

BOARD OF VISITORS INFORMATION SESSION MINUTES
April 3, 2022

An information session (open session) for the Board of Visitors was held on Sunday, April 3, 2022, at 12:00 noon in the Latham Ballroom A/B at The Inn at Virginia Tech, in Blacksburg, Virginia. There was no public comment period.

Board Members Present

Letitia Long (Rector)
Ed Baine (Vice Rector)
Shelley Barlow
Carrie Chenery (via Zoom)*
Greta Harris
C. T. Hill
Anna James
Sharon Martin
Melissa Nelson
L. Chris Petersen (via Zoom)*
Horacio Valeiras
Preston White

Absent

Mehul Sanghani
Jeff Veatch

Constituent Representatives Present:

Paolo Fermin, Undergraduate Representative
Phil Miskovic, Graduate/Professional Representative
Holli Gardner Drewry, Administrative/Professional Faculty Representative
Robert Weiss, Faculty Representative

Absent:

Serena Young, Staff Representative

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Janice Austin, Callan Bartel, Lynsay Belshe, Rosemary Blieszner, Allen Campbell, David Crotts, Jeff Earley, Alisha Ebert, Ron Fricker, Michael Friedlander, Bryan Garey, Emily Gibson, Debbie Greer, Dave Guerin, Kay Heidbreder, Tim Hodge, Byron Hughes, Seungchan Jeong, Frances Keene, Sharon Kurek, Caroline Lohr, Rob Mann, Randy Marchany, Elizabeth McClanahan, Ken McCrery, Nancy Meacham, Liza Morris, Justin Noble, Mark Owczarski, Charlie Phlegar, Ellen Plummer, Robin Queen, Ken Smith, Dan Sui, Aimee Surprenant, Don Taylor, Dwyn Taylor, Jon Clark Teglas, Tracy Vosburgh, Melinda West, Lisa Wilkes, and Chris Wise.

* Two Board members participated remotely for personal reasons in accordance with Code of Virginia §2.2-3708.2(A)(1)(2). Ms. Chenery participated remotely while on a family vacation and joined at 3:00 p.m. She was located at 9423 Old Oregon Inlet Road, Nags Head, NC. Mr. Petersen participated remotely due to upcoming business travel from 7012 Arbor Lane, McLean, VA.

Rector Long convened the meeting and welcomed everyone to the Information Session. The agenda included:

- Update on the Innovation Campus – Lance Collins, Vice President and Executive Director of the Innovation Campus, briefed the Board on recent activities, including plans for students, faculty, curriculum, facilities, and staffing (see attached presentation). Specifically, there is a goal of having 50 faculty by 2029; Dr. Collins is in negotiations with faculty from the departments of computer science and computer engineering, and he expects some faculty from Blacksburg and Northern Virginia to be transferring to the Innovation Campus in August 2022. External searches are also under way. Faculty will be clustered around three emerging research themes: Machine learning/artificial intelligence (Sanghani Center); wireless, next-generation technology; and quantum information science (with Northrop Grumman). The Sanghani Center was central to the new partnership with Amazon. Project-based learning pilot projects are under way or planned with Boeing and Collins Aerospace. In-state diversity applicants have doubled, and overall student enrollment is expected to grow to 350 in fall 2022. Construction of Academic Building 1 is on time and on budget, with the opening set for fall 2024.
- Annual Legislative Update – Elizabeth Hooper, Associate Vice President for Government and Community Relations, began the presentation by summarizing relevant legislation that was passed by the 2022 Virginia General Assembly and those bills that failed, some of which may return for consideration in a future session. Ken Miller, Vice President for Finance, reviewed the Executive, House and Senate versions of the budget and the significant differences remaining. The Governor has called the General Assembly back into special session beginning on April 4 to finalize the 2022-24 biennial budget. Chris Yianilos, Vice President for Government and Community Relations, reviewed federal research funding and student financial aid. He discussed FY22 federal directed spending and plus-ups that affect higher education and Virginia Tech specifically.
- College of Architecture and Urban Studies (CAUS) Reorganization – Cyril Clarke, Executive Vice President and Provost, reviewed the changes being proposed, which will be voted upon by the Academic, Research, and Student Affairs Committee and the full Board on April 4. He reviewed the rationale for the changes and the timeline for the process that has been followed. He explained that CAUS is a college with great transdisciplinarity. However, transdisciplinarity depends on the cohesiveness of culture, which includes a commonality of scholarship, and that has not been the case in CAUS in recent years. Major changes involve: Transferring the Myers-Lawson School of Construction to the College of Engineering; transferring the School of Public and International Affairs to the College of Liberal Arts and Human Sciences (CLAHS); and transferring the School of Performing Arts from CLAHS to CAUS. The proposed change would group together the arts, and moving SPIA to CLAHS would enable SPIA to work with undergraduates in political science. The resulting CAUS will be reorganized into four schools: School of Architecture, School of Design, School of Visual Arts, and School of Performing Arts. This is the first time there would be a School of Architecture, as the name currently is the School of Architecture and Design (within CAUS). CAUS would be renamed the College of Arts, Design, and

Architecture (CADA). There are no changes planned to academic programs or faculty appointment types/ranks. A review of budgets, positions, and space is under way. Many leadership positions need to be filled. If the Board approves the proposed changes, the final step will be seeking approval from the State Council of Higher Education for Virginia (SCHEV). During the lengthy discussion that ensued, there was support for the reorganization, but three primary issues were raised by Board members and representatives. First was to express the importance of ensuring that finalists for the position of Dean of the restructured CAUS should include finalists with an architecture background, and Provost Clarke concurred that the pool of finalists should represent the scope of disciplines within the college. The second concern, expressed by several Board members, was to have architecture listed more prominently than proposed in the name of the restructured college because architecture has been a “shining star” nationally. Third was the concern that students were engaged very late in the process and the desire that they be involved much sooner in the future. In response to a question about advising, Interim Dean Blieszner responded that the entire campus follows national standards for advising so the quality of advising should be consistent among colleges and students should not be adversely impacted if their program moves to a different college. The name of the college does not appear on a student’s diploma or transcript, so there would be no change in those respects.

- Information Technology Transformation Update – Chris Kiwus, Interim Senior Vice President and Chief Business Officer, introduced the presentation, and Scott Midkiff, Vice President for Information Technology and CIO, summarized the findings and recommendations of the IT assessment and security review conducted by Deloitte last fall. Recommendations are grouped in six categories: governance, finance, talent, technology capabilities, service management, and cybersecurity. As a result, a university-wide IT transformation program has been launched that will take three to four years. Additional prioritization is necessary, but three key projects have been launched: establishing a university-wide IT governance model; standardizing job classifications for IT staff university-wide; and enforcing the CIS IG2 minimum for systems processing sensitive data. An interim program director has been assigned, and a search is under way for a long-term director. Board members expressed a sense of urgency and the desire for the implementation timeline to be shortened and the budgetary requirements to be identified. Additionally, a recommendation was made to look not only to the Deloitte report for this transformation, but also engage the expertise of Commonwealth Cyber Initiative, Department of Defense, and other partners. Governance is important. In response to a recommendation to also focus on crisis response, Dr. Midkiff noted that last month, there was a tabletop exercise around a ransomware attack scenario arranged by emergency management for senior leadership.
- Student Life Village – Frank Shushok, Vice President for Student Affairs, and Bob Broyden, Associate Vice President for Campus Planning and Capital Financing, reviewed proposed plans for a Student Life Village that would be a 5000-bed residential district built in three phases. This would include replacement of some existing residence facilities, resulting in a net gain of about 3700 beds. The vision includes eight planning principles: integration of academic and student life;

sustainability; affordability; flexibility; a destination; connectivity and mobility; well-being; and diversity, access, and inclusion. The entire village would be about two million square feet, with about 1.5 million square feet devoted to residential space and the remainder for support services. A minimum of 61 acres is needed, and the only suitable area was determined to be near the golf course. The location enables an alternate construction design that would be less expensive than Hokie stone and the traditional collegiate gothic. Renderings will be included in the next stage of the process.

- Freedom of Expression – Horacio Valeiras, member of the Board of Visitors, led a discussion of freedom of expression, which has emerged as an important topic for higher education nationwide. He highlighted recent surveys by Heterodox and other organizations about some students who do not feel comfortable expressing their opinions for fear of reprisal from other students and faculty. Underrepresented students often feel the most uncomfortable. He asked that the university consider adopting an additional statement along the lines of the Chicago Principles that is stronger than the Principles of Community. We need a commitment from everyone at the university to support these statements. President Sands noted that the university has several activities under way to address the issue. There is a student group called “Closing the Gap.” Recently, the university hosted an event featuring an evening with Cornel west and Robert George during Principles of Community Week. In addition, the university has a Speech on Campus website required by law that explains Virginia Tech’s responsibility and provides information on VT policies that address various dimensions of free speech and includes an online form where people can report violations. That language about Virginia Tech’s responsibility could be amplified and given greater visibility. Dr. Shushok noted that a new Civic and Democracy Leadership Institute is being established for students. President Sands suggested forming a work group and stated that he would charge Provost Clarke with convening the group.
- Constituent Reports – Robert Weiss, the faculty representative, provided his written report, which focused around freedom of speech and opposed Virginia Tech adopting the Chicago Principles. He discussed his view of the difference between freedom of speech and academic freedom. Our individual rights (liberties), such as freedom of speech, are defined by the Constitution. Academic freedom is applied to a discipline, an academic community, in which a member can only be judged by peers; right or wrong is determined by that community. Academic freedom has a notion of truth defined by the community. His problem with the Chicago Principles is that they address more freedom of speech rather than academic freedom. We need to have a shared understanding of what academic freedom is and what it is not, and what is required to have academic freedom. Because academic freedom is essential to the faculty, he asked that the faculty have a leadership role in the work group that will be formed.

In the interest of time, the remaining constituent reports were delayed to the full Board meeting on April 4.

Rector Long restated that a group would be appointed to study the issue and, in the spirit of shared governance, it will be representative of all constituent groups.

* * * * *

The meeting was adjourned at 4:10 p.m.

*(Copies of the presentations and reports are filed
with the permanent minutes and attached.)*

Virginia Tech Board of Visitors Meeting

Information Session

**Sunday, April 3, 2022
12:00 p.m. – 2:45 p.m.**

**The Inn – Latham Ballroom
Virginia Tech Campus**

Innovation Campus Update

- Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus

Annual Legislative Update

- Mr. Ken Miller, Vice President of Finance
- Mr. Chris Yianilos, Executive Director of Government Relations
- Ms. Elizabeth Hooper, Director of State Government Relations

College of Architecture and Urban Studies Reorganization

- Dr. Cyril Clarke, Executive Vice President and Provost

IT Transformation Update

- Dr. Chris Kiwus, Interim Senior Vice President and Chief Business Officer
- Dr. Scott Midkiff, Vice President for Information Technology & Chief Information Officer

Student Life Village

- Dr. Frank Shushok, Vice President for Student Affairs
- Mr. Bob Broyden, Associate Vice President for Campus Planning and Capital Financing

Freedom of Expression Discussion

- Mr. Horacio Valeiras, Board of Visitors

Constituent Reports

- Mr. Paolo Fermin, Undergraduate Student Representative to the Board
- Mr. Phil Miskovic, Graduate Student Representative to the Board
- Ms. Serena Young, Staff Representative to the Board
- Ms. Holli Drewry, Administrative and Professional Faculty Representative to the Board
- Dr. Robert Weiss, Faculty Representative to the Board

VIRGINIA TECH



INNOVATION CAMPUS

UPDATE TO BOARD OF VISITORS

Lance Collins, Vice President and Executive Director

April 3, 2022

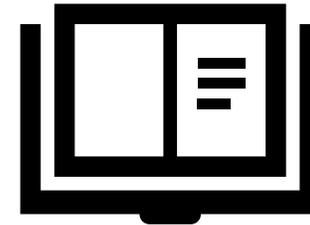
Innovation Campus Progress Report



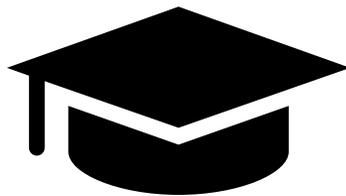
Research



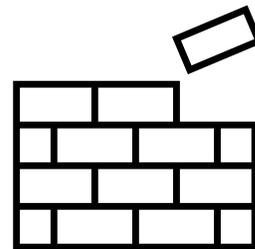
Faculty



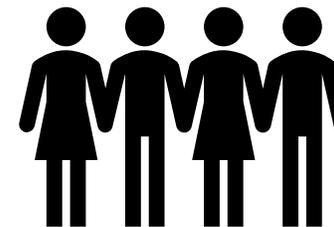
Curriculum



Students



Facilities



Staffing

Innovation Campus Research

Faculty will be clustered around research areas that build upon existing strengths of the university and research interests of our partners.



Research

- Emerging themes:
 - Machine Learning/Artificial Intelligence (Sanghani Center)
 - Wireless/Next Gen Technology
 - Quantum Architecture and Software Development (with Northrop Grumman)



Research Highlights



Research

- Researchers at the Sanghani Center for Artificial Intelligence and Data Analytics were central to a **new partnership with Amazon** that will support development and implementation of innovative approaches to machine learning.
- The Innovation Campus is exploring partnerships with key Northern Virginia-based VT centers – the National Security Institute (NSI), Commonwealth Cyber Initiative (CCI) and the Virginia Tech Applied Research Corporation (VT-ARC). Initial focus is on **Next G wireless**.

Our Goal: 50 Faculty by 2029

- Offers have been made to first cohort of computer science and computer engineering faculty transfers.
 - Faculty will join the Innovation Campus effective August 2022.
 - Transferring from both Northern Virginia and Blacksburg.
- External searches for faculty underway.
 - Launched senior search in AI/ML.
 - Interviewing for two collegiate faculty to focus on curricular innovations.



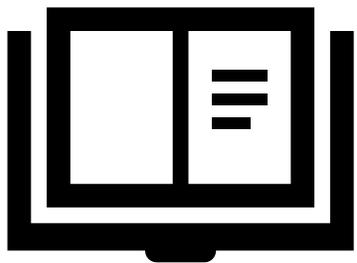
Faculty

Transition to Project-Based Learning

- Faculty transitioning will take lead in building new and innovative approaches to teaching and learning.
- Pilot projects taking place – two with Boeing (spring) and two with Collins Aerospace (fall).
- Reviewing M.Eng curriculum and developing plan to transition over the next three years.
- Actively seeking financial partnerships for PBL expansion.



Dr. Lance Collins with Master of Engineering students in Falls Church.

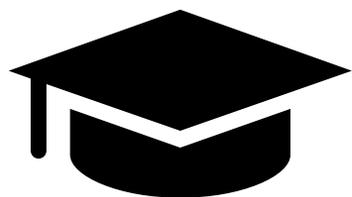


Curriculum

Enrollment Growth – DC Region

Our focus: Grow M.Eng programs in the DC region.

Current Enrollment: 206 Master's-Level Students
Based in Falls Church (vs. 112 in spring 2021).



Students

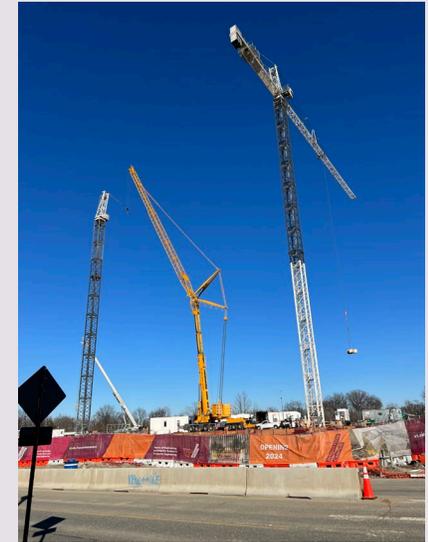
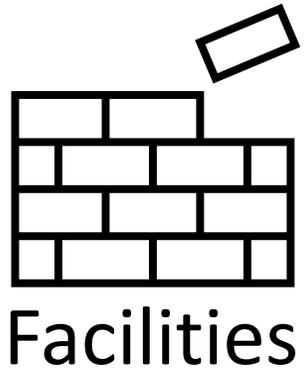
- In-state applications up by 86% and out-of-state domestic applications up 6%.
- **In-state diversity applicants have doubled.**
- Total student enrollment is set to grow to 350 in fall 2022.



*Three mid-year admits were awarded
Boeing Diversity Scholarships*

Update – Academic Building One Attachment C

- Project is on schedule for 2024 opening
- Foundation excavated; 1st cement poured
- Construction cranes erected
- Site work for district continues



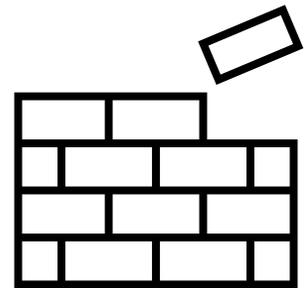
First cement pour



Webcam view of Academic Building One site

Academic Building 1 – Construction

Opening set for Fall 2024



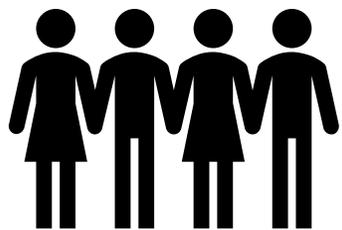
Facilities

Interactive Virtual Tour features interior and exterior views:

<https://vr.yulio.com/VUU27WuisB>

Growing Team

Continuing to fill key leadership positions



Staffing

- **Pamela Gilchrist**, K-12 Programs Director, funded by Boeing gift.
- **Marlesa Adams**, Divisional HR Director, shared with Human Resources Office.
- **Andrea Koslow**, Principal Partnerships Officer, shared with Link, License, and Launch.



Thank You!

We appreciate your continued support of the Virginia Tech Innovation Campus.

www.vt.edu/innovationcampus/about/strategic-plan

--Strategic Plan, Updated March 2022--



LEGISLATIVE UPDATE

KEN MILLER, VICE PRESIDENT OF FINANCE

ELIZABETH HOOPER, ASSOCIATE VICE PRESIDENT OF GOVERNMENT & COMMUNITY
RELATIONS

CHRIS YIANILOS, VICE PRESIDENT FOR GOVERNMENT & COMMUNITY RELATIONS

APRIL 3, 2022



GENERAL ASSEMBLY LEGISLATIVE UPDATE

ELIZABETH HOOPER, ASSOCIATE VICE PRESIDENT OF GOVERNMENT
& COMMUNITY RELATIONS



2022-24 State Budget Update

- Environment for 2022 Session
 - New Administration and Republican majority in the House
 - FY21 surplus, growth in current fiscal year, and unallocated federal stimulus provided unprecedented level of resources
 - House support for various tax reduction initiatives
 - Senate support for more limited tax cuts and further analysis
 - Mounting concern over inflation, supply-chain constraints, and emerging geo-political conflicts
 - Emphasis on one-time spending and maintaining structural integrity

General Assembly Legislative Update

Attachment C

Legislation that PASSED or is PENDING* included:

<u>HB19/SB210</u>	Virginia Public Procurement Act - Disclosure required by certain officers
<u>HB165/SB93</u>	Bond issuance for capital projects (Hitt Hall)
<u>HB346/SB598*</u>	College partnership laboratory schools (*pending*)
<u>HB355</u>	SCHEV posting of comparative data relating to undergraduate students
<u>HB507/SB223</u>	Codification of name, image, and likeness
<u>HB525/SB439</u>	Hazing: Prevention Training, Reporting requirements
<u>HB526</u>	Provides in-state tuition for victims of human trafficking

General Assembly Legislative Update

Attachment C

Legislation that FAILED to pass included:

<u>HB317</u>	Per-student enrollment-based funding for noncredit workforce training program
<u>HB320</u>	Repeal of scheduled state minimum wage increase to more than \$11.00 per hour
<u>HB357*</u>	Grants for tuition, fees, books and housing to foster care students
<u>HB539</u>	Disclosure of disqualifying criminal convictions to applicants
<u>HB732/SB159*</u>	Withholding of transcripts
<u>HB1120</u>	In-state tuition and tuition waivers for members of certain American Indian tribes
<u>HB1127/SB576</u>	Betting on Virginia college sports
<u>HB1226</u>	SCHEV shall conduct a productivity analysis of academic programs
<u>HB1333</u>	Modifies provision of in-state tuition to children of active-duty service members
<u>SB717</u>	Prohibits participation in Chinese sponsored talent recruitment programs or receiving Chinese funded grants

**While these bills failed, language relating to these policies may be considered in the budget process.*



STATE BUDGET UPDATE

KEN MILLER, VICE PRESIDENT FOR FINANCE

A large, empty grid pattern at the bottom of the slide, consisting of a series of light gray lines forming a grid of small squares.

2022-24 State Budget Update

Operating Support for Virginia Tech

	Executive	House	Senate
Affordable Access	\$9.8 million in each year	\$15.3 million per year <ul style="list-style-type: none"> • 3 percent tuition cap for in-state undergraduates in FY23. 	\$9.8 million in each year
Student Financial Aid	Virginia Undergraduate <ul style="list-style-type: none"> • \$1.0 million in first year • \$6.6 million in second year Graduate <ul style="list-style-type: none"> • \$1.0 million in first year • \$1.4 million in second year 	Virginia Undergraduate <ul style="list-style-type: none"> • \$1.0 million in first year • \$1.0 million in second year Graduate <ul style="list-style-type: none"> • \$0 in first year • \$0.5 million in second year 	Virginia Undergraduate <ul style="list-style-type: none"> • \$1.0 million in first year • \$6.6 million in second year Graduate <ul style="list-style-type: none"> • \$1.0 million in first year • \$1.4 million in second year
Unique Military Activities		<ul style="list-style-type: none"> • \$0.4 million in first year • \$0.7 million in second year 	

2022-24 State Budget Update

Operating Support for Virginia Tech

	Executive	House	Senate
Focused Ultrasound Research	\$2.0 million in each year	\$1.0 million in each year	\$2.0 million in each year
Automated Heavy Vehicle Research	N/A	\$2.5 million per year	N/A
Cooperative Extension	<ul style="list-style-type: none"> • Research Equipment: \$1.3 million in first year • Agency Salary: \$0.7 million in first year, \$1.3 million in second year • O&M of new facilities: \$1.3 million in first year, \$1.5 million in second year 	<ul style="list-style-type: none"> • Research Equipment: \$1.3 million in first year • Agency Salary: \$0.9 million in first year, \$1.1 million in second year • O&M of new facilities: \$1.3 million in first year, \$1.5 million in second year 	<ul style="list-style-type: none"> • Research Equipment: \$1.3 million in first year • Agency Salary: \$0.7 million in first year, \$1.3 million in second year • O&M of new facilities: \$0.6 million in first year, \$0.8 million in second year

2022-24 State Budget Update

Employee Compensation & Benefits Summary

	Executive	House	Senate
Employee Raise	Effective each June 10 th : <ul style="list-style-type: none"> • 5% increase in each year of the biennium • Includes adjunct faculty and graduate teaching assistants • Merit can be used for faculty and University Staff 	Effective each June 10 th : <ul style="list-style-type: none"> • 4% increase in each year of the biennium • Includes adjunct faculty and graduate teaching assistants • Merit can be used for faculty and University Staff 	Effective each June 10 th : <ul style="list-style-type: none"> • 5% increase in each year of the biennium • Includes adjunct faculty and graduate teaching assistants • Merit can be used for faculty and University Staff
Employee Bonus	N/A	1% bonus payment effective each December 1 of the biennium	\$1,000 bonus payment effective June 1, 2022
Health Insurance	2.0 percent increase in the first year and 2.5 percent in the second year	No increase in first year due to accumulated savings in state health insurance fund. 2.5 percent increase in second year	2.0 percent increase in the first year and 2.5 percent in the second year

2022-24 Capital Support

	Executive	House	Senate
Maintenance Reserve	\$17.9 million per year (increase of \$4.2 million/year)	\$20.2 million per year (increase of \$6.4 million/year)	\$17.9 million per year (increase of \$4.2 million/year)
Randolph Hall	N/A	Included in statewide capital construction pool	N/A
Virginia Tech Carilion School of Medicine Project	\$6 million NGF detailed planning for VTC SOM expansion and renovation of FBRI		
Improve Center Woods Complex Project	Included in statewide detailed planning pool	\$1.0 million NGF planning authorization	Included in statewide detailed planning pool
Improve AREC Facilities Phase I	N/A	\$1.0 million NGF planning authorization	N/A
Hampton Roads AREC Relocation	N/A	\$0.5 million NGF planning authorization	N/A
Innovation Campus Cost Overrun Supplement	N/A	\$9.2 million supplement	N/A
Life, Health, Safety, Accessibility and Code Compliance	\$7.3 million supplement	Included in supplement pool	\$7.3 million supplement
Livestock & Poultry Facilities Phase I	Included in supplement pool		

Next Steps

- Conference Committee did not finalize the 2022-24 biennial budget during the regular session
- Governor has called for a Special Session to continue work on the budget on April 4th
- Final Conference Committee budget will need approval from the House and Senate
- Governor will have opportunity to amend/veto items in the budget
 - General Assembly will consider Governor's actions on April 27th
- Supplemental report will be shared with the Board when final budget actions are understood

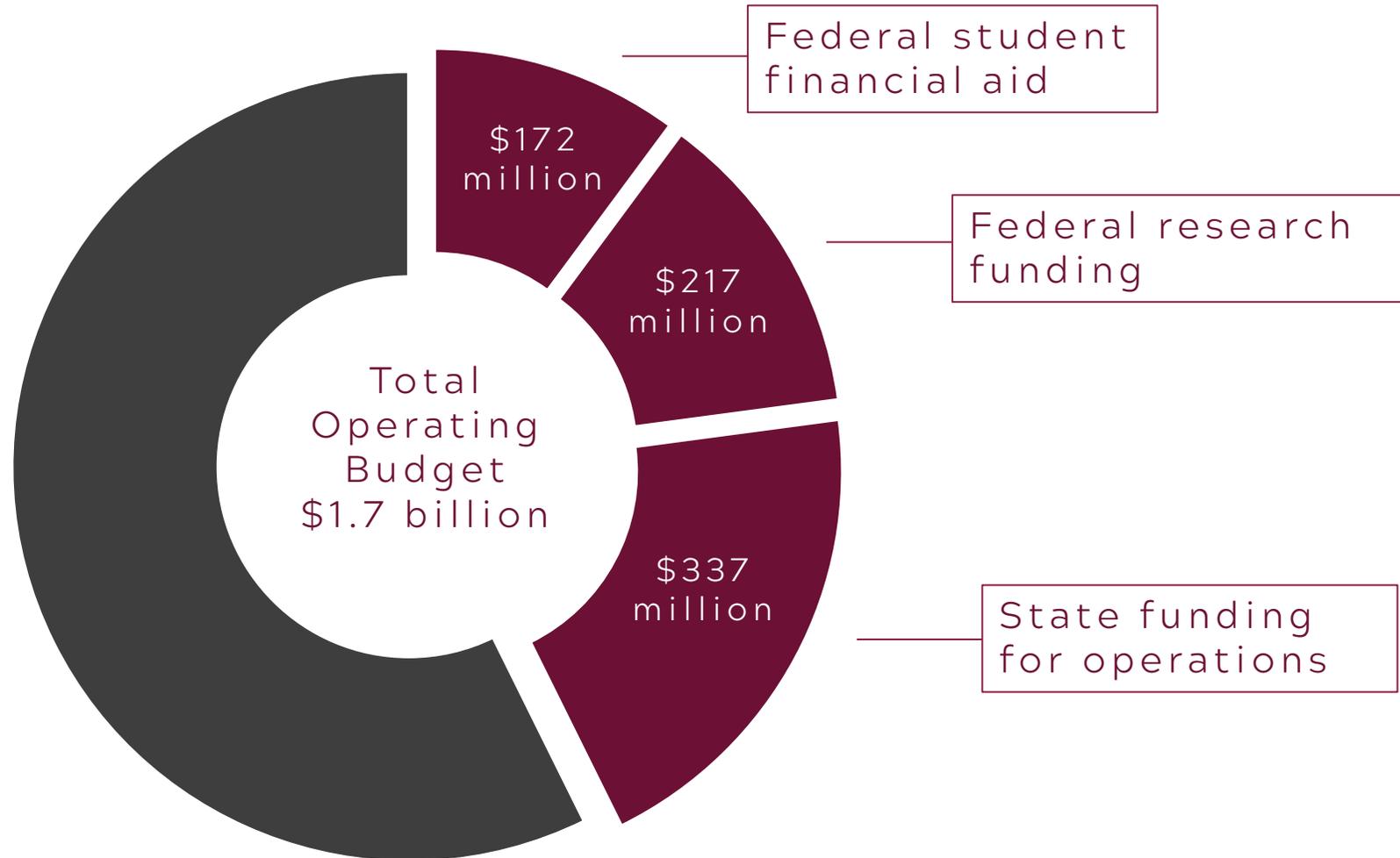


FEDERAL FUNDING UPDATE

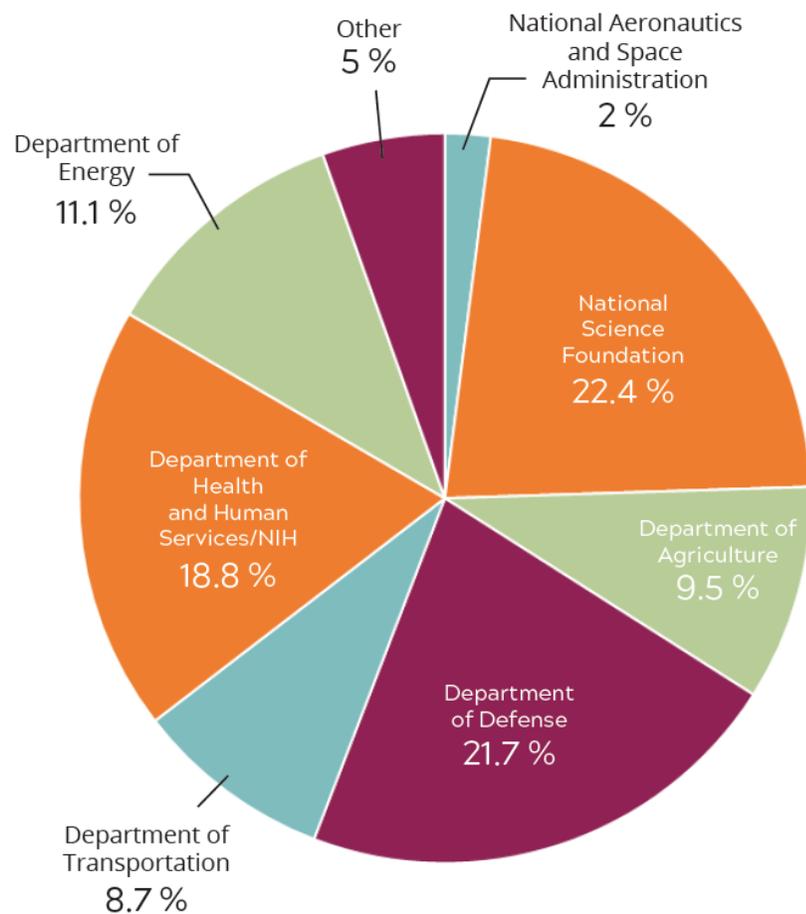
CHRIS YIANILOS, VICE PRESIDENT FOR GOVERNMENT
& COMMUNITY RELATIONS



Virginia Tech Annual Operating Budget



Federal Research Portfolio



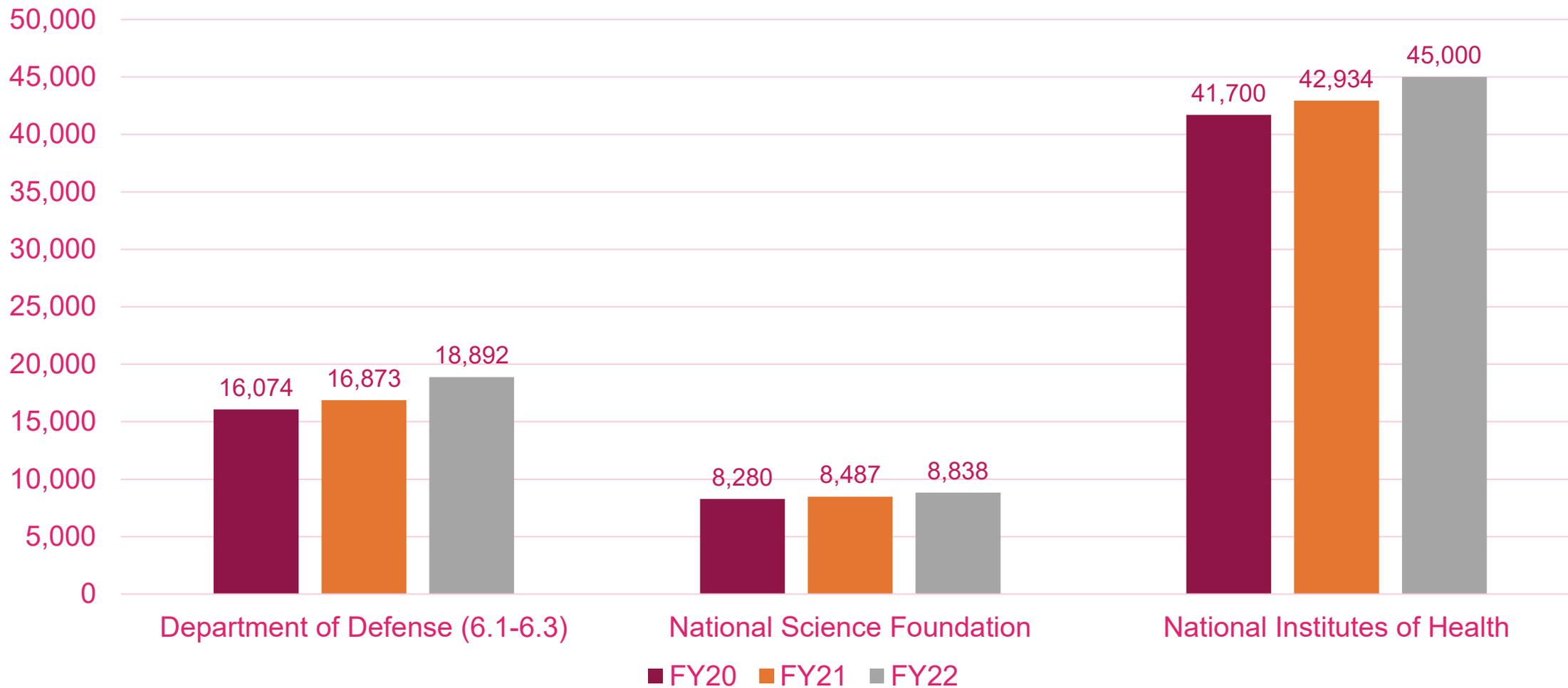
#49

Ranked 49th by the NSF
out of approximately 640
research universities in
research expenditures

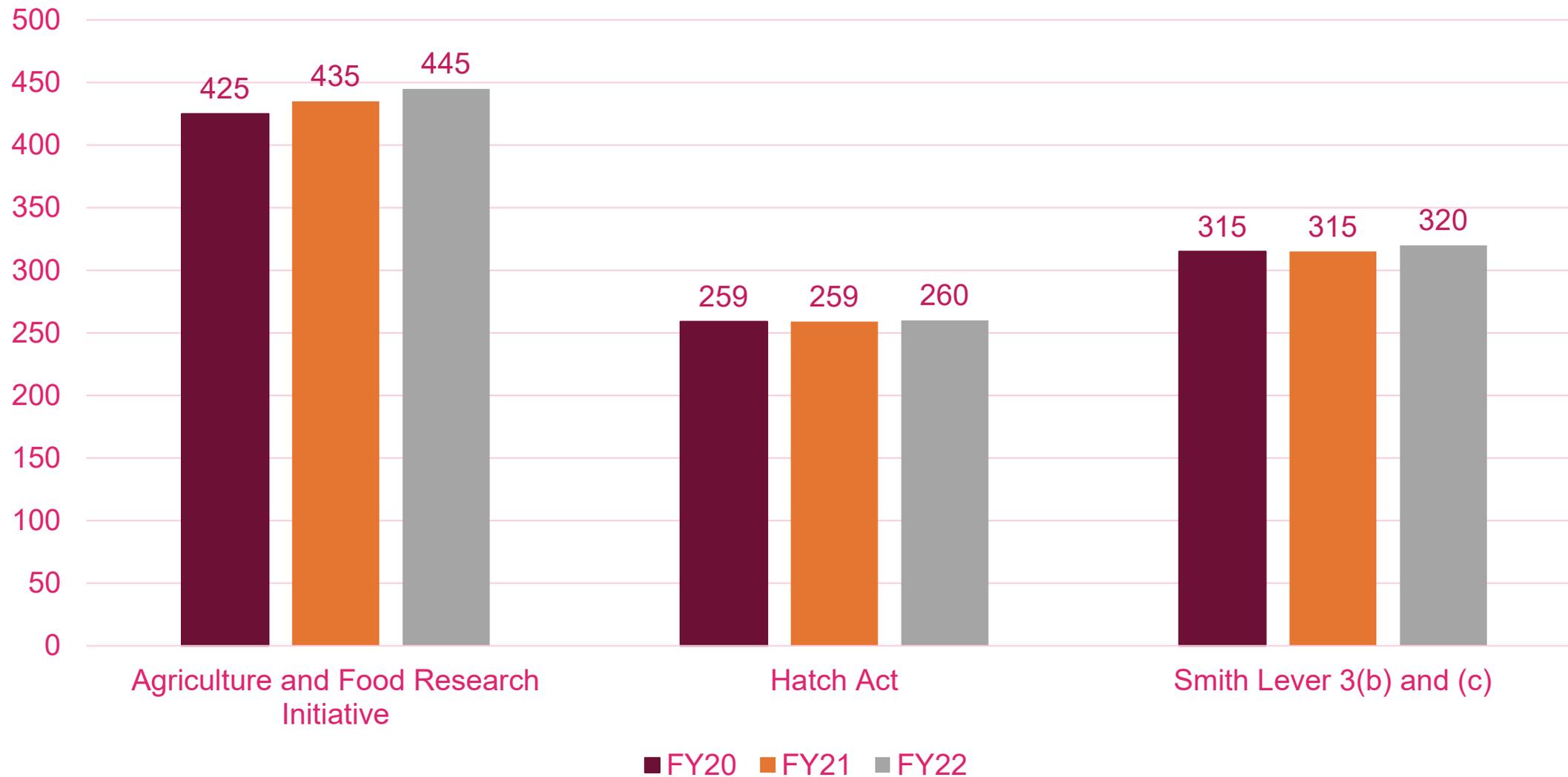
\$542 million

Produced over \$542
million in research
expenditures in FY2021

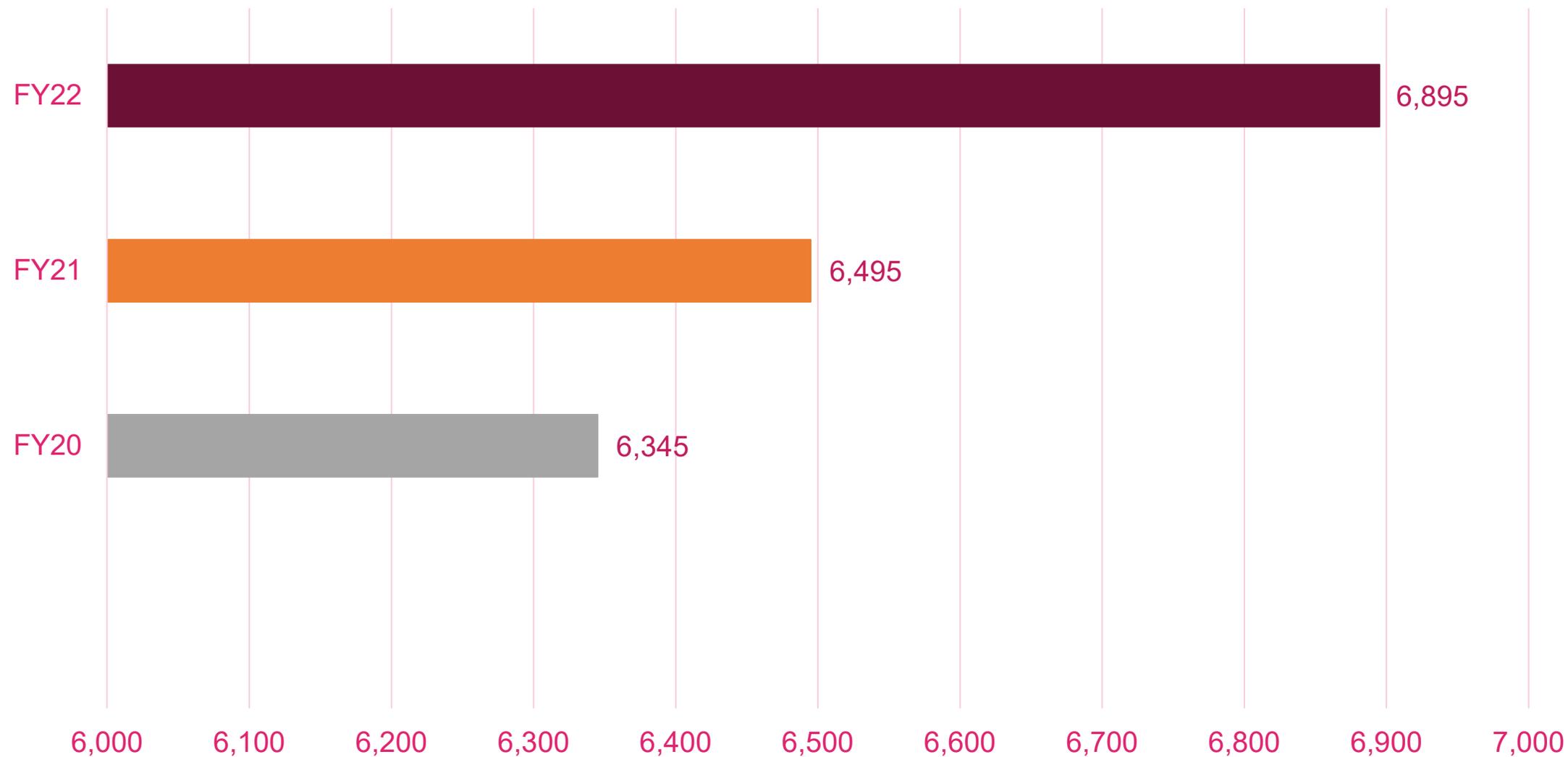
FEDERAL RESEARCH FUNDING (in millions)



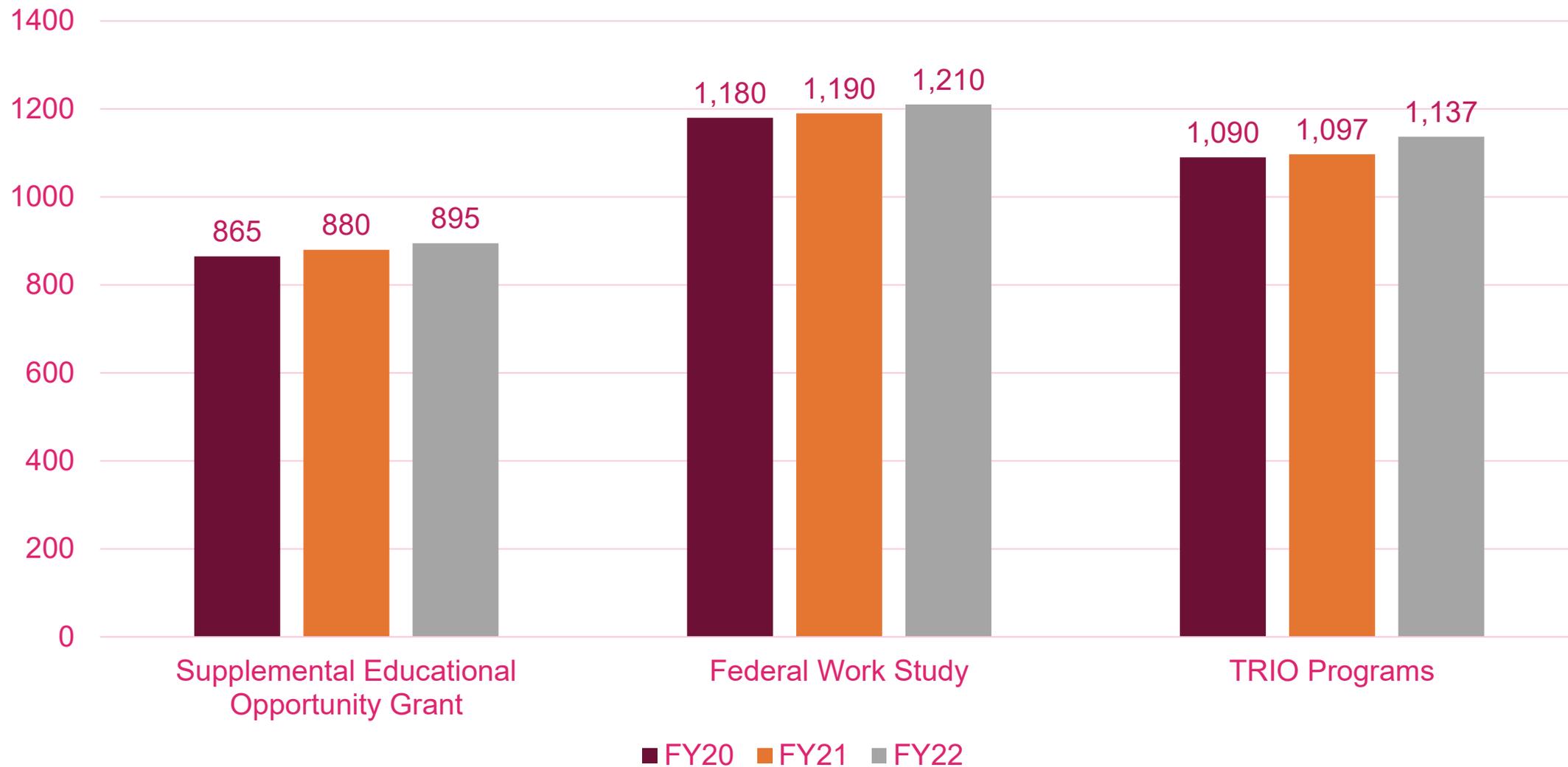
AGRICULTURE (in millions)



MAXIMUM PELL GRANT



STUDENT FINANCIAL AID AND OUTREACH (in millions)



Directed Spending and Plus-Ups

Recipient	Project Purpose	Recommended (\$)
Purple Mai'a Foundation	Native Hawaiian Fishpond Coastal Monitoring and Outreach	445,000
Roger Williams University	Development for Equitable Growth of Shellfish Aquaculture Industry in Rhode Island.	1,600,000
Save the Bay	Watershed Education Program Initiative	300,000
Scripps Institution of Oceanography	Southern California DDT ocean dumpsite characterization, monitoring, and research pilot project.	5,600,000
State of Hawaii Division of Aquatic Resources.	Hawaiian Coral Ark Facility Support	286,000
Stockton University	Stockton University, Costal Resiliency Equipment, Education, and Outreach.	500,000
The Desert Research Institute	Climate Research Initiative	2,000,000
The Maritime Aquarium at Norwalk ..	Removal of Derelict Lobster Pots	569,000
The National Aquarium, Inc	National Aquarium STEM Education Initiative	332,000
The Nature Conservancy	Oyster Aquaculture and Restoration Initiative	150,000
The Ocean Foundation	Oregon Kelp Forest Survey	945,000
The University of Mississippi	Infrasonic Weather Monitoring Research to Improve Detection of Violent Weather.	2,000,000
Tillamook County	Tillamook County Fish Passage Restoration	2,500,000
University at Albany—SUNY	Vertical Sensing Evaluation Initiative	900,000
University of Delaware/Delaware State University.	Sustainable Energy Research	1,290,000
University of Hawaii	Pu'uloa Shoreline Biocultural Restoration	445,000
University of Maine	Support for Local and Regional Seafood Systems	2,000,000
University of Rhode Island	On-water Research Facility Initiative	250,000
University of Rhode Island	Plastics Pollution Research Initiative	1,000,000
University of Rhode Island	Sustainable Seafood Research Collaborative	1,000,000
University of Vermont	University of Vermont, Land Cover Observatory	2,000,000
University of Wisconsin-Madison	Scanning High-resolution Interferometer Sounder (S-HIS) Next Generation (NG).	1,200,000
Virginia Polytechnic Institute and State University.	Improving Summer Flounder Fisheries Management in a Changing Ocean.	300,000
Worcester State University	Diversity and Inclusion in STEM Initiative	500,000

Autonomous Vehicle Research in Rural

Communities.—The Committee believes that autonomous vehicles have the potential to enhance roadway safety and increase mobility options for all Americans, but have additional challenges to overcome in order to bring these benefits to rural Americans.

The Committee provides \$10,000,000 to an accredited university of higher education, or consortia thereof, to conduct research and to work with rural communities to address the additional challenges, including weather variables and differing types of roadways, of bringing the benefits of autonomous vehicles, including freight and delivery vehicles, to rural Americans.

FY22 Directed Spending and Plus-Ups

Department of
Defense

\$22,000,000

Department of
Transportation

\$10,000,000

Energy and
Water

\$6,000,000

Commerce,
Justice, Science

\$300,000

Labor,
Education, HHS

\$1,000,000

Intelligence

Phase I: \$8,500,000

Phase II: TBD

Major Federal Opportunities



COMPETITIVENESS LEGISLATION

Proposals are pending for generational investments in research, technology development, and economic development.

EDA REGIONAL CHALLENGE

Garnering political support for Virginia Tech's EDA proposal of up to \$100 million.



DISCUSSION



College of Architecture and Urban Studies Reorganization

APRIL 3, 2022



JUSTIFICATION

- Address inherent instability of existing CAUS organizational structure
- Group disciplines that have a common understanding of impactful scholarship
- Bring together disciplines that broadly represent the arts, with coherence represented in Arts@ VT and the Moss Arts Center
- Enable schools to participate fully in both undergraduate and graduate education, research/creative works, and outreach
- Achieve balance across disciplines in the college

PROCESS & APPROVALS

	Fall 2021				Spring 2022				Summer 2022		
Informal review/planning	MLSoC										
School transfer proposals to faculty		MLSoC	Other Schools								
Faculty & staff meetings			MLSoC	Other Schools							
School transfer plan announced			MLSoC		Other Schools						
Faculty proposals for new college name/organization						MLSoC					
University Council - new college name						MLSoC					
BOV review and approval sought							MLSoC				
SCHEV review and approval pending								MLSoC	MLSoC		

MAJOR CHANGES

- Transfer Myers-Lawson School of Construction (MLSoC) from College of Architecture and Urban Studies (CAUS) to the College of Engineering (COE)
- Transfer the School of Public and International Affairs (SPIA) from CAUS to the College of Liberal Arts and Human Sciences (CLAHS)
- Transfer the School of Performing Arts (SOPA) from CLAHS to CAUS
- Reorganize CAUS into four schools:
 - School of Architecture
 - School of Design
 - School of Visual Arts
 - School of Performing Arts
- Rename CAUS the College of Arts, Design and Architecture (CADA)

MAJOR CHANGES

COE

Myers-Lawson
School of
Construction

Other
departments

CADA

Architecture

Design

School of
Visual Arts

School of
Performing
Arts

CLAHS

School of
Public and
International
Affairs

Other
departments
& school

ADDITIONAL NOTES

- Schools transferred as intact units
 - No changes to academic programs (courses, degree programs) planned
 - No change in faculty appointment types/ranks
- Leadership searches pending for CADA college and schools
- Budgetary, GTA allocation, arts space reviews underway
- Transitional phase for college-level P&T reviews planned



IT TRANSFORMATION UPDATE

VIRGINIA TECH BOARD OF VISITORS
INFORMATION SESSION
APRIL 3, 2022

DELOITTE ASSESSMENT

IT Assessment and Security Review Overview

The objective of the assessment is to review and evaluate the current information technology (IT) & cybersecurity environment and provide recommendations and a roadmap for improving and aligning IT capabilities to meet the strategic needs of Virginia Tech (VT) students, faculty, researchers, and staff.

Phases



CURRENT STATE ASSESSMENT

Will focus on understanding the current state of each area in scope through interviews, detailed documentation reviews, and extensive qualitative and quantitative analysis of governance, finance, talent, infrastructure, applications, service management data, and cybersecurity.



FUTURE STATE DELIVERY MODEL

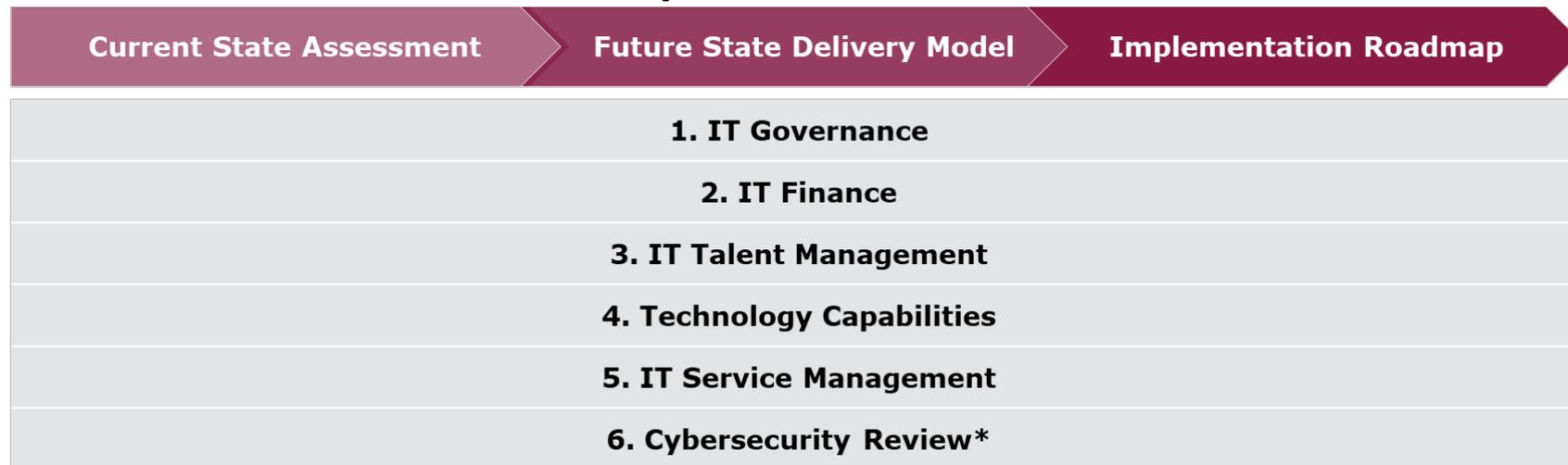
Defines a recommended future state for VT that addresses identified gaps and risks from the Current State and leverages best practices from benchmarking in higher education that can be undertaken in the short, medium, and long term.



IMPLEMENTATION ROADMAP

Identifies the prioritization, sequence, resources, risk/dependencies, and other considerations necessary to achieve the identified future state.

Focus Areas



DELOITTE ASSESSMENT

The Imperative for Change

Based on the current state challenges, three focus areas are emerging to shape the roadmap for establishing a more secure and effective future state IT Operating Model for Virginia Tech.



Strengthen the Core

VT's initial focus must be on reducing risk while bolstering the organization and capabilities of Division of IT to cultivate greater institutional trust and improve morale through the delivery of reliable, cost-effective core infrastructure and services.

Build a Culture of Collaboration

In parallel, VT must establish a shared vision for IT, including defined roles and responsibilities for central and distributed IT units to proactively collaborate through a clear governance model.



Foster Innovation and Efficiency

Ultimately, VT needs to focus on enhancing the student, faculty, staff, and research experience by implementing efficient, effective, timely, and innovative services across the Institution.

DELOITTE ASSESSMENT

IT Transformation Recommendation Overview

A portfolio of “Transformational” recommendations provide opportunities to address critical current state challenges to improve how work is done at Virginia Tech.

1. IT Governance	2. IT Finance	3. IT Talent	4. Technology Capabilities	5. Service Management	6. Cybersecurity
<p>Clarify roles and responsibilities for providing IT services across the institution (1.1 Define the University-wide IT Operating Model)</p>	<p>Simplify funding and paying for common IT services (2.1 Optimize Funding Model)</p>	<p>Simplify reporting within DoIT’s organizational structure (3.1 Revise DoIT’s Organizational Model)</p>	<p>Enhance data quality, access, and tools (4.1 Enhance Data Governance)</p>	<p>Create processes and tools to track IT assets (5.1 Implement University-wide CMDB Processes and tools)</p>	<p>Elevate security leveraging organizational standards already in place throughout the University (6.1 Enforce the CIS IG2 Minimum for Systems Processing Sensitive Data)</p>
<p>Clarify roles and responsibilities for making VT-wide IT decisions (1.2 Establish a University-wide IT governance model)</p>	<p>Reduce time to procure software (2.2 Streamline Software Procurement Process)</p>	<p>Create common roles and responsibilities for IT staff (3.2 Standardize job classifications for IT staff across)</p>	<p>Improve solution integration and data availability across systems (4.2 Deploy a Common Integration Layer)</p>	<p>Improve processes for delivering IT services (5.2 Enhance Maturity of Core ITSM Processes)</p>	<p>Increase coverage and decrease incident response time across crucial systems (6.2 Managed 24x7 Security Operations Center (SOC))</p>
<p>Improve delivery of IT projects and development of IT standards (1.3 Establish University-wide IT PMO and IT architecture functions)</p>	<p>1</p>		<p>Reduce number of duplicative IT solutions (4.3 Rationalize Application Portfolio)</p>		<p>Control identities and access to Virginia Tech data and systems (6.3 Reshape Identity through Identity and Access Management (IAM))</p>
			<p>Optimize IT infrastructure across VT (4.4 Establish Data Center Consolidation Strategy/ Cloud Enhancement)</p>		<p>Stop data exfiltration and breach attempts before data leaves the network (6.4 Deploy an Endpoint Data Loss Prevention (DLP) Solution)</p>
			<p>Improve strategy for using 3rd party solutions (4.5 Define Strategy for Adopting Managed Services & SaaS Solutions)</p>		<p>Increase visibility and control over the most crucial borders of the University’s landscape: the endpoint (6.5 Full Deployment of Endpoint, Detect, and Respond (EDR) Solution)</p>
					<p>Create consistency and document practices to empower the University to secure the infrastructure (6.6 Develop Procedure Guides to Augment the Minimum Security Standards)</p>

DELOITTE ASSESSMENT TO IT TRANSFORMATION

- **Deloitte has provided its findings and recommendations.**
- **Virginia Tech has launched a university-wide IT transformation program.**
 - The program is heavily informed by Deloitte's recommendations.
 - The program is tailored to meet the needs of the university.
 - Recommendations will be realized through individual projects initiated by the program.
- **This is a multi-year effort, potentially over 3 to 4 years.**

INITIAL PLANNING

- **Recommendations have reviewed and a tentative prioritization has been established**
 - What is the importance of the project to establishing a foundation, reducing cyber risk, and contributing to IT transformation?
 - What is the likely impact of the project?
 - What are dependencies between projects?
- **Additional prioritization may be needed as the IT governance process is established**
- **Planning table (next slide)**
 - Shaded area shows expected implementation period, FY 2022 through FY 2025.
 - FY 2022 projects are underway with existing resources.
 - FY 2023 require additional resources.
 - Preliminary work is underway in many areas and is not depicted in the table.

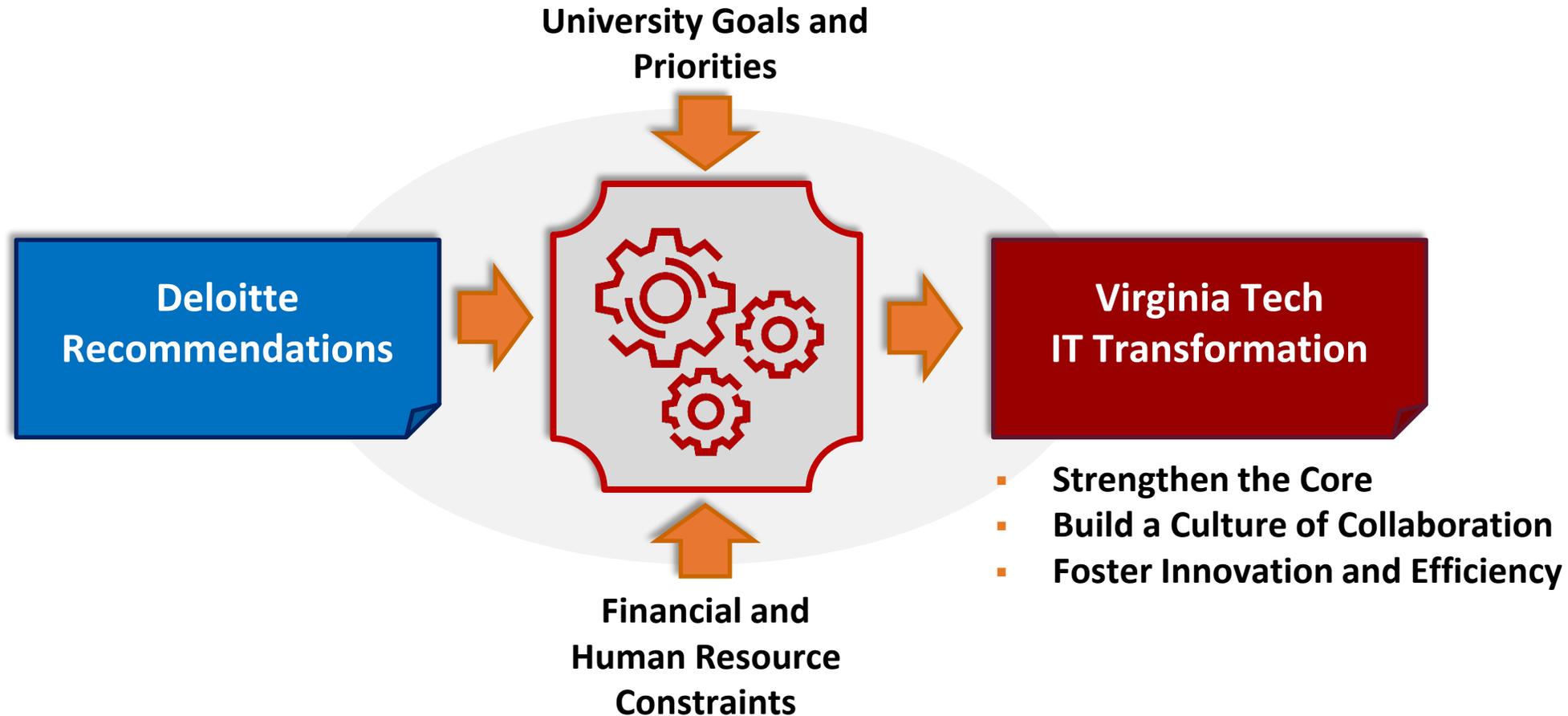
IT TRANSFORMATION LOOKING AHEAD

Priority	#	Recommendation	Activity			
			FY22	FY23	FY24	FY25
0	0.0	Establish the IT Transformation program office	X			
1	1.2	Establish a University-wide IT governance model	X	X		
2	3.2	Standardize job classifications for IT staff across VT	X	X	X	
3	1.3	Establish University-wide IT PMO and IT enterprise architecture functions		X	X	
4	6.4	Deploy an endpoint data loss prevention (DLP) solution		X	X	
4	6.5	Full deployment of endpoint detect and respond (EDR) solution		X	X	
5	6.2	Managed 24x7 security operations center (SOC)		X		
6	6.3	Reshape identity through identity and access management (IAM)		X	X	
7	6.1	Enforce the CIS IG2 minimum for systems processing sensitive data	X	X		
8	6.6	Develop procedure guides to augment the minimum security standards		X		
9	4.2	Deploy a common integration layer		X	X	
10	4.1	Enhance data governance		X	X	
11	2.2	Streamline software procurement		X		
12	5.1	Implement university-wide CMDB processes and tools		X	X	
13	3.1	Revise DoIT's organizational model		X	X	
	1.1	Define the University-wide IT operating model		X		
	2.1	Optimize funding model			X	X
	4.3	Rationalize application portfolio		X	X	X
	4.4	Establish data center consolidation strategy/cloud enhancement		X	X	X
	4.5	Define strategy for adopting managed services and SaaS solutions			X	
	5.2	Enhance maturity of core ITSM processes			X	X

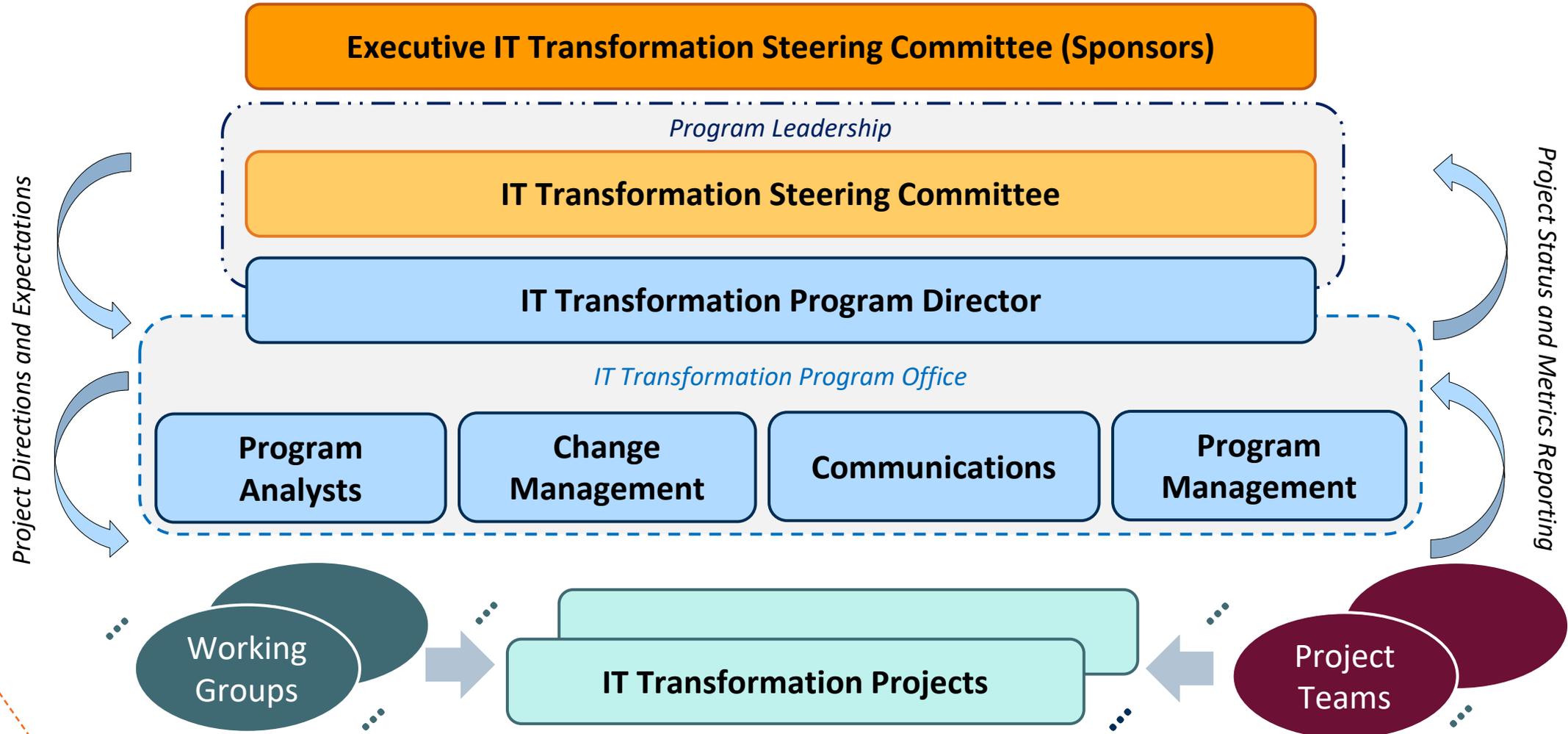
Key

Funded through reallocation or budget not needed
Budget request submitted for FY 2023
Budget not yet analyzed or requested

VIRGINIA TECH IT TRANSFORMATION

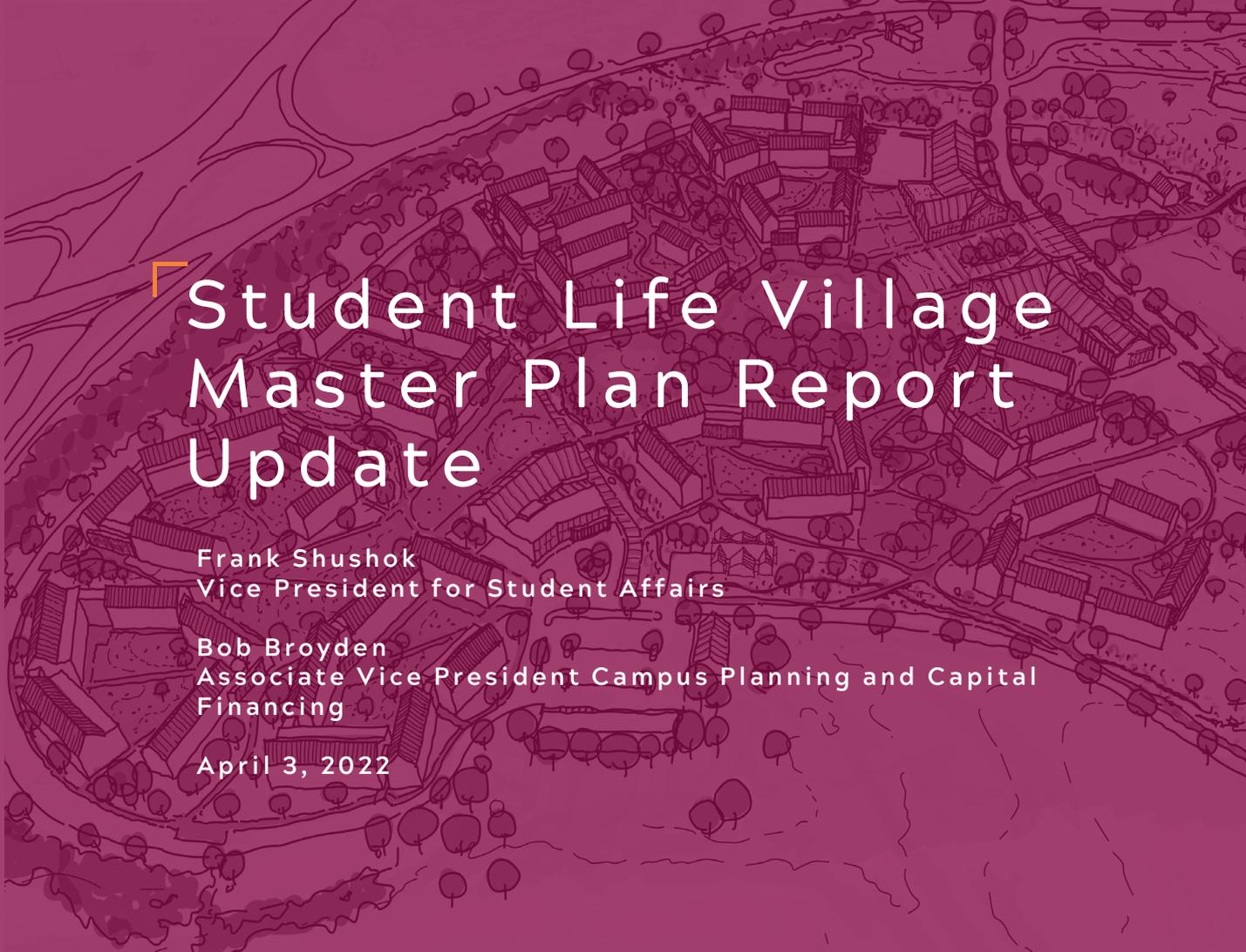


IT TRANSFORMATION PROGRAM



IT TRANSFORMATION CURRENT STATUS

- **IT Transformation Program launched**
- **IT Transformation Program Office established and staffed**
 - Interim program director assigned
 - Search opened for long-term program director
 - Support staff in place and will adjust as needed
- **Active communication is underway**
- **Key projects launched**
 - 1.2: Establish a University-wide IT governance model
 - 3.2: Standardize job classifications for IT staff across VT (HR's Job Architecture project)
 - 6.1: Enforce the CIS IG2 minimum for systems processing sensitive data
- **Initial plans developed for future work**
 - Budget analysis and requests
 - Pre-work based on prior work and investigation



Student Life Village Master Plan Report Update

Frank Shushok
Vice President for Student Affairs

Bob Broyden
Associate Vice President Campus Planning and Capital
Financing

April 3, 2022

Goal

Expand the capacity for on-campus residential living.

Questions

- Can we identify an area of sufficient size to accommodate ~5,000 beds plus support facilities to provide a full-service community?
- Can the community be implemented in phases over time?
- Can the location support alternative design and construction methods to control costs for the university and students?
- Can we address these questions with results that are appealing to students?

The Student Life Village is a 5000 bed residential district conceived of as an affordable, near-term solution to enable Virginia Tech to advance broader institutional goals.



- Principles
- Hokie Spirit
- Land Use
- Mobility
- Infrastructure
- Landscape
- Program
- Building Massing & Placement



PLANNING PROCESS

August 2021 September 2021 October 2021 November 2021 December 2021 January 2022 February 2022 March 2022

Phase 1: Discovery

Phase 2:
Concept Alternatives

Phase 3: Development &
Documentation

1 Kickoff

2 Findings

3 Charrette

4 Advance Concept

5 Feedback

6 Final Presentation

Advisory Groups

Executive Leadership Group

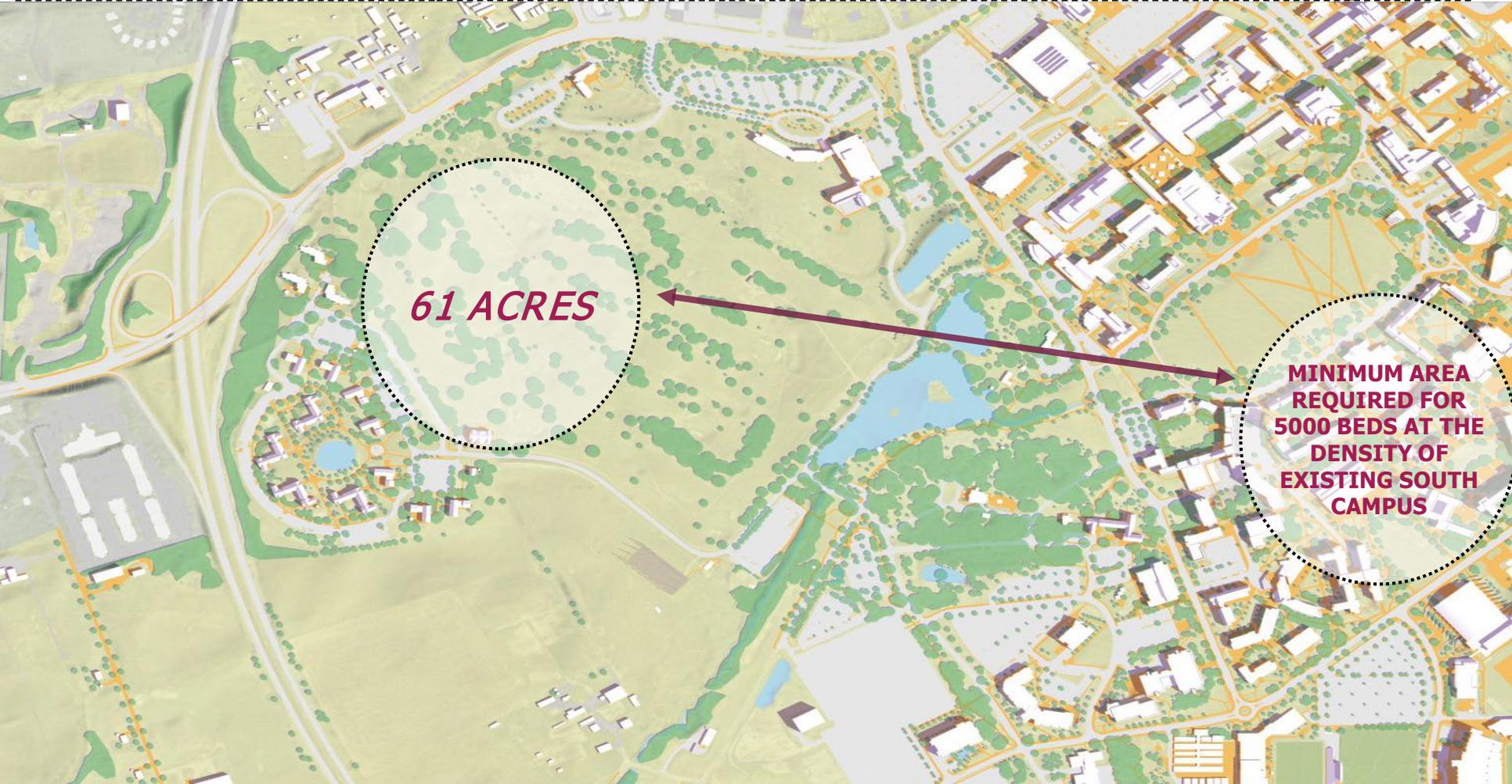
Leadership Group

Technical Advisory Groups

Business and Finance
Programming and Student Life
Blue-Green Infrastructure
Energy
Mobility and Accessibility
Construction and Technology

SITE SELECTION

Attachment C



61 ACRES

**MINIMUM AREA
REQUIRED FOR
5000 BEDS AT THE
DENSITY OF
EXISTING SOUTH
CAMPUS**

SITE SELECTION

Attachment C

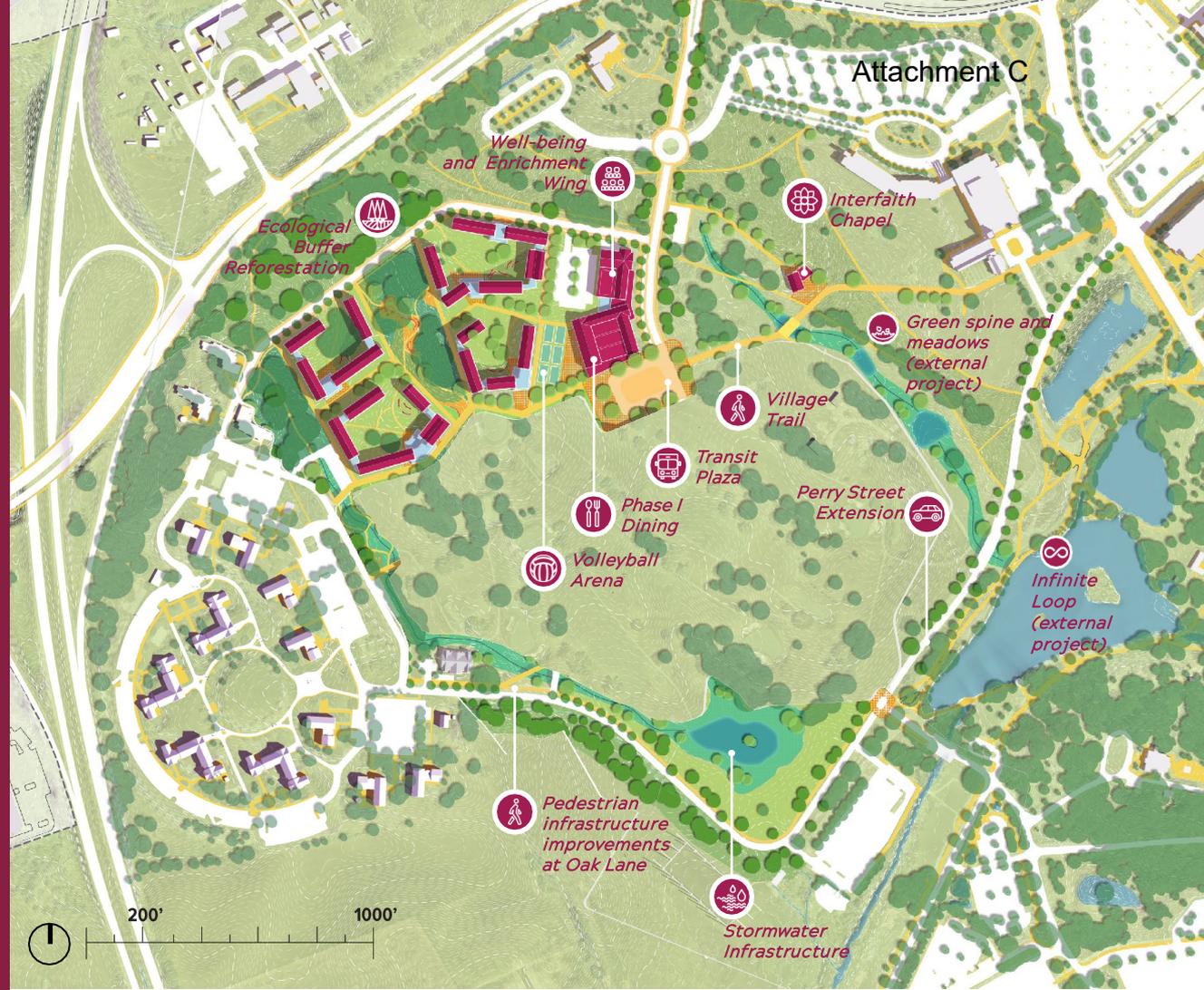


Phase I

1752 beds

COMPONENTS

- 1752 BEDS IN 4 RESIDENTIAL QUADS
- PHASE I DINING
- WELL-BEING AND ENRICHMENT WING
- VOLLEYBALL ARENA
- INTERFAITH CHAPEL
- TRANSIT PLAZA
- MULTI-MODAL SPINE
- ECOLOGICAL BUFFER RESTORATION



Phase II

1384 beds

COMPONENTS

- 1384 BEDS IN 3 RESIDENTIAL QUADS
- STUDENT LIFE COMMONS
- REC COURTS AND FIELDS
- CENTRAL GREEN
- OPERATIONS CENTER



Phase III

1864 beds

Attachment C



Ecological
Buffer
Restoration

Transit
Plaza

Phase III
Dining



200'

1000'

COMPONENTS

- 1864 BEDS IN 4 RESIDENTIAL QUADS
- PHASE III DINING
- TRANSIT PLAZA
- ECOLOGICAL BUFFER RESTORATION

ILLUSTRATIVE MASTER PLAN

Attachment C



Discussion



Report of the Committee on Freedom of Expression

The Committee on Freedom of Expression at the University of Chicago was appointed in July 2014 by President Robert J. Zimmer and Provost Eric D. Isaacs “in light of recent events nationwide that have tested institutional commitments to free and open discourse.” The Committee’s charge was to draft a statement “articulating the University’s overarching commitment to free, robust, and uninhibited debate and deliberation among all members of the University’s community.”

The Committee has carefully reviewed the University’s history, examined events at other institutions, and consulted a broad range of individuals both inside and outside the University. This statement reflects the long-standing and distinctive values of the University of Chicago and affirms the importance of maintaining and, indeed, celebrating those values for the future.

From its very founding, the University of Chicago has dedicated itself to the preservation and celebration of the freedom of expression as an essential element of the University’s culture. In 1902, in his address marking the University’s decennial, President William Rainey Harper declared that “the principle of complete freedom of speech on all subjects has from the beginning been regarded as fundamental in the University of Chicago” and that “this principle can neither now nor at any future time be called in question.”

Thirty years later, a student organization invited William Z. Foster, the Communist Party’s candidate for President, to lecture on campus. This triggered a storm of protest from critics both on and off campus. To those who condemned the University for allowing the event, President Robert M. Hutchins responded that “our students . . . should have freedom to discuss any problem that presents itself.” He insisted that the “cure” for ideas we oppose “lies through open discussion rather than through inhibition.” On a later occasion, Hutchins added that “free inquiry is indispensable to the good life, that universities exist for the sake of such inquiry, [and] that without it they cease to be universities.”

In 1968, at another time of great turmoil in universities, President Edward H. Levi, in his inaugural address, celebrated “those virtues which from the beginning and until now have characterized our institution.” Central to the values of the University of Chicago, Levi explained, is a profound commitment to “freedom of inquiry.” This freedom, he proclaimed, “is our inheritance.”

More recently, President Hanna Holborn Gray observed that “education should not be intended to make people comfortable, it is meant to make them think. Universities should be expected to provide the conditions within which hard thought, and therefore strong disagreement, independent judgment, and the questioning of stubborn assumptions, can flourish in an environment of the greatest freedom.”

The words of Harper, Hutchins, Levi, and Gray capture both the spirit and the promise of the University of Chicago. Because the University is committed to free and open inquiry in all matters, it guarantees all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn. Except insofar as limitations on that freedom are necessary to the functioning of the University, the University of Chicago fully respects and supports the freedom of all members of the University community “to discuss any problem that presents itself.”

Of course, the ideas of different members of the University community will often and quite naturally conflict. But it is not the proper role of the University to attempt to shield individuals from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive. Although the University greatly values civility, and although all members of the University community share in the responsibility for maintaining a climate of mutual respect, concerns about civility and mutual respect can never be used as a justification for closing off discussion of ideas, however offensive or disagreeable those ideas may be to some members of our community.

The freedom to debate and discuss the merits of competing ideas does not, of course, mean that individuals may say whatever they wish, wherever they wish. The University may restrict expression that violates the law, that falsely defames a specific individual, that constitutes a genuine threat or harassment, that unjustifiably invades substantial privacy or confidentiality interests, or that is otherwise directly incompatible with the functioning of the University. In addition, the University may reasonably regulate the time, place, and manner of expression to ensure that it does not disrupt the ordinary activities of the University. But these are narrow exceptions to the general principle of freedom of expression, and it is vitally important that these exceptions never be used in a manner that is inconsistent with the University’s commitment to a completely free and open discussion of ideas.

In a word, the University’s fundamental commitment is to the principle that debate or deliberation may not be suppressed because the ideas put forth are thought by some or even by most members of the University community to be offensive, unwise, immoral, or wrong-headed. It is for the individual members of the University community, not for the University as an institution, to make those judgments for themselves, and to act on those judgments not by seeking to suppress speech, but by openly and vigorously contesting the ideas that they oppose. Indeed, fostering the ability of members of the University community to engage in such debate and deliberation in an effective and responsible manner is an essential part of the University’s educational mission.

As a corollary to the University’s commitment to protect and promote free expression, members of the University community must also act in conformity with the principle of free expression. Although members of the University community are free to criticize and contest the views expressed on campus, and to criticize and contest

speakers who are invited to express their views on campus, they may not obstruct or otherwise interfere with the freedom of others to express views they reject or even loathe. To this end, the University has a solemn responsibility not only to promote a lively and fearless freedom of debate and deliberation, but also to protect that freedom when others attempt to restrict it.

As Robert M. Hutchins observed, without a vibrant commitment to free and open inquiry, a university ceases to be a university. The University of Chicago's long-standing commitment to this principle lies at the very core of our University's greatness. That is our inheritance, and it is our promise to the future.

Geoffrey R. Stone, Edward H. Levi Distinguished Service Professor of Law,
Chair

Marianne Bertrand, Chris P. Dialynas Distinguished Service Professor of
Economics, Booth School of Business

Angela Olinto, Homer J. Livingston Professor, Department of Astronomy and
Astrophysics, Enrico Fermi Institute, and the College

Mark Siegler, Lindy Bergman Distinguished Service Professor of Medicine and
Surgery

David A. Strauss, Gerald Ratner Distinguished Service Professor of Law

Kenneth W. Warren, Fairfax M. Cone Distinguished Service Professor,
Department of English and the College

Amanda Woodward, William S. Gray Professor, Department of Psychology
and the College

Constituency Report Faculty April 2022

The touchstone for the concept of academic freedom is the AAUP's *Declaration of Principles*. Written in 1915 and updated several times since, many of us are familiar with it as the *1940 Statement of Principles on Academic Freedom*. It includes the following key passages:

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to ensure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning.

At its core, the principle of academic freedom seeks to protect our curiosity from our fear, to shield one part of our nature – our desire to discover and invent – from another part of our nature – the tendency to fear things that are new or different. Our intellectual and creative history includes many ideas, artistic styles, and discoveries that were initially feared, laughed at, or that carried the risk of stigma and even death. Early in his career, Monet was called childish and ridiculed for his blobs of paint. Giordano Bruno was burned at the stake for holding that the Earth revolved around the sun.

Between its two parts – freedom of research and freedom of teaching – the principle of academic freedom has always been more complicated when it comes to teaching, in part because freedom of teaching and freedom of expression are largely inseparable. Particularly during periods of social upheaval, the relationship between authority and expression means that any statement about freedom, whatever else it may be, is also a political statement. Ideas about freedom of expression are therefore inseparable from considerations of who has the power to determine what the phrase means and how that meaning is enforced. Neither the AAUP statement nor the more recent *Chicago Principles* are particularly helpful when it comes to navigating these political waters, at guiding universities trying to deal with controversial instruction or speakers. But while the AAUP statement is inadequate in this regard, the *Chicago Principles* are disturbing because they seek to absolve universities of any responsibility to consider issues of power and legitimacy in wrestling with questions about free speech. The *Chicago Principles* include the statement that “it is not the proper role of the University to attempt to shield individuals from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive”, without considering that such a responsibility may be essential to fulfilling what should be the overarching concern of a university as stated in the AAUP's principles, “the free search for truth and its free expression.”

The absence of the word “truth” in the *Chicago Principles* troubles me, for I don't know how to separate the concept of freedom of expression from some consideration of the truth of that expression. Would a teacher who insists that the world is flat and offers that idea as “truth” have any place in a Virginia Tech classroom? What about a teacher or speaker who believes that the Holocaust never happened, or that women are intellectually inferior to men, or that any race is superior to another? Virginia Tech's conceptualization of academic freedom should embrace these complexities and not set them aside, including the possibility that intellectual and moral progress require accepting certain ideas as established and beyond the reach of reasonable debate.

On the other hand, there are questions that are not and will never be settled, that are so complicated and important and so impacted by changing circumstances that we are required to reconsider them on a regular basis

if they are to have any use. In a democratic society, our efforts to define the word *freedom* in any context must have that living quality, perhaps most of all when it comes to freedom of expression.

The AAUP statement remains Virginia Tech's best foundation for our shared understanding of what academic freedom is and requires. If the time has come to revisit that document, to expand on and clarify it for our times, the Faculty Senate is ready to lead that effort.