



2023-24 Annual Report

At the beginning of 2023, President Sands established two aspirations for the university: [Virginia Tech Global Distinction](#) and [Virginia Tech Advantage](#). Achieving global distinction requires attracting, hiring, developing, and retaining an accomplished, successful, world-class faculty. Faculty Affairs continues to play a pivotal role in helping faculty realize their potential: “*We support faculty success and empower faculty excellence.*”

This annual report summarizes our key accomplishments for last year as well as our goals for the coming year. To put them in context, Appendix A describes Faculty Affairs’ mission, staffing, and responsibilities and Appendix B provides a summary of the university’s faculty-related strategic goals and recent trends.

I. Key Accomplishments

Faculty Affairs supports faculty recruitment, advancement, and retention, including managing critical initiatives like work-life liaisons and the dual career program. We support faculty development with mentoring grants and writing programs, we manage the promotion and tenure process, and we help foster a culture of faculty recognition. Additionally, Faculty Affairs collaborates with colleges on faculty retention strategies, assists in conflict resolution, promotes diversity and inclusion, and participates in university governance processes. In this section, we summarize some of our key accomplishments in these areas.

Recruitment, Advancement, and Retention

- [Dual Career Program](#). Enrollment in the dual career program continues to climb to pre-pandemic levels with 82 partner candidates joining the program in the 2023-2024 year. Recruitment of new faculty remains the focus of the dual career program with 90% of dual career candidates participating as part of recruitment efforts and 10% joining as retention efforts. With Faculty Affairs taking full ownership of the dual career program, a new dual career manager (Susan Slate) was hired in April 2024.
- [Faculty Compensation](#). Results from the external compensation review were used to foster discussions with the colleges about adjustments to several individual faculty members whose salaries were identified as outliers. Those colleges took action to address those outliers, putting us in a strong position for any potential compensation audits in the future.
- [Faculty Merit Program and National Distinction](#). A state-authorized three percent merit program was implemented for faculty, effective June 10, 2024. VT did not carve out National Distinction from this pool of this process, which will instead be implemented in a separate process in fall of 2024. Faculty Affairs reviewed merit recommendations across all colleges and provided feedback to college leaders to assure equity and fairness in the process.
- [Promotion and Tenure](#). Faculty Affairs worked with the Office of Budget and Financial Planning and Academic Resource Management to increase the promotion raises for faculty (from \$3k, \$5k, and \$7k to \$5k, \$7k, and \$10k), effective for those promoted in the current promotion cycle. These increases will help VT remain competitive with peers and incentivize the advancement of faculty in those areas that support promotion.

For the 2023-24 promotion and tenure cycle, the University Promotion and Tenure Committee recommended 77 tenured and tenure-track faculty members for promotion: 48 candidates for promotion to associate professor with tenure; 27 candidates for promotion to professor; one for tenure at the currently held rank of associate professor; and one for tenure at currently held rank of professor. All recommendations were approved by the Board of Visitors at the June 2024 meeting.

Additionally, 52 non-tenure track faculty members were recommended for promotion and were also approved at the June 2024 BOV meeting. Promotion and Tenure Summary historical data for 2010-2024 can be found [here](#).

This past year, Faculty Affairs offered a new [workshop](#) to discuss the promotion and tenure changes for the upcoming 2024-2025 cycle (in addition to annual workshops for Promotion & Tenure Committees and for Promotion to Professor). This program complements the annual memo that provided an overview of the 2023-2024 outcomes along with the process changes and improvements for the upcoming year. Faculty Affairs also continues to organize a reception honoring these faculty to celebrate reaching this significant milestone in their careers.

- **Faculty Retention.** Provost’s Office funding for faculty retention, managed by Faculty Affairs, continues to be a critical tool for helping colleges retain key faculty. The table below shows the number of new retention actions by year (“Number of 1st Year Payouts”). New requests have remained lower than pre-pandemic rates, but the costs of the program are likely to increase with a steady increase in requests from the College of Engineering, where faculty are generally paid a higher salary than in other colleges (see *COE counts in table below*).

Year	2018-19 (FY19)	2019-20 (FY20)	2020-21 (FY21)	2021-22 (FY22)	2022-23 (FY23)	2023-24 (FY24)	2024-25 (FY25) To date
Number of 1st Year Payouts (new commitments)	11	37	17	8	24	17	11
Number of 2nd Year Payouts	0	2	36	17	7	22	17
Number of 3rd Year Payouts	0		2	35	15	6	22
Total Count of Payouts	11	39	55	60	46	45	50
Total \$ paid out for all commitments	\$45,426	\$181,455	\$292,370	\$326,969	\$330,995	\$326,050	\$358, 820
<i>Number of Payouts for COE</i>		5	10	17	18	21	25

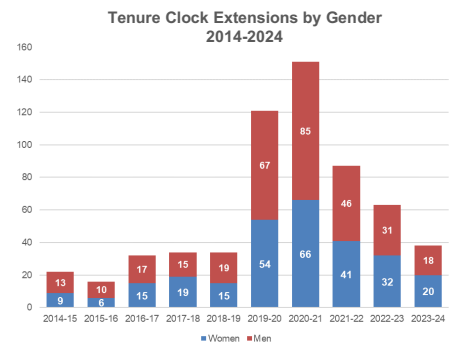
Professional Growth, Leadership Development, and Faculty Excellence

- [AdvanceVT Leadership Lunch Series.](#) Co-sponsored by the Women’s Center, this lunch series was initiated in the early 2000s to support and empower women in faculty roles. Over time, it has expanded to include all professional women at the university who are current or aspiring leaders. During the 2023-24 academic year, AdvanceVT hosted four leadership lunches featuring speakers such as Dr. Laura Belmonte, Dean of the College of Liberal Arts and Human Sciences; Dr. Aimée Surprenant, Dean of the Graduate School; Dr. Frances Keene, Vice President for Student Affairs; and Dr. Saonee Sarker, Dean of the Pamplin College of Business. Each event attracted approximately 125 in-person attendees from across campus and 20 remote participants via Zoom.
- [Faculty Fellows.](#) The Faculty Affairs Fellows engaged in a variety of initiatives in support of faculty success. Tracy Rutherford, department head and professor, Agricultural, Leadership, Communication, and Education, worked with Faculty Affairs to revise the dossier format for collegiate faculty. Trish Dove, University Distinguished Professor and C.P. Miles Professor of Science in the Department of Geosciences, continued efforts to increase VT faculty membership in the National Academies. Aki Ishida, associate professor, School of Architecture, engaged in program development to address mid-career faculty mentoring needs. Madeline Schreiber, associate department head and professor, Geosciences, created a mutual mentoring program for women faculty. Monique Dufour, collegiate associate professor, Department of History, expanded programming and support for faculty writers across the university.
- [Mentoring Grants.](#) Of 110 eligible faculty members, 65 (59%) received a New Faculty Mentoring Grant in 2023-24. As a matching program, Faculty Affairs provides \$750 per recipient (for a total of \$48,750), which was matched by the colleges, to provide \$1,500 to each faculty member. This is a lower participation rate than in past years; changes are being made to make the application process easier, and efforts will be made to communicate more effectively to eligible faculty in the coming year.

- [Writing Programs](#). Seven (7) Faculty Writing Retreats were held both in person and as hybrid programs, with a total of 207 participants across all retreats. Thirty-eight (38) faculty attended a writing retreat for the first time in 2023-24. Participants came from every college, with the largest number coming from CLAHS, followed by COS and COE. In addition, Faculty Affairs supported 14 [Faculty Writing Groups](#) with grants of \$2,000 each. The groups continued to reach a wide variety of faculty, with 6 new groups forming this year, as well as several groups who have continued their collaborative work.
- [Mentoring March](#). Faculty Affairs partnered with multiple units around the university including ORI, Undergraduate Education, CETL, and TLOS to bring a month of mentoring programs for faculty. This pilot program featured 10 events in the month of March, including workshops addressing professional mentoring skills needed to thrive in a university setting, and gaining skills on mentorship to help faculty and students advance their professional goals. More than 70 faculty participated from across the university. Feedback from this pilot suite of programs is being used to revise plans for 2024-25.
- [Mutual Mentoring Program and Grant](#). In collaboration with AdvanceVT, Faculty Affairs launched the Mutual Mentoring Program and Grant, aimed at empowering women faculty by fostering collaborative networks for the exchange of knowledge and experience. This initiative encourages women faculty to build strong professional networks within our academic community. Since its inception in Fall 2023, the program has engaged over 100 women through workshops and facilitated the formation of at least nine independent groups. AdvanceVT has awarded six grants to five groups, with one group achieving such success in the first year that they reapplied for the grant for the 2024-25 academic year.
- [New Department Head Orientation Program](#). A one-day orientation program for new department heads, led by other department heads and facilitated by Faculty Affairs, was held in fall of 2023. Seventeen new department heads attended that workshop. In January, a follow up session was held that focused on two specific areas (leave policies and managing conflict) which used case studies to offer more hands-on discussion and engagement. A similar program is planned for the 2024-25 academic year.
- [Promotion and Tenure Workshops](#). Faculty Affairs provides annual workshops to offer guidance and support for faculty members navigating the promotion and tenure process. This year, a new Promotion to Associate Professor with Tenure Workshop was added, complementing the existing Promotion to Professor Workshop and the Promotion and Tenure Committee Workshop. These workshops are designed to address the needs of faculty seeking promotion and/or tenure, as well as to provide guidance for those who serve on department or college promotion and tenure committees.
- [Support to Department Heads Council](#). Faculty Affairs provides staff support and advice to the Department Head Executive Committee (DHEC) and staff support at the monthly Department Head forums. In the spring of 2024, a special topics workshop was offered for department heads in advance of the faculty merit process to discuss strategies around compensation decision-making, with about 30 in attendance.
- [Academic Leaders Program](#). A working group was convened in 2023 to review and reconsider the structure of this program. A new program was designed to focus on aspiring leaders, called Leading in Place, and was rebranded as part of the Provost's Leadership Development Program to allow for other programs to be developed and added to that suite going forward. Sixty-five (65) academic faculty applied to anticipate in the Leading in Place program in 2024-25, and 23 cohort members were chosen. The cohort will meet monthly to engage in a variety of topics related to themes such as leadership, team building, and communication among others.

Academic Life, Job Satisfaction, Work-Life Balance, and Recognition

- Modified Duties Program.** Twenty-five (25) requests for modified duties support were approved for 2023-24, the majority of which were related to the birth or adoption of a child (17). There is a decline in requests for modified duties support compared to pre-pandemic, this may be related to reduced hiring in the last few years.
- Tenure Clock Extensions.** In 2023-24, 38 tenure clock extensions were granted, with just eight related to ongoing impacts from the pandemic. As expected, the number of requests has fallen back to pre-pandemic levels. Of note is that there was a slightly larger number of male faculty requesting extensions during the pandemic (on average 55% of requests were from men during the 2019-20 through 2021-22 academic years), while that proportion has decreased to be approximately even with requests from women faculty in recent years.
- Pre-tenure Pandemic Course Release Program.** As we seek to wind down this program, only one submission deadline was advertised in 2023-24 (for support to be provided in the 2024-25 academic year). Thirteen (13) requests for course relief were received and all were approved. In total, \$56,000 in funds were provided, with those funds matched by college funds. Approved requests came from five colleges, CLAHS (4), COS (4), PCOB (3), AAD (1), and COE (1). A final cycle of these grants will be solicited in 2024-25 (for funding in 2025-26), and then this program will sunset.
- Work-Life Liaisons.** This is a highly impactful recruitment-focused program, especially for women faculty and URM faculty. Work-life liaisons conducted more than 275 meetings last year. The group also heard from and met with campus colleagues to get updates on and discuss a variety of topics include childcare initiatives, results from the COACHE survey, dual career, and the results from a Work-Life study conducted by faculty in the department of Psychology in partnership with Faculty Affairs.
- Dependent Care Travel Grant Program.** The primary objective of the dependent care travel grant program is to reduce the barriers to caregivers for professionally related travel. This pilot program was continued in 2023-24 by COS and CLAHS, which identified private sources of funds for the program so that eligible faculty may receive as much as \$1,000 per academic year towards dependent care-related expenses while attending professional academic events away from home. Plans for the centralized program will be developed in coordination with the colleges in 2024-25.
- Faculty Awards and Recognition.** Toward the institutional priority of advancing external faculty awards and recognition, Faculty Affairs continue to engage in facilitating cross-unit awards efforts. The appointment of University Distinguished Professor Trish Dove as a Faculty Affairs' Faculty Fellow focused on the pursuit of National Academy membership for highly accomplished Virginia Tech faculty. The recent appointment of two [new members to the National Academy of Sciences](#) suggests this approach is proving successful. The revision of the Alumni Awards program to create opportunities to recognize faculty research and creative scholarship across the career trajectory. This awards program redesign, now known as the [Lutz Awards](#), led to extramural funding to support four \$10,000 awards for eminent scholars across strategic disciplinary categories.
- New Faculty Welcome.** The New Faculty Welcome provides important “start-up” information for new faculty, networking opportunities, and interaction with college leadership. This past year's event was held on August 18th and included afternoon teaching and research workshops, followed by a reception. More than 220 faculty members participated in the 2023 program.
- Pop-up Faculty Club.** The Pop-up Faculty Club (PFC) launched in December 2023, with the first event taking place at the newly-opened Data & Decision Sciences Building. A second Pop-Up was held at the Moss Arts Center in February 2024, and a third was held for newly hired faculty at the



Alexander Black House in April of 2024. The events were open to all academic faculty and were attended by a total of over 300 faculty from every college, with the majority coming from CLAHS, COS, COE and CALS. Funding to support these programs was provided through partnerships with the colleges, with honorary “hosts” designated for each event. In the fall of 2024, the first Pop-Up will be hosted by the college deans.

- [Welcome Reception for New Women Colleagues](#). In its 19th year, the annual Welcome Reception for New Women Colleagues tradition is an informal opportunity for women faculty, staff, and graduate students at VT to gather as a community, welcome new folks, begin forging networks, and share information and resources. It is hosted by AdvanceVT, the Women’s Center, the Women’s and Gender Studies program, the Graduate School, the VT Women’s Caucus, and VT Women Connect. Attendees hear a brief introduction of the sponsors’ programs, welcome new women colleagues to the university, and spend time networking and recognizing the accomplishments of women across all Virginia Tech campuses. The 2023 reception welcomed over 150 registrants.
- [Women’s Center](#). The Women’s Center has rolled out new mission and vision statements, with advocacy and support services are now known as the [CARES Program](#) (Campus Advocacy, Resources and Education for Survivors). CARES Program staff provided advocacy and support services using a hybrid model to more than 160 students, faculty and staff who were impacted by sexual violence. A CARES advocate holds office hours on the Roanoke Campus to increase access and engagement for VTSCOM, and all CARES Program staff continue to engage in work related to the development of the [Sexual Violence and Prevention Initiative](#).

The center continued to support faculty, staff, and students who are caregivers, as this role often disproportionately impacts women, by: serving as a resource for employees with family caregiving responsibilities; serving on the advisory board for Early Childhood Education Initiatives; serving on the advisory board for Engagement Center for Creative Aging (ECCA); maintaining the Working Parent listserv of 300+ VT Parents; and coordinating Kids Night Out, Little Hokie Hand me Down, and the AWARE program.

Governance and Senior Administration

- [University Governance](#). Faculty Affairs supported the [Commission for Faculty Affairs](#) and was engaged with [Faculty Senate](#), the [Department Heads Executive Council and Forum](#), and the Council of College Deans.
- [Board of Visitors Support](#). Faculty Affairs supported the Academic, Research, and Student Affairs (ARSA) Committee and contributed to agenda preparation for other BOV committees. This work included: quarterly, annual, and off-cycle review, approval, and preparation of faculty personnel actions for ARSA (and, as appropriate, the FRM committee), closed and open session ARSA agenda assembly, writing resolutions, and coordinating presentations.
- [Provost’s Office Human Resources Support](#). The HR Division Director (S. Leftwich) and HR Coordinator (L. Farrier) either created or assisted in processing and approving more than 160 pay transactions (P14s, P3As, Awards, etc.) and, via PageUp, more than 200 position transactions were created (new job descriptions, updates for current job descriptions, or recruited and approved new job searches) for the Provost Office.

The HR office works closely to support all the provost office units with daily questions, a large number of employee relations issues, performance planning and evaluation programming, and various HR initiatives such as Job Architecture and Fair Labor Standards Act. The office conducts monthly training and development meetings for ‘Provost Office HR practitioners’ in those units that have some form of HR support within their divisions. This is to better assist with their questions and preparation for upcoming HR planning.

The HR office conducted an unsuccessful HR Generalist search the Spring, after reviewing the candidate pool three times. A planned search is underway for an HR Manager for the Provost division due to launch in October.

- [Dual Career](#). A restructuring of the dual career program brought it over entirely to Faculty Affairs (it was formerly a partnership between FA and Human Resources). (A planned structure with the dual career counselor remaining in HR and supporting dual career for A/P faculty was discussed, but ultimately HR decided to end their dual career counselor position.) Faculty Affairs will monitor the dual career program and consider replacing the dual career counselor role, or some version of it, with Faculty Affairs resources if necessary. Additionally, a competitive search is ongoing to hire a HR generalist to support the HR functions of the Provost Office.
- [Senior Recruiting and Administration](#). Faculty Affairs supported the successful hiring of the new Dean of College of Agriculture and Life Sciences and the new Commandant of the Corps of Cadets. Faculty Affairs has reviewed the process for conducting periodic reviews to provide more formative feedback to senior administrators. Reviews will be conducted again beginning in the spring of 2025.

II. Plans and Goals for the Coming Year

Faculty Affairs is continuing our strategic planning effort to fully define our plans and goals for the coming year as well as into the future. Faculty Affairs' goals will be designed to support the university's [strategic plan](#) and the Provost's Office [goals and priorities for the academic enterprise](#).

- **Strategic Plan-related Goals for 2024-25.** In advance of finalizing the Faculty Affairs strategic plan, the office already has established the following Faculty Affairs goals. These are organized around their support of the university's strategic priorities and the Provost's Office crosscutting goals. They all support Virginia Tech's goal to become a top 100 global land grant university.
 - [Strategic Priority](#): *Advance Regional, National, and Global Impact.*
 - [Crosscutting Goals](#): *(1) Elevate faculty productivity and impact of scholarship, (2) Secure more extramural funding in support of research, and (3) Implement plans for developing faculty to achieve national distinction.*
 - Establishing a centralized faculty award function within Faculty Affairs is critical to advancing Virginia Tech's global distinction aspirations. To achieve this, the following actions are needed:
 - > Transition the ICTAS Faculty Recognition Specialist into Faculty Affairs, and
 - > Hire an Administrative and Project Assistant to work jointly with Faculty Affairs and the Provost's Executive Assistant.
 - On behalf of faculty, continue to advocate for policies and procedures that do not constrain faculty in their external engagement opportunities, or that require faculty to have to deal with unnecessary and unproductive bureaucratic processes.
 - In coordination with ORI, the Office of Inclusion and Diversity (OID), and the colleges, continue to create and execute programs that recognize and celebrate faculty excellence.
 - Continue to define and execute support programs for mid-career faculty that attend to both professional development and intellectual community-building, such as high visibility President's and/or Provost's seminar series, various mentoring programs, and public intellectual/public-facing scholarship program(s).
 - Complete the revision process for departmental/college P&T expectations documents.

[Strategic Priority](#): *Elevate the Ut Prosim Difference.*

[Crosscutting Goal](#): *Continue to increase representational diversity of faculty and staff.*

- In collaboration with OID, college diversity officers, faculty caucuses and identity groups, and senior leadership across campus, continue to advance and enhance the diversity of Virginia Tech's faculty, including implementing programs to help improve URM faculty retention, and working to create an inclusive campus environment for all faculty.

- Monitor trends to help assess faculty recruiting and retention effectiveness, both overall and by various identity groups.
- Pursue external partnerships that allow building a rich network for recruiting diverse faculty members (e.g., ACC universities, APLU partners).

Strategic Priority: Be A Destination For Talent.

Crosscutting Goal: Foster an environment in which all individuals can thrive.

- Collaborate with OEA to develop and implement programming in support of NASEM Action Collaborative Sexual Harassment Education and Prevention. Membership in this collaborative allows Virginia Tech to engage with peers and access resources in support of fostering a culture of respect.
- Continue all current programs that support faculty recruiting, development, advancement, and retention previously described in Section I.
- Implement in-person faculty exit surveys, conducted by a subset of work-life liaisons, to better understand and characterize the reasons faculty leave Virginia Tech. Once sufficient data is collected, create, and implement mitigation measures to minimize the loss.
- Use the results from the faculty work-life study (conducted by two Department of Psychology faculty on behalf of Faculty Affairs), to determine gaps in current programs, and propose new programs to close the gaps.
- Plan for a final call for proposals for the [Pre-tenure Pandemic Course Release Program](#) to sunset it after the 2024-25 submission cycle (for funding in 2025-26).
- Work with colleges to develop a centralized model for administering the Dependent Care Travel Grant program centrally.
- Continue collaborating with OID and HR to create and provide recruiting guidance for departments, including DEI best practices, to improve processes.
- In coordination with the Faculty Senate, assess and revamp the faculty reconciliation process and other efforts associated with faculty concerns and grievances.
- Continue to investigate and address major barriers for faculty recruiting faculty and satisfaction, including childcare and caregiving initiatives, affordable housing, spousal/partner employment, K-12 excellence, research infrastructure and facilities, and local healthcare availability.
- **Other Faculty Affairs Goals for 2024-25.** The following goals indirectly support the university's strategic priorities by advancing university governance and Faculty Affairs engagement and performance.
 - Complete Faculty Affairs strategic plan and then develop proposed future structure and resource needs for the Faculty Affairs office.
 - Launch Faculty Handbook review process including identifying revisions; determine and implement university-level handbook administration and management plan.
 - Hire a senior HR generalist or HR manager to support the division director; hire a new administrative assistant in support of the Provost's executive assistant.
 - Hire a new associate vice provost for faculty affairs to succeed E. Plummer.
 - Continue to expand communications from Faculty Affairs to various constituencies across campus.
 - Implement system within Faculty Affairs to set and assess individual annual goals and achievements.

Appendix A: About Faculty Affairs

Achieving Virginia Tech’s Global Distinction aspirations requires an accomplished, successful, world-class faculty. Faculty Affairs plays a pivotal role in helping faculty realize their potential: “*We support faculty success and empower faculty excellence.*”

Mission, Vision, and Core Values. Faculty Affairs’ vision, mission, and core values are:

- *Vision:* The faculty at Virginia Tech is a community of thriving world-class scholars.
- *Mission:* We cultivate a university environment and culture that promotes the excellence, professional success, and personal well-being of Virginia Tech faculty.
- *Core Values:* We are supportive, proactive, and collaborative. We empower excellence, support success, embrace individuality, and we advocate for faculty.

Personnel. In 2023-24, Faculty Affairs consisted of 12.7 employees:

- 6 full-time A/P personnel: R. Fricker, R. Gabriele, C. Hutchison, B. Lockee, L. Stevens (with a 50% appointment supporting of the ACC Provosts), and E. Plummer.
- 4 full-time staff: A. Craft, L. Farrier, J. Taylor, and S. Thompto.
- 2 part-time employees: K. Eriksson (20%, emeritus faculty) and C. Piché (50%).
- 2 part-time (50%) A/P personnel with primary appointments in other units: B. Greenwald, AIE; S. Leftwich, HR division director.
- 1 graduate assistant: E. Kim.

In 2023-24, Sara Leftwich was named permanent HRDD for the Provost Office, a new program assistant, Sara Thompto, was hired to help us expand our support for faculty, and we launched the search for a new dual career manager after reconfiguring the dual career program to be housed solely in Faculty Affairs (and Susan Slate was subsequently hired in April 2024). Looking ahead, Faculty Affairs has had retirements and new hires that will reshape and further strengthen the strategic goals of the unit.

Roles and Responsibilities. Faculty Affairs at Virginia Tech, on behalf of and in support of the Provost, is engaged in a wide range of activities and has substantial responsibilities related to the university's faculty and academic mission. The list below briefly describes some of our responsibilities.

1. **Faculty Recruiting.** Faculty Affairs supports our academic units in their recruitment and selection of new faculty members. In conjunction with HR, Faculty Affairs is responsible for managing the policies and operational procedures to facilitate successful faculty recruiting. Faculty Affairs also manages critical programs in support of successful hiring, including the work-life liaisons program and the dual career program.
2. **Faculty Development.** Faculty Affairs supports the professional growth and career development of faculty members, including providing resources and professional development opportunities. Key programs managed by Faculty Affairs include new faculty mentoring grants, writing retreats, guidance for the peer evaluation of teaching, and mid-career mentoring initiatives. Faculty Affairs also offers several programs to assist faculty with work-life balance, including the modified duties program, tenure clock extensions, and the dependent care travel grant program.
3. **Promotion and Tenure.** Faculty affairs plays a central role in the promotion and tenure (P&T) process. This includes managing the administrative policies, including the Provost’s guidance and the various dossier templates and forms, and supporting the University

Promotion and Tenure Committee. In addition to P&T for current faculty members, Faculty Affairs also manages the process for approving the award of tenure to newly hired faculty.

4. Faculty Recognition. Faculty Affairs supports the establishment of a culture at Virginia Tech that promotes the recognition of faculty. For example, in conjunction with the Office of Research and Innovation, Faculty Affairs is establishing a Virginia Tech Awards Office to promote the external visibility of faculty. Faculty Affairs also oversees the evaluation of faculty members by academic units, including reviewing annual merit recommendations to the Provost by senior leaders.
5. Faculty Retention. Faculty Affairs works closely with college deans and department heads to retain faculty in the challenging employment marketplace of higher education. This includes helping to ensure that Virginia Tech is competitive in terms of faculty compensation and benefits, has a reputation and programs that attract new faculty, has a compelling and appealing environment which retains current faculty, and has the resources to counter offers from other institutions.
6. Senior Leader Recruiting, Development, and Evaluation. Faculty Affairs supports the Provost in senior searches and represents the Provost in reviewing and supporting the hiring and appointment of direct reports to academic senior leaders. Faculty Affairs also manages the periodic review process for the Provost's direct reports and supports a variety of senior leader development opportunities.
7. Conflict Resolution. In consultation and coordination with college and department leaders and the Faculty Senate, Faculty Affairs assists in resolving disputes or conflicts among faculty members or between faculty and the administration. In this process, Faculty Affairs works closely with academic leaders, university counsel, the Office of Equity and Accessibility, the Ombudsman, and HR, as well as Faculty Senate leadership and individual faculty members, to appropriately resolve a variety of issues.
8. Diversity and Inclusion. Faculty Affairs works with the Office of Inclusion and Diversity, college diversity officers, faculty caucuses and identity groups, and senior leadership across campus to advance and enhance the diversity of Virginia Tech's faculty. This includes promoting effective recruiting practices as well as helping to create an inclusive and welcoming campus environment for all faculty. Faculty Affairs also monitors trends to help assess our faculty recruiting and retention effectiveness.
9. University Governance. In support of the Provost, Faculty Affairs works with the Board of Visitors, and particularly the Academic, Research, and Student Affairs (ARSA) Committee, to manage faculty personnel processes and approvals by the Board. Faculty Affairs also works closely with the Faculty Senate, the Commission on Faculty Affairs, the Department Head Executive Council, and the Council of College Deans on all manner of internal governance issues. Faculty Affairs manages the Faculty Handbook. And, in conjunction with senior leadership, university counsel and HR, Faculty Affairs helps ensure that the university complies with relevant laws, regulations, and other standards pertaining to faculty employment.

Appendix B: Faculty-related Strategic Goals and Associated Trends

The Virginia Tech strategic plan has multiple faculty-related goals that fall under three of the four university strategic priorities. To put Faculty Affairs' annual report in perspective, particularly our plans and goals for the coming year, Virginia Tech's performance over the past five years as shown in the University Data Commons (UDC) is presented here.

Strategic Priority: Advance Regional, National, and Global Impact							<i>Percentile change since FY19</i>
<i>Faculty</i>	<i>2028 Goal</i>	<i>FY19</i>	<i>FY20</i>	<i>FY21</i>	<i>FY22</i>	<i>FY23</i>	
Extramural Expenditures (\$M)	\$410M/yr	\$320M	\$325M	\$321M	\$366M	\$419	+30.9
Awards (number)	400/yr avg	**	**	332	361	TBD	n/a
Publications (number)	4.5K/yr avg	**	**	3,562	3,600	TBD	n/a
Citations (number)	45K/yr avg	**	**	34,691	37,175	TBD	n/a

** Not shown in UDC

Discussion. Per the UDC, substantial progress has been made in extramural funding, but there are only two years of information on the other measures and so it is premature to assess trends against these goals.

Strategic Priority: Elevate the Ut Prosim Difference							<i>Pct point change since FY19</i>
<i>Faculty</i>	<i>Goal</i>	<i>FY19</i>	<i>FY20</i>	<i>FY21</i>	<i>FY22</i>	<i>FY23</i>	
URM							
• Percent of all faculty	12% by 2028	8.1	8.5	8.4	8.6	8.7	+0.6
• Percent of new hires	no goal	12.3	9.7	11.7	10.8	9.2	
Female							
• Percent of all faculty	40% by 2028	37.1	37.6	37.9	37.4	38.2	+1.1
• Percent of new hires	no goal	42.3	46.9	44.4	44.4	45.6	

Discussion. Per the UDC, modest progress is being made towards increasing faculty diversity, but we are not on track to meet our 2028 URM goal. To achieve it would require roughly a 0.5 percent increase in the percentage of new URM faculty year-over-year for the next six years. We are on track for achieving the female faculty goal.

Strategic Priority: Be a Destination for Talent					<i>Pct point change since AY17-18</i>
<i>Faculty</i>	<i>AY17-18</i>	<i>AY20-21</i>	<i>AY21-22</i>	<i>AY22-23</i>	
Salaries (pct of peer median)	95.5	94.2	95.7	96.6	+1.1
Satisfaction with career advancement (percent)	52.5	--	71.1	--	+18.6
Satisfaction with work-life balance (percent)	65.8	--	67.9	--	+2.1

Discussion. Per the UDC, modest progress is being made towards increasing faculty salaries to the median of our university peer group. For T&R faculty, satisfaction with career advancement was up markedly from AY17-18 to AY21-22 and modestly for work-life balance.