

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

9:30 – 11:30 a.m.

November 5, 2018

Committee Members: Mehul Sanghani (Chair), Mehmood Kazmi, Jeff Veatch

Other Board Members: Dennis Treacy (Rector), Robert Mills

Representatives to the Board: Robert Sebek

VPI&SU Faculty and Staff: Kim O'Rourke, Whit Babcock, Ellen Banks, Gary Bennett, Lori Buchanan, Shelia Collins, Martin Daniel, Heather Ducote, Deborah Fulton, Mike Goforth, Kay Heidbreder, Erin McCann, Heidi McCoy, Sarah McCoy, April Myers, Patty Perillo, Dwayne Pinkney, Menah Pratt-Clarke, Mark Rogers, Julia Ross, Michael Stowe, Tammie Smith, Sue Teel, Jon Clarke Teglas, Tracy Vosburgh, Danny White, Lisa Wilkes, Sherwood Wilson, Chris Wise

OPEN SESSION

1. **Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
2. **Consent Agenda.** The committee approved the items listed on the consent agenda.
 - a. Approval of Minutes of the August 27, 2018, Meeting
 - b. Approval of Charter for the Compliance, Audit, and Risk Committee
 - c. Approval of Resolution to Remove Board of Visitors Approval for Changes to Staff Senate Constitution
3. **Briefing on Student-Athlete Wellness.** Mr. Whit Babcock, Director of Athletics, introduced Mr. Danny White, Senior Associate Athletics Director of Student-Athlete Services/University Affairs, Dr. Mark Rogers, Chief Medical Officer, Mr. Mike Goforth, Associate Athletics Director of Sports Medicine, and Dr. Gary Bennett, Assistant Athletic Director, Sport Psychologist, to brief the committee on Virginia Tech's commitment to student-athlete wellness, specifically through discussion of medical staffing, emergency response, and mental health. The committee had requested this presentation as a result of recent events at the University of Maryland and Michigan State.

The Virginia Tech Sports Science Team encompasses the four unique areas of Sport Psychology, Strength and Conditioning, Nutrition, and Sports Medicine. The team meets regularly to receive updates from each of its four departments, as well

as to discuss other topics such as compliance, policies, research, etc., related to the well-being of student-athletes. In response to a 2016 compliance mandate, Athletics appointed Mark Rogers, D.O., as its Chief Medical Officer (CMO). In doing so, the Sports Medicine Department offers a best practice model that provides autonomous, unchallengeable medical care for every athlete without fear of bias, as Dr. Rogers is an independent physician and acts as a liaison with the greater medical community. Dr. Rogers is also the chair of the Concussion Committee and ensures that Virginia Tech's concussion protocol is reviewed annually. The Sports Medicine Department is responsible for providing coverage at all practices, games, and conditioning activities. Within the area of Sport Psychology, Athletics utilizes the Counseling and Athletic Mental Performance Team (C.A.M.P.), led by Sport Psychologist, Dr. Gary Bennett, in order to promote wellness, to assist student-athletes dealing with personal and/or mental health issues, and to support the psychological development of student-athletes in both sports and life. The team is fully funded by Athletics, as they only serve student-athletes, but still remains a partner of the Cook Counseling Center and has access to the center's resources. Mental health has become a priority for colleges across the nation, and as such the NCAA has mandated that sport psychology services be offered at all schools within the conference. Virginia Tech has been a leader in this area, as we, along with UVA, were the only two schools within the conference to have a Sport Physiologist on staff before the mandate was issued four years ago. Utilization of the services provided by C.A.M.P continues to rise, as in academic years 2016-17 and 2017-18 the team saw over half of the student-athlete population, with every sports team represented in that total. This is due in part to the fact that the culture is moving away from the psychiatric stigma and students are now encouraged to seek help by their coaches and teammates alike. Dr. Bennett observed that the resiliency of students appears to be diminishing so that they feel overwhelmed more quickly. C.A.M.P. also provides team sessions and attends practices regularly so that they are more well-known and available to the student-athlete population.

- 4. Approval of Revisions to Student-Athlete Policies 1035 and 1036.** Ms. Angie Littlejohn, Senior Associate Athletics Director for Internal Operations, Mr. Danny White, Senior Associate Athletics Director, Student-Athlete Services/University Affairs, and Mr. Mike Goforth, Associate Athletics Director of Sports Medicine, presented to the committee for approval a Resolution to Revise Policy 1035 on Student-Athlete Conduct and a Resolution to Revise Policy 1036 and Change the Title to Student Athlete Monitoring and Assistance Program (SAMAP).

The revisions to both policies were proposed by Athletics as part of a routine policy review. Policy 1035, as required, was reviewed and recommended for approval by the University Athletics Committee. Significant Revisions to Policy 1035 on Student-Athlete Conduct include the addition of the NCAA Faculty Athletics Representative to the review and approval process, as well as the addition of Stated Team Rules to the list of factors considered when determining sanctions for misdemeanor charges. Along with a name change to Student Athlete

Monitoring and Assistance Program (SAMAP), among the significant revisions to policy 1036 is the requirement that future updates and revisions of the policy be approved by the NCAA Faculty Athletics Representative, the University Athletics Committee, and the President of the University before being brought forward to the Board of Visitors for consideration. Both resolutions were reviewed and approved by the committee and recommended to full board for approval.

- 5. Report on Staff@VT Task Force Recommendations.** Dr. Lisa Wilkes, Vice President for Business Affairs, provided information regarding the commissioning of the Staff@VT Task Force. She then introduced Co-chairs of the task force, Ms. Ellen Banks, Human Resources Compliance and Policy Officer, and Ms. Tammie Smith, Business Operations Specialist with the Office of Summer and Winter Sessions and Chair of the Commission on Staff Policies and Affairs. They reported on the first phase of the task force's recommendations addressing the perceived barriers in attracting, recruiting, and retaining quality staff at Virginia Tech.

The task force was commissioned by the Division of Human Resources, in conjunction with the Commission on Staff Policies and Affairs, to address concerns raised by the Staff Senate President to the Board of Visitors earlier this year. Consisting of 20 experienced administrators, faculty, and staff members representing a broad range of perspectives, the task force met weekly from June 2018 to September 2018 to complete their charge. The task force chose to focus on four themes: pay, recruitment, professional development, and parking, which were among similar themes brought to light by a preceding staff study conducted by Student Affairs. Perceived barriers include inconsistent pay practices, lack of a staff liaison to resolve complaints by staff members, lack of course certifications based on job competencies and career paths, and cost-prohibitive parking fees, among others. The task force determined the desired outcomes of overcoming said barriers and the action steps and implementation time necessary to do so. Next steps include collaborating with senior leadership, as well as other task forces and committees, to ensure a consistent and coordinated approach that allows for timely implementation, as well as examines possible policy and regulatory implications for some of the more complex issues. The overall goal is to make Virginia Tech an employment destination for staff employees by ensuring and reaffirming the university's commitment to its staff, as they are an integral part of the university and its mission and are valued by the Virginia Tech community. Human Resources is also in the process of developing a dashboard to provide timely data to senior management areas that will assist in the monitoring of retention.

- 6. Briefing on Media and Marketing Campaign.** Ms. Tracy Vosburgh, Senior Associate Vice President for University Relations, introduced Mr. Michael Stowe, Director of Media Relations, and Ms. Heather Ducote, Director of Marketing, who briefed the committee on the Media and Marketing Campaign that was recently launched in the Washington metropolitan area.

The Media and Marketing Campaign is a concentrated effort that pairs paid and earned media in order to raise awareness about Virginia Tech both nationally, and within the greater Washington metropolitan area. Following the creation of the Media Relations office and the building of the Arlington Expand broadcast studio in Blacksburg, the campaign is the current phase of the presidential initiative to promote growth in the National Capital Region. The campaign first seeks to elevate Virginia Tech through earned media. Targets include national media, with half a million unique page views a month, Washington D.C. and Capitol Hill media, Higher Ed, and select science and tech sites. Such targets are reached through identification of relevant issues so that university experts can comment on daily news stories when they hit, emphasizing research by positioning the university as a leader of research and innovation, and cultivating relationships with national media through reporter briefings and media roundtables. These tactics have led to significant growth of Virginia Tech's appearance in top-tier media within the last year, as media coverage is currently up 56 percent from 2017. As of October, the Media Relations office has also launched a paid media sprint in order to further amplify the university's presence within the greater Washington metropolitan area through print, online, and radio advertisements, as paid media creates the most impact. The sprint's targeted audiences include opinion leaders, brand influencers, alumni, and loyal fans, as well as prospective students. The ads feature actual students and highlight areas in which those students personally excel while at Virginia Tech. Ads featuring Hokie Bird were also popular. Ads were placed on every ad-bearing surface in Union Station, which generated a circulation of over 1.5 million viewers within the four-week station takeover launched on October 8. Ads will also appear online with geo-targeted circulation around Union Station, as well as in *Wired Magazine*, which has 75,000 regular readers in the D.C. area. In addition to the print and online ads, purchased radio ads will also be played daily for 60 days during prime commuter hours on WTOP, which has 1.5 million weekly listeners, in order to maximize exposure before the sprint comes to a close in December. Moving forward, the team hopes to build a consistent presence in the area but has indicated a need for ongoing funding in order to maintain the heightened visibility and momentum created by the sprint.

- 7. College of Engineering Inclusion and Diversity Update.** Dr. Menah Pratt-Clarke, Vice President for Strategic Affairs and Vice Provost for Inclusion and Diversity, introduced Dr. Julia Ross, Dean of the College of Engineering, who provided an update regarding the college's Inclusion and Diversity Plan.

Historically, engineering has consisted of a weed-out culture in which students have perhaps been led to believe that they don't belong unless they prove themselves, a message that can be internalized differently across different groups. To combat this stigma, the College of Engineering aims to foster an environment of inclusive excellence that intertwines inclusion and diversity efforts within all of the college's initiatives; everyone admitted or hired has the ability to succeed if they work hard and will receive the college's full support. In 2017, the number of full-time faculty members within the college totaled 612, with 363 classified as

tenure-track faculty, 17 percent of which were women and 39 percent of which identified as an underrepresented minority. These statistics are on par with Virginia Tech's peer institution, but still lower than the college wishes. This year, total undergraduate enrollment for the college was 8,411, of which 22 percent were women and 26 percent identified as underserved and/or underrepresented minorities. Total Graduate enrollment was 2,143, of which one-fourth were women and 9 percent identified as underserved and/or underrepresented minorities. However, 55 percent of the graduate population consists of international students, who are not defined as underrepresented. This year also marks the 25th anniversary of the college's Center for Enhancement of Engineering Diversity. The center sponsors the Pathways for Future Engineers program, which provides pre-college and college support to first-generation college students. The college also offers incoming minority and first-generation students the opportunity to reside in one of their two living and learning communities: Galileo and Hypatia. These communities house 250 men and 250 women, respectively, each year with a waitlist to get in, as the program is restricted purely by space and not interest. As such, there are plans to add 200 beds to the living-learning community next year. The Galileo and Hypatia living-learning experience is mostly reserved for first-year engineering students, with about half of the freshman women living in Hypatia each year, but also houses upper classmen as well who serve as mentors to the younger students. Six year graduation rates are higher among those who participate in the living-learning communities. For graduate students, the college introduced the New Horizons Graduate Scholars Program in 2012 in order to support and enhance graduate diversity. The program has had a total of 160 scholars since inception with a 90 percent graduation rate. Currently there are 36 graduate students enrolled in the program, surpassing the previous class of 24. Each department of the college has active diversity committees, and there is an overarching diversity committee at the college level that includes representatives from each department. The college also has representatives serving on InclusiveVT and Advance InclusiveVT. This year the College of Engineering introduced the Leadership in Excellence Pilot Initiative, which allows faculty leaders to participate in self-directed learning programs on inclusion and diversity in order to become more comfortable having difficult conversations, such as a discussion on the shifting culture in engineering. Additionally, the college has plans to launch a search for a new Associate Dean for Inclusion and Diversity in spring 2019 with a tentative start date of July 1. Next steps include aligning the department, college, and university levels, doing more to increase the comfort level around difficult conversations, and continuing efforts to build a "Look to your left, look to your right; we want to support everyone to be successful" culture.

8. **Approval of External Awards Policy.** Mr. Sanghani called on Ms. O'Rourke to present the resolution to establish a University External Awards Policy. She explained that the university has two external awards--the William H. Ruffner Medal and the University Distinguished Achievement Award—and recipients of these awards are approved by the Board of Visitors every year. The awards were created several decades ago, and the resolution is intended to create an official

policy that formalizes the award criteria and selection process that have been in place. The policy also delegates to the President the authority, after consultation with the Rector, to approve the recipients for these awards contingent upon subsequent approval by the Board of Visitors. Also, any future changes to the policy would continue to require approval of the Board of Visitors. The committee approved the resolution to create a University External Awards Policy and recommended the resolution to the full board for approval.

- 9. Report on Student Representative Selection Process.** Mr. Sanghani called on Kim O'Rourke for an update on the work of the task force, which includes the current student representatives, Rachel Iwicki and Zo Amani; Vice Presidents Kim O'Rourke, Patty Perillo, and Karen DePauw; and Lee Hawthorne, Assistant VP for Student Affairs. The task force met last week to review the timeline for the selection process and application form. Minor changes will be made to the language of the application to attract more applicants, and a video will be produced featuring the Rector, the President, and the two current student representatives that will be used to increase awareness of the student representative positions and attract more applicants. The Vice President for Policy and Governance, Kim O'Rourke, will be added to the BOV student selection committee. Applications will be accepted beginning in late November, and as the application process proceeds, the task force will consider whether additional changes are indicated.
- 10. Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items for the committee. In response to the presentation provided by the Faculty and Staff Representatives during the Sunday Information Session, the Rector charged the Governance and Administration Committee with monitoring progress on the new Organizational Excellence Initiative being led by Dr. Pinkney, the new Senior VP for Operations and Administration. He then offered closing remarks and requested a motion for adjournment.

There being no further business, the meeting was adjourned at 11:34 a.m.

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
COMPLIANCE, AUDIT, AND RISK COMMITTEE OF THE BOARD OF VISITORS**

COMPLIANCE, AUDIT, AND RISK CHARTER

I. PURPOSE

The primary purpose of the Compliance, Audit, and Risk (CAR) Committee is to assist the Board of Visitors in fulfilling its fiduciary responsibilities related to oversight of:

- The university's enterprise risk management program, as an essential part of a strong control environment, to ensure that risk appetite aligns with management's decisions and strategy,
- Adherence to this charter, including reviewing audits conducted by the Office of Audit, Risk, and Compliance and external bodies and providing guidance on auditing concerns to the full Board,
- The university's compliance with all federal, state, and local laws and executive orders; and policies promulgated by academic and athletic accrediting bodies, regulatory agencies, funding agencies, and the State Council of Higher Education for Virginia,
- The maintenance of effective systems of internal control, including the integrity of the university's financial accounting and reporting practices, and
- The performance of the university's internal and independent audit functions.

The function of the Committee is oversight. University management is responsible for the preparation, presentation, and integrity of the university's financial statements, fiscal plans, and other financial reporting. University management is also responsible for maintaining appropriate financial accounting and reporting policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations. The Office of Audit, Risk, and Compliance examines and evaluates the adequacy and effectiveness of the university's internal control systems. The university's external auditor, the state Auditor of Public Accounts, is responsible for planning and conducting the financial statement examination in accordance with generally accepted government auditing standards.

This document and the related meeting planner are intended to identify and document the Committee's oversight responsibilities in order that such sound practices will continue despite the turnover of Committee members. It also outlines the regularly scheduled review activities that will ensure that the university continues to have an independent and objective internal audit function and obtains the greatest possible benefit from its external audits.

II. MEETINGS

By statute the Board of Visitors, including the CAR Committee, must meet once a year, but traditionally holds four meetings a year. Additional meetings may occur more frequently as circumstances warrant. The Committee Chair should discuss the agenda with the

Executive Director of Audit, Risk, and Compliance prior to each Committee meeting to finalize the meeting agenda and review the items to be discussed.

III. RESPONSIBILITIES

In performing its audit oversight responsibilities, the CAR Committee shall:

A. General

1. Adopt a formal written charter that specifies the Committee's responsibilities and practices. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of meetings.
3. Authorize audits within the Committee's scope of responsibilities.
4. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
5. Meet in closed session, consistent with state law, (without members of senior management present, when appropriate) with the external auditors and/or the Executive Director of Audit, Risk, and Compliance to discuss matters that the Committee or the auditors believe should be discussed privately. The Executive Director of Audit, Risk, and Compliance shall have a regularly scheduled opportunity to meet privately with the Committee at each of its four annual meetings.

B. Risk Management and Internal Control

1. Review the university's enterprise risk management (ERM) efforts including the program structure and the processes for assessing significant risk exposures and the steps management has taken to monitor and control such exposures, as well as the university's risk assessment and risk management policies.
2. Consider the effectiveness of the university's internal control systems, including those over information technology and financial reporting.
3. Understand the scope of internal and external audit reviews of internal control, and obtain reports on significant potential issues and recommendations, together with management's responses.
4. Review management's written responses to significant potential issues and recommendations of the auditors, including the timetable to correct the identified weaknesses in the internal control system.
5. Advise management that they are expected to provide a timely analysis of significant reporting issues and practices.

C. External Auditors

1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year.
2. As necessary, discuss with the external auditors their processes for identifying and responding to key audit and internal control risks.

3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university's risks.
4. Meet with external auditors at the completion of the financial statements audit to receive and discuss the audit report(s), and determine whether external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.
5. Review the results and organizational response stemming from significant reviews by regulatory agencies or other external entities (non-financial statement audits).

D. Internal Auditors

1. Approve the charter for the Office of Audit, Risk, and Compliance. The charter should be reviewed annually and updated as necessary.
2. Review and approve the annual audit plan and any significant changes to the plan.
3. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity and reporting relationships.
4. Review completed audit reports and progress reports on executing the approved annual audit plan.
5. Review the results of the Office of Audit, Risk, and Compliance's Quality Assurance and Improvement Program (QAIP), including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the university.
6. Inquire of the Executive Director of Audit, Risk, and Compliance regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information.
7. Review and concur in the appointment, replacement, reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance.
8. Evaluate the Executive Director of Audit, Risk, and Compliance's annual performance and make decisions regarding compensation.

E. Compliance, Ethics, and Business Conduct

1. Support leadership by promoting and supporting a university-wide culture of ethical and lawful conduct.
2. Require management to periodically report on procedures that provide assurance that the university's mission, values, and codes of conduct are properly communicated to all employees.
3. Review the programs and policies of the university designed by management to assure compliance with applicable laws and regulations and monitor the results of the compliance efforts.
4. Monitor the university's conflict of interest policies and related procedures.

The “CAR Agenda Meeting Planner” is an integral part of this document. If the Board of Visitors meets less frequently than anticipated, the Planner will be adjusted accordingly.

**Virginia Polytechnic Institute and State University
Compliance, Audit, and Risk Committee of the Board of Visitors
CAR Agenda Meeting Planner**

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Aug	Nov	Mar	Jun
A. General							
1. Review and update CAR Committee charter	X				X		
2. Approve and maintain minutes of previous meeting		X		X	X	X	X
3. Authorize audits within the Committee’s scope of responsibilities			X				
4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5. Meet in closed session with Executive Director of Audit, Risk, and Compliance, and with external auditors, as needed		X		X	X	X	X
B. Risk Management and Internal Control							
1. Review the university’s ERM efforts including the program structure, processes, risk assessment, and risk management policies		X		X	X	X	X
2. Consider the effectiveness of the university’s internal control systems			X				
3. Understand the scope of internal and external audit reviews of internal control, and obtain reports on significant potential issues and recommendations, together with management’s responses		X		X	X	X	X
4. Review management’s written responses to significant potential issues and recommendations of the auditors, including the timetable to correct identified weaknesses in the internal control system		X		X	X	X	X
5. Advise management that they are expected to provide a timely analysis of significant current reporting issues and practices	X				X		
C. External Auditors							
1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year	X						X
2. Discuss with the external auditors their processes for identifying and responding to key audit and internal control risks			X		X	X	
3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university’s risks			X	X		X	

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Aug	Nov	Mar	Jun
4. Meet with external auditors at the completion of the financial statements audit to receive and discuss the audit report(s)	X				X		
5. Review results of other significant reviews from regulatory agencies or other external entities			X				
D. Internal Auditors							
1. Review and approve the charter for the Office of Audit, Risk, and Compliance, if changes are needed	X				X		
2. Review the draft annual audit plan	X						X
3. Approve the annual audit plan	X			X			
4. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships	X			X			
5. Review the results of the QAIP, including internal and external assessments			X				
6. Review completed audit reports and progress reports on executing the approved annual audit plan		X		X	X	X	X
7. Inquire of the Executive Director of Audit, Risk, and Compliance regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information		X		X	X	X	X
8. Review and concur in the appointment, replacement, reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance			X				
9. Evaluate the Executive Director of Audit, Risk, and Compliance's annual performance and make decisions regarding compensation	X			X			
E. Compliance, Ethics, and Business Conduct							
1. Convey commitment to ethical conduct through periodic receipt of management reports on how the university's mission, values, and codes of conduct are properly communicated to all employees			X				
2. Review the programs and policies of the university designed to assure and monitor compliance		X		X	X	X	X
3. Monitor the university's conflict of interest policies and related procedures		X		X	X	X	X



VIRGINIA TECH[®]
ATHLETICS

**Intercollegiate Athletics report to the
Governance & Administration Committee of
the Board of Visitors**

November 4-5, 2018

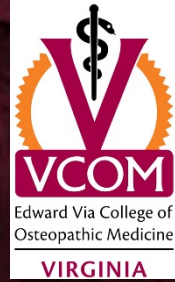
VIRGINIA TECH

SPORTS SCIENCE TEAM

SPORT PSYCHOLOGY ■ STRENGTH & CONDITIONING
NUTRITION ■ SPORTS MEDICINE



<p>NCAA SPORT SCIENCE INSTITUTE PRIORITY AREAS</p>	<p>AREA UPDATES</p>	<p>TOPICS</p>
<p>Cardiac Health Concussion Doping and Substance Abuse</p>	<p>I. Sports Medicine</p>	<p>Research Insurance Facilities Budget Items Capital Needs Compliance In the News</p>
<p>Nutrition, Sleep, and Performance</p>	<p>II. Sports Nutrition</p>	<p>POLICIES</p>
<p>Mental Health Sexual Assault and Interpersonal Violence</p>	<p>III. Sports Psychology</p>	<p>Drug Testing BodPod Medical DQ Dental Payments Physician Services</p>
<p>Overuse Injuries and Periodization Data-Driven Decisions Athletics Health Care Administration Other Health and Safety Issues</p>	<p>IV. Strength & Conditioning V. Administration</p>	<p>INFO TO SHARE</p>

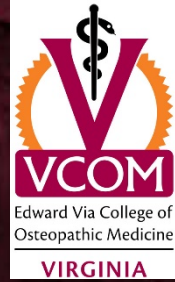


VIRGINIA TECH[®]

ATHLETICS

Chief Medical Officer: Mark Rogers, D.O.

- Medical Model: A Best Practice
- Independent Medical Care:
Unchallengeable, Autonomous Authority
- Our Model Protects:
 - Student-Athletes
 - Coaching Staffs
 - Athletic Department
 - Institution
- 50+ Policies developed and reviewed annually
- 30+ Job descriptions developed and reviewed annually
- 40+ Credential reviews and reporting to NCAA. (i.e. S&C, Sports Med, Massage, etc...)
- Institutional Concussion Policy Management and reporting to NCAA
- Substance Abuse Committee Member
- Nutrition and Performance Committee Member
- Sports Science Team Member
- Liaison with Medical Community



Attachment B

VIRGINIA TECH[®]

ATHLETICS

Sports Medicine: An Integrated Approach

Ongoing Education/Training

- Professional Certifications
- Yearly First Aid, CPR & AED Training
- Yearly Orientation
- Yearly Joint Staff EAP Meeting
- Weekly Staff Meeting/Current Incident Reviews
- Yearly Meeting with VT Office of Emergency Management
- Yearly Joint Meeting w/ S&C re: Policies
- Weekly Educational Didactics

Policies and Procedures

- Yearly Venue Specific EAP Review and Training
- Independent Medical Care Model with an appointed Chief Medical Officer
- Coverage Model mandates all practice, games and conditioning activities be covered by the Sports Medicine Department



STUDENT AFFAIRS
COOK COUNSELING CENTER
 VIRGINIA TECH

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ATHLETICS

C.A.M.P.: Counseling & Athletic Mental Performance

To promote mental wellness, to assist student-athletes dealing with personal and/or mental health issues, and to support the psychological development of our student-athletes in both sport and life.

Focus Areas Include:

- **Difficulty adjusting to college**
- **Dealing with stress associated with being a student-athlete**
- **Relationship concerns**
- **ADHD**
- **Other mental health conditions such as: depression, anxiety, eating disorders, & substance misuse**



Gary Bennett
Ph. D.



Paul Knackstedt
Psy. D.



Lauren Naldo
M.A., NCC, LPC



STUDENT AFFAIRS
COOK COUNSELING CENTER
VIRGINIA TECH

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ATHLETICS

C.A.M.P.: Counseling & Athletic Mental Performance

	<u># of students seen</u>	<u># of sessions</u>	<u># of teams represented</u>
<u>2015-16</u>	244	1,425	22/22
<u>2016-17</u>	282	1,785	22/22
<u>2017-18</u>	284	1,855	22/22



Attachment B
VIRGINIA TECH[®]
ATHLETICS

Sports Science Team Takeaways:

- 1. HOLISTIC & INTEGRATED APPROACH**
- 2. RESPONSIVE & NIMBLE COMMUNICATION**
- 3. EXPERT & CERTIFIED PARTNERSHIPS**

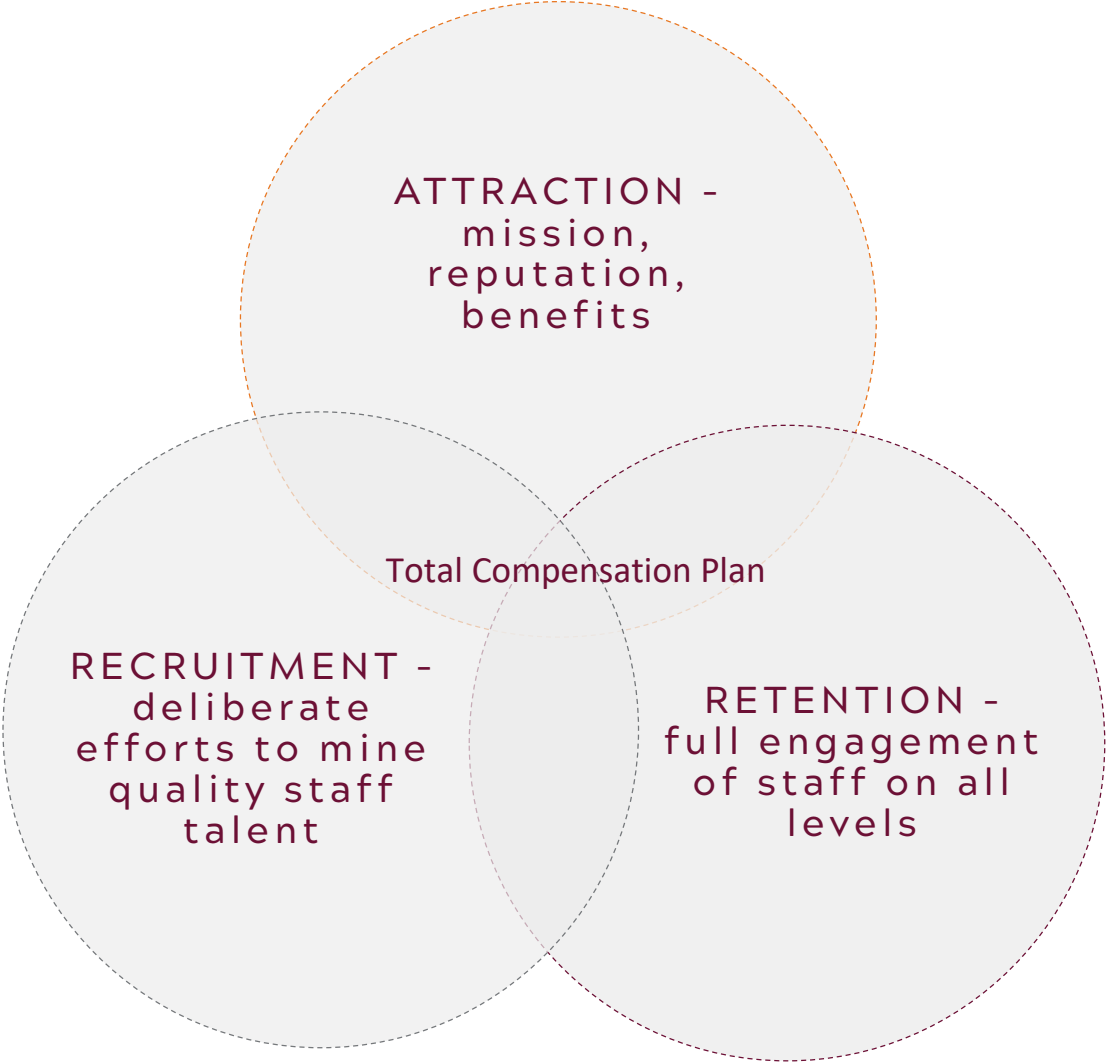


VIRGINIA TECH.

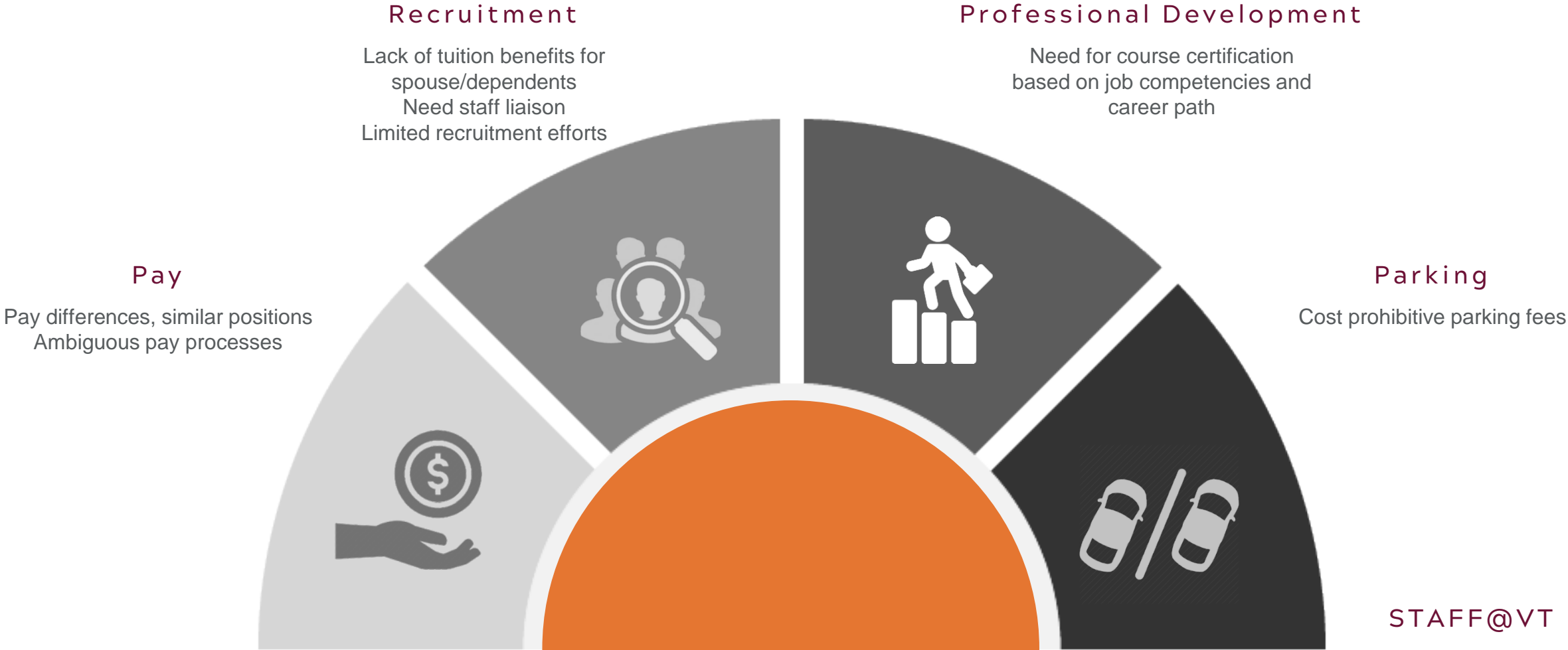
STAFF@VT TASKFORCE

ELLEN BANKS, HUMAN RESOURCES
TAMMIE SMITH, CSPA, CHAIR

Taskforce charge



Key themes



Plan of Work

- Review findings with senior leadership
- Identify areas where simple solutions can be implemented timely
- Identify cross-functional work teams to examine more complex issues that have policy and regulatory implications
- Provide mid-year update to Staff@VT Taskforce and Commission on Staff Affairs and Policies
- Collaborate with other Task Forces and Committees looking at similar challenges, ensuring a consistent, coordinated approach
- Reaffirm university's commitment to ensuring staff are valued, recognized, and engaged and staff are integral part of university striving for organizational excellence

STAFF@VT TASKFORCE

Committee Report: Phase 1

September 10, 2018

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Email sent May 22, 2018 to commissioners of report –

Good morning, HR Advisory Committee,

I am writing to get your assistance related to a Staff@VT Taskforce we will be forming.

Over the last year, through the Staff Senate and the Commission on Staff Policies and Affairs (CSPA), a number of questions have been raised related to university procedures and policies that may need to be reviewed in an effort to ensure we continue to provide a workplace that is supportive for our staff.

The specific interest of CSPA has been on our pay band 1 and 2 employees. However, as we have looked at some practices/procedures, it appears that there is room for improvement in areas that would be of benefit to all of our staff.

To help bring focus to these critical procedures and in an effort to be an employer that attracts, recruits, and retains quality staff, I agreed to convene a taskforce. We would plan to meet over the summer, identify procedures/policies that may create obstacles and/or barriers and develop a set of recommendations that could be reviewed/addressed during the 2018-19 academic year.

A couple of examples that have come forward this year include the inability for staff who are hired after the deadline to utilize payroll deduction to purchase parking permits and the inability to withhold state taxes for employees who live outside Virginia.

To ensure we have representation from across campus, we are asking each senior management area to provide a representative who can serve on Staff@VT. Ideally, the representatives would be in a staff position and have an understanding of practices/processes/procedures that may create barriers. If you would please provide a representative from your senior management area by June 1, we will work to establish the summer schedule.

I would be pleased to talk with you directly if there are questions or additional information is needed as you work to identify your representative.

Many thanks,

Lisa Wilkes
Interim Vice President for Human Resources

Executive Summary

The Division of Human Resources and the Commission on Staff Policies and Affairs (CSPA) commissioned the Staff@VT Task Force. The charge issued to the task force was to identify barriers or perceived obstacles in university policy and procedure that potentially negatively impact Virginia Tech's ability to attract, recruit and retain quality staff at all levels. (The number of staff by senior management area and by pay band is included in Appendix A.) The task force selected four areas to analyze relating to staff: (1) pay; (2) recruiting; (3) professional development; and (4) parking. For each area of focus, the task force, through subcommittee work, identified the perceived barrier, desired outcome, and suggested action steps. The below charts summarize our findings.

Pay

Perceived Barriers	Desired Goal	Action Steps	Time of Implementation
Arbitrary pay differences for similar staff job positions university-wide.	Deliberate pay differences for similar staff job positions university-wide based upon education, experience and specific duties performed.	HR be directed to fill the open Director of Compensation position and create a reasonable policy for staff to request a review of perceived inconsistent pay practices.	one year
Ambiguous process for obtaining a raise.	Clear, unambiguous performance policies that drive a culture which incentivizes growth and innovation.	HR be directed to create an unambiguous policy for in-band adjustments and an interactive evaluation process.	one year

Recruiting

Perceived Barriers	Desired Goal	Action Steps	Time of Implementation
Lack of tuition benefit for spouse, partner, and dependent(s) of staff.	Virginia Tech is an employment destination for quality staff due to the total compensation package.	Staff@VT Task Force be directed to benchmark tuition benefit policies of SCHEV counterparts and analyze legal and fiscal options to expand tuition benefit.	six months
Lack of central guide to provide knowledge of university resources and mitigate conflict between staff and supervisors.	Virginia Tech has created a culture where the employer/employee relationship is undergirded by fairness, uniform application of policies, and accountability.	VT to establish a staff liaison position to resolve complaints by a staff member alleging a violation, misinterpretation, or incorrect application of a policy, procedure, or practice of the university that directly affects that individual.	three months
Lack of adequate staff representation within Virginia Tech's existing shared governance system.	Virginia Tech possesses a reputation for fostering an inclusive environment for all employees.	The Vice President for Human Resources be required to attend all Commission on Staff Policies and Affairs meetings.	three months
Limited or lack of recruitment strategy.	Virginia Tech's workforce is comprised of diverse staff as a result of increased, strategic, holistic recruitment efforts.	HR be directed to build recruiting team to create apprenticeship program, target community colleges, etc., partner with university caucuses, and host job fairs.	six months

Recruiting (cont.)

Perceived Barriers	Desired Goal	Action Steps	Time of Implementation
Arbitrarily imposed traditional work schedules and requirements that job functions be performed on-site.	Virginia Tech's work force is diverse and inclusive, including millennials and working parents and caretakers through broader application of existing university telework and alternative work policy.	HR (or task force) be directed to benchmark telework policies of SCHEV counterparts and create approach to expand use of existing telework and alternative work policy.	six months
Lack of awareness of perks of state employment.	Clear, unambiguous, conspicuous details on perks of state employment are routinely marketed to remind staff of richness of total compensation package.	HR be directed to develop annual communication plan to highlight perks of state employment.	three months

Professional Development

Perceived Barriers	Desired Goal	Action Steps	Time of Implementation
University professional development course certification based on skills not directly relevant to job position.	Virginia Tech fosters a culture of professional growth and development by creating courses designed to strengthen core job competencies, plus to advance career path.	HR be directed to invest in and utilize university-level learning management system to administer professional development programing based on minimum core competencies and career pathing for all applicable positions.	six months
Lack of employee-led supporting initiatives and networking opportunities for staff.	Virginia Tech fosters a culture where staff can leverage the skills, knowledge and experience of each other in pursuit of the “Ut Prosim Difference.”	HR or (task force) be directed to investigate best practices of mentorship programs administered by SCHEV counterparts and build on existing university mentoring programing by creating employee-led orientation or refresher orientation.	six months

Parking

Perceived Barriers	Desired Goal	Action Steps	Time of Implementation
Exorbitant parking fees required to be paid by pay bands 1 and 2.	Parking Services generates parking revenues from reasonable initiatives, such as charging visitors to park on campus, so that funds therefrom can be used to subsidize parking fees for staff in pay bands 1 and 2.	Evaluate reasonable initiatives to generate revenues, such as requiring employees/departments/colleges/units to pay to utilize visitor parking passes.	three months

Introduction

In response to the Board of Visitors' interest in addressing concerns raised by the Staff Senate President, Lisa Wilkes, interim vice president for human resources, and the Commission on Staff Policies and Affairs formed a task force to identify issues affecting staff in all pay bands.¹

The Staff@VT Task Force was charged to provide a report by September 2018 to the interim vice president for human resources documenting perceived obstacles which frustrate staff, along with recommended solutions that could be considered by management.

Task Force Creation

The Staff@VT Task Force was commissioned jointly by the Division of Human Resources (HR) and the Commission on Staff Policies and Affairs (CSPA) to identify barriers or perceived obstacles in university policy and procedure that affect staff. The task force is co-chaired by HR Compliance and Policy Officer, Ellen Banks, and Business Operations Specialist, Tammie Smith with the Office of Summer and Winter Sessions and Chair of CSPA. The Task Force was heavily supported by Executive Assistant to the Office of the Interim Vice President for Human Resources, Sue Teel.

The task force, which is comprised of 20 highly experienced faculty, staff and administrators representing a broad range of perspectives, met weekly beginning in June 2018, and concluding in September 2018. The full task force was subdivided into the following subcommittees: (1) pay; (2) recruiting; (3) professional development; and (4) parking. Each subcommittee met individually to develop the strategies and recommendations identified in this report, which are summarized above. Each subcommittee developed questions to aid their discussions regarding their content area and presented them to content experts, who were helpful in addressing the questions and offered valuable feedback. The subcommittees presented their recommendations and rationale to the full task force, which deliberated and agreed to send the recommendations forward.

¹ Minutes from Commission on Staff Policies and Affairs located at http://governance.vt.edu/assets/cms_cspa_03-27-2018.pdf retrieved on July 29, 2018.

Task Force Members

Arlice Banks, executive secretary, College of Natural Resources and Environment

Ellen Banks, human resource compliance and policy officer, Vice President for Human Resources

Ariel Bowman, buyer specialist, Information Technology Acquisition, Vice President for Information Technology

Holly Carroll, business operations specialist, Vice President for Outreach and International Affairs

Stacey Farley, personnel manager, College of Liberal Arts and Human Sciences

Jonathan Hedrick, human resources manager, School of Neuroscience, College of Science

Diana Israel, program support technician senior, Mechanical Engineering,
College of Engineering

Steven Johnston, interim senior manager facilities enterprise system, Facilities Services, Vice President for Operations

Jennifer Kaminski, business operations coordinator, University Controller, Vice President for Finance

Cathy Lally, assistant to the vice president, Alumni Relations, Vice President for Advancement

Beth Osborne, director of administration and finance, Pamplin College of Business

Cathy Pillow, administrative director and human resources manager, University Libraries

Danette Poole, human resources generalist, Facilities Services, CSPA

Sally Shupe, graduate program coordinator, Department of English, CSPA

Tammie Smith, business operations specialist, Office of Summer and Winter Sessions, Chair,
CSPA

Leslie Sullivan, program assistant, Vice Provost for Faculty Affairs

Sue Teel, executive assistant, Vice President for Human Resources

Jennifer Walters, graduate application academic program specialist, Dean of the Graduate School

Christine Watkinson, director finance business affairs, Office of the President

Chris Whitlock, human resources generalist, Virginia-Maryland College of Veterinary Medicine

Key Stakeholders Consulted

Name	Affiliation
Alan Grant	Dean, College of Agriculture and Life Sciences
Rachel Holloway	Vice Provost for Undergraduate Academic Affairs
Dee Harris	Director of Policy Development & Coordination ,Vice President for Policy & Governance
Ellen Plummer	Associate Vice Provost for Academic Administration
Nick Stone	Director, National Capital Region Operations

Charge

Identify barriers or perceived obstacles in policy that prevent Virginia Tech from attracting, recruiting and retaining quality staff. This report summarizes our deliberations and recommendations.

Procedures

The task force members focused on identifying perceived barriers to the attraction, recruitment, and retention of quality staff at Virginia Tech, along with associated practical solutions, to inform new executive leadership on matters affecting all levels of staff. University-wide leaders employed as Virginia Tech staff or knowledgeable about staff concerns convened weekly for a few months to discuss and document common understandings responsive to the charge, rather than pursuing a prolonged study backed by significant resources or funding. Naturally, any follow-up activity based upon the recommendations contained herein could include funding toward a narrower objective, if warranted.

Choosing to intentionally analyze four areas relating to staff, the task force obtained increased awareness on particular topics in order to recommend informed decisions. After a few brainstorming sessions, the task force selected pay, recruiting, professional development, and parking as areas of focus. Once these areas were selected, subject matter experts provided presentations on each topic.

To facilitate the work of the task force, a subcommittee was formed around each area of focus. Each task force member volunteered or was assigned to serve on one of the four committees. Subcommittees were responsible for providing questions to the subject matter experts prior to their presentations, debriefing the full committee on proposed perceived problems and suggested solutions and obtaining feedback, and preparing a written summary of the same. The task force co-chairs and administrative support compiled all subcommittee reports into a single, draft report. The Interim Vice President for Human Resources provided feedback before the task force finalized its report. And, key additional stakeholders participated in the task force work by providing feedback as well.

Deliverables

The task force report documents perceived barriers, desired outcomes, and suggested action steps in connection with pay, recruiting, professional development, and parking.

Conclusion

The Staff@VT Taskforce was commissioned to identify barriers or perceived obstacles in policy or procedures that prevent Virginia Tech from attracting, recruiting and retaining quality staff. The recommended action steps contained herein purposely vary in resource requirements and time frames of implementation to present the university with an array of corrective actions. The task force members hope that executive leadership will heavily weigh the findings of this report. We believe implementation of the suggested action steps will empower the entire university community – students, faculty, and all staff- to achieve the university’s mission, including the Beyond Boundaries initiative.

Further, we envision that this is Phase 1 of our work and the university remain committed to assisting CSPA and the university’s staff review programs and services impacting the ability to attract, retain, and develop a top quality staff workforce.

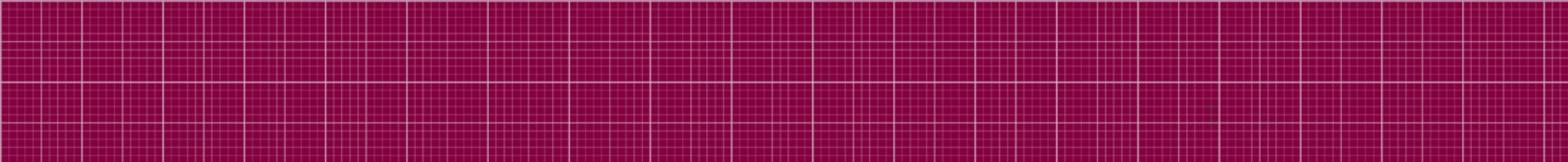
Appendix A: Staff Numbers

Senior Management Area	Staff	PayBand	Staff
Agriculture & Life Sciences	451	1	335
Architecture & Urban Studies	49	2	283
College of Business	46	3	1382
College of Engineering	165	4	1144
College of Science	120	5	242
College of Veterinary Medicine	217	6	39
Dean of Libraries	53	7	8
Executive VP & Provost	129	Total	3433
Graduate School	36		
Honors College	4		
Liberal Arts and Human Sciences	102		
Natural Resources	45		
President	74		
University Initiatives	2		
Vice Pres Advancement	82		
Vice Pres-Outreach & Intmntl Affrs	112		
Vice President for Research	246		
Vice President for Student Affairs	607		
Vice President-Info Technology	177		
VP for Finance and CFO	134		
VP for Policy & Governance	2		
VP Health Sciences and Technology	4		
VP National Capital Region	6		
VP of Human Resources	34		
VP Operations	527		
VT Carilion School of Medicine	9		
Total	3433		



NATIONAL CAPITAL REGION: MEDIA AND MARKETING SPRINT

FALL 2018





A CONCENTRATED
EFFORT PAIRING
PAID AND
EARNED MEDIA
CREATES BUZZ.



NCR SPRINT: GETTING HERE



Presidential Priority

Grow Virginia Tech's profile in the NCR

Advancement

Media Relations office
Arlington Expand broadcast studio

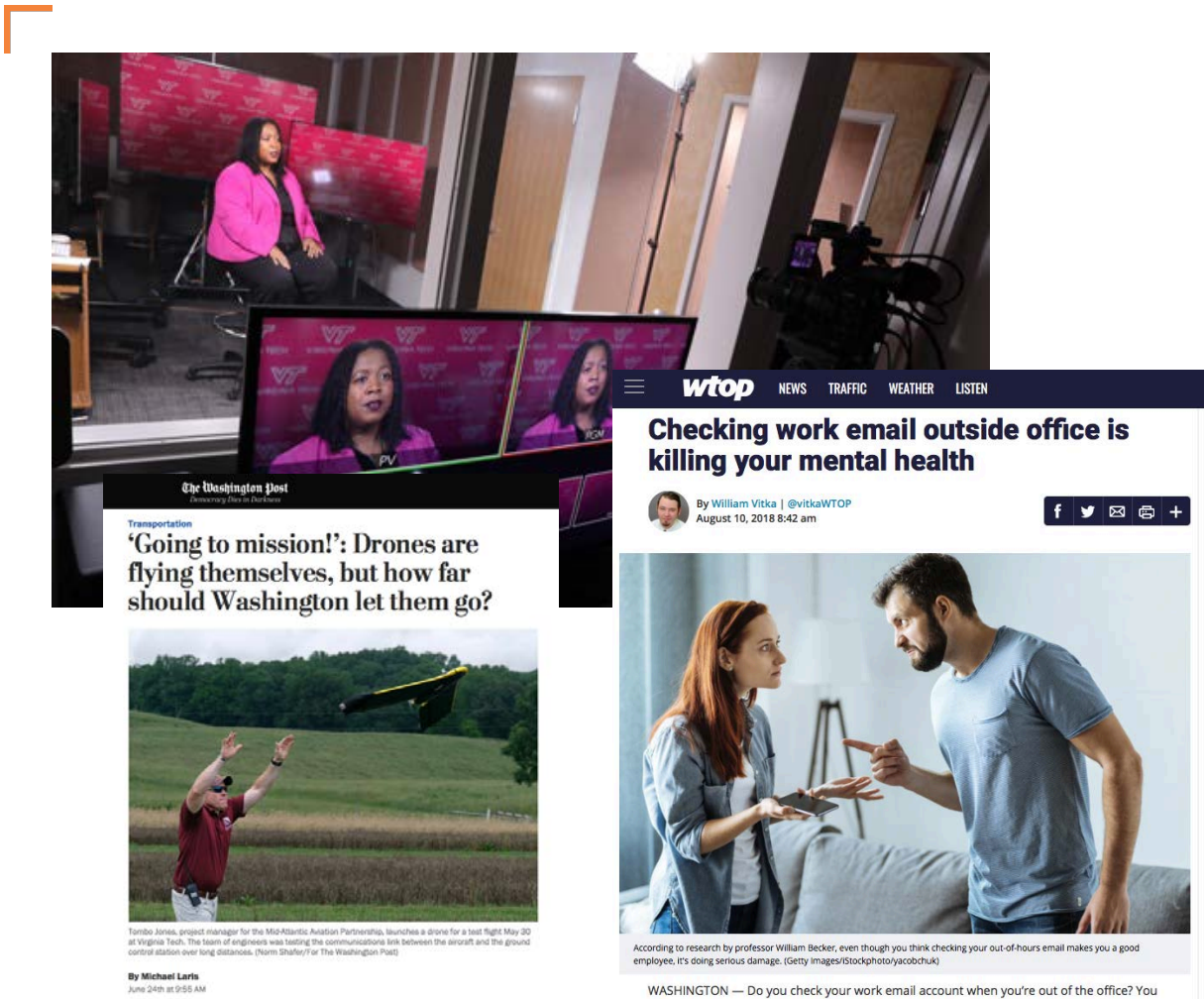
Earned Media

Focus on research, faculty expertise

Marketing

Multi-channel strategy

MEDIA RELATIONS: ELEVATING VIRGINIA TECH



TARGET MEDIA:

- National media with 500,000 UPV a month
- Washington D.C. and Capitol Hill media
- Higher Ed
- Select science and tech sites

TACTICS:

- Rapid response
- Research focus
- Reporter briefings
- Media roundtables

MEDIA RELATIONS: ON THE RECORD WITH VIRGINIA TECH



- Identify issues relevant in the news
- Position VT as a leader of innovation, research
- To cultivate relationships with national media



Drones
Mark Blanks



Cyberbiosecurity
Randy Murch



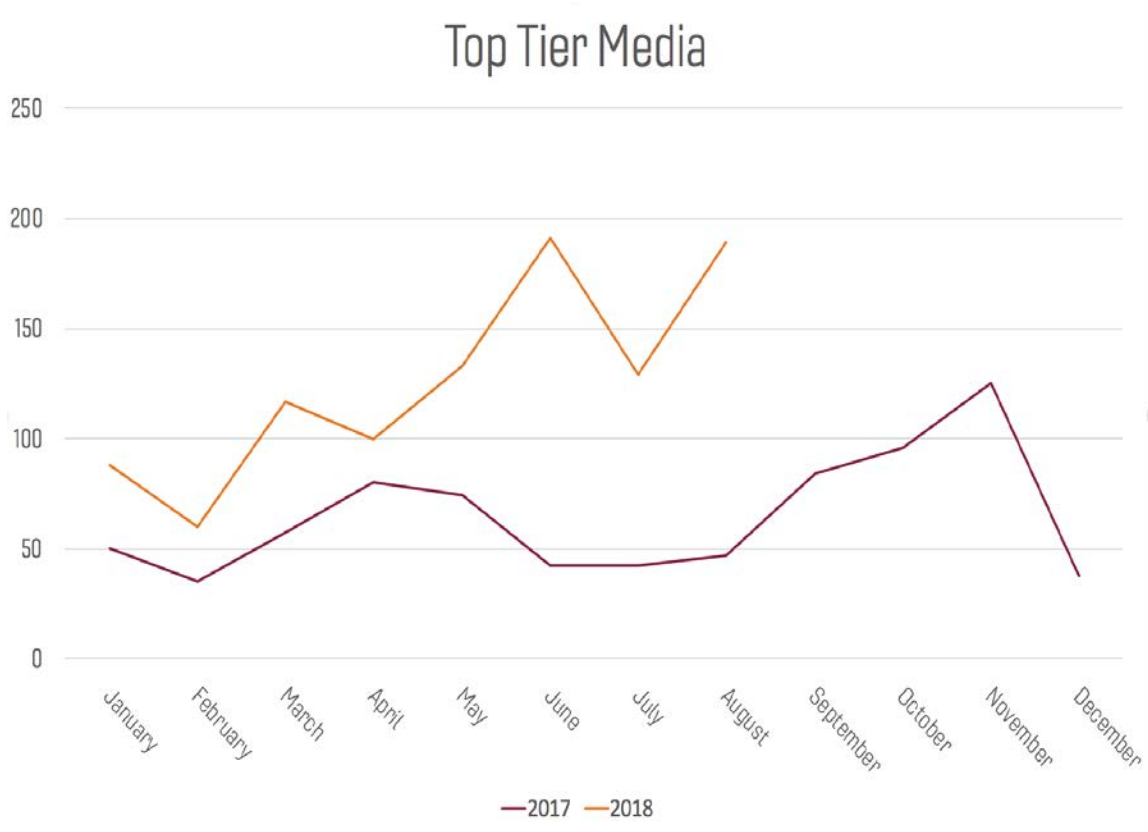
Autonomous Vehicles
VTTI



FutureHaus Dubai
Joseph Wheeler



MEDIA RELATIONS: MAKING PROGRESS



NCR SPRINT: PAID MEDIA



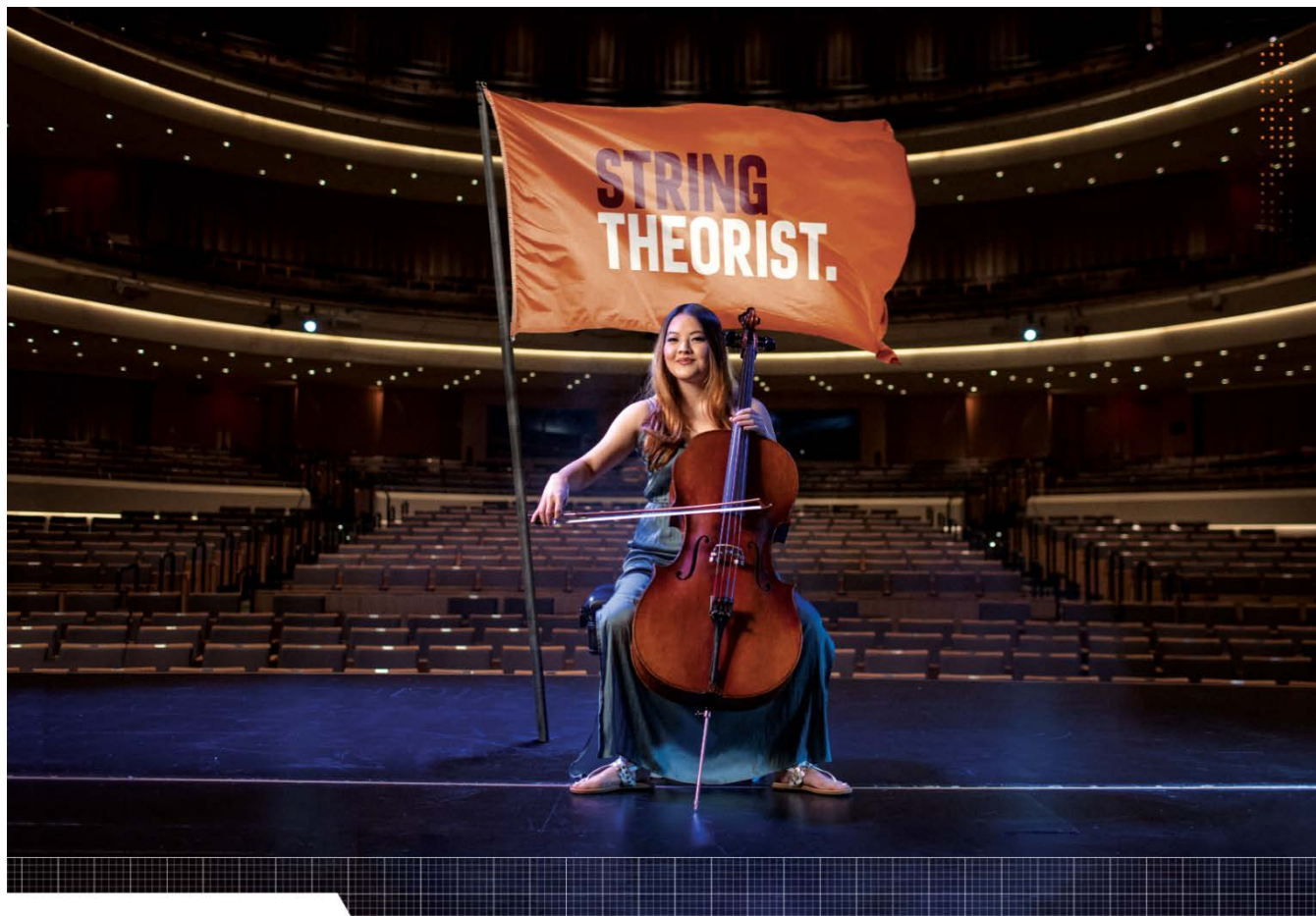
In-Take on Needs
Assess gaps and needs against peer and aspirant schools. Start collecting information on costs.

Outline and Plan
Multi-channel strategy outlined and approved and media placements secured for Fall 2018

Design New Ads to Support Brand Messaging
New creative assets designed summer 2018 for variety of placements

Measure Impact
Starting Oct 8 ad and media sprint is in effect

MARKETING: IDENTIFYING THE MARKET



TARGET AUDIENCES:

- Opinion leaders
- Brand influencer
- Alumni/Loyal Fans and Friends
- Prospective Students

TARGET DATES:

Fall 2018

SUMMARY OF PAID MEDIA

- WTOP 60 day run on drive time. 30 second ads
- Online Ads (Geo-Targeting) + digital partners NVTC, Wired, Google/YouTube + Social Media
- Print media: *Wired* Magazine
- Large Station Domination: Union Station (“environmental” install of ads)
- Coffee Sleeves (in DC and others)



ADVERTISING IMPACT

Union Station:
1,552,944 circulation

WTOP Listener:
1,500,000 weekly Radio Listeners


Wired Magazine (Digital and Print):
DC target 75,000
*2nd largest metro market for tech news**

Google Display Network for DC Metro Influencer
campaign focused on impressions (“Affluent Network”)

Virginia Tech
Published by Fairen Horner [?] · 14 hrs · 🌐

We are Hokies. 🐓 Problem-solving, boundary-pushing, innovative, Hokies. We know and love our community, but does the rest of the world know what it means to be a Hokie? They will now. 🌐

We're sharing our story by blanketing one of the nation's busiest corridors in maroon and orange. This is #VTinDC. 🐓 🐓



29,022 People Reached **929** Engagements **2,550** Clicks [Boost Post](#)

👍👎🗨️ 504 16 Comments 110 Shares 10K Views

Rachel Coghlan I love seeing all the Virginia Tech posters in Union Station. Makes my commute to work just a bit happier.
Love · Reply · Message · 1d 👍❤️ 8

Laurie Barton Gordon I travel through Union Station daily- I love this campaign. It's a joy to see the signs and think that my two daughters are there getting a first rate education!!
Like · Reply · Message · 1h 👍 2

Joy Volarich VT is apparently conducting a marketing campaign in NoVa/ DC with Hokie Bird wandering around plus they are running VT ads on the radio- I have lived here 20+ years and never heard those before.
Like · Reply · Message · 1h 👍 1

Questions?



INCLUSIVE
EXCELLENCE

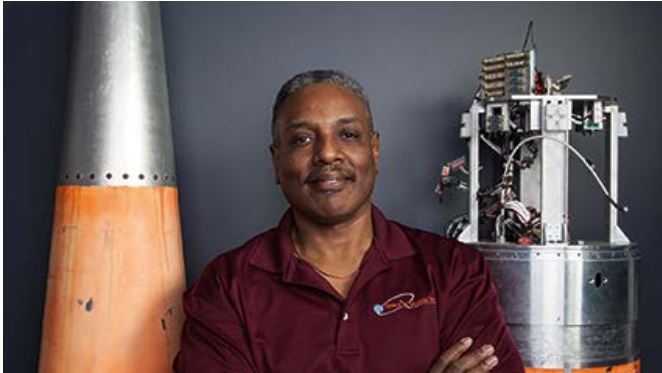
JULIA M. ROSS

THE PAUL AND DOROTHEA TORGERSEN DEAN OF ENGINEERING

NOVEMBER 02, 2018



FACULTY DIVERSITY

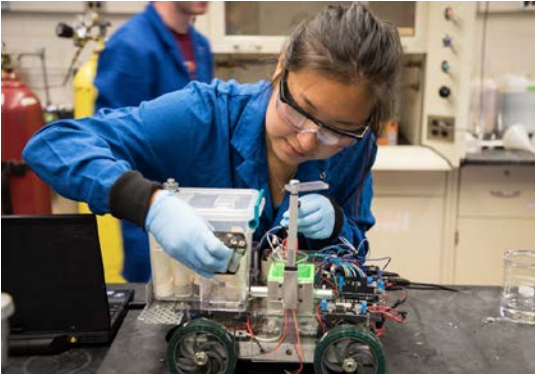


FULL-TIME FACULTY (TOTAL)*	612
Female	26%
Male	74%

TENURE TRACK FACULTY	363
American Indian or Alaska Native	0.2%
Asian	23.4%
Black/African American	3.1%
Hispanics	3.4%
Native Hawaiian/ Other Pacific Islander	0.2%
Nonresident Alien	7.7%
Two or more races	0.7%
White	62%
Women	17%

*2017 data

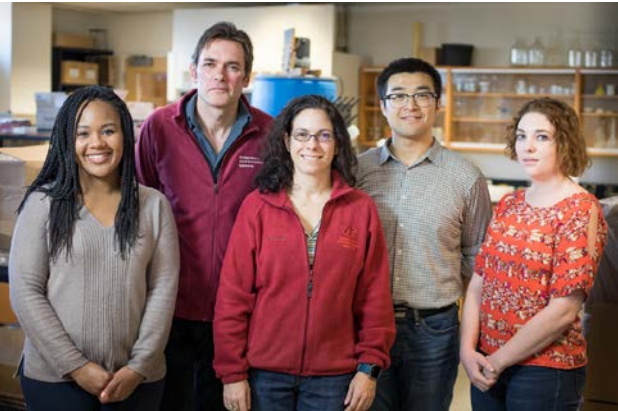
UNDERGRADUATE DIVERSITY



TOTAL UNDERGRAD ENROLLMENT	8,411
Underrepresented Minorities (URM)	877 (10.4%)
Underserved (USS)	1630 (19.3%)
URM + USS (removing duplicates)	2,153 (26%)
Women	1,849 (22%)

*2018 data

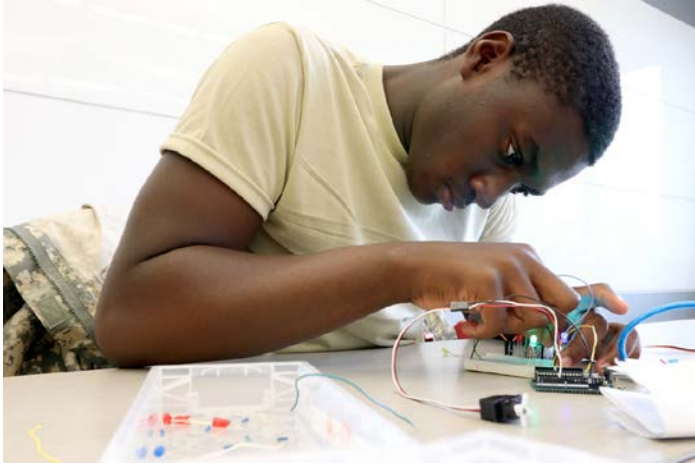
GRADUATE DIVERSITY



TOTAL GRAD ENROLLMENT	2,143
Underrepresented Minorities (URM)	140 (7%)
Underserved (USS)	68 (3.1%)
URM + USS (removing duplicates)	193 (9%)
Women	533 (25%)

*2018 data

THE CENTER FOR ENHANCEMENT OF ENGINEERING DIVERSITY + NEW HORIZON GRADUATE SCHOLARS + LIVING AND LEARNING COMMUNITIES



Celebrating 25 years, the **Center for Enhancement of Engineering Diversity** has provided encouragement and support to engineering undergrad students, focusing on the underrepresented population, assisting them in achieving success.

- **May Family Foundation >> Pathways for Future Engineers**

Started as a pilot program in 2012, in 2018 the **New Horizons Graduate Scholars Program** welcomed:

- **36 scholars >> surpassing the previous class of 24**
- **total of 160 scholars >> since inception**

Galileo and Hypatia, the college's **living and learning communities**, bring together first-year minorities, including women and first-generation students, in a residential environment to receive encouragement and support in their pursuit of a career in engineering.

THE CENTER FOR ENHANCEMENT OF ENGINEERING DIVERSITY PROGRAMS



Undergraduate Programs

- Living and learning communities
- Mentoring
- Student Transition Engineering Program

Pre-College Programs

- Pathways for Future Engineers
- Women's Preview Weekend
- C-Tech2
- Imagination
- Building Leaders for Advancing Science and Technology
- Pre-College Initiative
- TechGirls
- JROTC Leadership Academy

Student Engagement Faculty and Industry Engagement



STRUCTURES IN DIVERSITY AND INCLUSION



Department Level

- Department diversity committees
- Yearly diversity plans with goals and metrics reviewed by the Office for Inclusion and Diversity
- Diversity advocates on all searches

College Level

- New Associate Dean position
- Diversity committee
 - Led by Associate Dean Bev Watford
 - Rep from each department
- InclusiveVT Representatives
- Advance InclusiveVT Representatives
- Leadership in Inclusive Excellence Pilot Initiative