BOARD OF VISITORS INFORMATION SESSION MINUTES
August 23, 2022

An information session (open session) for the Board of Visitors was held on Tuesday, August 23, 2022, at 9:30 a.m. at the Virginia Tech Center at 700 Tech Center Parkway, Suite 305, Newport News, Virginia 23606. There was no public comment period, and the meeting was livestreamed on YouTube for the public.

Board Members Present   **Absent**
Letitia Long (Rector)
Ed Baine (Vice Rector)
Shelley Barlow
David Calhoun
Carrie Chenery (via Zoom)*
Sandra Davis
Greta Harris
C. T. Hill
Brad Hobbs
Anna James
Sharon Martin
Melissa Nelson
L. Chris Petersen
Jeff Veatch

Constituent Representatives Present:
Jamal Ross, Undergraduate Representative
Anna Buhle, Graduate/Professional Representative
Serena Young, Staff Representative
Holli Gardner Drewry, Administrative/Professional Faculty Representative
Robert Weiss, Faculty Representative

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Callan Bartel, Lynsay Belshe, Eric Brooks, Brock Burroughs, Cyril Clarke, Al Cooper, John Cusimano, Corey Earles, Kari Evans, Ron Fricker, Bryan Garey, Suzanne Griffin, Tony Haga, Kay Heidbreder, Matthew Holt, Jeff Johnson, Frances Keene, Chris Kiwus, Sharon Kurek, Elizabeth McClanahan, Nancy Meacham, Scott Midkiff, Ken Miller, April Myers, Anna Nagorniuk, Justin Noble, Charlie Phlegar, Ellen Plummer, Zohab Qazi, Paul Richter, Dan Sui, Don Taylor, Jon Clark Teglas, Rob Viers, Tracy Vosburgh, Chris Yianilos.

* One Board member participated remotely for personal reasons in accordance with Code of Virginia §2.2-3708.2(A)(1)(a). Ms. Chenery participated remotely from 1434 Dogwood Road in Staunton, Virginia, due to a medical condition.

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

- Retreat Follow-Up Discussion – Rector Long thanked board members Carrie Chenery and Sharon Martin for their efforts working with the university leadership to plan the board's retreat that was held on August 21. The board was polled on potential research topics, and access and affordability was ranked clearly as the top priority. The retreat included three sessions focusing on access and affordability as well as freedom of expression/academic freedom, and the future of intercollegiate athletics, which had included discussion with special guest ACC Commissioner Dr. Jim Philips. (Other priorities, such as mental health and the university-foundation partnership, are being addressed by the board through other meetings.) Board members requested that conversations continue within all committees regarding access and affordability. The need to align resources with priorities was reiterated. Rector Long emphasized the need for an integrated priority list.

- Research: Competitive Growth – Dr. Dan Sui, Senior Vice President for Research and Innovation provided a presentation on the highly competitive and rapidly evolving national landscape for federal research funding. He discussed VT's four frontier areas in which the university is poised to compete. Virginia Tech has room to grow in health-related research and securing funding from NIH. To be competitive, the university needs to focus on faculty, infrastructure, and incentives in terms of policy and institutional culture. The university is at capacity for research space. President Sands provided background, noting that due to a focus on research and institutional investments, the university built a strong infrastructure grew quickly in research expenditures from 2000 to 2012 and rose in the research rankings to become very competitive. He credited Dr. Sui with success in his efforts to re-stimulate the research enterprise and noted that the university needs to focus not only on retaining faculty but especially on recruiting mid-career faculty. The board requested a future discussion about how the university's partnership with Carilion affects the research mission. The Rector reinforced the need for VT to have an integrated priority list.

- Virginia Tech Foundation Partnership – Retired Justice Elizabeth McClanahan, who became CEO of the VT Foundation in 2021, provided a presentation on the VT Foundation's strategy for supporting the university's priorities. She spoke of VTF collaborations with other entities and the ways in which the Foundation leverages its resources to advance the university's initiatives.

- Information Technology Transformation Dashboard – Chris Kiwus, Interim Senior Vice President and Chief Business Officer, introduced Mr. Zo Qazi, who was recently hired to become the IT Transformation Program Office Director, and thanked David Crotts for his service in an interim capacity. Scott Midkiff, Vice President for Information Technology and CIO, reported that a risk-based pilot project has been rolled out to streamline procurement of low-risk software that will shorten the time for the procurement of all software. Faculty representative Robert Weiss expressed that the faculty were very pleased with this improvement. Dr. Midkiff introduced the new IT Transformation Dashboard. He reminded the board of the findings and recommendations of the IT assessment and security review conducted by Deloitte in

2021. Recommendations are grouped in six categories--governance, finance, talent, technology capabilities, service management, and cybersecurity—around which the dashboard and projects are organized. He noted that the university is completing the procurement of a product developed by Indiana University that will enable 24/7 IT security monitoring. He reported that the establishment of the IT transformation program office is on track and that the Executive Committee has been established, which will be followed shortly by the creation of four subordinate committees.

- Constituent Reports – Each of the five representatives to the board—Jamal Ross, Anna Buhle, Serena Young, Holli Drewry, and Robert Weiss—presented a report of their constituency. The board requested a follow-up report in the future on the status of food insecurity among students and on the utilization of the safe ride program.

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The meeting was adjourned at 11:40 a.m.

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

<u>Virginia Tech Board of Visitors Meeting</u>

Information Session

Tuesday, August 23, 2022
9:15 a.m.

Maroon & Orange Room
Virginia Tech Newport News Center

Retreat Follow-Up Discussion
- Ms. Tish Long, Rector
- Ms. Carrie Chenery, Retreat Planning Committee
- Ms. Sharon Martin, Retreat Planning Committee

 # Research: Competitive Growth
- Dr. Dan Sui, Senior Vice President for Research and Innovation

+ Foundation Partnership
- Justice Elizabeth McClanahan, Chief Executive Officer of Virginia Tech Foundation

 # IT Transformation Dashboard
- Dr. Scott Midkiff, Vice President for Information Technology & Chief Information Officer
- Mr. Zo Qazi, IT Transformation Program Director

Constituent Reports
- Mr. Jamal Ross, Undergraduate Student Representative to the Board
- Ms. Anna Buhle, 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

+ EDA Grant Discussion (Possible topic)
- Dr. John Provo, Director, Center for Economic and Community Engagement

 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Freedom of Speech/Academic Freedom

Board members had the opportunity to take a deep dive into two scenarios re: free speech. Scenario 1 highlighted issues of free speech on campus by a sanctioned visitor, and the university's ability to set boundaries. Scenario 2 focused on issues of employee/faculty personal freedom of speech, academic freedom, and the importance of aligned leaders when addressing issues of public notoriety. Both scenarios were considered within the bounds of Virginia Tech culture. These conversations demonstrated the complexity of the issue, along with the value of expert perspectives, and the importance of Virginia Tech's Principles of Community..

For each scenario groups were asked the following questions – with responses.

SCENARIO 1 – THE HECKLER

1. What are the most important facts of the scenario?

Group 1	Spaaker invited by student group, followed process, no evidence of violence, no threat, public space, public safety, spontaneous (not organized) protestors
Group 2	Threats – code of conduct violation; invitation to speak; location and time
Group 3	Process!
Group 4	Invited, no violence yet, specific group targeted, threats, speaker feels unsafe, public space

2. What should Virginia Tech's stance be?

Group 1	Safety! Principles of Community; threats, depends on whether there was disruption of class and whether scene occurred in a location where people could avoid it.
Group 2	Free speech vs. agreement with speech
Group 3	
Group 4	Counseling available to students; roles of engagement

3. How should this situation be handled?

Group 1	Public safety; when behavior becomes threatening/criminal, begin intervention; allow both sides to speak
Group 2	Policies? Principles of Community; Police response. VTPD trained to de-escalate.
Group 3	Principles of Community
Group 4	Safety plan; public awareness of event; police involved in planning

SCENARIO 2 – NEO NAZI FACULTY

1. What are the most important facts of the scenario?

Group 1	Not tenure-track, a contractual employee, did not use university resources; posted as private; no previous concerns, students permitted to change sections
Group 2	
Group 3	President's statement; Performance? Private Profess lives; social media
Group 4	Investigation; private list; not using university resources

2. What should Virginia Tech's stance be?

Group 1	VT – how does it impact the educational mission; ensure long term integrity of the university
Group 2	No proof of impact on students; how process impacts faculty; principles of community; Education how to think vs. what to think
Group 3	
Group 4	

3. How should this situation be handled?

Group 1	Perform investigation; depends on contract; modified duties; options for separation; options for students
Group 2	Faculty senate role; public relations vs confidentiality; court of public opinion; academic right vs academic responsibility. Use of student surveys to ascertain comfort speaking out in class, speech constrained by instructor or by other students?
Group 3	
Group 4	One official voice for the university; no firing for what was said; performance issue?

The board members were informed that the Task Force on Freedom of Expression and Inquiry has been created. There are 22 members of the working group that includes faculty, staff, administrative and professional faculty, undergraduate students, graduate and professional students, board members, various content experts and is chaired by Robin Queen; work is expected to be completed by January 1, 2023. If the university merely were to affirm the Chicago Principles, we would be denying ourselves the opportunity to discuss the intersection of freedom of expression and academic freedom. Additionally, the Virginia Council of Presidents, chaired by President Sands, has been asked by the Governor to develop a statement that addresses freedom of expression and viewpoint diversity. Rector Long highlighted the importance of Virginia Tech's Principles of Community, which were cited frequently in the discussion. She reinforced the importance of communication and of the university speaking with one voice.

Access and Affordability

Objective – to educate and engage BOV members in this critical conversation for Virginia Tech.   To prime the conversation, knowing there is more work to be done to create an ambitious model that can be communicated very simply.

Board members had the opportunity to create an Ideal Experience Path for a VT student. They also were able to glean a great deal of information from a deep dive into the affordability data provided by the Vice Provost's office. BOV members were divided into groups and asked the following questions – complete with responses.

The value in this session is gained in the conversations, rather than the solutions. This is a critical conversation for Virginia Tech as we move forward in our strategic plan. Next steps include the President and his team of experts developing new goals and initiatives.

1. When you consider Access and Affordability, what is most important for Virginia Tech?

Group 1	Serve land-grant mission. State funding, public-private partnerships; More aggressive recruitment
Group 2	Keep VA in VA; Land-grant mission, retain talent, state economic growth/workforce; Affordability #1 reason
Group 3	Both accessibility and affordability
Group 4	

2.   How would you state this as an initiative?

Group 1	By 20xx, reduce unmet need by offering progressive tuition discount by AGI; Keep Virginians in Virginia.
Group 2	Lower tuition for low income student, increase out of state #s or out of state tuition Improve experience opportunities to better prepare students for good job opportunites; Close gap on discount rate; high school outreach; partnership with business
Group 3	Monetary support, support pre, during and launch at VT experience; legislative
Group 4	$500 mill endowment; tuition increase (private school strategy); certificates, on-line strategies; tough financial decisions about priorities; unable to compete with peer institutions; more state grants

3.   What metrics highlight our success?

Group 1	Grade ROI
Group 2	Compare peer institutions
Group 3	Maintain 40%; lower percentage of AGI

Luisa Havens Gerardo presented to the BOV the access and affordability goals.

Challenges with access include:

- Nationally, undergraduate enrollment dropped 4.7% for spring 2022
- Undergraduate student body is 9.4% smaller than before the pandemic
- Nationwide, FAFSA submissions were down 12% compared to the prior year
- Rural schools also saw greater declines in applications than urban and suburban schools
- The Common App reported the number of applicants with incomes low enough to have the fee waived, or with parents who did not attend college, were down 2% and 3%.
- In addition to affordability, some forego attending college because they feel there is no longer a need for a four-year degree; today's students seek certificates and other types of credentials.

Challenges with affordability include:

- Rising college costs can make higher education seemingly unattainable for low-income students
- Low-income students are more likely to forgo higher education due to perceived financial constraints
- Once enrolled in college, low-income students are more likely to leave without obtaining a degree
- Insufficient funds to meet basic needs and the requirement to work more than part-time while in school contribute to the increased rate of attrition
- Low-income students often opt out of experiential learning opportunities due to the inability to forgo income from working to supplement their educational expenses

Examples of access and affordability initiatives and metrics were given:

1a. By 2028, close the affordability gap of entering in-state low-income students by increasing the need met with gift-aid by 20% each year

- Low income would be defined as Virginia state-grant eligible students
- In 2021 there were 1145 state grant recipients in the entering undergraduate class (FTIC+transfers)
- 933 of the 1145 were also Pell Grant recipients
- Net Price=COA-Gift aid ($15,167 for this group)
- Student self-support=earnings from working 20 hours per week for 50 weeks (currently $9,500)
- Affordability gap=Net price-student self-support ($5,667 for this group)
- The program would serve 4,580 students at steady state and would require an investment of approximately $41 million dollar per year in additional financial aid

Or

1b. Decrease the net price for in-state students in the entering undergraduate cohort with family adjusted gross incomes of $48K and below to $9,500 a year by 2028

2a. Triple the number of fully funded Pell eligible in-state students in the entering undergraduate class by 2028

- Program modeled after current scholarship programs to replicate their exemplar student success outcomes
- The program would guarantee a full scholarship to two scholars per Virginia county, or 190 students a year and a total of 760 additional students at steady state
- The program would include scholar support by a student success team
- The program would provide great PR opportunity in many fronts
- Cost of the program would be approximately $15.5 million in additional aid per year at steady state

Or

2b. Increase the funded unrestricted need-based scholarship funds earmarked for in-state students by an additional 15.5 million dollars by 2028

Whit Babcok discussed the expectations for the next five years in intercollegiate athletics.

1. Legal Impacts have been, and will Continue to be Significant
   a. Lawsuits vs. NCAA – Legal Fees and Settlements
   b. 9th Circuit Court of California
   c. Supreme Court
   d. Congress and Politics
   e. COA, NIL, Academic Incentives, Transfer Portal and More
   f. Collectives, Third Parties, Agents and LLC's
   g. Unions and Collective Bargaining? Students Employees? Revenue Sharing?
   h. Legalized Gambling

2. A New NCAA Constitution will Exist – Too Little too Late?
   a. Legal Components Incorporated
   b. Streamline and Simplify; De-Regulate
   c. Transfers – Free Agency?
   d. Who's in Charge? Little faith in NCAA Enforcement

  e. Break Away or Re-stratification of Division 1? Football?

  f. Reactionary vs Proactive

3. Financial Pressures will be Amplified

  a. Mandated by Forces out of our Control

  b. Lawsuits and Damages

  c. Covid

  d. Conference Realignment is a Result of $ and Championship Access/F.O.M.O

  e. Scholarship Costs - "Indirect Settlements"

    i. Tuition Increase; Lack of State Funding

    ii. Cost of Attendance

    iii. Academic Incentives

    iv. $11M to $20M in a Decade

  f. Peer Conferences data – One Line Item/TV/ "The Gap"

  g. Football 95%. 365/24/7

  h. Gender Equity – Title IX

  i. Facilities vs. NIL Model

  j. Top 5; Top 35

4. Some Anticipated Impacts on our Campus

  a. Strain on University Systems: Transfers (admissions/registrar/financial aid/grad school)

  b. Third parties/Agents/Tax – Education and Monitoring

  c. Tampering

  d. NIL position(s) – FTE's

  e. Mental Health

  f. Gambling

  g. Fan Behavior

  h. Financial Pressures – Cost to Win; Cost to Lose

  i. Pressure to Win; Compete successfully in "Tier 1"

5. How can we help ourselves? Minimize "The Gap"

  a. State Government/BOV/Scholarships

  b. ACC and ACCN – TV Contracts; Grant of Rights, New Revenue Streams

  c. Capital Campaign

  d. Campus - Our "Pit Stop" was Successful; What's Next?

  e. Apex/COB/Computer Science/Data Analytics

  f. Be Prepared for Potential "break away" or New Models of Governance and Conferences

  g. Hiring and Retention – Our People are our Greatest Assets

  h. Win

6. Student-Athlete Success and the Student-Athlete experience

a. Support System

b. Academic Success

c. "Something Good is (still) in the Sauce"

d. C – Suites

e. GI Bill and ICA Scholarships

f. Someone's Sons and Daughters

g. Attractive to; Prepared for the Work Force

7. Continued Value to VT and Southwest Virginia

a. Economic Impact

b. Recruiting Students and Staff; Student Life

c. Marketing Vehicle – 500k+ to Campus Annually

d. 38%

e. Fundraising/Alumni/Board Momentum

f. Gallop Survey

8. Moving from a Challenger Brand to a Champion Brand!!!

Dr. Jim Phillips, Commissioner of the ACC, gave a brief presentation to update the board on the following topics:

- The state of the ACC

- The ACC Network

- UNITE

- Strategic Priorities

  o Future of College Athletics

    ▪ Federal Regulations

    ▪ NCAA Transformational Committee

    ▪ College Football Playoff

  o Revenue Generation and Business Innovation

  o ACC Football

  o Ongoing Conference Review and Assessment

In addition to three topics already mentioned, the Board heard presentations from Center Director, Jeff Derr and a few colleagues on the current work and the future of the Hampton Roads Agriculture and Research Center. The BOV members also had an opportunity to tour the grounds.

Enterprise Risk Management: Competitive Growth
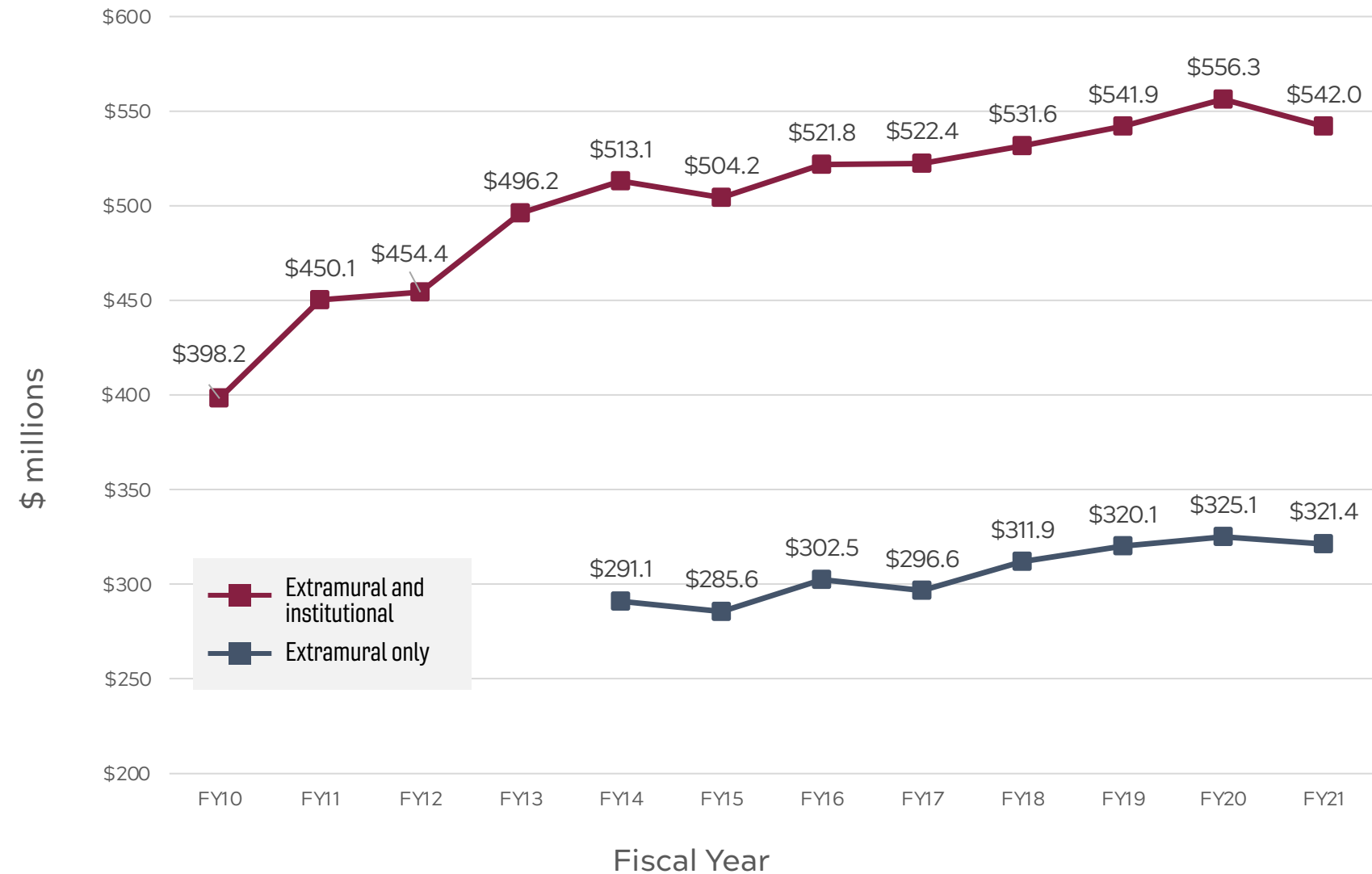
Dan Sui

Senior Vice President,
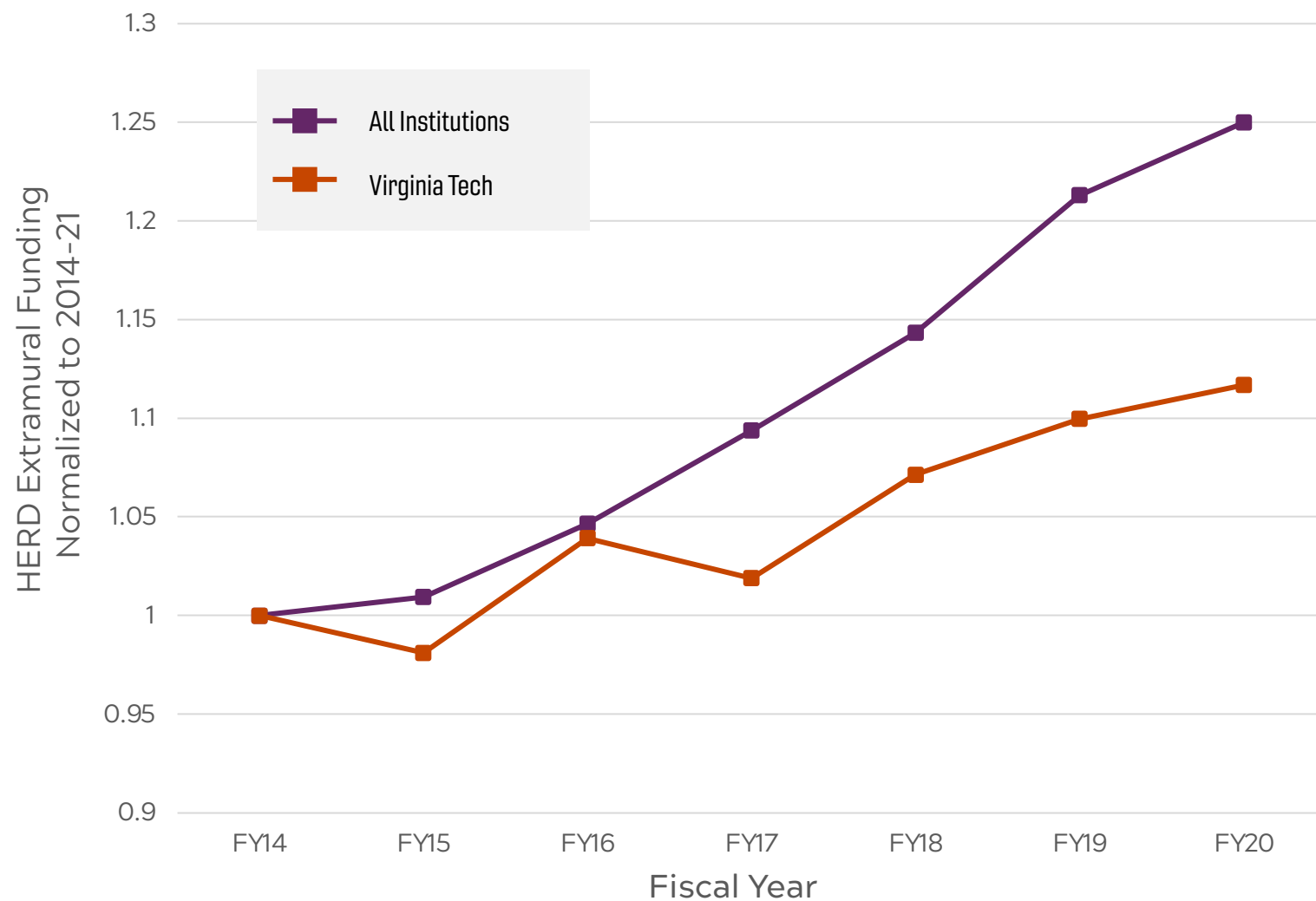
Office of Research and Innovation

August 2022

Research expenditures

Impact from COVID-19 pandemic clear in 2021.

Preliminary FY22 figures show 10% increase over FY21 is expected.

2022 projected amounts available in Nov. 2022; values available in Jan. 2023

National Landscape Highly Competitive, Rapidly Evolving

National growth outpaces Virginia Tech

Changes at the National Science Foundation

In 2022, NSF established the Directorate for Technology, Innovation and Partnerships (TIP), envisioned to compose large fraction of NSF budget

Regional innovation ecosystems

Convergence Accelerator

Other translational pathways: open source, ...

Experiential learning

Partnerships for Innovation, SBIR/STTR

Emerging technologies

Lab-to-Market Platform: I-Corps™,

Credit: National Science Foundation
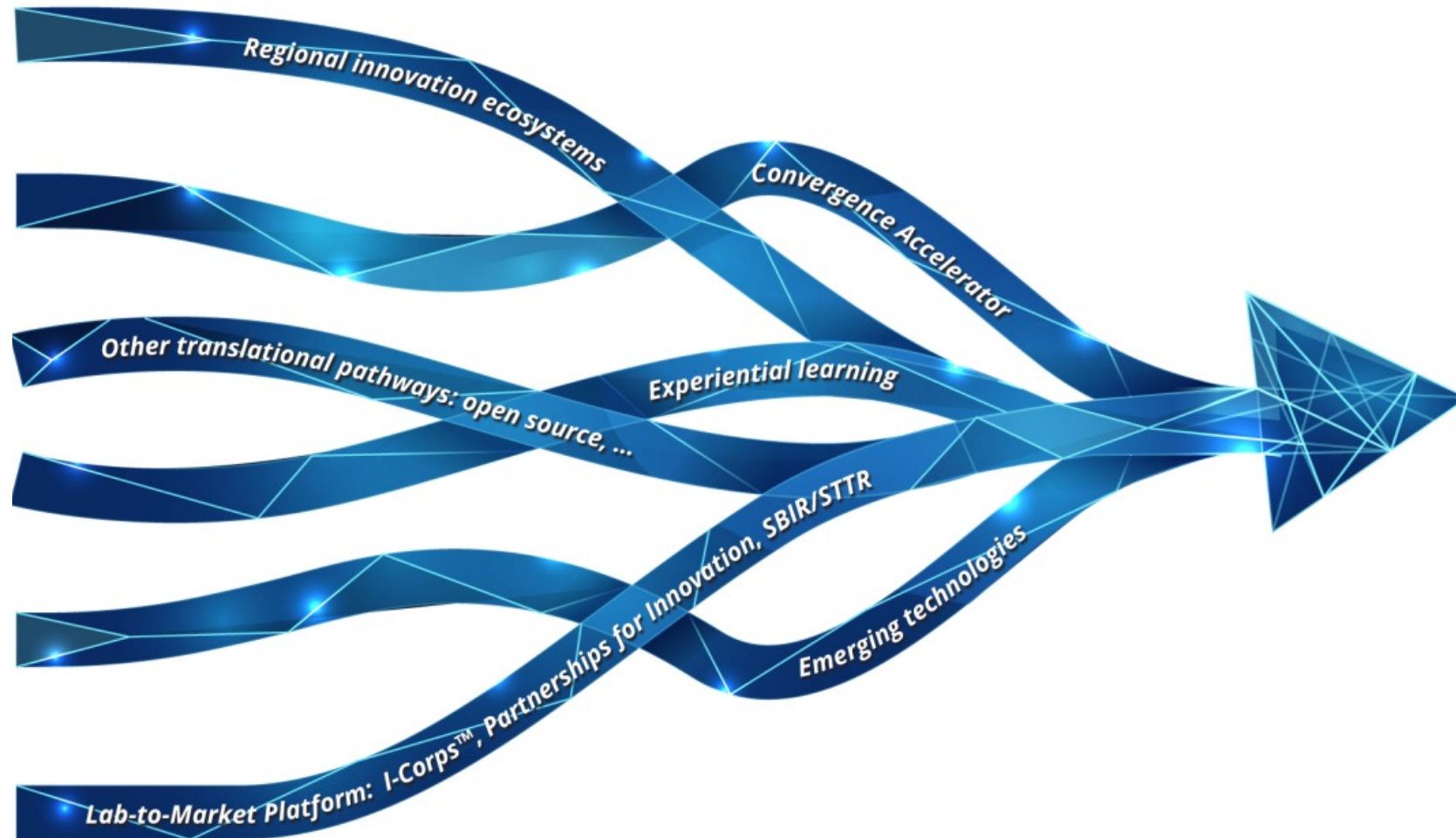
The Research Frontiers

HEALTH

Leading one health
to achieve whole health

SECURITY

Innovating for
secure and
resilient
communities

ARTIFICIAL INTELLIGENCE

Harnessing artificial
intelligence for
intelligence
augmentation

QUANTUM

Advancing the
quantum leap

Research Development strategy team – Covering 360 degree partnerships

Randy Heflin
Senior Associate Vice President, Research Development

Steve McKnight
Vice President, Strategic Research Alliances

Brandy Salmon
Associate Vice President, Innovation and Partnerships

Vince Baranauskas
Senior Research Development Coordinator

Jon Porter
Associate Vice President, Strategic Research Alliances

Brad Fravel
Executive Director, LINK

Room for Growth in National Institutes of Health Funding

NATIONAL SPONSORED RESEARCH, 2020

- Department of Defense
- OTHER
- NONPROFIT
- INDUSTRY
- STATE/LOCAL
- National Science Foundation
- Other
- NASA
- USDA
- DOE
- FEDERAL
- Department of Health and Human Services

55% of federal sponsorship
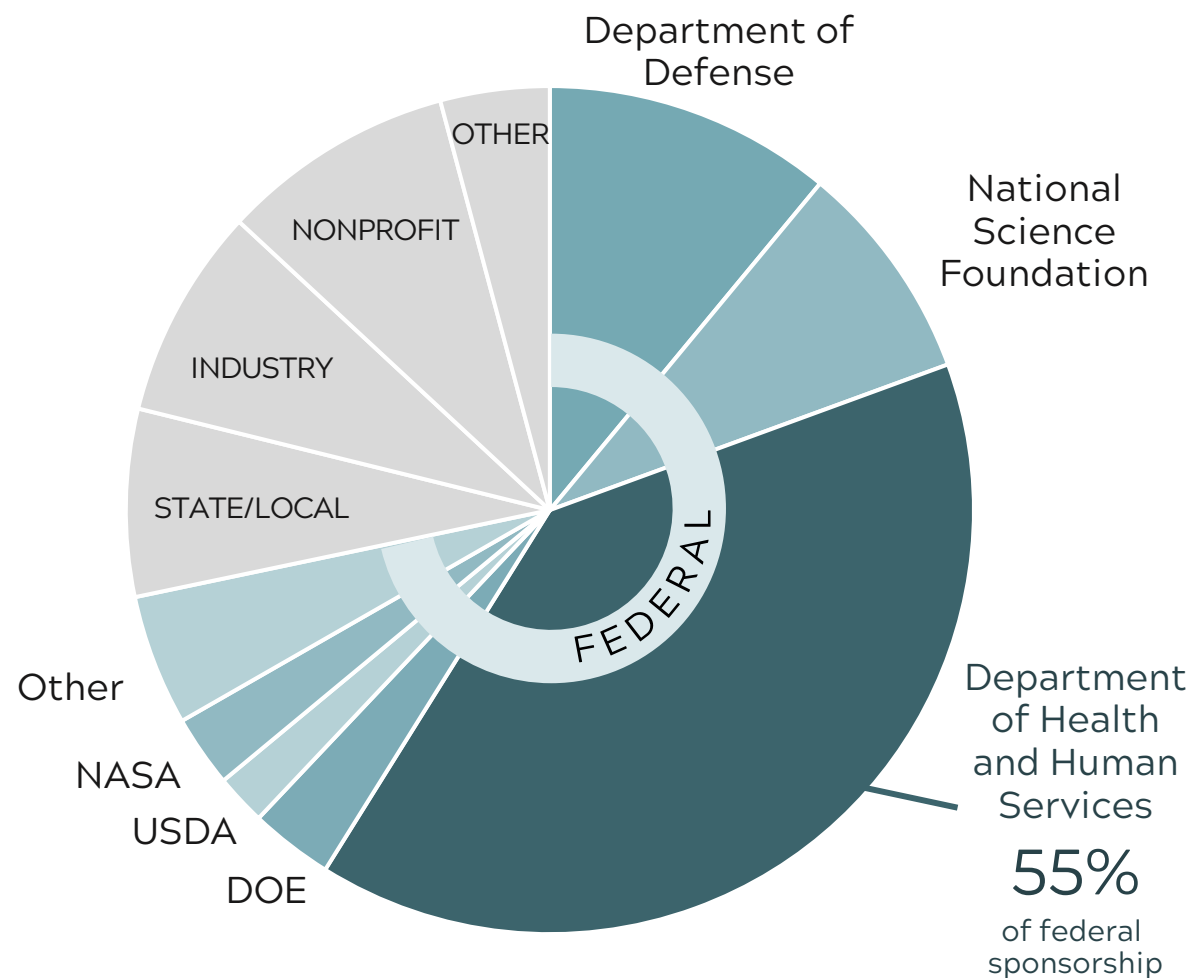
VIRGINIA TECH SPONSORED RESEARCH, 2020

- NONPROFIT
- OTHER
- Department of Defense
- INDUSTRY
- STATE/LOCAL
- National Science Foundation
- Other
- NASA
- USDA
- DOE
- FEDERAL
- Department of Health and Human Services

18% of federal sponsorship
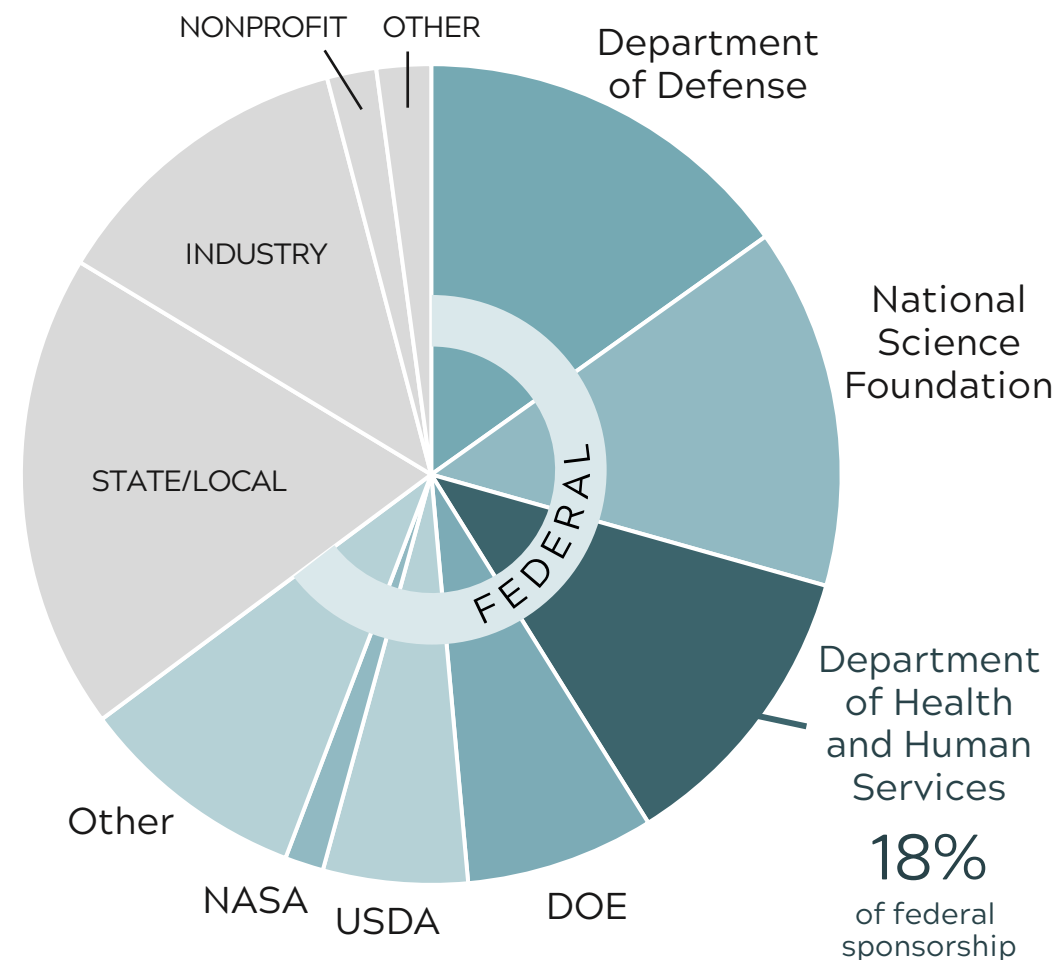
Expanding National Institutes of Health Portfolio

- Expansion of Fralin Biomedical Research Institute at VTC, partnership with Children's National

- Expanding collaboration and research portfolio of School of Medicine

- Ensuring adequate space in health and life science facilities

Facilities and infrastructure

- Research facilities are unique, expensive, complex

- Quality of research facilities influences quality and quantity of outcomes

- Health research has specific facility requirements
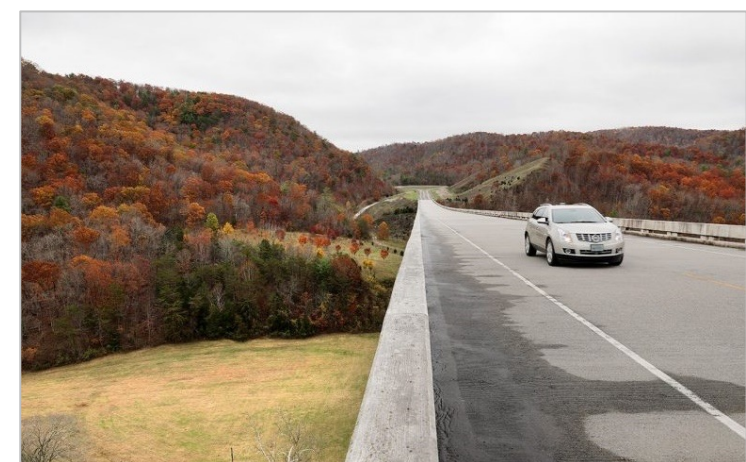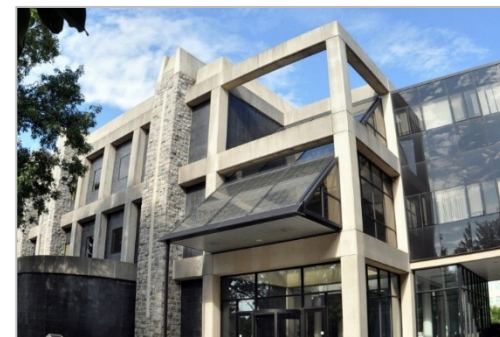
Research Portfolio Deeply Impacted by Faculty Retention

- About **4%** of faculty depart or retained every year

- They account for **8%** of our sponsored research portfolio

- Retained faculty have **4x** as much sponsored research productivity as the average faculty member

Retention Strategies

- Support for nominating and winning prestigious awards

- Partnering across university to ensure equipment and space are available to support exceptional researchers

Takeaways

- Sponsored research landscape is highly competitive, rapidly evolving with federal sponsors expecting more partnerships and impact

- Virginia Tech expanding research development support to help faculty in complex landscape

- Quality of specialized research infrastructure for research strategy is critical, especially for NIH funding

- Faculty retention is critical to research enterprise

Presentation to the Board of Visitors
August 23, 2022
Justice (ret.) Elizabeth A. McClanahan, CEO

Founding of The Virginia Tech Foundation: The Story

- Each public institution of higher education has the authority to create a 501(c)(3) nonprofit foundation by virtue of General Assembly authority

- VPI Educational Foundation—1948

- 75th anniversary in 2023

- VTF Board and Officers:
  - President Tim Sands, Ex Officio
  - Rector Letitia Long, Ex Officio
  - Nathan Lavinka, President of VT Alumni Association
  - Jim Petrine, President of VT Athletic Fund
  - Chris Kiwus, Executive Vice President
  - Charlie Phlegar, Executive Vice President

- Value of endowment[1]
  - 1948—$161,957.85
  - 2022—$1.690 billion[2]

•[1]Annual Report—www.vtf.org
•[2]As of June 30, 2022

VirginiaTech
FOUNDATION INC.
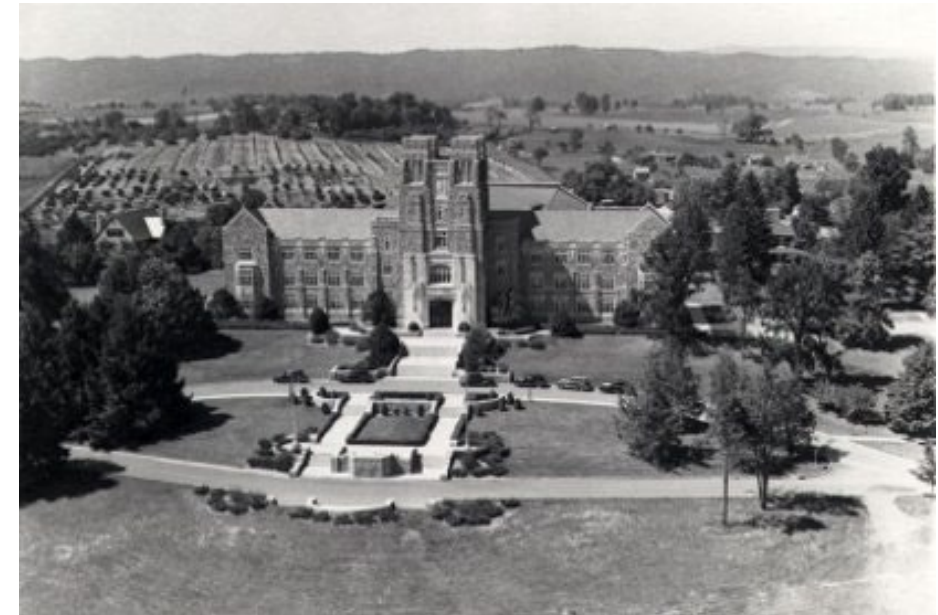
VTF: Key Mission Areas

Fund Growth

Grow and disperse

Strategic investments

Manage endowed gifts and create dynamic investment performance to fund University growth

Economic Impact

Translate research

Foster alumni founders

Generate wealth in the ecosystem through company growth and research commercialization

Talent Driver

Recruit faculty

Retain graduates

Build innovation environment to recruit more entrepreneurial faculty and retain graduate talent

Real Estate

Strategic holdings

Support growth

Acquire properties to support University growth and create a global presence

Programmatic Support

Support University's SIPs

Academic Excellence

Provide direct support for University programs to positively impact faculty, staff, and students

VirginiaTech
FOUNDATION INC.

VTF Assets: Heightening the Curve

Virginia Tech Foundation, Inc.
Total Assets - 10 year History
in millions (audited)
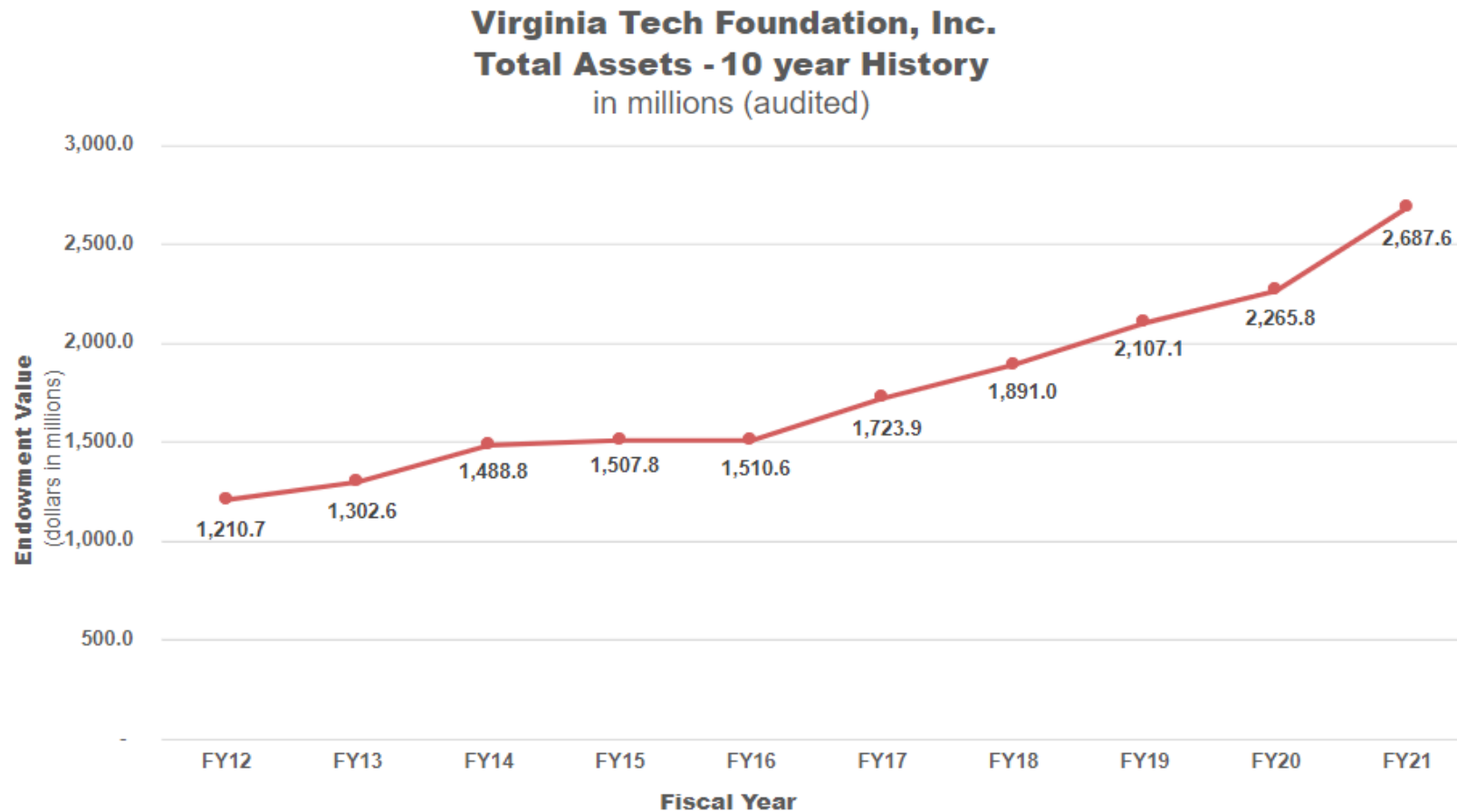
[1]FY22 (unaudited)—$2,667.0 (in millions)

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Endowment Goal: Ahead of Schedule
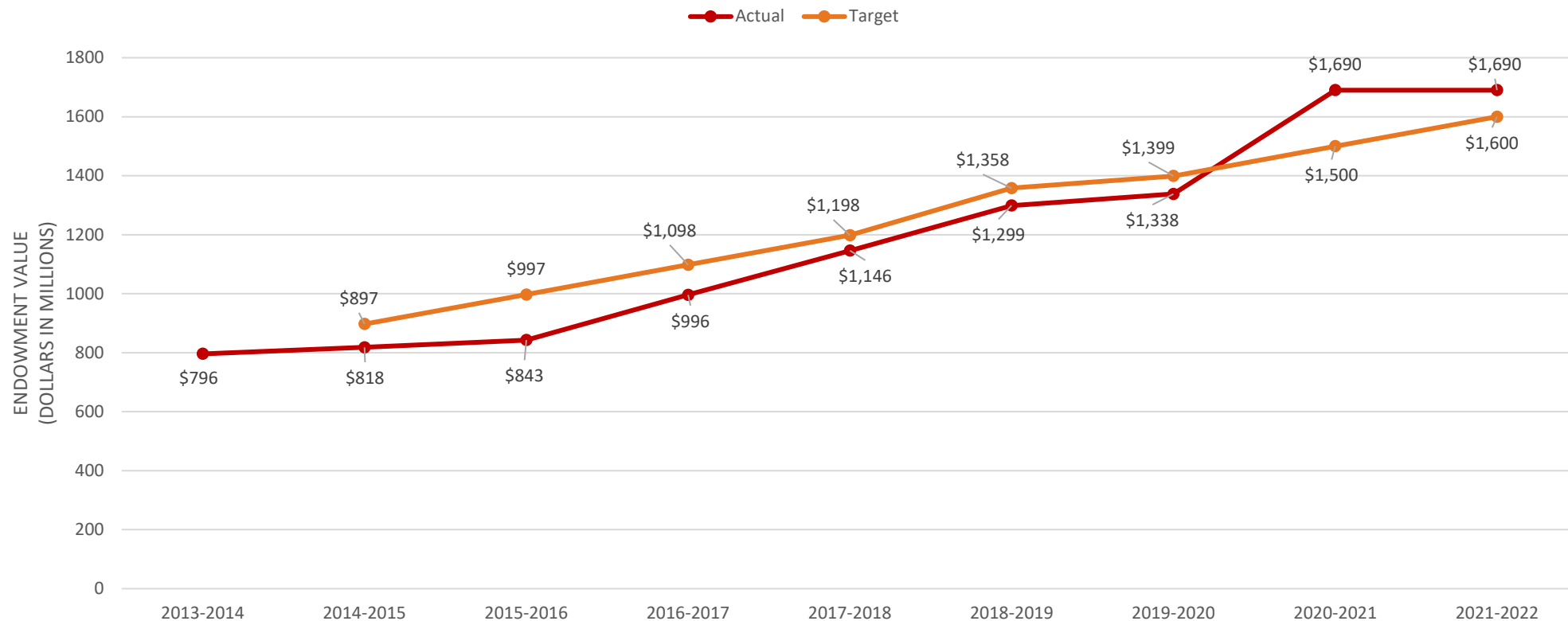
- A key University goal set in 2014 was to double the endowment by 2022. The goal was met a year early.

Endowment Returns Relative to the Benchmark Ending 6/30/2022

	1Y	3Y	5Y	10Y	20Y
■ Endowment	-4.10%	4.50%	4.80%	7.50%	6.90%
■ BM	-15.70%	2.50%	4.40%	6.30%	6.30%

■ Endowment   ■ BM

VirginiaTech FOUNDATION INC.
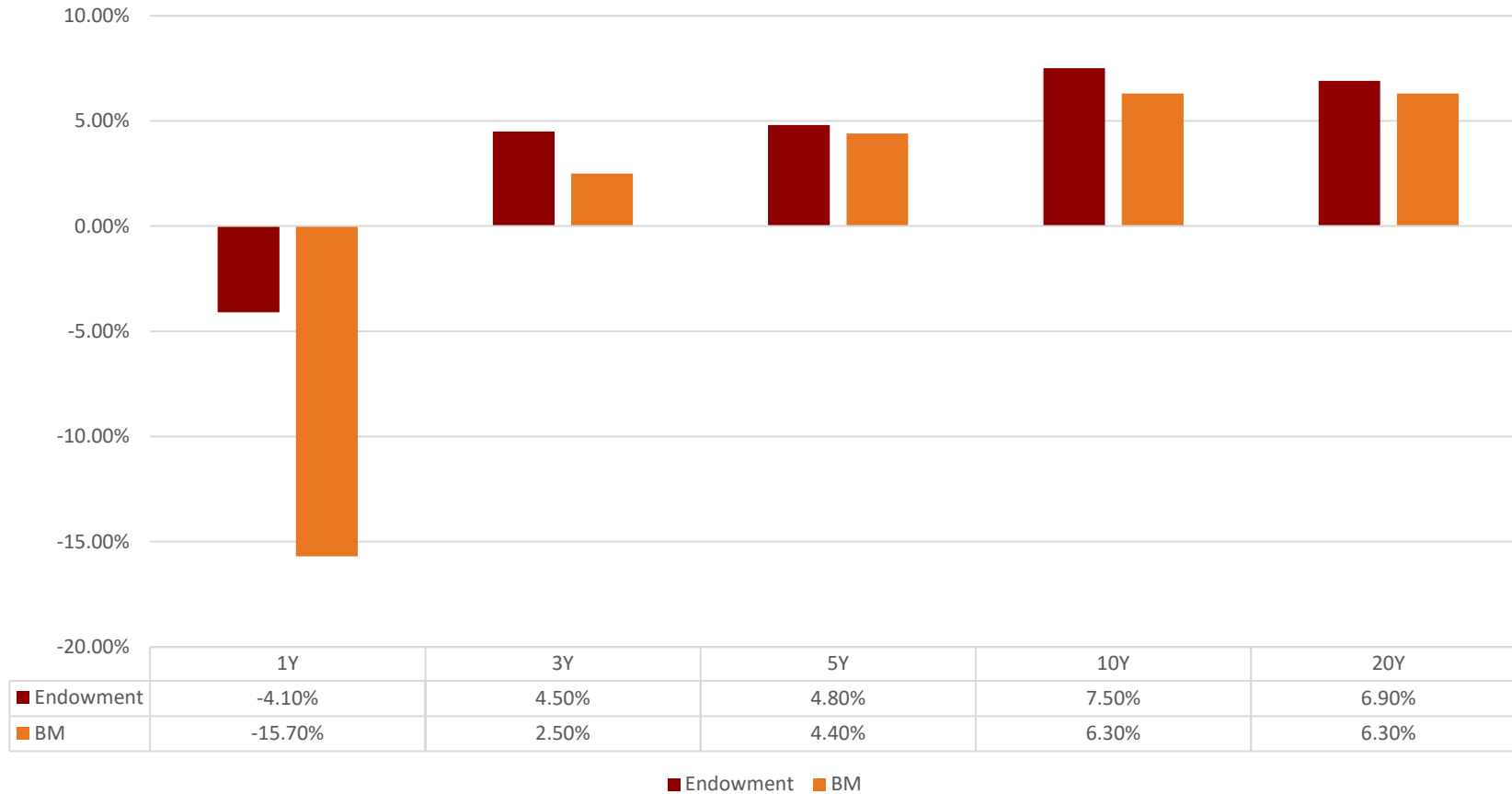
VTF Strategy: Macro Trends

1. Global Economic Pressures

- Inflationary effects driving cost management and interest rates
- Global recession uncertainties

2. Changing Needs from Industry

- Accelerating workforce demands
- Evolving research focus
- More creative partnerships
- Changing retail dynamics

3. Investments in Critical Technologies

- Federal and industry investments accelerating
- Critical areas driving demand (AI, renewables, manufacturing tech)

VirginiaTech FOUNDATION INC.

VTF Strategic Context: Impact on the University

1. Global Economic Pressures

Approach:
New sources of value coupled with cost reductions to maintain quality of service

How VTF Supports

- Extend operations to be more capital efficient

- Manage cost impacts

- Engage state and federal funding to bolster external operations

2. Changing Needs from Industry

Approach:
More industry engagement and holistic economic development

How VTF Supports

- Create more co-location and investment opportunities for industry engagement

- Strategic sites to support: (IC, ARECs, Roanoke, TechCenter, etc.)

3. Investments in Critical Technologies

Approach:
Focus research investments around critical technologies (VT Research Frontiers)

How VTF Supports

- Extend VT's ability to co-invest with industry and federal funding

- Create more opportunities to leverage matching funds, infrastructure, and research-related real estate properties

VTF: Supporting University Priorities

Flexible development to expand capacity quickly. Partnerships for data and IT expansion and research.

Driving new opportunities to grow advancement and creating more endowment-based funds for accessibility and affordability. Adding opportunities to diversify revenue for the University.

Capacity and Infrastructure

Critical Programs

Research Frontiers

Tech Talent and Mid-Career Faculty

Create infrastructure and market opportunity to translate research priorities, including computing, health and biomedical sciences, AI, transportation, and quantum.

Create student and faculty opportunities for more experiential learning and entrepreneurship in socially relevant ecosystems.

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Hampton Seafood AREC

Gilbert Place

Attachment D

Roanoke Commercial Lab Space and J&J Accelerator

College of Engineering Swing Space at CRC

VTF: Practically Speaking

VirginiaTech FOUNDATION INC.

IT TRANSFORMATION
Program Update

August 23, 2022

Scott Midkiff
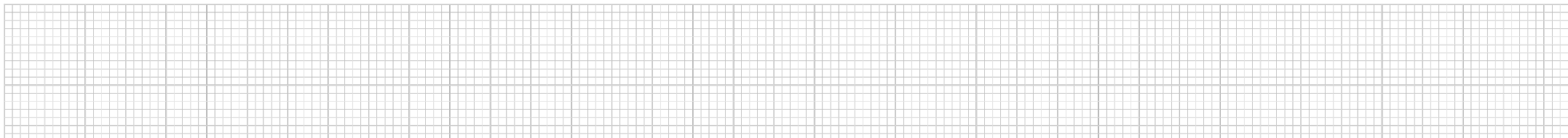
IT Transformation Program Summary

Active Projects, start dates
- Strengthen Controls (Cybersecurity - 6.1), October 2021
- IT Governance (Governance - 1.2), February 2022
- Streamlined Software Procurement (Finance - 2.2), February 2022
- Job Architecture (Talent - 3.2), February 2022
- Scaled Up Program and Project Management Office (Governance - 1.3), March 2022
- 24x7 Security Monitoring (Cybersecurity - 6.2), April 2022
- Improved Endpoint Protection (Cybersecurity - 6.4/6.5), May 2022
- New Minimum Security Standard Guides (Cybersecurity - 6.6), June 2022
- University-wide IT Operating Model (Governance - 1.1), August 2022
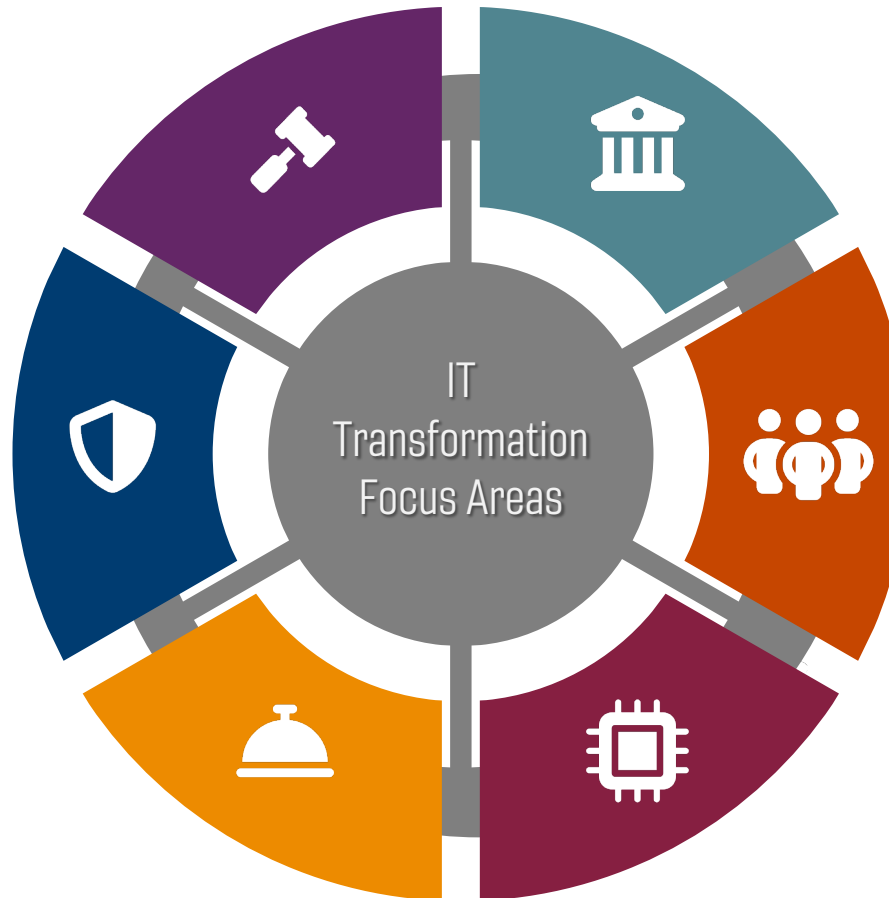
Project Queue, anticipated starts
- Enhanced Data Governance (Technology Capabilities - 4.1), September 2022
- Common Integration Layer (Technology Capabilities - 4.2), September 2022
- Data Center Consolidation / Cloud Strategies (Technology Capabilities - 4.4), September 2022
- Improved Identity and Access Management (Cybersecurity - 6.3), October 2022

IT Transformation Focus Areas

Program Office Development

- Program Office continues to build capacity, and hired two new contract Project Managers, Will Jones and Rick Rabideau.

- A permanent Program Director has been hired -- Zohaib Qazi began his work at Virginia Tech on the week of August 15.

- IT Transformation website has been expanded to include the members of the Program Office team.

- Dashboard development is complete. Further enhancements and refinements will be made to the dashboard as Transformation projects proceed. Dashboard can be viewed on the SVPCBO's IT Transformation page.

View Program Dashboard at svpcbo.vt.edu/ittransformation

IT TRANSFORMATION DASHBOARD
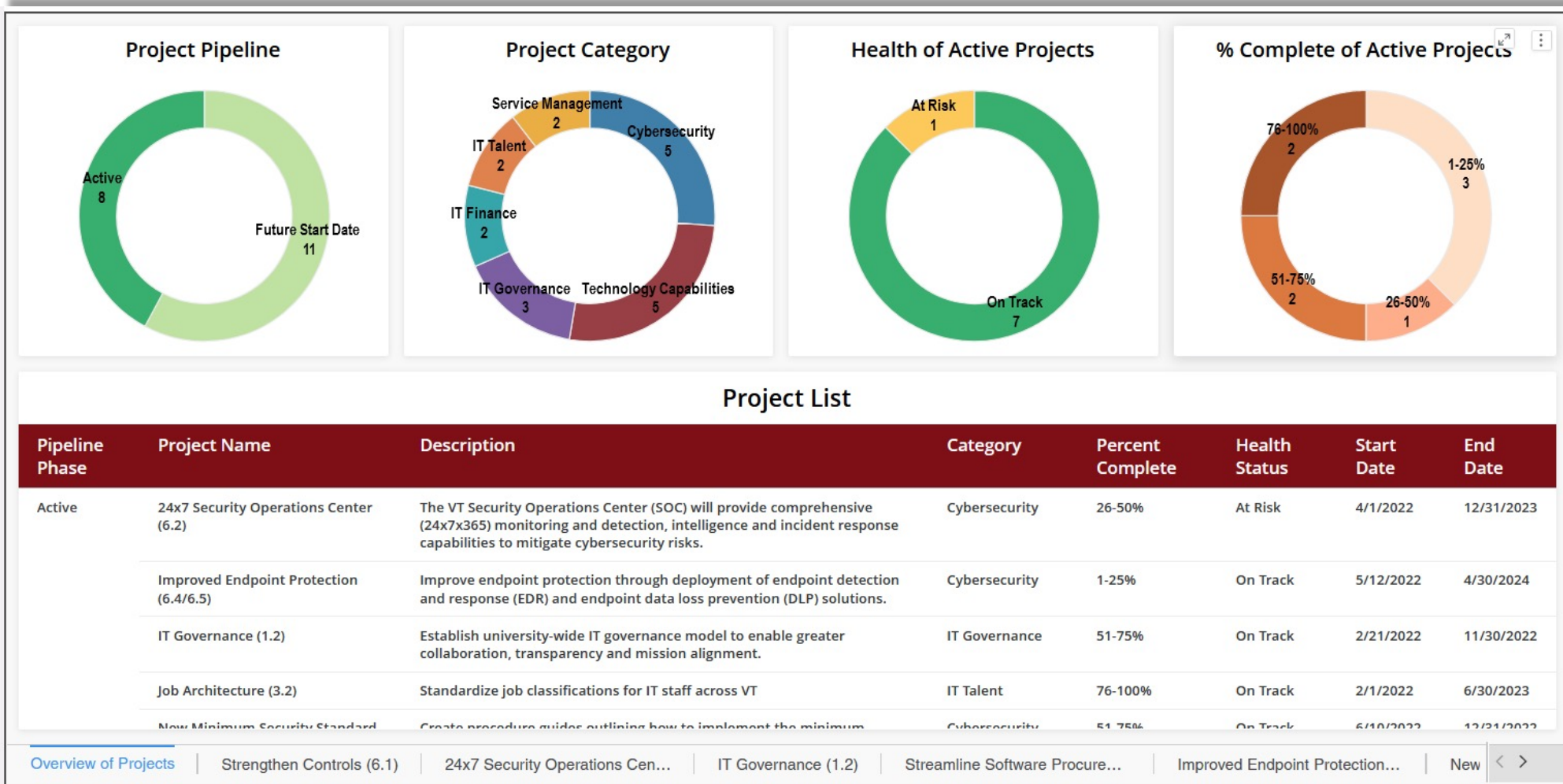
The dashboard includes:
- Single-pane projects overview
- Results can be filtered by multiple parameters
- Bimonthly project status updates
- Progress on specific deliverables, issue resolution, success factors

View Program Dashboard at svpcbo.vt.edu/ittransformation

DASHBOARD continued, Project Detail Views

Strengthen Controls (Deloitte Recommendation 6.1)

Updated: 8/4/2022

Impact: Heightened security baselines position VT to be proactive in security while enabling faster detection and recovery

Percent Complete of Deliverables

Gap Assessments — 3% Actual / 2% Projected

Implementation Plans — 0% / 0%

Implementations — 0% / 0%

Progress
- Actual
- Projected

Deliverables Detail

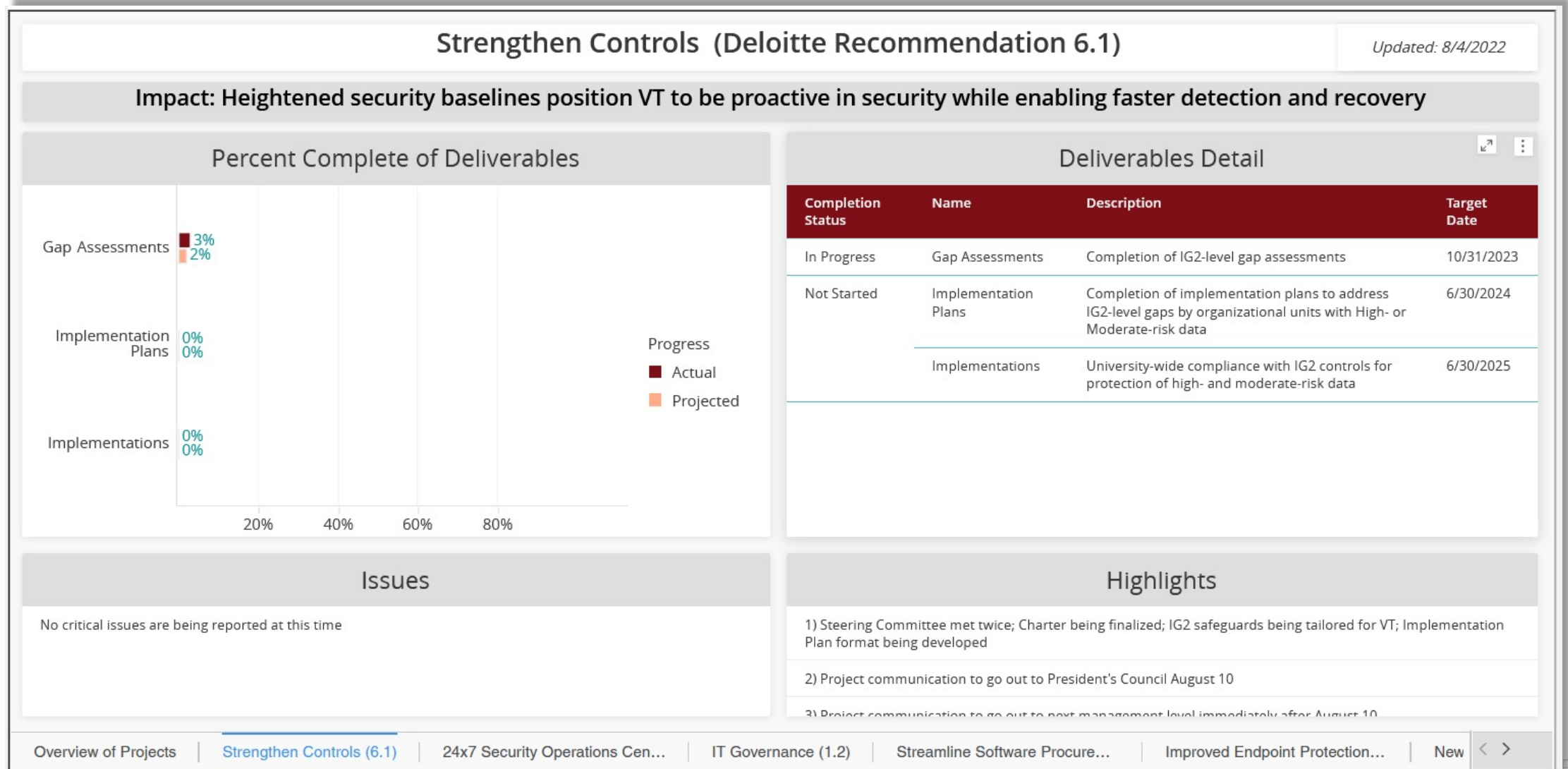| Completion Status	Name	Description	Target Date
In Progress	Gap Assessments	Completion of IG2-level gap assessments	10/31/2023
Not Started	Implementation Plans	Completion of implementation plans to address IG2-level gaps by organizational units with High- or Moderate-risk data	6/30/2024
	Implementations	University-wide compliance with IG2 controls for protection of high- and moderate-risk data	6/30/2025

Issues

No critical issues are being reported at this time

Highlights

1) Steering Committee met twice; Charter being finalized; IG2 safeguards being tailored for VT; Implementation Plan format being developed

2) Project communication to go out to President's Council August 10

3) Project communication to go out to next management level immediately after August 10

Overview of Projects | Strengthen Controls (6.1) | 24x7 Security Operations Cen... | IT Governance (1.2) | Streamline Software Procure... | Improved Endpoint Protection... | New

View Program Dashboard at svpcbo.vt.edu/ittransformation

DASHBOARD continued, Project Detail Views

24x7 Security Operations Center (Deloitte Recommendation 6.2)

Updated: 8/4/2022

Impact: 24x7 coverage allows VT to protect, detect and respond to threats at all times

Percent Complete of Deliverables

- Full 24x7 security monitoring — 25%
- Full compliance with IT Logging Standard — 40%
- Mesh VT/OmniSOC incident response processes — 45% / 30%
- Virtual Command Center — 25%

20% 40% 60% 80%

Progress
- Actual
- Projected

Deliverables Detail

Completion Status	Name	Description	Target Date
In Progress	Full 24x7 security monitoring	Improved cybersecurity through 24x7 incident response	3/31/2023
	Full compliance with IT Logging Standard	Raise awareness, provide support, and implement enforcement of logging standard	12/31/2023
	Mesh VT/OmniSOC incident response processes	Revise VT cyber incident process to include OmniSOC monitoring/triage of incident severity	12/31/2022
	Virtual Command Center	Comprehensive visibility into network traffic and log analysis	3/31/2023

Issues

Planning for phase one of the Security Operations Center project has uncovered resource gaps in the VT response process to security alerts for off-hours, weekends, and holidays

Highlights

1) VT Kafka cluster, used to aggregate logs and provide a secure way to transfer data to OmniSOC, is connected to the OmniSOC and continues testing

2) A subset of the log sources are being delivered to the OmniSOC test environment

Overview of Projects | Strengthen Controls (6.1) | 24x7 Security Operations Cen... | IT Governance (1.2) | Streamline Software Procure... | Improved Endpoint Protection... | New ‹ ›

View Program Dashboard at svpcbo.vt.edu/ittransformation

Good morning, everyone! It gives me tremendous joy to be here with you all today! I'd want to begin by thanking you for the opportunity to serve in this role. I am eager to get started and collaborate closely with every one of you during my term. My name is Jamal Ross, and I will be the Undergraduate Representative to the Virginia Polytechnic Institute and State University Board of Visitors in 2022-23! I am a fourth-year student studying Political Science with a legal studies option as well as Philosophy, Politics, and Economics. Amelia Court House, Virginia is my hometown. Throughout my time at Virginia Tech, I have found delight and enthusiasm in a variety of leadership roles both on and off campus, such as a resident assistant, orientation leader, and undergraduate researcher in the Political Science and Applied Economics departments. During my term, I intend to portray the undergraduate student population in a way that not only paints an image of the undergraduate student body, but also tells a story about the undergraduate student body and provides a variety of views. As I talk to you today, I am not just Jamal Ross, but also the link between the board and the over 30,000 undergraduate students that attend Virginia Tech. I want to give insight into undergraduate students' everyday activities and experiences, so I'm taking notes, asking questions, and leading talks to observe what students are experiencing, hearing, and desiring during their time at Virginia Tech.

Everything appears to move at the speed of light around this time of year. Students are returning to Blacksburg, settling into their resident halls or off-campus homes, and preparing for the forthcoming academic school year. The Great Migration, as I call it, began last week. Move-in week is one of the busiest times of the Virginia Tech Academic Year. During this period, I witnessed our university's motto "Ut Prosim" in action. Our whole undergraduate body of returning available students and other university volunteers worked diligently to assist and greet their new fellow Hokies. I can't go any farther without praising Virginia Tech! We are a genuine

powerhouse, as seen by the high number of incoming students, record admissions, and one of the most diverse classes in Virginia Tech history. This demonstrates that we are doing well and will continue to improve and change as the years pass.

Let us now go deeper into our student body and analyze the various aspects that make up Virginia Tech. We need to concentrate on the decisions we make, how we execute them, and how they affect our students. Then consider what is appropriate for our students and what they require to succeed, while also aligning with university policies that allow for the university's success and progress. Today, I'd want to focus on four major topics: safety, accessibility, affordability, and food insecurity. Going out and putting myself in their shoes, being in their locations, and asking them questions is a terrific way to understand the student body and interact with this many students. So I committed to attending events, engaging in various volunteer projects, and working directly with students throughout the summer and into our current month of August. And I begin with a simple question: "How are you, Hokie?" This one sentence unleashes a torrent of knowledge, allowing me to consider several areas to focus on as the academic school year progresses. Students' primary worry was their health and safety. What we must remember is that Covid-19 has touched the majority of our undergraduate students in some way, which has influenced their manner of learning and development through their academics and has changed the dynamic on campus as we move forward. Some students are nonetheless concerned about the future of the university's lectures and programs. Students praise the university's announcement on Covid-19-related regulations, and I want to express my gratitude for giving many ways to keep our Hokies healthy! Another aspect of campus safety is the university's environment and climate. Students have praised the initiatives and hard work of the Sexual Violence Culture and Climate Working Group. Thank you for establishing this, Dr.

Timothy Sands, and I look forward to working with you as this group achieves significant accomplishments for the institution.

Another major concern of the undergraduate student body is accessibility. This includes those with impairments attempting to get from one side of campus to the other. An individual who has a mobility limitation has very few alternatives for getting from the east to the west side of campus without crossing paths into an obstruction or going significantly off the beaten route, making it impossible to walk freely across campus. This is related to the concept of accessibility in terms of how the cost(s) affect our students. The institution places a high value on attrition, whether for diversification or enrollment, but once students arrive, retention is a concern due to Virginia Tech's affordability. This is important to keep in mind when we make judgments about how we can best help students during their transition and matriculation at Virginia Tech. Other significant and current concerns on campus include sustainability and food poverty. A "Hungry Hokie" is not something we desire. Students responded that the growing cost of meals has affected them and has caused them to make changes in order to see what they can buy and use to feed themselves. We should collaborate to make food more secure on campus for our students and start a dialogue about trash on our campus and how we can reduce waste generation. I'd want to continue our chat with you in greater depth and seek any advice for next steps.

As I finish, I intend to offer you with raw facts and statistics from our students over my term. So, during the year, I will be accumulating various data points to construct a more complete image of the undergraduate student population, which will be named "The Representative Ross Report." This will feature quotations and agenda items gleaned from personal talks and meetings with students and campus partners throughout my tenure in this position. I'd want to thank the board for all of your hard work, and we appreciate you all very

much! I'm thrilled to be able to collaborate with you this year, and I wish you well, live long, and prosper, and as always, Let's Go Hokies!

Report from the Graduate Student Representative to the Board of Visitors
Anna Buhle

Hello, Rector Long, Vice Rector Baine, members of the Board, President Sands, and other guests.

Before I begin, I would like to introduce myself. I am a fourth-year medical student and the first medical student representative to the Board of Visitors. This is the second time I have been fortunate to be a student at Virginia Tech as I completed my undergraduate degree here as well in Biochemistry and Microbiology. This May, I am excited to graduate and begin my residency in obstetrics and gynecology.

During my first few months as the graduate student representative, two topics in particular have emerged that I would like to focus on today - graduate student stipends and graduate student housing.

First, graduate students at Virginia Tech are not being paid a living wage. Almost three quarters of students on assistantships are barely making the minimum to afford fundamentals such as food and housing as well as the expenses of being a graduate student.[1] Additionally, this data does not include out of pocket medical expenses, additional educational expenses, or childcare costs which can be considerable especially in the generally older graduate student population.[1] As one might predict, there is great variability between the cost of living in Blacksburg compared to Roanoke and Washington D.C.; with the cost of living being nearly $1,000 per month more in D.C. than in Blacksburg but the average stipend in D. C. being less than the other two campuses.[1]

This is particularly troubling when considering that the graduate students that Virginia Tech enrolls are highly educated and often with many years of work experience. As follows, many students here made the choice to further their education at Virginia Tech ahead of or instead of pursuing lucrative positions in industry. When they chose Virginia Tech, most assumed that they would be well cared for, and that the university would support them in meeting their basic needs to live while they pursue their education. While the data presented in the Graduate Student Assembly Cost of Living Report (discussed above) is discouraging, it did give the university valuable insight into the financial stress graduate students face and led to the creation of a task force to address this serious problem. Currently, the

Graduate Stipend Task Force twice a month and at each meeting members come prepared and passionate to find a solution.

Second, safe, stable, and affordable housing continues to be a pressing problem for graduate students across all our campuses. Several students in the D.C area have reached out to me directly, concerned about the cost of housing, and near complete lack of affordable housing. Their stress is palpable. Students in Blacksburg have similar concerns.[2] Housing is in high demand. Since 2013, there has been less than a 2% apartment vacancy rate in Blacksburg.[3] With such demand and with inflation, rents have skyrocketed. Between 2019 and 2020 there was a 9% increase in rent.[3] Many graduate students have begun searching for affordable housing outside of Blacksburg which increases their commute time, and for many, raises concerns about reliable transportation to campus. The rising cost of living, coupled with low wages, is leading to housing and food insecurity, and significant psychological and physical stress placed on our students.

Virginia Tech gives a lot to its graduate students, from education to mentorship and student support, the university provides incredible opportunities for us to advance our education and build a strong career. And graduate and professional students, in return, contribute significantly to the university. We develop new ideas, publish research, present at conferences, bring in grants, and teach classes all of which expand the reputation and prestige of our university. The issues I just described leave graduate students vulnerable. The significant associated stress puts them at high risk for health issues and is a detriment to the education they are trying to obtain. To address this problem is a daunting task. However, this is also an incredible opportunity for the university to become a national leader in graduate student support. Prospective graduate students will certainly take notice of the action taken here. And by mitigating the financial stress felt nearly universally by graduate students, Virginia Tech will be able attract candidates from diverse backgrounds and of the highest caliber.

Thank you.

References:
1. 2021 Graduate Student Assembly Cost of Living Report: https://gpss.vt.edu/advocacy/2020-2021-advocacy/2021-cost-of-living-survey-results.html

2. http://www.collegiatetimes.com/news/students-scramble-for-affordable-housing-as-rent-prices-in-blacksburg-increase/article_66263996-198d-11ec-8de2-9baf57b7c204.html
3. HUD PD&R Housing Market Profiles – Blacksburg-Christiansburg-Radford, Virginia: https://www.huduser.gov/portal/periodicals/USHMC/reg/BlacksburgVA-HMP-May20.pdf

Staff Senate Constituency Report
Virginia Tech Board of Visitors
August 21 - 23, 2022 Presented by Serena Young, Staff Senate President

Rector Long, members of the Board of Visitors, President Sands, administrators, and guests: Thank you for this opportunity to speak with you about Virginia Tech's staff.

This is an exciting time of year as employees and campus are ramping up for our Fall Semester. Summer has seemed to fly by but I'm sure most would agree we are looking forward to those cooler temperatures and Hokies Football of course.

I am happy to announce at the beginning of the Summer Semester, our Staff Senate unanimously approved the new Constitution and Bylaws. These will now move forward to University Council and then I will bring them to the Board for full approval in the coming months. We are also creating procedures for new staff associations, as well as developing standard operating procedures for the executive roles within our senate. This will help with retaining history and streamlining information for new and incoming people.

At our last Board of Visitors meeting, I talked about the concerns with the new Commonwealth Telework Policy, as you are all aware, all telework agreements submitted were approved and for that Staff are grateful. We are thankful to Bryan Garey and his wonderful team of individuals for all their hard work and efforts in helping to make this possible.

This fall three major projects/announcements are going to be made. I am not at liberty to discuss those yet because an overall message will be going out to employees sometime this fall semester. What I can tell you is, they are a direct answer to several major concerns and issues directly affecting staff and faculty here at Tech. If all goes well, some of the long-standing issues staff and faculty have faced will see great improvement. Human Resources is also rolling out the new Performance Planning System which will hopefully address the long-time concern for Staff and Supervisors/Leadership evaluations. These projects are a direct result from creativity and teamwork, persistence, and hard work. We are thankful to all individuals who have made them possible!

The McComas Leadership Seminar planning is well under way, and I believe as we promised last year, this year's seminar will be the best one yet. We have a phenomenal speaker already lined up with lots of other surprises in store as well. I am looking forward to this Fall semester and serving with you for another year and can't wait to see what more we can accomplish.

On behalf of Staff Senate, I would like to thank you for listening today. I appreciate your attention today and I thank you for the opportunity to share Staff thoughts. I look forward to sharing our ongoing progress and collaborating with you all to make this year the best one yet!

Sincerely,
Serena D. Young

Administrative and Professional Faculty Constituent Report
August 23, 2022
Presented by Holli Gardner Drewry, A/P Faculty Senate President

Good afternoon, Rector Long, board members, President Sands, Provost Clarke, administrators, and guests. I am honored to be here to represent more than 2,000 administrative and professional faculty members.

Last week we held our first A/P Faculty Senate meeting for this academic year. At the meeting we completed the installation of new senators and alternates and began work on setting the agenda for our second year. So far we are planning to work on the following:

We will continue to receive monthly updates from HR on the Job Architecture Project. We want to be active participants in the rollout of findings and stand ready to serve as requested.

The Commission of Administrative and Professional Faculty Affairs or CAPFA reports to the A/P Faculty Senate in the new Virginia Tech governance structure. CAPFA is currently preparing suggested updates to the A/P faculty section, Chapter 7, of the faculty handbook, with particular attention to the Grievance and the Allegations of Unprofessional or Unethical Conduct processes.

Having lived and worked with our constitution and bylaws for the past year, our standing committees and a working group have identified a few minor updates to the constituent definitions and election procedures. CAPFA is reviewing these suggested changes and will submit edits to the A/P Faculty senate for discussion and approval. Changes will also include any needed updates to align the documents with the new governance structure.

We received an overview of the work planned for the Academic Freedom/Freedom of Expression Task Force from our representative to the group, Janice Austin. Janice will continue to give us updates throughout the fall semester and the senate is prepared to offer feedback as requested.

The senate will continue its outreach to A/P faculty working outside of the New River Valley to learn more about their work situation challenges and possible opportunities for improvement.

Of particular importance to senators is to continue coalition-building efforts within the A/P faculty rank as well as with the other areas of shared governance and across the university community. To that end, I am excited to share that the A/P faculty senators unanimously supported the selection of a philanthropic project to be launched this academic year. In the coming months senators will explore the available Virginia Tech funds and will select a fund to champion. Some initial suggestions included the Marketplace, Student Emergency Fund, childcare resources support, a fund to help part-time employees, and support for graduate students. The senate will work with Advancement to identify opportunities and launch the appeal. With more than 2,000 A/P faculty members at VIrginia Tech, the senate is hopeful that we can raise significant funds to support our selected cause with the goal of continuing this work in future years and to leave a lasting legacy to the university community.

As you can tell, the A/P faculty continue to embrace the opportunity to be active in university governance. I welcome your feedback and look forward to sharing additional updates on the work of the A/P Faculty Senate.

Faculty Constituency Report

Robert Weiss (President, Faculty Senate)
21 August 2022

As we begin a new academic year the faculty are optimistic about the upcoming year and are thrilled to have students back on campus ready to learn. With that excitement and optimism also comes some concerns that I want to share with you from our faculty.

Given that COVID-19 will be part of our lives for the foreseeable future, Virginia Tech has plans in place to address another outbreak should one occur. Knowing there is a real possibility that faculty and students will be impacted by COVID going forward or other infectious disease, it is pivotal that we not lose sight of the ongoing impacts from the last few years that are still resulting in both physical and mental challenges that are both seen and unseen. The changes to how we live and work have taken a toll that we are only beginning to assess. Though vaccines, masking, and other measures help us battle the virus, the ongoing care and consideration that we need to extend to each other requires a different kind of attention and effort. While some have come through this period unscathed, others continue to battle medical, economic, familial, and psychological challenges directly attributable to the virus. As we return to "business as usual," I ask you each to remember that for some unknown number of us, "business as usual" is impossible. As part of the Hokie Nation, we must continue to work together to address our collective and individual needs in what will remain a challenging environment. Though there are financial and practical limits to what Virginia Tech can accommodate, it is critical that we try to do everything possible for community members who need our help and understanding.

As we return to a more normal campus experience it is going to be essential that we begin to develop plans for how we navigate this changing landscape. What can we do to be prepared if students or faculty need to attend classes virtually due to illness? Do we have the capacity to continue to offer the VT experience to our students if faculty are unable to teach or do we need to consider online/recorded options being a possibility in situations when faculty are unable to teach? Is there a need for all classes to be able to be offered in a hybrid mode for students to be able to attend virtually or watch a recoded lecture if they are feeling unwell and need to be away from class for a few weeks? Given these possibilities, what infrastructure and IT support need to be in place to make this possible? While we do not have answers to all of these questions, we are hoping that this can be the beginning of a discussion about how we better plan for operational challenges in the future.

We have spent some time together during the retreat discussing freedom of expression. I wanted to touch on two distinctions between academic freedom and first amendment freedom of speech in academic and non-academic settings. As free as we each are to express our views on the Los Angeles Lakers, climate change, yogurt versus ice cream or any other topic, the academic disciplinary boundaries of a given subject place natural and necessary limits on what will or should be discussed in a particular classroom. For example, while a student's views on the separation of church and state may be appropriate in a class on politics or American history, they do not appear to align as well with discussions in a physics or geology classroom. In academia, the context of speech must be considered when evaluating freedom of expression.

Additionally, the content of speech must be evaluated in an academic setting in a manner and at a level that would be atypical for everyday speech. We expect faculty to convey their disciplinary knowledge and expertise and evaluate students based on the student's ability to understand and acquire this knowledge and expertise. Though it is critical for faculty and students to coexist in an environment of give and take, of debate and doubt, there is always a body of knowledge that must be accepted as the standard against which students will be evaluated. If a student believes that the tectonic theory of continental formation is wrong or that Shakespeare didn't write Hamlet, they are and should be free to make their case. In the end, we expect faculty to uphold the disciplinary standards that they have acquired over years of study and practice and challenge students to grow and learn in an environment of mutual respect and to engage in civil discussions both within and outside of the classroom. At a bar or picnic, in Boston or Dallas, in anger or at peace, people are free to say and believe whatever they want. However, the right to express these thoughts freely and applied without limitations within a classroom setting, would make it impossible for faculty to keep students on topic to achieve course learning objectives or to hold students to disciplinary standards, the idea of instruction would fall apart. Virginia Tech and its faculty must maintain the highest standards of instruction in which we are able to educate and broaden the world view of the next generation while holding the disciplinary standards.

The future of higher education is changing, and Virginia Tech must remain committed to our students and faculty to ensure that we balance freedom of speak with Academic Freedom and the need to provide a collegial and challenging learning environment.