

Minutes
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
Inn at Virginia Tech, Latham Ballroom CDEF
March 22, 2021
10:00 – 11:45 a.m.

Committee Members Present:

Greta Harris (chair), Melissa Nelson, Carrie Chenery, Jeff Veatch.
Eric Kaufman, (faculty representative), Camellia Pastore (undergraduate representative),
Sabrina Sturgeon (graduate student representative).

Guests:

Laura Belmonte, C.L. Bohannon, Cyril Clarke, Lance Collins, Karen DePauw, Corey Earles, Jack Finney, Rachel Gabriele, Henri Gendreau, Kristin Geshmann, Kay Heidbreder, Rachel Holloway, Sharon Kurek, Thomas Miller, Ellen Plummer, Tim Sands, Frank Shushok, Ellie Sturgis, Daniel Sui, Judy Taylor, Tracy Vosburgh, Chris Wise.

OPEN SESSION

1. Motion to Return to Open Session.

The committee voted unanimously to move into Open Session.

2. Welcome and Acceptance of Agenda. Greta Harris, chair of the committee, welcomed committee members and attendees to the Open Session.

The committee voted unanimously to accept the agenda as presented including all items on the Consent Agenda.

3. Report of Closed Session Action Items. G. Harris reported that the committee met in closed session and approved six faculty appointments to emeritus/emerita status, 11 appointments to endowed chairs, professorships, or fellowships, three tenure appointments, four appointments to University Distinguished Professor, 65 faculty research leaves, and ratified the Personnel Changes Report.

4. Consent Agenda. Approval of November 16, 2020 Meeting Minutes, Report of Reappointments to Endowed Chairs, Professorships, and Fellowships, Resolution to Approve New Bachelor of Science in Education Degree in Elementary Education, Resolution to Approve New Undergraduate Education Degree with Two Designations: Bachelor of Arts in Education Degree in Secondary Education and Bachelor of Science in Education Degree in Secondary Education, Resolution to Establish a Scholarly Articles Open Access Policy, Resolution to Approve Appointment to the Virginia Coal and Energy Research and Development Advisory Board, Resolution to Revise Faculty Handbook Promotion and Tenure Guidelines, Resolution to Revise Chapter Five of the Faculty Handbook: Employment Policies for Non-Tenure Track Instructional Faculty, Resolution to Clarify Probationary Reappointment Language in the Faculty Handbook, Resolution to Amend Virginia

Tech's Voluntary Transitional Retirement Program for Tenured Faculty (University Policy 4410).

5. **Update: College of Liberal Arts and Human Sciences. Natural Resources and Environment.** Laura Belmonte, dean of the college, provided the committee with information on the instruction, research, and service of the college. The college has 4339 undergraduate students, 883 graduate students, and 509 faculty, and 107 staff. Enrollment of undergraduate students in the college is on an upward trend with a 93% first year retention rate and a 85% graduation rate. Diversity, equity, and inclusion remains a priority instructional and research focus for students and faculty. The college is supporting new initiatives that include domestic and international efforts in transdisciplinary scholarship and instruction. Research productivity continues to rise in the college with increases in external funding, national fellowships, books, poems, plays, musical scores, films, performances, albums, journal articles, and conference presentation. In addition, the college has provided leadership on and off campus on responding to the pandemic.
6. **Council of College Deans.** Representing the Council of College Deans, Laura Belmonte, dean of the College of Liberal Arts and Human Sciences, reported to the committee on several items. The deans continue to discuss the impact on the colleges of the university's academic budgeting process called the Partnership for an Incentive Based Budget (PIBB). The deans and office of the provost continue to assess the PIBB model and how it aligns with and incentives movement towards the university's strategic goals. The colleges are looking forward to hiring in the upcoming year, even if at a lower rate than in past years. The Future Faculty Development program is coming up in the fall, and colleges look forward to hosting diverse future scholars in a variety of disciplines. As application decisions are made, the colleges have been handling increased contact from unhappy parents and students who were not accepted. Colleges will be considering the future of telework as the pandemic approaches an end, taking into consideration a number of factors such as state and international work, the use of technology to support departmental meetings, and equitably managing service responsibilities, among other issues. The committee discussed issues around childcare, the future of instruction to accommodate varied interests and needs of students, and assure quality and leading with our values when considering a post-pandemic university.
7. **Provost's Update and Discussion.** Cyril Clarke, executive vice president and provost, provided information on several items.

Accreditation. The university recently completed the on-site portion of the Southern Association for Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation of accreditation. To prepare for reaffirmation of accreditation, the university conducts a comprehensive self-study and a proposal for a Quality Enhancement Plan (QEP) that demonstrates a significant commitment of time, attention, and money to advance Virginia Tech's educational mission. The review team reviewed the university's QEP for the next period of accreditation, which will

focus on building bridge experiences focusing of experiential learning. Provost Clarke expressed appreciation for the hard work accomplished by the accreditation team in preparing a very detailed and comprehensive compliance certificate and hosting the on-site visit. Thanks also to the university community for engaging with the review team, and especially for the commitment of time and attention by the ARSA committee chair and the Rector.

Enrollments. Several years ago, the university embarked on a managed expansion in enrollment with the goal of achieving 30,000 undergraduates. This goal was achieved sooner than expected, so expansion has been paused pending finalization of a plan, including timeline, for further growth. This plan will need to take into account our ongoing commitments to the following: Tech Talent Identification, an appropriate mix of in and out-of-state students, diversity, including representation of underserved students and underrepresented minority students, the university's Internal capacity to teach, house, support, and serve students, and the capacity of the communities that support Virginia Tech, including Blacksburg. Committee members requested an opportunity to review the plan, possibly at the board's August retreat.

This year, there were over 42,000 application for admission to Virginia Tech, a substantial increase over last year. The admission cycle involves a series of three types of offers of admission: Early Decision, Early Action and Regular Decision. These initial offers have now all being made and acceptances are being tracked. The university expects to implement waitlists in the near future to adjust enrollments to achieve goals, including overall enrollment approximating 30,000 students.

Summer and Fall academic plans. The plan at this time is to have approximately 30% of instruction in the Summer fully in-person, compared with about 50% prior to the pandemic. For the fall, our intention is to return to in-person instruction similar to that employed prior to the onset of the pandemic, but informed by experience gained over the last year. In some cases, this will involve continuation of some online learning in those instances when a very high quality of instruction can be delivered and there is a good case to be made for expanding access to students. New River Health District is providing 1,500 doses that will be administered by appointment on March 30, 31, and April 1. The registration process will be communicated on Wednesday and more vaccination opportunities will be available in the weeks that follow. Although we are optimistic that an in-person fall will be feasible, we will continue to track the status of the pandemic and, of course, comply with necessary public health requirements. In the event that physical distancing will still be required, we will be ready to adjust our plan to address limited occupancies of teaching spaces. Our goal in this instance will be to maximize the use of these spaces.

New appointment. Jeff Earley appointed Vice Provost for Academic Resource Management, with responsibility for budget, data and space, working in partnership with colleagues in the Senior VP area. Jeff replaces Ken Smith who has moved to

the position of Chief Operating Officer for the Innovation Campus.

- 8. Student Affairs Discussion.** C. Clarke introduced the focus of the student affairs discussion as an opportunity to examine the integration of the university's curricular and co-curricular approach to supporting students. Frank Shushok, vice president for student affairs, facilitated a discussion with panel members Thomas Miller, undergraduate student, Ellie Sturgis, director of the Cook Counseling Center, and C.L. Bohannon, associate professor in landscape architecture and faculty principal, Leadership and Social Change Residential College. The discussion with committee members used ExperienceVT as a focus. ExperienceVT integrating academic and student life for holistic student development, well-being, and success. The model illustrates the university's commitment to curricular and co-curricular undergraduate education and uses a dashboard tool for articulating and achieving goals while a student at Virginia Tech.
- 9. Agenda Items for June 2021 meeting.** Committee members made a number of suggestions for topics including updates on university operations (ie food services), the future of on-line education, an overview and update on of students, faculty, and staff, an update on matching for the Virginia Tech Carilion School of Medicine, an update on student athletes, how the university participates in economic development across the Commonwealth, and how the university supports the diversity of ideas.
- 10. Adjourn.** Having no further business, the committee adjourned

MOTION TO RETURN TO OPEN SESSION

WHEREAS, the Academic, Research, and Student Affairs of the Board of Visitors of Virginia Polytechnic Institute and State University has convened in closed session on this date pursuant to an affirmative recorded vote and in accordance with the provision of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by the Academic, Research, and Student Affairs Committee of the Board of Visitors that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE BE IT RESOLVED, that the Academic, Research, and Student Affairs Committee of the Board of Visitors of Virginia Polytechnic Institute and State University hereby certifies that, to the best of each member's knowledge,

- (i) only public business matters lawfully exempted from open session requirements by Virginia law were discussed in the closed session to which this certification resolution applies, and
- (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered by the Academic, Research, and Student Affairs Committee of the Board of Visitors.

Acceptance of Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

The chair of the committee will review and ask for acceptance of the Open Session Agenda and items as listed on the Open Session Consent Agenda.

Report of Closed Session Items
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
March 22, 2021

The Academic, Research, and Student Affairs Committee met in closed session and voted to approve:

- 6 appointments to emeritus/emerita status
- 11 appointments to endowed chairs, professorships, or fellowships
- 3 faculty appointments with tenure
- 4 appointments to University Distinguished Professor
- 65 faculty research leave requests

and ratified the Faculty Personnel Changes Report for the quarter ending December 31, 2020.

These matters will be brought for a vote to the full board during its Closed Session.

Open Session Consent Agenda
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
March 22, 2021

- A. Approval of November 16, 2020 Meeting Minutes
- B. Report of Reappointments to Endowed Chairs, Professorships, and Fellowships
- *C. Resolution to Approve New Bachelor of Science in Education Degree in Elementary Education
Resolution to Approve New Undergraduate Education Degree with Two Designations: Bachelor of Arts in Education Degree in Secondary Education and Bachelor of Science in Education Degree in Secondary Education
- *E. Resolution to Establish a Scholarly Articles Open Access Policy
- *F. Resolution to Approve Appointment to the Virginia Coal and Energy Research and Development Advisory Board
- *G. Resolution to Revise Faculty Handbook Promotion and Tenure Guidelines
- *H. Resolution to Revise Chapter Five of the Faculty Handbook: Employment Policies for Non-Tenure Track Instructional Faculty
- *I. Resolution to Clarify Probationary Reappointment Language in the Faculty Handbook
- *J. Resolution to Amend Virginia Tech's Voluntary Transitional Retirement Program for Tenured Faculty (University Policy 4410)

Minutes
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
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November 16, 2020
10:00 – 11:45 a.m.

Committee Members Present:

Greta Harris (chair), Melissa Nelson, Carrie Chenery, Jeff Veatch (electronically).
Eric Kaufman, (faculty representative), Tamarah Smith (staff representative).

Guests:

Laura Belmonte, Cyril Clarke, Karen DePauw, Corey Earles, Juan Espinoza, Jack Finney, Rachel Gabriele, Henri Gendreau, Matthew Hulver, X.J. Meng, Ellen Plummer, Judy Taylor, Paul Winistorfer.

OPEN SESSION

1. Motion to Return to Open Session.

The committee voted unanimously to move into Open Session.

2. Welcome and Acceptance of Agenda. Greta Harris, chair of the committee, welcomed committee members and attendees to the OpenSession.

The committee voted unanimously to accept the agenda as presented including all items on the Consent Agenda.

3. Report of Closed Session Action Items. G. Harris reported that the committee met in closed session and approved 10 faculty appointments to emeritus/emerita status, seven appointments to endowed chairs, professorships, or fellowships, one tenure appointment, and ratified the Personnel Changes Report.

4. Consent Agenda. Approval of August 24, 2020 Meeting Minutes. Report of Reappointments to Endowed Chairs, Professorships, and Fellowships. Resolution to Revise Graduate Honor System Constitution. Pratt Fund Overview. Resolution for Approval of Reappointments to the Virginia Coal and Energy Research and Development Advisory Board. Resolution for Exclusion of Certain Officers/Directors.

5. Update: College of Natural Resources and Environment. Paul Winistorfer, dean of the college, offered the committee an overview of the progress and accomplishments of the college. In addition to programs on the Blacksburg campus, the college's Center for Leadership in Global Sustainability is located in the greater Washington, D.C. metro area. The college is ranked first of its kind in the U.S., and nationally ranked academic programs include forestry and packaging. The college is competitive in several areas including offering unique degree programs, a robust and dedicated advising center, and outreach efforts to employers. Future goals include advancing the college's presence in the greater Washington D.C. metro area, engaging with the growing Innovation Campus, and growing research expenditures.

- 6. Council of College Deans Update. Council of College Deans Update.** Laura Belmonte, dean of the College of Liberal Arts and Human Sciences (CLAHS) representing the Council of College Deans, reported to the committee on several items. The colleges continue to manage and respond to the additional stress on instruction, research, and promotion and tenure processes due to the pandemic. Deans are monitoring the impact of a new administration in Washington, D.C. on federal and state budgetary and policy decisions. Hiring of faculty is impacted by budget cuts and identifying essential hires for instruction and academic support. Colleges and faculty are planning for spring semester instruction and hoping to offer increased face-to-face learning. The deans are requesting that faculty and student support efforts include as many live interactions as is safe and possible. Transdisciplinary learning and discovery is a priority for all colleges. For example, the College of Liberal Arts and Human Sciences is establishing an Academy of Transdisciplinary Studies along with interdisciplinary, cross-college minors. Deans are collaborating to provide forums in which current issues are discussed. For example, CLAHS co-sponsored with the College of Science on a forum called “Living with a Pandemic.”

The College of Science has established an Academy of Data Science built upon the college’s successful model of the Academy of Integrated Science. The college is establishing collaborations for transdisciplinary work in the science of data science and data science applied to science. Within the college, the departments of math and statistics are working together on an M.S. degree in data science. The college is raising philanthropic funds to support faculty fellows.

The Virginia Tech Carilion School of Medicine (VTCSOM) increased its class size from 42 and, in July 2020, admitted 49 students. The VTCSOM launched a curricular domain called Health Systems Science and Interprofessional Practice. Clinical training resumed in July 2020 and students are on track to meet curricular requirements through a combination of in-person and virtual learning experiences. Applications for the incoming class currently exceed 6,000, which is 30% higher than the VTCSOM’s previous record.

The committee asked questions and discussed the benefits and challenges associated with requiring student attendance and the use of cameras in on-line instruction. Elements of instruction from which the university has learned this year include that students like having on-line options, teleworking for faculty and staff seems to improve productivity for some, caregiving remains a challenge for many faculty, and using zoom for guest speakers helps manage speaker costs and can draw a larger audience than what would be possible in person.

- 7. Provost’s Update and Discussion.** Cyril Clarke, executive vice president and provost, provided information on several items. Spring semester planning is occurring within a three-fold commitment to mitigating health safety, sustaining academic quality, and accomplishing this within the university’s resource capacity.

The spring semester schedule has been announced and maintains previously established start and end dates. The semester will begin with online instruction as move-in of residential students is completed at which time in-person instruction will begin. The initial overlap of online instruction with move-in is intended to engage students and discourage social congregating that lead to a spike in infection in the fall. There will be no extended spring break. To provide students with downtime and stress relief during the spring semester, there will be five, one-day breaks distributed across the semester in which classes will not be held. Plans for spring semester align with public health advice to avoid congregating social settings.

Spring semester instruction will continue the mode of delivery used over the fall semester. Final decisions rest with faculty, in consultation with department heads, for whether courses are in-person, online, or in a hybrid format. Faculty members have been encouraged to consider ways in which to increase in-person learning while maintaining the university's commitment to mitigating health safety. Synchronous delivery is encouraged for on-line instruction. In-person instruction contributes to student wellness and positive experiences of academic quality. Approximately 30% of courses are being delivered either in-person or hybrid. The window for requesting spring classes closed on November 10 and indicate a positive trend. Residential housing contracts, including cancellations, are stable and an 85% occupancy rate is anticipated.

Undergraduate admissions applications are up. The university is committed to maintaining a 30,000 person cap on undergraduate enrollment. In addition, the university is committed to increasing out of state student, underserved, and minority student enrollments. The university is using robust modeling to manage and forecast enrollments. Undergraduate applications are down nationally, however, Virginia Tech's applications are up 30% and the university is experiencing increases in applications from students who are out of state, international, African American, Latinx, and first-generation. Using the common application assists in reducing has improved the university's draw of applications.

In graduate education, the provost's graduate education task force released its report and recommendations. Fourteen recommendations are summarized in four areas:

- Acquisition of extramural funding necessary to grow enrollment
- Employment conditions for graduate students, including salary, considering not charging tuition after completion of non-research coursework, the duration of support over the years of a student's graduate career, and improved mentorship and professional development
- Assessing outcomes of graduate education
- Ways in which colleges can improve their involvement in graduate student admissions and in graduate student goals and strategies

Provost Clarke thanked Dr. Karen DePauw for her outstanding service and contributions to strengthening and leading the university's graduate education

programs and initiatives. The committee congratulated Dr. DePauw on her retirement and thanked her for her many years of service to the university and her advocacy for graduate students.

Provost Clarke introduced Dr. Daniel Sui as the vice president for research and innovation.

8. **Transdisciplinary Learning and Discovery.** X. J. Meng, University Distinguished Professor from the Virginia-Maryland College of Veterinary Medicine, reported on establishing a new center, the Center for Emerging, Zoonotic, and Arthropod-borne Pathogens, which will address many issues of relevance to the current pandemic along with basic immunological sciences. The new center has been supported by the Fralin Life Sciences Institute.

Matthew Hulver, Professor from the College of Agriculture and Life Sciences and Executive Director of the Fralin Life Sciences Institute (FLSI), described ways in which a large, well-funded and well-staffed institute can move life science research forward. Investments in research programs by the FLSI will be on large problems facing the nation and world. FLSI will provide experiential learning opportunities for undergraduates, professional opportunities for graduate students, and facilitate partnerships with the FLSI and relevant academic colleges. FLSI as an investment institute does not take overhead from grants, allowing colleges to use those funds to grow their research programs. The major focus is on environment and health interactions and major “wicked” problems.

Three goals for FLSI: (1) Paradigm-shifting science: the most critical issues facing society; (2) Next leaders: developing graduate students as the next generation of scientific leaders and provide education for undergraduates to pursue graduate training; and (3) Impacting communities: basic discovery and translational science to positively affect communities.

The committee discussed the exciting work represented in these efforts and the opportunities for seeking large impactful grants to address the top life sciences problems facing society.

9. **Agenda Items for March 2020 meeting.** The chair asked for topics for the committee’s agenda. Ideas include an update from University Libraries, discussion on the university’s involvement in economic development, updates on wellbeing and mental health of the university community including student athletes.
10. **Adjourn.** Having no further business, the committee adjourned at 11:55.

REPORT**Reappointments to Endowed Chairs, Professorships, or Fellowships (8)****March 22, 2021**

The president and executive vice president and provost have confirmed the reappointment of the following faculty to endowed chair, professorship, or fellowship appointments with a salary and/or operating supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

College of Engineering (7)

Doug Bowman	Frank Maher Professorship
Luke Lester	Roanoke Electric Steel Professorship
Chang Lu	Fred W. Bull Professorship in Chemical Engineering
Amy Pruden	W. Thomas Rice Professorship
Padma Rajagopalan	Robert E. Hord Jr. Professorship in Chemical Engineering
Danfeng (Daphne) Yao	Elizabeth and James E. Turner Jr. '56 Faculty Fellowship
Chenming (Mike) Zhang	Elizabeth and James E. Turner Jr. Faculty Fellowship

College of Science (1)

Cayelan Carey	Roger Moore and Mojdeh Khatam-Moore Faculty Fellowship
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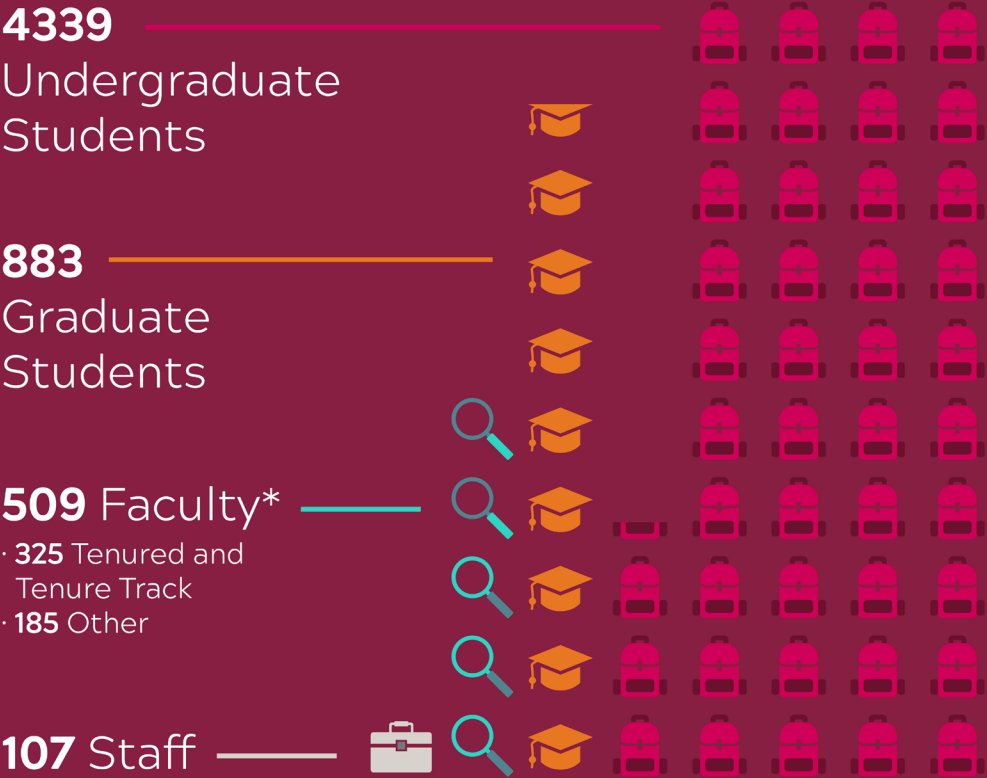
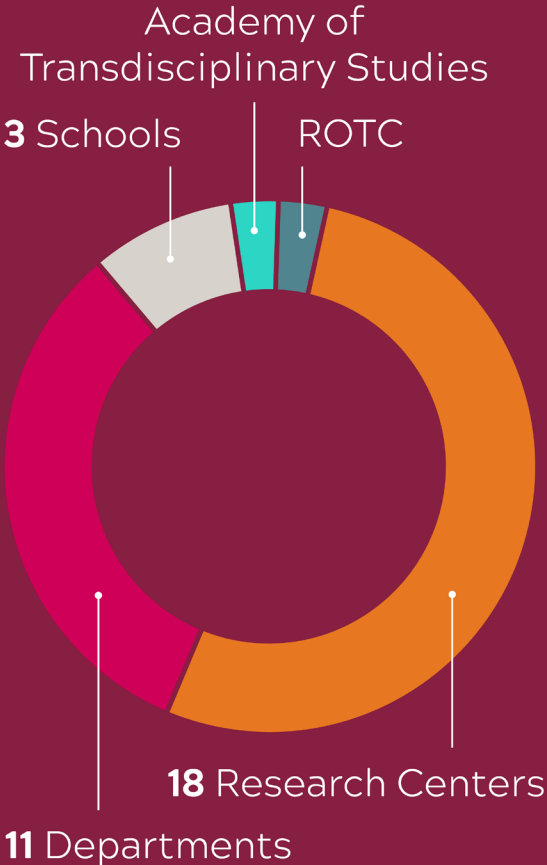
COLLEGE OF
LIBERAL ARTS AND
HUMAN SCIENCES
VIRGINIA TECH.

Laura Belmonte, Dean
Academic, Research, and Student Affairs Committee
Board of Visitors
March 22, 2021



MEET THE

COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES



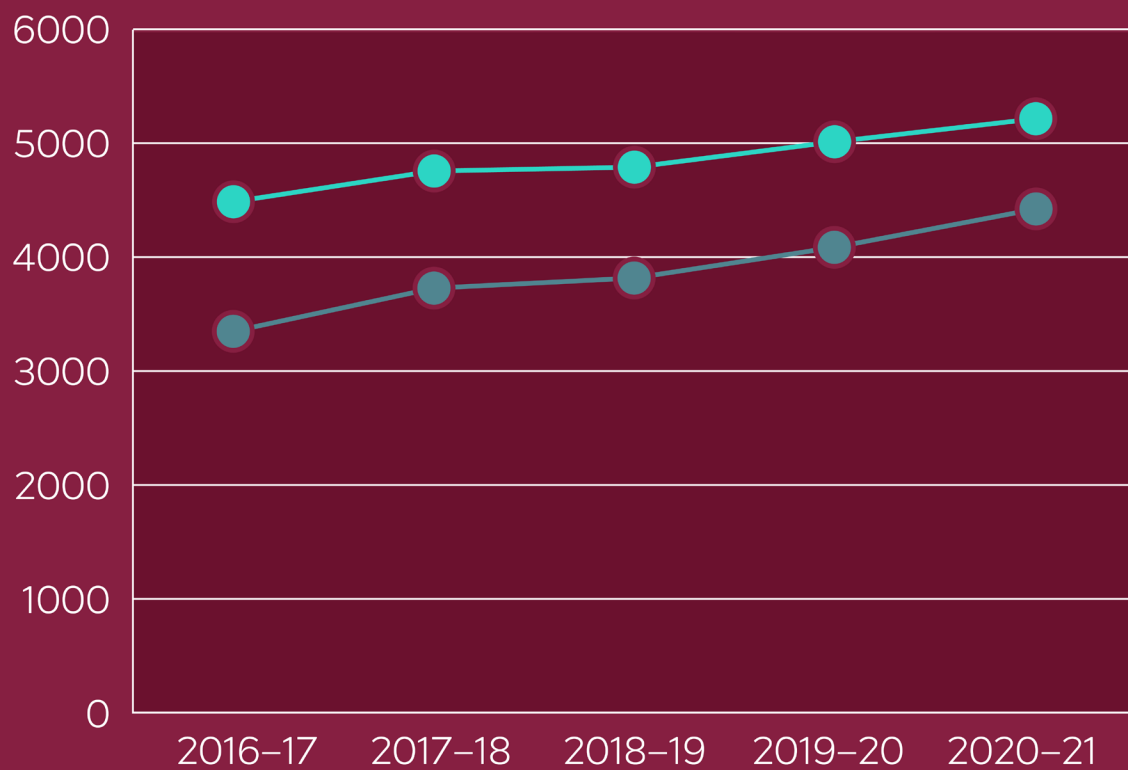


COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES

ENROLLMENT TRENDS



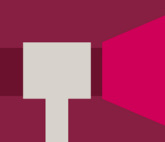
■ Undergraduate Enrollment ■ Total CLAHS Enrollment



Graduation Rate: 85%
National Rate: 62%*



Time to Degree
3.84 years



First Year Retention: 93%
National Retention: 78%**

*National Center for Education
Statistics **College Transitions

COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES

DIVERSITY, EQUITY, AND INCLUSION



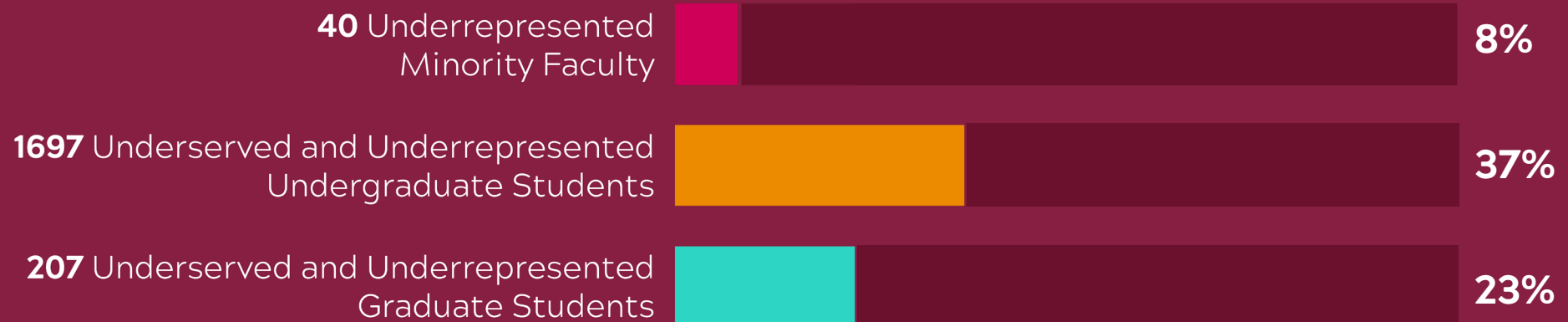
Juneteenth Faculty Scholars

Teach-Ins on Social Justice

Assistant Dean for Diversity, Equity, and Inclusion

Director of Transdisciplinary Initiatives

Faculty Fellow for Diversity, Equity, and Inclusion



COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES

NEW INITIATIVES

Academy of Transdisciplinary Studies
School of Communication
Russian Language Flagship

Center of European Union, Transatlantic, and Trans-European Space Studies
- *A Jean Monnet Center of Excellence*

Kellogg Center for Philosophy, Politics, and Economics

Food Studies Program and VT Libraries collaboration on the Food Timeline

Center for Refugee, Migrant, and Displacement Studies

Tech4Humanity Lab



COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES

RESEARCH PRODUCTIVITY

- ✓ External Funding
- ✓ National Fellowships
- ✓ Books
- ✓ Poems
- ✓ Plays

Musical Scores ✓

Films ✓

Performances ✓

Albums ✓

Journal Articles ✓

Conference Presentations ✓

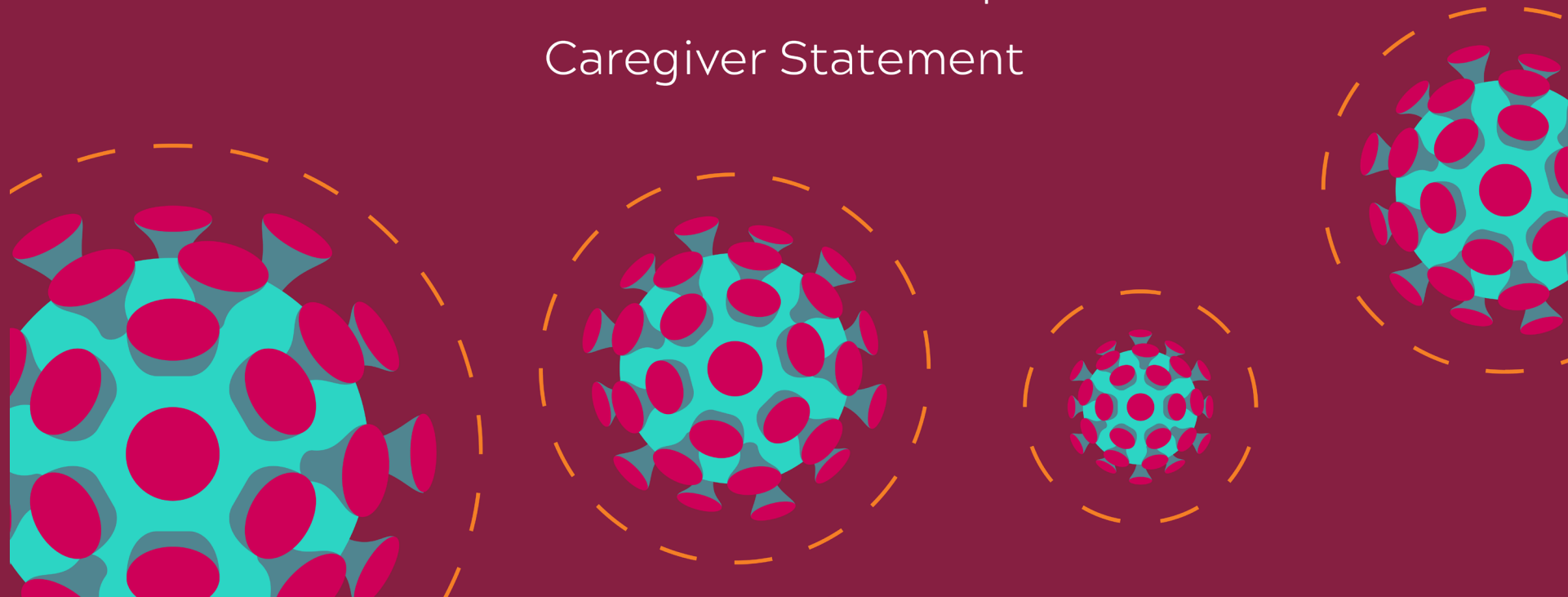
COLLEGE OF LIBERAL ARTS AND HUMAN SCIENCES

LEADING THE WAY DURING A PANDEMIC

COVID-19 in Context: Deans' Forum on the Pandemic

Child Development Center for Learning and
Research - Infant Care Expansion

Caregiver Statement





DISCUSSION



**LIBERAL ARTS AND
HUMAN SCIENCES**
VIRGINIA TECH™

Council of College Deans Update
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
March 22, 2021

Laura Belmonte, dean of the College of Liberal Arts and Human Sciences, serving as a liaison with the council of college deans will update the committee on behalf of the council.

Provost's Update
ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
March 22, 2021

Cyril Clarke, executive vice president and provost, will provide an update.



ExperienceVT

Integrating academic and student life for holistic student development, well-being, and success.

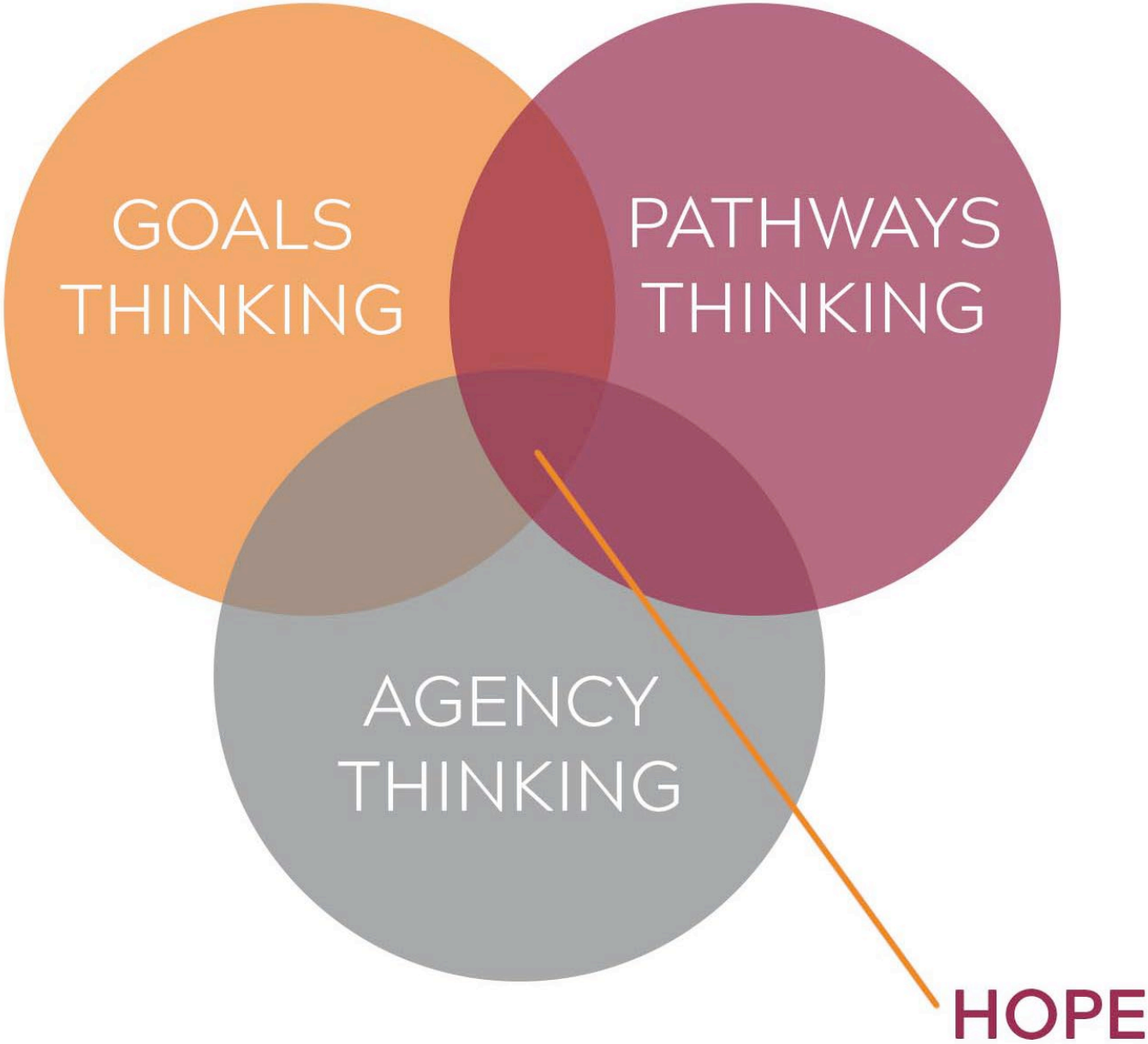
Frank Shushok, vice president, Student Affairs

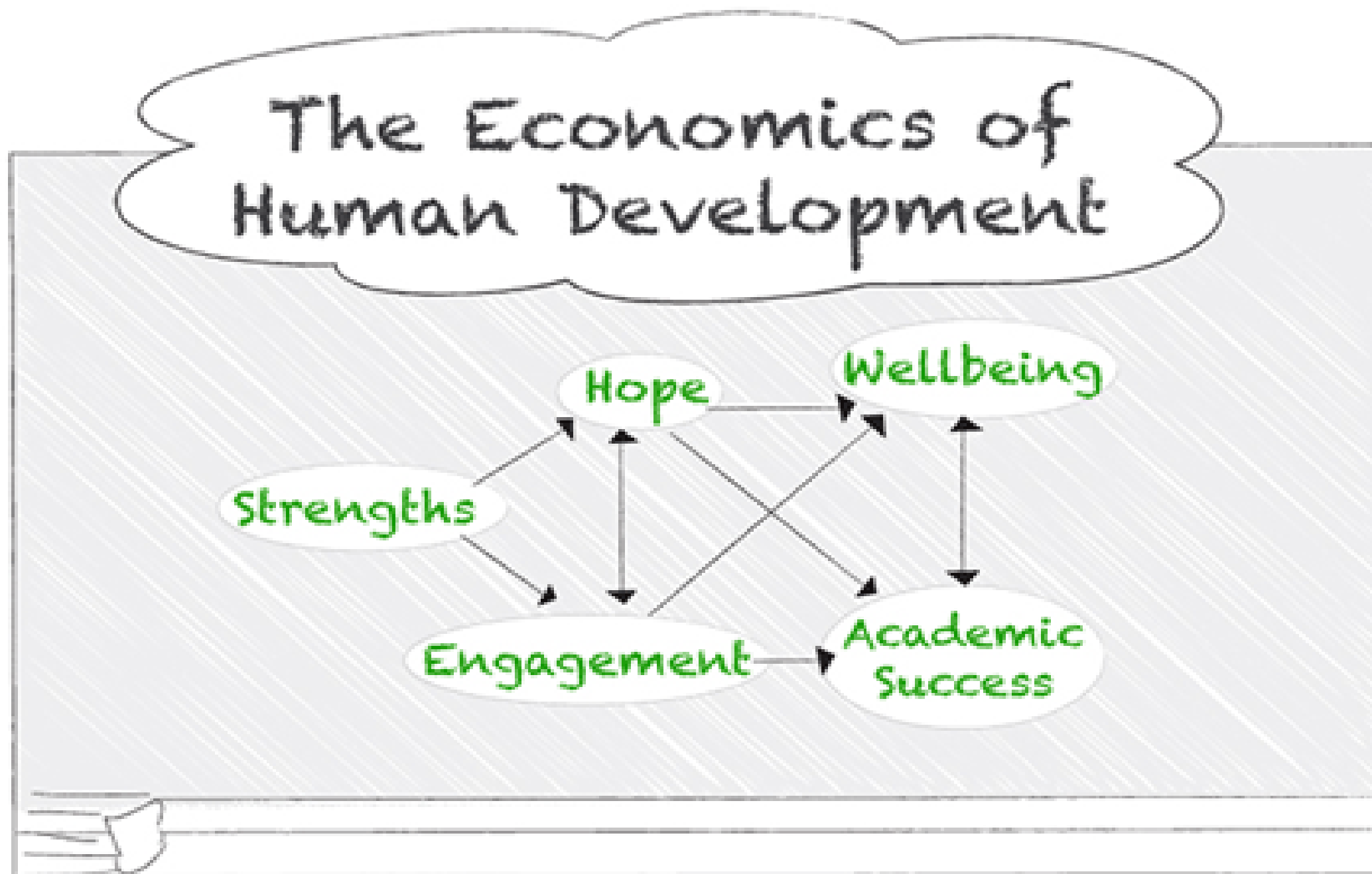
Thomas Miller, undergraduate student

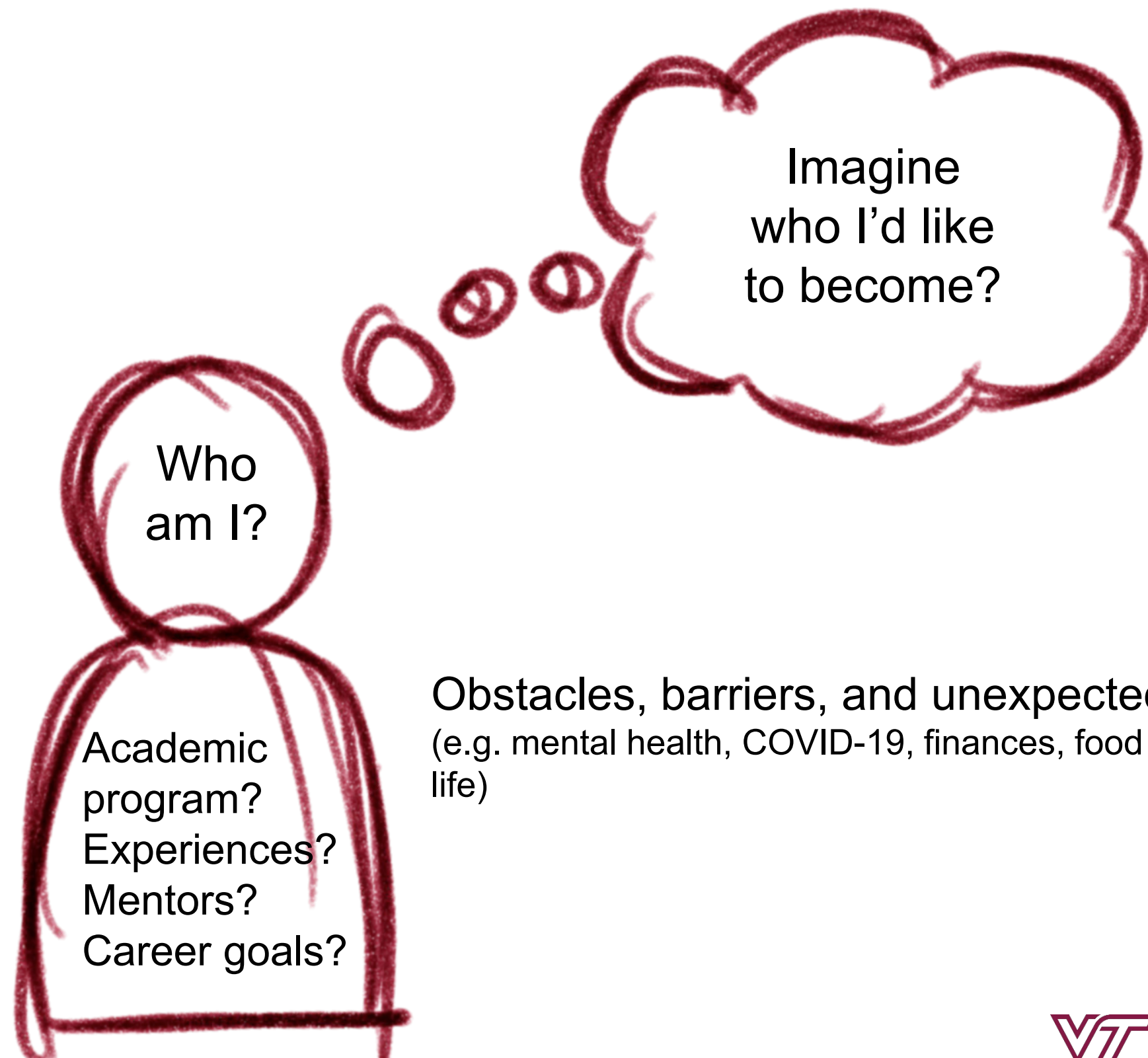
Ellie Sturgis, director, Cook Counseling Center

C.L. Bohannon, associate professor, Landscape Architecture; faculty principal, Leadership and Social Change Residential College

Virginia Tech Board of Visitors
Academic, Research, and Student Affairs Committee
March 22, 2021









MY EXPERIENCEVT DASHBOARD

This is your ExperienceVT dashboard. Use it to focus on key success factors - your strengths, goals, reflections, and [map](#).

By knowing who you are, why you're here, and where you're headed, you will ExperienceVT and thrive.



Welcome, TARAN CARDONE



Edit your profile

MY STRENGTHS: IDEATION | INTELLECTION | CONNECTEDNESS | MAXIMIZER | ACHIEVER

MY REFLECTIONS

Goal 1

Align my strengths with leading the Office for Learning Partnerships

Goal 2

Launch the ExperienceVT web app in Fall 2020!!

Goal 3

Equip colleagues and students to use the ExperienceVT web app in inspiring ways

What does ExperienceVT look like in the daily lives of students?

Thomas Miller, Senior studying Sociology, Undergraduate Fellow, Vice President for Student Affairs Office, and Chair, Student Life Council

Ellie Sturgis, director of the Cook Counseling Center

C.L. Bohannon, Faculty Principal, Leadership and Social Change Residential College, and associate professor of Landscape Architecture, director of the Community Engagement Lab



The Chair of the Academic, Research, and Student Affairs Committee will discuss possible agenda items for future meetings.

**The Chair of the Academic, Research, and Student
Affairs Committee will adjourn the committee
meeting.**