

2024-25 Annual Report

Faculty Affairs is guided by a clear mission and bold vision: to support faculty success and empower faculty excellence in all its forms. We believe that faculty are the heart of the university—scholars, teachers, mentors, and leaders whose contributions shape not only the institution’s academic distinction but also its global impact.

Faculty Affairs’ commitment is to create an environment where faculty of every rank, discipline, and background can thrive, advance their scholarship, and inspire our students. In doing so, we uphold Virginia Tech’s aspirations to be a destination for talent, a catalyst for discovery, and a community defined by the spirit of Ut Prosim—that I may serve.

This annual report summarizes our key accomplishments for last year as well as our goals for the coming year. For additional information, please see Appendix A which describes Faculty Affairs’ mission, staffing, and responsibilities.

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 recruitment and retention strategies, assists in conflict resolution, promotes community building and the development of department and college culture, and participates in university governance processes. In this section, we summarize some of our key accomplishments in these areas.

Faculty Recruitment, Advancement, and Retention

- [Faculty Merit Program and National Distinction](#). Faculty Affairs worked closely with Human Resources and the colleges to implement a state-authorized three percent merit program was implemented for faculty, effective June 10, 2024; Faculty Affairs reviewed merit recommendations across all colleges and provided feedback to college leaders to assure equity and fairness in the process. In addition, Faculty Affairs took the lead on the development and successful implementation of a National Distinction pool in fall of 2024.
- [Promotion and Tenure](#). The University Promotion and Tenure Committee recommended 105 tenured and tenure-track faculty members for promotion: 50 candidates for promotion to associate professor with tenure; 49 candidates for promotion to professor; five for tenure at the currently held rank of associate professor; and one for tenure at currently held rank of professor. All but one of the recommendations were approved by the Board of Visitors at the June 2025 meeting. Additionally, 85 non-tenure track faculty members were recommended for promotion and/or continued appointment and were also approved at the June 2025 BOV meeting. Promotion and Tenure Summary historical data for 2010-2025 can be found [here](#). Faculty Affairs 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, and hiring is expected to decrease in the near future with budget uncertainty, though individual retention costs may be higher with a larger portion of actions coming from the College of Engineering, where faculty are generally paid a higher salary than in other colleges (see “Number of Payouts for COE” in table below).

Year	2019-20 (FY20)	2020-21 (FY21)	2021-22 (FY22)	2022-23 (FY23)	2023-24 (FY24)	2024-25 (FY25)	2025-26 (FY26) To date
Number of 1st Year Payouts (new commitments)	37	17	8	24	17	18	7
Number of 2nd Year Payouts	2	36	17	7	22	17	18
Number of 3rd Year Payouts		2	35	15	6	21	17
Total Count of Payouts	39	55	60	46	45	56	42
Total \$ paid out for all commitments	\$181,455	\$292,370	\$326,969	\$330,995	\$326,050	\$412,473	\$299,028
Number of Payouts for COE	5	10	17	18	21	29	23

- [Dual Career Program](#). The Dual Career Program continues to be one of Faculty Affairs’ most effective tools in recruiting and retaining top faculty talent by supporting the professional aspirations of their spouses and partners. In 2024–25, the program once again demonstrated its value by working closely with colleges, departments, and local employers to identify opportunities that align with the skills and career trajectories of dual career candidates. Through personalized guidance, networking, and advocacy, the program successfully placed numerous spouses and partners in positions both within Virginia Tech and in the surrounding community.
- [Faculty Compensation](#). A University Data Commons (UDC) dashboard containing comparison data across all CIP codes was further enhanced with the assistance of A&IE using the results from the Oklahoma State Salary Survey. This dashboard is available to deans and Human Resources Division Directors to use is high level analysis of faculty salaries.

Professional Growth, Leadership Development, and Faculty Excellence

- [New Faculty Mentoring Grants](#). Of 99 eligible faculty members, 66 (67%) received a New Faculty Mentoring Grant in 2024-25. As a matching program, Faculty Affairs provides \$750 per recipient (for a total of \$49,500), which was matched by the colleges, to provide \$1,500 to each faculty member. This is 8% more than last year’s participation and efforts are being made to streamline the process and communicate more to eligible faculty in the coming year.
- [Writing Programs](#). Six Faculty Writing Retreats were held both in person and as hybrid programs, with a total of 176 participants across all retreats. Twenty-five faculty attended a writing retreat for the first time in 2024-25. Participants came from every college, with the largest number coming from CLAHS, followed by COS and COE. In addition, Faculty Affairs supported 13 [Faculty Writing Groups](#) with grants of \$2,000 each. The groups continued to reach a wide variety of faculty, with three new groups forming this year, as well as several groups who have continued their collaborative work.
- [Faculty Mentoring Forum](#). Faculty Affairs hosted the inaugural Faculty Mentoring Forum, a day-long conference focused on issues related to mentoring and mentorship development. The meeting featured two keynote speakers and concurrent sessions led by faculty and administrators from across the institution. Over 100 faculty, postdocs, and graduate students participated in this professional development opportunity. Feedback from this event is being used to revise plans for the 2026 Faculty Mentoring Forum.
- [New Department Head Orientation Program](#). Faculty Affairs again offered a one-day orientation program for new department heads, with presentations and session led by other department heads and campus partners. The event was held in fall of 2024, and nine new department heads

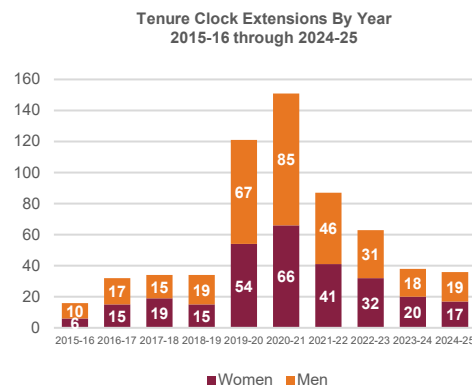
attended. In the spring of 2025, two additional workshops were offered to new and current department heads on leading in uncertainty and conflict resolution. A similar program is planned for the 2025-26 academic year.

- [Promotion and Tenure Workshops](#). Faculty Affairs provides annual workshops to offer guidance and support for faculty members navigating the promotion and tenure process. These include the Promotion to Associate Professor with Tenure Workshop, the 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. Faculty Affairs also hosted a P&T Changes Workshop that provided an overview of updates to the promotion and tenure process for the next promotion cycle. That workshop complimented the annual memo that provided an overview of the 2024-2025 outcomes along with the process changes and improvements for academic year 2026.
- [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 2025, two professional development workshops, Communicating Under Pressure and Practicing Resilient Leadership, were offered. Facilitated by Academic Impressions, these workshops were designed for department heads as they navigate their roles in a rapidly changing environment of higher education.
- [Provost's Leadership Development Program](#). A cohort of 23 faculty participated in the first Leading in Place program through academic year 2024-25. The group met monthly, and sessions included a mix of education and application on a variety of topics related to themes such as leadership, team building, communication, etc. Feedback was positive, and the program will continue in 2025-26. In addition, a New Department Heads Orientation program was conducted in fall 2024 and planning began for a new Faculty Senate senators orientation program.
- [AdvanceVT Leadership Lunch Series](#). Co-sponsored by the Women's Center, 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 2024-25 academic year, AdvanceVT hosted three leadership lunches featuring a panel of leaders from VT's various women's campus resources; Amy Stoakley Sebring, Executive Vice President and Chief Operating Officer; and a panel of women department heads. Each event attracted approximately 125 in-person attendees from across campus and 20 remote participants via Zoom. The series has been paused for the 2025 academic year to ensure compliance with recent directives.
- [Faculty Fellows](#). The Faculty Affairs Fellows engaged in a variety of initiatives in support of faculty success. Among other Fellows, 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. Madeline Schreiber, associate department head and professor, Geosciences, continued work on the mutual mentoring grant program.

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

- [Modified Duties Program](#). Twenty-six requests for modified duties support were approved for 2024-25, the majority of which were related to the birth or adoption of a child (23). The number of 2024-25 requests are consistent with the average pre-pandemic (25).

- [Tenure Clock Extensions](#). In 2024-25, 36 tenure clock extensions were granted. Most requests were related to the birth or adoption of a child (19), but there were several requests related to personal and professional challenges, and 9 requests were related to ongoing impacts from the pandemic.



- [Pre-tenure Pandemic Course Release Program](#). Fourteen requests were approved in the last cycle of this program. In total, \$68,250 in funds were provided, with those funds matched by college funds. Approved requests came from five colleges, AAD (1), CALS (1), CLAHS (2), COE (5), COS (3), and PCOB (2). This program has now been retired.
- [Work-Life Liaisons](#). This is a highly impactful recruitment-focused program, providing a distinct recruiting advantage to Virginia Tech over its peers. Work-Life liaisons conducted more than 210 meetings last year. The group heard from campus colleagues to get updates on and discuss a variety of topics including childcare initiatives and the dual career program and also met with local medical professionals to hear about medical access concerns in the greater region.
- [Dependent Care Travel Grant Program](#). Plans for centralization of this program, which seeks to reduce the barriers to caregivers for professionally related travel occurred during 2024-25. Colleges were asked to provide private funding to a central pool, with plans for Faculty Affairs to administer the program centrally to remove the administrative burden from the colleges. The centralized program launched in fall of 2025.
- [Faculty Awards and Recognition](#). Toward the institutional priority of advancing external faculty awards and recognition, Faculty Affairs continues to engage in facilitating cross-unit awards efforts. Within the Commonwealth, support for faculty nominations processes led to successful outcomes for the 2025 SCHEV Outstanding Faculty Award program (see [here](#) for example) and [seven Virginia Tech faculty inducted](#) into the Virginia Academy of Science, Engineering, and Math.
- [New Faculty Welcome](#). New Faculty Welcome provides important “start-up” information for new faculty, networking opportunities, and interaction with college leadership. This year's event was held on August 22nd and 23rd. It spanned two days and included teaching and research workshops, special sessions for new international and new postdoctoral faculty members, as well as a reception. More than 200 faculty members participated in the 2024 program.
- [Pop-up Faculty Club](#). The Pop-up Faculty Club (PFC) came back for its second year with four events in 2024/25. The first event was held in October at the Holtzman Alumni Center; the second in December in the ballroom at Owens Hall; the third was in February at the Center for the Arts; and the fourth was in April at the Alexander Black House & Cultural Center. The events were open to all academic faculty and were attended by a total of over 280 faculty from every college, with the majority coming from CLAHS, COS, COE and CALS. In the fall of 2025, we'll be continuing the Pop-up Faculty Club for its third year, where we'll be coordinating tours and activities with each of the venues we partner with, starting with the Center for the Arts.
- [Welcome Reception for New Women Colleagues](#). In its 20th 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 faculty, staff, and graduate students; 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.
- [CARES Program](#) (Campus Advocacy, Resources and Education for Survivors). The CARES Program

continues to provide advocacy and support services to students, faculty and staff who have been impacted by sexual and interpersonal violence. CARES Program staff provided advocacy and support services using a hybrid model to more than 140 individuals. In 2024-25, “Community CARES” was introduced to help members of the Virginia Tech community affected by sexual violence and harm through trauma-informed supportive healing programming and education. CARES staff also co-facilitated a new support group for survivors with Cook Counseling Center and provided workshops for faculty and staff on how to support survivors.

- [Women’s Center](#). The Women’s Center supported initiatives designed to support Virginia Tech faculty development through the Workload Equity Project, a Faculty Advisory Committee, and signature AdvanceVT programs and events. The center continues to support faculty and staff (and students) who are caregivers 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. As previously mentioned, some of these programs will be paused for the coming year and may be revised to ensure compliance with recent directives.

Governance and Senior Administration

- [University Governance](#). Faculty Affairs continued to support the [Commission on Faculty Affairs](#) and was engaged with [Faculty Senate](#), the [Department Heads Executive Council](#) and Forum, and the Council of College Deans. In 2024-25, the Commission on Faculty Affairs brought 13 resolutions through the shared governance process.
- [Board of Visitors Support](#). Faculty Affairs supported the Academic, Research, and Student Affairs (ARSA) committee of the Virginia Tech Board of Visitors (BOV) 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 Finance and Resource Management committee), closed and open session ARSA agenda assembly, writing resolutions, and coordinating presentations.
- [Provost’s Office Human Resources Support](#). As the work of the Provost’s Division continues to expand, the need for additional human resource support for its employees was identified as a need. An HR Manager was hired in January and plays an important role in the execution of policies and procedures, ensuring alignment and support for our employees and HR initiatives. The HR team has been heavily involved in the changes and reorganizations of several units within our division due to retirements, department realignments, and changes in division leadership.
- [Senior Recruiting and Administration](#). Faculty Affairs supported the successful hiring of the Dean of the Honors College, Dean of Natural Resources and Environment, and the Vice Provost for Undergraduate Affairs in 2024-25. Faculty Affairs provides onboarding support for new leaders and an executive coaching program. On behalf of the Provost, Faculty Affairs also administers periodic reviews of senior leaders, where in 2024-25 that included the Dean of the College of Liberal Arts and Human Sciences and the Vice President of Outreach and International Affairs.
- [Conflict Resolution](#). Faculty Affairs plays a constructive role in addressing disputes or conflicts among faculty, or between faculty and administration. Working collaboratively with academic leaders, Faculty Senate, HR, University Counsel, the Office for Civil Rights Compliance and Prevention Education, the Ombuds, and others, Faculty Affairs worked resolve multiple issues. Also, in 2024-25 via resolution CFA 2024-25H the Faculty Senate Committee on Reconciliation was eliminated and its functions were assumed by a Director of Reconciliation in Faculty Affairs, a position currently held by Ken Eriksson.

II. Plans and Goals for the Coming Year

In addition to continuing the programming and other activities described in Section I, the following are near-term goals and supporting actions drawn directly from Faculty Affairs' draft strategic plan and organized around our four strategic priorities. They represent focused actions that will guide our work in the year ahead while laying the foundation for longer-term initiatives.

These goals and activities are both practical and forward-looking, aligned with the university's strategic priorities and the provost's expectations for academic excellence. By executing them, Faculty Affairs will deliver meaningful improvements in the daily lives of faculty while building the infrastructure and culture needed to advance Virginia Tech's global distinction aspirations.

Strategic Priority 1: Recruit, Hire, Promote, and Retain a World-Class Faculty

Goal 1: Enhance Virginia Tech's ability to attract and hire the best faculty.

- In collaboration with academic units, review recruiting resources and programs.
- Implement online search committee training.
- Hire a dual career manager.

Goal 2: Administer and support P&T processes that are rigorous, fair, and transparent.

- Clarify expectations for non-tenure track faculty, beginning with the collegiate faculty series.
- In collaboration with CFA, establish a faculty committee to assess the impacts of the current funding environment and propose whether and how P&T expectations should be adjusted.

Goal 3: Maximize faculty retention through competitive compensation and timely actions.

- In collaboration with colleges, develop a shared faculty exit survey process.
- Provide salary benchmarking information to support faculty planning and retention decisions.

Strategic Priority 2: Advance Academic Excellence through Faculty Development, Professional Growth, and Recognition

Goal 1: Provide faculty with programming to enhance academic and scholarly skills.

- Expand collaborative programming with partners (Faculty Senate, ORI, CETL, TLOS, Graduate School, Center for Communicating Science, HigherEd+) on:
 - communication skills,
 - academic freedom and freedom of expression,
 - and other topics.

Goal 2: Support professional growth and career advancement.

- Offer mentoring opportunities and mentorship development programming to support early- and mid-career faculty.
- Enhance Faculty Affairs Fellows program to provide administrative and leadership experience.

Goal 3: Elevate faculty recognition through programs and infrastructure.

- Establish a centralized faculty awards function within Faculty Affairs.
- Develop new endowed internal awards in collaboration with Advancement and other partners.

Strategic Priority 3: Cultivate a Campus Environment that Prioritizes Faculty Satisfaction, Well-Being, and Work-Life Balance

Goal 1: Advocate for faculty initiative and agency.

- Implement updated reconciliation processes, including planning for Director of Faculty Reconciliation succession.
- In collaboration with CFA, improve the faculty grievance process.

Goal 2: Promote faculty well-being.

- Implement one or more Work-Life Study recommendations to develop resilience, time management, and peer support workshops.
- Continue service workload equity efforts and develop workshops for leaders on fair practices.

Goal 3: Provide supportive policies and resources for faculty.

- Assess the implementation of the Dependent Care Travel Grant Program.
- Advocate for expanded childcare options and flexible caregiving supports.

Strategic Priority 4: Foster an Engaged Academic Community that Values and Respects All Faculty

Goal 1: Facilitate cross-disciplinary networking and community-building.

- Continue to host faculty community events (e.g., Pop-Up Faculty Clubs, Writing Retreats, Faculty Nutshell Talks), including implementing faculty networking lunch program at D2.
- Continue to support and facilitate cross-college communities of practice, such as HR division directors, associate deans for faculty affairs, writing groups, and registered faculty organizations.

Goal 2: Strengthen leadership development opportunities.

- Enhance the New Department Head Orientation and Faculty Senate leadership programs.
- Further develop the Provost's Leadership Development Program for prospective faculty leaders at all career stages.

Goal 3: Ensure faculty voices are represented in decision-making.

- Conduct the COACHE Survey in 2025–26 and use findings to shape institutional priorities.
- Serve as liaison to Faculty Senate, CFA, Department Head Council, and deans and facilitate cross-communication.

Cross-Cutting Faculty Affairs Objectives

- Complete the Faculty Affairs strategic plan.
- Continue to improve communications from Faculty Affairs to internal and external constituencies.
- Implement a system to set and assess annual goals and achievements for staff.

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 2024-25, Faculty Affairs consisted of 14.7 employees:

- 8 full-time A/P personnel: R. Fricker, R. Gabriele, K. Allen, E. Cooper, B. Lockee, C. Hutchison, L. Stevens (with a 50% appointment supporting of the ACC Provosts), and J. Sprague.
- 4 full-time staff: A. Craft, L. Farrier, P. Vilardo, 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 2024-25, we hired Jean Sprague as an HR Manager in support of the Provost's Office, reporting to Sara Leftwich. Kim Allen was hired succeeding Ellen Plummer, Peggy Vilardo was hired succeeding Judy Taylor, and Erica Cooper joined Faculty Affairs.

Roles and Responsibilities. Faculty Affairs at Virginia Tech, acting on behalf of and in close coordination with the provost, plays a central role in advancing the university's academic mission and supporting the success of our faculty. Our work touches every stage of the faculty career arc—from recruitment to development, recognition, and retention—while also stewarding the processes, policies, and programs that enable Virginia Tech to be a destination for faculty excellence. The list below highlights the breadth of our responsibilities:

1. **Faculty Recruiting.** Faculty Affairs supports academic units in the recruitment and selection of new faculty members. In conjunction with HR, we manage the policies, procedures, and operational supports that ensure effective and equitable searches. We also oversee critical programs that contribute to successful hiring, including the Work-Life Liaison program and the Dual Career program.
2. **Faculty Development.** Faculty Affairs fosters the professional growth and career advancement of faculty members by providing resources and development opportunities. Signature programs include new faculty mentoring grants, writing retreats, and mid-career mentoring initiatives. We also administer programs that promote work-life balance, such as the modified duties program, tenure-clock extensions, and dependent care travel grants.
3. **Promotion and Tenure.** Faculty Affairs plays a pivotal role in the promotion and tenure (P&T) process, ensuring consistency, transparency, and fairness. We manage the provost's guidance, dossier templates, and forms, support the University P&T Committee, and oversee the process of awarding tenure to newly hired faculty.
4. **Faculty Recognition.** Faculty Affairs works to cultivate a culture of recognition across the university. In partnership with the Office of Research and Innovation, we are establishing an

awards function in Faculty Affairs to help elevate the external visibility of faculty accomplishments. We also review and advise on annual merit recommendations from academic units to the provost.

5. **Faculty Retention.** Faculty Affairs partners with deans and department heads to retain faculty in a highly competitive national and global academic marketplace. Our efforts include monitoring compensation and benefits, supporting counteroffer negotiations, and fostering an environment that is compelling, equitable, and appealing for faculty to build their careers.
6. **Leadership Training and Consultation.** Faculty Affairs provides leadership training for faculty at all levels of responsibility, recognizing that strong academic leadership is vital to the success of the institution. Key programs include New Department Head Orientation, Leading in Place, and the Faculty Senate Senators Orientation. Beyond these structured programs, Faculty Affairs consults regularly with department heads, deans, and other academic leaders to provide guidance and support in the leadership of their units.
7. **Senior Leader Recruiting, Development, and Evaluation.** Faculty Affairs supports the provost in the recruitment and appointment of academic senior leaders, including reviewing and advising on direct-report hires. We also manage the periodic review process for senior leaders and provide opportunities for their ongoing professional development.
8. **Conflict Resolution.** Faculty Affairs plays a constructive role in addressing disputes or conflicts among faculty, or between faculty and administration. Working collaboratively with academic leaders, Faculty Senate, HR, University Counsel, the Office for Civil Rights Compliance and Prevention Education, the Ombuds, and others, we strive to resolve issues fairly and in ways that strengthen trust and community.
9. **University Governance.** In support of the Provost, Faculty Affairs engages with the Board of Visitors, particularly the Academic, Research, and Student Affairs (ARSA) Committee, to steward faculty personnel processes. We also work closely with shared governance bodies such as the Faculty Senate, the Commission on Faculty Affairs, the Department Head Executive Council, and the Council of College Deans. In addition, we manage the Faculty Handbook and, in collaboration with HR, University Counsel, and senior leadership, ensure compliance with laws, regulations, and standards governing faculty employment.
10. **Provost Office HR and the Women's Center.** Faculty Affairs manages key HR functions in support of the Provost's Office, ensuring alignment of personnel practices with university priorities. We also support the Women's Center, providing guidance and partnership in its dual mission of advocacy and educational programming, including the CARES program.