improvement.**
We value continuous evaluation and improvement to advance individual and institutional objectives.
Summer Work Plan

- Refine and revise vision, missions, values, and objectives
- Develop white paper on metrics and rankings
- Begin to identify high-level goals for strategic objectives
Virginia Tech
BOV Update from May 3, 2018 Town Hall on Diversity

Tim Sands, President
Menah Pratt-Clarke, Vice President for Strategic Affairs
Vice Provost for Inclusion and Diversity
Inclusion and Diversity at Virginia Tech

Where we’ve been, Where we’re going, How we’re making a difference
The national conversation on diversity

- Black Lives Matter
- DACA
- Me Too
InclusiveVT: Institutional and individual commitment to *Ut Prosim* in the spirit of community, diversity, and excellence. (May, 2016)

**Diversity Strategic Goals:**

- Institutionalizing structures that promote sustainable transformation
- Increasing faculty, staff, and student diversity
- Ensuring a welcoming, affirming, safe, and accessible campus climate
- Preparing students for service through an understanding of issues of identity, the human condition, and life chances.
Institutionalizing structures that promote sustainable transformation
- **InclusiveVT Framework**

  - **President’s InclusiveVT Executive Council**
    - Defines vision
    - Sets goals for inclusion & diversity

  - **Office for Inclusion & Diversity**
    - Builds capacity
    - Facilitates execution of vision and mission

  - **Deans, VPs**
    - Provides unit leadership

  - **Advance InclusiveVT**
    - Advises on faculty recruitment & retention

  - **InclusiveVT Representatives**
    - Builds community

  - **Diversity Committees**
    - Plans programs

  - **CEOD, Caucuses, Community and Cultural Centers & Alliances**
    - Cross-cutting advocacy
Diversity Strategic Planning (2017-2018)

- Accelerating Diversity Outcomes

- 16 Sr. Mgmt. Areas
- 2 Vice Provost Areas
- 40 Academic depts.
Compositional Diversity

Increasing faculty, staff, and student diversity
Project 2022

Fall 2017
- 13% URM
- 30% URM/USS

Fall 2022
- 25% URM
- 40% URM/USS

• Fall census of entering undergraduate class, including first-year and transfer students
• URM = UnderRepresented Minority
• USS = UnderServed Students (First-generation & Pell)
• URM/USS not double-counted
New Leadership (2017)

Increase in underrepresented and underserved applications

Admissions restructuring, non-cognitive factors, pipeline programs, life experiences, leadership, overcoming obstacles

Luisa Havens, Vice Provost
Juan Espinoza, Associate VP
Alphonso Garrett, Director, Diversity
Enrollment Management Outreach Programs

➢ Hispanic College Institute Pre-College Program
➢ Native American Pre-College Outreach
➢ College Access Collaborative Summer Programs
➢ Black College Institute Pre-College Program
Initiatives Benefitting Students

- Ujima LLC
- Life Science Mentoring
- SOAR Program
- Task Force Reviewing Student Support
- Cultural Community Centers
- Student Success Center
Retention Support

FINANCIAL AID AND SCHOLARSHIPS (Beyond Boundaries, InclusiveVT Excellence Fund)

TUTORING / MENTORING (Cultural Community Centers, Student Success Center)

SOAR (Student Opportunity and Achievement Resources)

The Commonwealth of Scholars (Academic Excellence)
Faculty Hiring

- Target of Talent
- Future Faculty Fellows
- Advance InclusiveVT
- Diversity Search Advocates

DiversityEdu
For Faculty Searches

- 75% completion

- 30 Underrepresented hires anticipated

2017-18
Education and Training Overview

Ensuring a welcoming, affirming, safe, and accessible campus climate
- **DiversityEdu**

Providing a common knowledge and basic foundation around diversity and inclusion consistent with Ut Prosim and the Principles of Community.

### Year One - 2016

- 5571 students
- 93.1% completion

### Year Two - 2017

- 7201 students
- 99.5% completion

### Looking Forward: **100% completion**

Extending the DiversityEdu message through face-to-face dialogue in FYE, HRL, and IEC.
Strategic Diversity Education:

Tied to the InclusiveVT mission and goals:

- transformational infrastructure,
- compositional diversity,
- campus climate,
- the academic mission.

Tier One: “Inclusion Edu” *(all employees)*

Tier Two: Diversity Awareness + Inclusive Pedagogy *(open enrollment)*

Tier Three: Capacity Building + Inclusive Excellence *(targeted cohorts)*
Diversity Programming

- Generative
- Mission-focused
- Responsive

2015 Reading Groups
2016 Unfinished Conversations
2017 Diversity Infrastructure
2018 Courageous Conversations
Impact on the Academic Mission

Preparing students for service through an understanding of issues of identity, the human condition, and life chances.
Pathways: General Education at VT

- Approved as a Core Area
- Critical Analysis of Equity and Identity in the United States
- Collegiate hires
- Presidential Pathways Teaching Fellows
- 4 Offers made to post-doctoral teaching fellows
• Beyond General Education

UJIMA Living Learning Community (Africana Studies Program)

Required component in graduate student and professional student education

Equity and Social Disparity in the Human Condition Strategic Growth Area
What’s Next

- Integration of diversity into university strategic planning framework
- Focusing on capacity-building around diversity competency
- Continuing faculty diversity recruitment momentum and focusing on retention
- Developing comprehensive strategies for student success
- College/Unit Accountability with Diversity Plans
Increasing Diversity in Science: Concrete Steps

Consensus
Leadership
Commitment
Implementation

Sally C. Morton, Dean
“Who we are, where we come from, and what we’ve experienced influence the way we perceive issues and solve problems. I think the most diverse group will produce the best product.”

Tim Cook, CEO, Apple
Consensus: The College of Science Values Diversity

Equitable
Essential
Pragmatic
Leadership

Michel Pleimling has been named Director of Inclusion and Diversity for the College of Science, with a mission of helping create a faculty, student body, and community that is diverse and welcoming.
“We know that new challenges require new thinking and continued innovation. That’s why embracing diversity and inclusion is not just a nice-to-have, but rather a business priority.”

-Mary Barra, CEO, General Motors
Our Initial Focus: Increasing Faculty Diversity

The College committed philosophically, procedurally, and financially to increasing the number of under-represented minority faculty.
Our Ongoing Commitment

Faculty
Students
Staff
Education
Pipeline

AdvanceVT
InclusiveVT

College
Diversity Committee

Departmental Committees

Women In The Sciences
Our Initial State: Fall 2016

298 Instructional Faculty
- Biological Sciences
- Chemistry
- Economics
- Geosciences
- School of Neuroscience
- Academy of Integrated Science
- Mathematics
- Physics
- Psychology
- Statistics

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<th>Faculty Characteristics</th>
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<tr>
<td>White</td>
<td>232 (78%)</td>
</tr>
<tr>
<td>Asian</td>
<td>49 (16%)</td>
</tr>
<tr>
<td>Hispanic</td>
<td>10 (3%)</td>
</tr>
<tr>
<td>African American</td>
<td>5 (2%)</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>2 (1%)</td>
</tr>
</tbody>
</table>
66 African American women received a PhD in Physics in the U.S. between 1972 and 2012. During that time, 22,172 white men did.
Implementation: Creative Approaches

Institutionalizing our structure to promote sustainable transformation

• Committing College hiring lines
• Bridging post-docs
• Fellowships and scholarships
• Outreach
“We will make progress every year towards building a more diverse workforce and creating opportunities at every level of the company for all of Microsoft's employees.”

-Satya Nadella, CEO, Microsoft
Projected Results Fall 2018

Projected increases in Tenured, Tenure-track and Collegiate Faculty:

13 women
2 African Americans
2 Hispanics
The Promotion and Tenure Process

JACK W. FINNEY
VICE PROVOST FOR FACULTY AFFAIRS
BOV INFORMATION SESSION, JUNE 3, 2018
Faculty Ranks

Assistant Professor
- Responsibilities in teaching; research, scholarship, or creative achievements; and outreach and professional service; six year probationary period

Associate Professor
- Accomplishments in an appropriate combination of outstanding teaching; research, scholarship, or creative achievements; and outreach and professional service

Professor
- National or international recognition and excellence in research, scholarship, or creative achievement

Tenured | Collegiate | Clinical | Practice | Research
Tenure and Continued Appointment

Tenure

• Tenure is awarded when the community of scholars has judged the candidate to have met the teaching, research, and/or service expectations of the discipline, college, and university.

Continued Appointment

• Continued appointment is a parallel tenure status for library and extension faculty who demonstrate excellent service to Virginia Tech and continued professional growth and engagement.

Tenure and continued appointment ensure academic freedom in research and teaching.
I. Executive Summary
II. Recommendation Letters (internal and external)
III. Candidate’s Statement
IV. Teaching and Advising Effectiveness
V. Research and Creative Activities
VI. International & Professional Service and Other Outreach & Extension Activities
VII. University Service
VIII. Work Under Review or In Progress
IX. Other Pertinent Activities
Evaluation Process for Promotion & Tenure

Department P&T Committee
Department Head
College P&T Committee
Dean
University P&T Committee
Provost
President
Board of Visitors
Promotion & Tenure Schedule

April
- Departments determine candidates for promotion

July/August
- Dossiers sent to external reviewers

November
- Dossiers sent to college

December
- College committees and dean review

February
- Dossiers sent to university

March
- University committee and provost review

April
- Provost makes recommendations to President

June
- President submits recommendations to BOV

September
- BOV approves faculty notified
Promotion & Tenure Policies & Practices

- Six-year probationary period
- 2nd and 4th year reviews of progress
- Extend the tenure clock policy
- Non-mandatory promotion to associate with tenure
- Mentoring for assistant professors
- Mentoring for associate professors
- Written expectations and standards
- Workshops on the promotion process
  - P&T committee members and heads
  - Promotion to professor
  - College committees and faculty
Promotion & Tenure Success, 2010-2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>94%</td>
</tr>
<tr>
<td>2011-12</td>
<td>95%</td>
</tr>
<tr>
<td>2012-13</td>
<td>94%</td>
</tr>
<tr>
<td>2013-14</td>
<td>86%</td>
</tr>
<tr>
<td>2014-15</td>
<td>96%</td>
</tr>
<tr>
<td>2015-16</td>
<td>84%</td>
</tr>
<tr>
<td>2016-17</td>
<td>86%</td>
</tr>
<tr>
<td>2017-18</td>
<td>92%</td>
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</tbody>
</table>
Questions?
### Annual Cycle of BOV Agenda Items

<table>
<thead>
<tr>
<th>August/September</th>
<th>November</th>
<th>March/April</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board orientation /retreat</td>
<td>Annual strategic plan progress report</td>
<td>Tuition and fees</td>
<td>All budgets</td>
</tr>
<tr>
<td>President's evaluation</td>
<td>Pratt Fund expenditures report</td>
<td>Graduate student compensation</td>
<td>Promotion and tenure</td>
</tr>
<tr>
<td>Faculty Handbook revision</td>
<td>External Awards – Ruffner Medal and University Distinguished Achievement Award</td>
<td>Faculty research leaves</td>
<td>Faculty compensation plan</td>
</tr>
<tr>
<td>National Distinction Program</td>
<td>Athletics department contractual payments for next calendar year</td>
<td>Capital outlay plan/update</td>
<td>Six-year plan/update</td>
</tr>
<tr>
<td>Resolution to Exclude Certain Officers/Directors</td>
<td>Discussion with APA auditor</td>
<td>Selection of student reps for next academic year</td>
<td>Election of BOV Officers</td>
</tr>
<tr>
<td>ACC Governing Board Annual Certification</td>
<td>Review debt ratio/capacity</td>
<td>University annual audited financial report</td>
<td>Enrollment Management Report</td>
</tr>
<tr>
<td>Resolutions of Appreciation for BOV whose terms ended</td>
<td></td>
<td>NCAA Compliance Report</td>
<td>Discussion with APA Auditor</td>
</tr>
</tbody>
</table>

**Every Meeting:**
- New degree approvals/discontinued degrees
- Year-to-date financial performance report

**As Needed:**
- Tuition and fees
- Graduate student compensation
- Faculty research leaves
- Capital outlay plan/update
- Selection of student reps for next academic year
- University annual audited financial report
- NCAA Compliance Report
- Related corporations annual report on compliance
- Naming of university facilities
- Capital project resolutions
- Debt resolutions

**As Needed:**
- Endowed chairs/professorships/fellowships
- Personnel changes report
- Faculty salary program (schedule determined by General Assembly)
- SACSCOC update
- University Investment Policy
- Related corporation affiliation agreements (at least every 4 years)
- Litigation report

**As Needed:**
- Election of BOV Officers
- Enrollment Management Report
- Discussion with APA Auditor