Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE
1:15 pm - 2:45 pm
June 2, 2019

OPEN SESSION

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

Other Board Members: Dennis Treacy (Rector), Ed Baine, Greta Harris, C.T. Hill, Tish Long, Robert Mills, Chris Petersen, Debbie Petrine, Horacio Valeiras, Preston White

Representatives to the Board: Zo Amani, John Ferris, Rachel Iwicki, Robert Sebek

VPI&SU Faculty and Staff: Kim O'Rourke, Mac Babb, Whit Babcock, Bob Broyden, Lori Buchanan, Allen Campbell, Sandee Cheynet, Al Cooper, Joe Crane, John Dooley, Ron Fricker, Michael Friedlander, Deborah Fulton, Bryan Garey, Luisa Havens-Gerardo, David Guerin, Vicki Hall, Dee Harris, Kay Heidbreder, Tim Hodge, Rachel Holloway, Byron Hughes, Robin Jones, Francis Keene, Chris Kiwus, Sharon Kurek, Theresa Mayer, Erin McCann, Steve McKnight, Nancy Meacham, Scott Midkiff, Sally Morton, April Myers, Heidi Myers, Mark Owczarski, Patty Perillo, Charlie Phlegar, Dwayne Pinkney, Ellen Plummer, Menah Pratt-Clarke, Chris Rahmes, Lisa Royal, Timothy Sands, Brandy Salmon, Dwight Shelton, Ken Smith, Tamarah Smith, Susan Sumner, John Tarter, Jon Clark Teglas, Tracy Vosburgh, Lisa Wilkes, Sherwood Wilson, Chris Wise, Mike Young

Guests: Robbie Korth, Ryan King, Russell Martel, Mike Niziolek, Madelynn Todd, and others.

1. **Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.

2. **Approval of Minutes of the April 1, 2019, Meeting.** The committee approved the Minutes of the April 1, 2019, Meeting.

3. **ACC Network and Introduction of Head Basketball Coach.** Mr. Whit Babcock, Athletics Director, discussed the ACC Network partnership and introduced the new Head Coach for Men's Basketball, Mr. Mike Young.

   As Television coverage is the biggest driver of revenue, Virginia Tech's participation within the NCAA and the ACC accounted for the majority of athletic revenue this fiscal year, along with ticket sales and gifts and endowments. Last year, the department made a record-breaking 98 million and is looking forward to breaking that record in the near future, especially with the ACC Network Partnership launching on August 22, 2019. The network will provide 24/7 game

coverage that will include 40 football games, 150 men's and women's basketball games, and 250 Olympic sporting events, along with original programming, documentaries, and classic games. Fans will also be able to access additional coverage of exclusive events on ACCN extra. The university has been working with the AV and Design Consultant firm, Anthony James Partners, on studio construction. Plans consist of an entry studio and a main studio containing podcasting and interview sets, both of which will be housed in the South End Zone. There is also discussion of a potential window display with touch screen that will be visible from Beamer Way. Overall, the startup cost is estimated at approximately 10 million, none of which is devoted to equipment, and an estimated 1.5 million will be required annually to maintain the partnership. The network will be carried by major cable providers, including DirecTV, Optimum, Fios by Verizon, and others, with potential network contracts expected in the future. The partnership is also expected to benefit the academic community, as it has already allowed for the employment of 100 students on campus who are currently studying marketing and/or communications. With the upcoming capital campaign approaching, the department aims to raise 350-400 million dollars to utilize for scholarships and ACC coverage in Cassel Coliseum and Lane Stadium.

The newly named Head Coach of the Men's Basketball team, Mike Young, was also introduced to the committee. Hailing from Radford, Virginia, he joins Virginia Tech after a 17-year tenure at Wofford College, where he has participated in five NCAA Tournaments since 2010. Young was recently named the 2019 Sporting News Coach of the Year, Southern Conference Coach of the Year, and third in Associated Press voting for Coach of the Year. He is also a member of the NCAA's Men's Basketball Ethics Committee. During his first six weeks on campus, Young has successfully built his coaching staff, having recruited Chester Frazier and Antwon Jackson, as well as having retained Christian Webber. He is currently in the process of building his roster for the upcoming season.

4. **IT Strategic Plan.** Dr. Scott Midkiff, Vice President for Information Technology and Chief Information Officer, discussed the Information Technology Strategic Plan.

In an effort to ensure continued support of Virginia Tech's values, missions, and goals, the Division of Information Technology is working to re-align their strategic plan with the new overarching plan for the university. The division has met with focus groups, as well as hosted its first-ever retreat with all 350-plus employees in attendance, to review and evaluate key themes and goals. While still in the drafting phase, the plan is built on the core values of trust, inclusion, care, service, and striving for excellence, as those values guide how the department interacts internally, as well as with other units across campus. The plan also highlights the five key pillars of innovation in teaching and learning; advancing research and discovery; leveraging technology for outreach; enhancing organizational excellence; and differentiating the Virginia Tech experience. As online courses and programs continue to gain prominence, the department plans to provide support for data-informed teaching and learning methods while increasing its utilization of both mobile and cloud technologies. They also strive to build a cyberinfrastructure

that supports high-performance computing with high-speed networks and large-scale storage to better assist university research projects, while also meeting compliance requirements to protect sensitive data. The division also plans to expand the Virginia Cyber Range, which currently supports over 45 percent of high schools, 70 percent of community colleges, and over 80 percent of universities and colleges throughout the state, in addition to formalizing their K-12 STEM outreach program and extending the University's broadband infrastructure to the Agricultural Research and Extension Centers. In an effort to promote organizational excellence, the department plans to pave the way for more data-informed decision making, while also creating better research administration systems, enterprise applications, moving toward "smart campus" innovations, and providing a better user experience with the systems already in place. Likewise, they intend to improve mobile usage, provide a consistent experience for all university locations, and advance accessibility, all while striving to safeguard privacy and positioning Virginia Tech for the next-generation of communication and collaboration platforms. In order to achieve these goals, the department must build and maintain a solid foundation of people, processes, and technology. This will require building a career framework in which the department defines and develops career paths and ensures proper compensation in order to recruit, retain, develop, and advance their employees. In order to improve their overall effectiveness, efficiency, and service delivery, the division must also work to develop new processes, while improving those already existing and eliminating those that no longer have value. There also must be specific focus placed in the areas of mobility, security, cloud usage, and connectivity in order to effectively create and maintain a capable, resilient, and secure technology infrastructure. The strategic plan will be carried out in five years, but progress will be evaluated annually. Affordability is an issue the department will face, but by making better use of the current resources, changing the shape of job descriptions, and building a more skillful organization in lieu of a larger one, some of the costs can be alleviated.

5. **Administration and Operations Transformation Project Emerging Issues and Child Care Task Force Update.** Dr. Dwayne Pinkney, Senior Vice President for Operations and Administration, updated the committee on the assessment currently being conducted in the administrative and operational areas he oversees, as well as provided an update on the Child Care Task Force.

Having officially launched on April 23, the consulting firm, Deloitte, has been selected to assist in the assessment phase of the Administration and Operations Transformation Project. Their five-member team has been on campus three days per week, for the past four weeks, conducting interviews with leadership and individual stakeholders in the areas of interest, which include finance, human resources, facilities, and business services. At the time of the committee meeting, interviews had been conducted with Vice Presidents, Deans, and individuals from Facilities and Human Resources, with plans to begin discussions with those from Business Services and Finance within the following week. While it is not an area of focus, the team also plans to meet with individuals from the Division of Information Technology in order to determine the technological implications that

must be considered. As it is still early in the assessment phase, there have been no definitive recommendations or decisions made at this point in time. However some themes are beginning to emerge and will be shared along with any preliminary recommendations at the August meeting, as the assessment is expected to conclude by the end of July 2019 with the final report available by August 5.

In regards to child care, a task force was formed in April to perform a more comprehensive review in order to develop strategies that align with the university's goals and objectives. Existing efforts to address the issue will also continue, as the task force is not meant to serve as a substitute for efforts already in place. At this time, the initiative will be focused solely in Blacksburg and Roanoke, as capacity and affordability are currently major issues in these areas. The final report from the task force is expected in June 2020.

6. **New HR at Virginia Tech: A Progress Report.** Mr. Brian Garey, Vice President for Human Resources, provided an update on the ongoing HR Transformation Project, emphasizing the results of the Campus Climate Survey that was recently conducted, the impact and progress of implemented consultative services, and future process improvements.

   Human Resources is currently in the first phase of a three-year approach to implement and strengthen the strategic, consultative, and administrative arms of the department. This year, the division aims to enhance its strategic operations by strengthening recruitment capabilities, rebuilding the development unit, introducing a new onboarding program, and expanding wellness offerings. The division is also working to continue introducing Division Directors within each college and unit, with four directors already on campus and intentions of hiring three to four more by the end of the calendar year. The department is planning to strengthen its service center by streamlining and automating processes, while also focusing on policies and project management. Results from the Campus Climate Survey have been released, and diversity committees are currently being deployed to provide team feedback and assist in action planning. The overall feeling among employees is that the climate is good. However, the student survey received a lower response rate than anticipated, so there is not enough information to draw any solid conclusions from that portion at this time. In response, the survey team will revisit the implementation tool utilized to reach the students, as there is a sense that email may not be the best way to do so with the current generation. The department was successful in its effort to increase compensation for the university's lower pay band employees, with the minimum starting pay increasing to $12 per hour as of July 1, and a stipend to offset expenses such as child care and parking available as of January 1, 2020. The division is also working to put practices in place to complete an annual compensation review, and is in the process of building a compensation team as well. A succession planning analysis is currently underway. The department has been working with colleges and units to identify the potential for departing talent in order to develop plans to fill the gaps that will be left behind. At this time, succession is happening locally, but the intended goal is to build an

internal pipeline of strong talent through development and advancement opportunities. The initiative is still in the data gathering phase, as 19 focus groups have convened, and eight units have completed critical position analyses with 11 units still currently in the process of doing so. In participating, leaders have been asked to look at retirement eligibility, not just at the top tier of their college or unit, but across the board, while also trying to identify future needs as well. Regarding process improvements, the department is launching the new applicant tracking system, PageUp, on July 22. PageUp will replace the current system, and will allow for a more integrated and automated hiring process. The department is also launching TeamDynamix, a customer service tracking system that provides measurable data and metrics that will be used to assess service inquiries and needs. For example, it was determined that from February to March of this year, the top five topics of interest based on customer inquiries were retirement, recruiting, insurance, general questions, and employee administration. The department itself is also in the process of recruiting, having recently welcomed an Assistant Vice President for Administration, as well as a Compensation Director and a Talent Management Director. Additional recruitment is planned in order to create an outreach model that provides more resources, such as professional and organizational development opportunities, and training based on institutional needs. Looking forward to 2020, the plan will move into the second phase of the approach, in which Human Resources will expand its current services and offerings. The department also plans to move away from a purely Blacksburg-centric model by conducting quarterly visits to the Innovation Campus, as well as by embedding a Divisional Director in Roanoke in the near future.

7. **College of Agricultural and Life Sciences (CALS) Inclusion and Diversity Update.** Dr. Menah Pratt-Clarke, Vice President for Inclusion, Diversity, and Strategic Affairs, introduced Dr. Susan Sumner, Associate Dean of the College of Agriculture and Life Sciences, to present to the committee on the college's diversity and inclusion successes and initiatives.

In the early 1990's, the college formed a local chapter of the National Society for Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS) and began participating in the university's Multicultural Academic Opportunities Program (MAOP). In 2007, they formed a College Diversity Council in an effort to promote diversity, guide recruitment and retention efforts, and support the inclusion of all people within the programs and services offered. Since its inception in 2010, when five students were sponsored initially, the George Washington Carver Graduate Student Fellowship Program for Master of Science and Ph.D. students has supported 54 graduates; currently, there are 26 participants in the program. The college introduced an Inclusive Pedagogy Faculty Cohort in 2016, a yearlong development program for new faculty that 13 faculty members have completed since its inception. In 2018 CALS named Dr. Chevon Thorpe as its Director of Inclusion, Diversity, and Equity to assist in faculty recruitment. The college is also excited to announce that Madelynn Todd, a CALS student known for campaigning for the inclusion of all people, was select to serve as the 2019-'20 Undergraduate Representative to the Board of Visitors. For the 2018-19 academic

year, the college's number of female and underrepresented faculty members was slightly below the university average. However, they have experienced great success among their graduate students with the Initiative for Maximizing Student Development, a training program designed to increase the number of minorities with a Ph.D. in the biomedical and behavioral sciences, as well as engineering. Currently, 85 percent of CALS graduates plan to become faculty members upon program completion, and 75 percent of their undergraduates are looking into Ph.D. programs. There is a high female-to-male ratio among the students entering the college, which is hypothesized to be related to the fact that 52 percent of students in their programs are interested in the medical and veterinary sciences. There has also been a shift in the number of underserved and underrepresented students between the 2014 and 2018 cohorts. However, students are still graduating at a slightly higher rate from CALS than other colleges across campus. CALS is a recipient of the Howard Hughes Medical Institute Inclusive Excellence Program grant, which they utilize to assist underserved and underrepresented undergraduates within the areas of Human Nutrition, Foods, and Exercise; Biochemistry; and Animal and Poultry Sciences. Students are offered the opportunity to participate in the mentoring program for first-year-experience students, a program which has proven successful in helping freshmen navigate campus and perform at a higher level in the general science courses. Additionally, CALS partners with the Student Opportunities Achievement Resources Program, as well as other university offices, in their efforts to increase student success. Recruitment is a priority for the college, as they work with Historically Black Colleges and Universities, and both the Black College Institute and the Hispanic College Institute to attract potential students. CALS also works with the university's College Access Collaborative, and attends the National Junior MANNRS Leadership Conference for recruiting purposes. The college offers several experiential learning opportunities for their undergraduate students, such as the on-campus MAOP summer research program, summer research opportunities at the Agricultural Research and Extension Centers, study aboard opportunities, and student leadership travel sponsorships, as well as participation in student organizations such as MANNRS and Students Cultivating Change. Diversity and Inclusion Fellows were established for Virginia Cooperative Extension in 2014, and have led state-wide conversations and trainings on generational differences, the LGBTQ+ community, and privilege. An office has been established on the Pamunkey Indian Reservation, and there is an intentional initiative to provide more opportunities for non-English speaking clientele. Moving forward, CALS plans to continue recruiting a diverse set of faculty, staff, and students, as well as to develop a plan to recruit non-traditional students, such as veterans, to enter the Agricultural Technology Program. Along with that, the college plans to develop a year-long diversity and inclusion experience for graduate students, while also working to enhance retention of its underrepresented students and the awareness of acceptance and inclusiveness of all people.

8. **Board Self-Assessment Results.** Mr. Mehul Sanghani shared the results of the Board Self-Assessment Survey.

A survey developed in consultation with AGB was conducted in April to assess the Board's performance, and there was 100 percent response. Fourteen BOV members, four constituent representatives, and eight administrators completed the online survey, and AGB compiled the aggregated results. The outcome was extremely positive, although there are always areas that can be improved.

Among the highest priorities for the board are:
- Focusing more attention on issues of strategic importance
- Assessing whether information the board receives is adequate, timely, comprehensive, representative of all perspectives and aspects, and unfiltered.
- Improving meeting practices.
- And, contributing financially to the institution.

In terms of strategic importance, the most frequently-cited important challenges include:
- Building financial and organizational resilience including diversification of funding sources.
- Affordability—managing rising tuition and student debt load.
- Successful integration of all campuses and establishment of the Innovation Campus.
- Preserving the land-grant mission and support of agricultural and rural constituencies.
- Improving the diversity of the university community.
- Recruiting and retaining high-quality faculty and students.
- Preparing students for real-world jobs now and in the future.

Overall, the board culture was rated extremely high. At the same time, several areas were identified that overall scored well but may benefit from some attention, and the board will address these over the course of the year. The Rector has charged the committee with presenting recommendations at the August Retreat, as well as to look at items in which there were significant gaps between the overall rating and the Board's rating, if any.

9. **Recommendations for Student Selection Process.** In the interest of time, Mr. Mehul Sanghani noted that the recommendations for the BOV student representative selection process will be postponed until the August meeting.

10. **Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani offered closing remarks and requested a motion for adjournment.

There being no further business, the meeting was adjourned at 3:09 pm.

# Intercollegiate Athletics report to the Governance & Administrative Committee of the Board of Visitors

June 2019

FY19 Revenue

Ticket Sales — 21%
NCAA/Conference — 34%
Gifts/Endowment — 20%
Student Fees — 10%
Media Rights/IMG — 8%
Licensing/PR/Conces/Apparel — 2%
Miscellaneous Revenue — 4%

FY19 Expenses

- Salaries & Benefits
- Scholarship Expense
- Utilities, Admin Fees & Txfrs
- Dept Operating
- Sport Operating
- Facility Ops/Parking
- Miscellaneous Expenses
- Post-Season
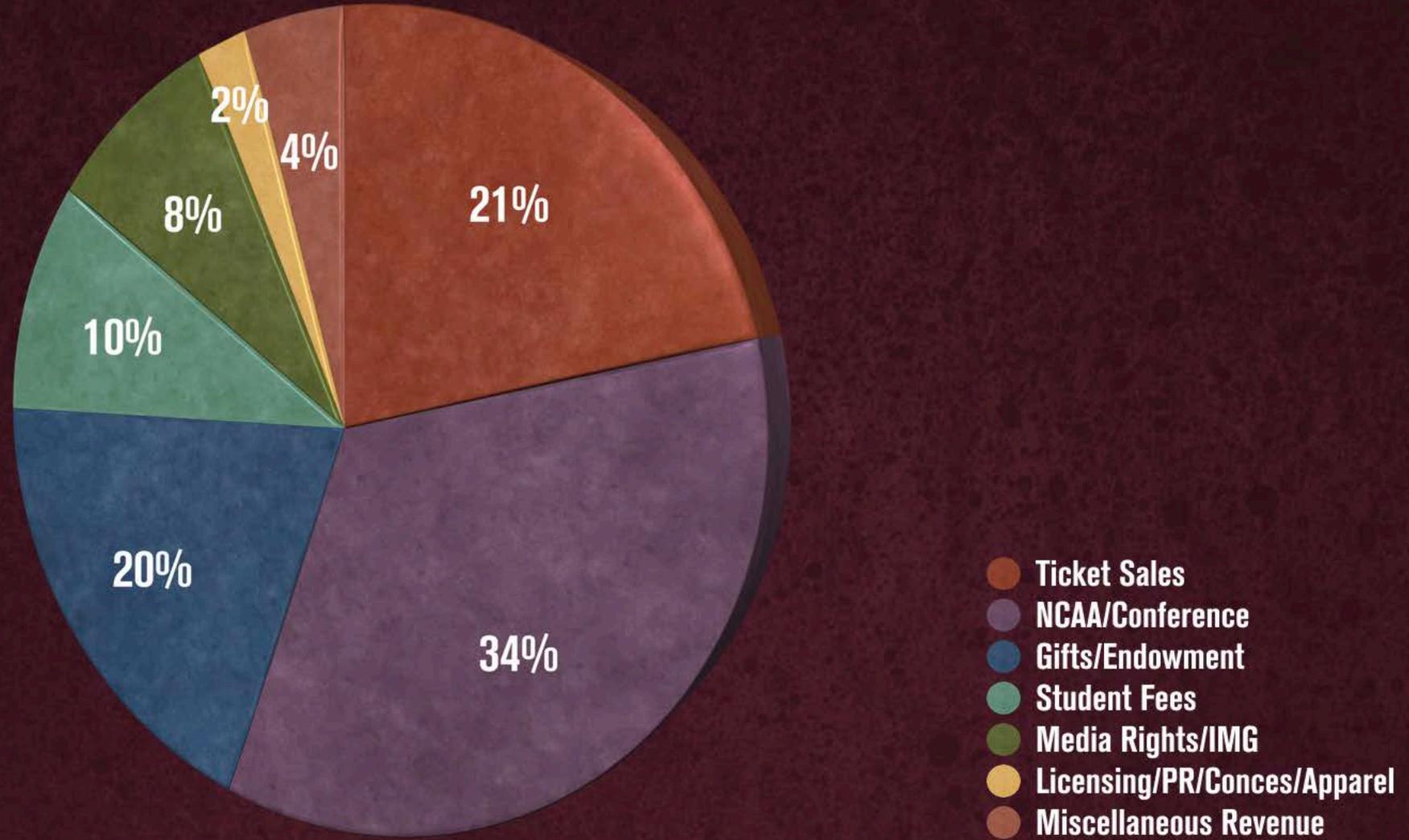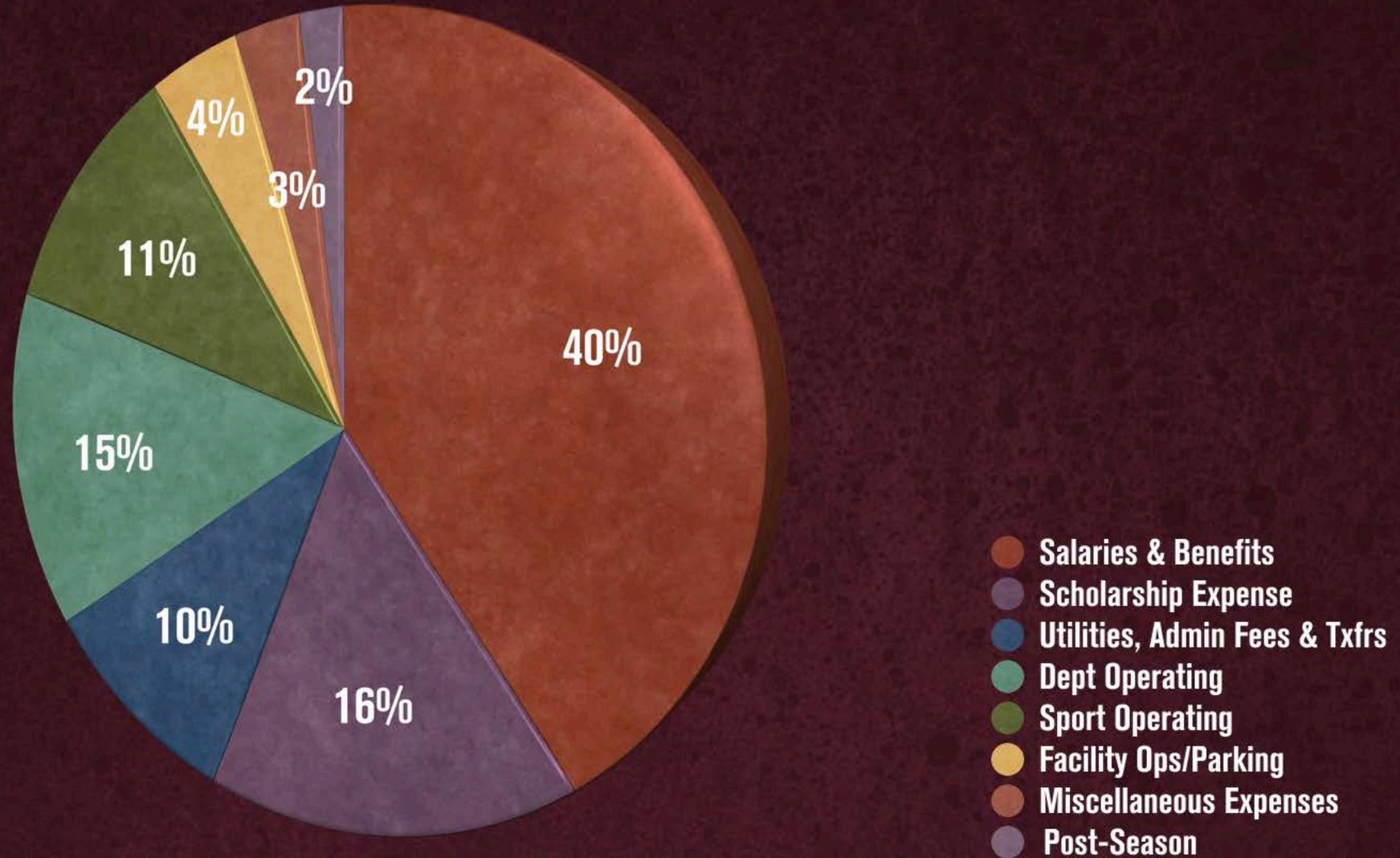
Fiscal Year 2018
Summary

Revenues	Actual
Ticket Sales	$19,428,427
Gifts & Endowment	$24,675,743
Conf/NCAA Distribution	$29,339,560
Stu. Fees/Univ Support	$9,710,696
IMG/Sponsor/Licensing	$9,891,181
Other Revenue	$4,917,421
Total Revenue	**$97,963,028**

Expenses	Actual
Scholarships	$14,281,972
Salaries & Benefits	$34,095,198
Dept Ops Expense	$9,063,959
Direct/Indirect Expense	$14,509,256
Debt Service	$5,650,008
Travel/Bowl	$6,717,152
Home Game Ops	$4,687,876
Recruiting/Equipment	$4,060,478
Total Expenses	**$93,065,899**

	Actual
Total Revenue	$97,963,028
Total Expense	$93,065,899
Total Variance	**$4,897,129**

24/7 Coverage of ACC Sports

40 Football Games

150 Men's & Women's Basketball Games

250 Olympic Sports Events

+ Studio & Original Programming, ESPN Films Documentaries & Classic Games

1000 Digital Exclusive Events on ACCN Extra

GetACCN.com

VIRGINIA TECH - ENTRY STUDIO

CONCEPT RENDERING

VIRGINIA TECH - MAIN STUDIO / PODCASTING & INTERVIEW SETS

CONCEPT RENDERING

VIRGINIA TECH
HOKIEVISION STUDIO

VIRGINIA TECH - WINDOW DISPLAY & TOUCH SCREEN

CONCEPT RENDERING

Handouts (3)

ACC Network Talking Points

Distributed at Meeting

Upcoming
Capital Campaign:
350-400 M

1 **Scholarships & Endowments**

2 **Cassell Coliseum**

3 **Lane Stadium**

Mike Young

2019 Sporting News Coach of the Year

Radford, Virginia native

Member of the NCAA's Men's Basketball Ethics Committee

Southern Conference Coach of the Year

3rd in AP voting for Coach of the Year

5 NCAA Tournament Appearances since 2010

Thank You

INFORMATION TECHNOLOGY STRATEGIC PLAN FOR 2018 – 2024

IN SUPPORT OF "BUILDING UPON BEYOND BOUNDARIES"

Draft Version as of May 17, 2019
Contacts: Scott Midkiff (midkiff@vt.edu) and Vicki Hall (vjhall@vt.edu)

PREFACE

It is my privilege to present this strategic plan for Virginia Tech's Division of Information Technology (IT) for 2018-2024.

This strategic plan for the Division of IT provides a high-level framework for a continuous strategic planning and assessment process and for the initiatives in support of strategies, all within the context of Virginia Tech's strategic plan and long-range vision: "Building upon Beyond Boundaries." The plan lays out our objectives, goals and an aspirational road map for the division with contributions by and feedback from key stakeholders across the university.

Ultimately, our plan is the way we serve the university: to help the university achieve its missions, realize its vision, and meet its goals. Information technology is a critical enabler of higher education and permeates every aspect of the Virginia Tech experience, both on and off campus, the experience of our prospective students and their families, the learning and quality of life of our students, and the needs of research and teaching faculty, administrative personnel, alumni and our communities.

Within this context, the mission of the Division of Information Technology, shown below, has never been more important to the university in fulfilling its mission and achieving its aspirations.

Mission of the Division of Information Technology

The mission of Virginia Tech's Division of Information Technology (IT) is to serve the university community and the citizens of the Commonwealth of Virginia by applying and integrating information resources to:

- Enhance and support **instruction, teaching and learning**;

- Participate in, support and enhance **research**;

- Foster **outreach**, develop **partnerships** with communities and promote the capabilities of advanced networking and communications;

- **Provide, secure, and maintain systems** allowing the university to accomplish its missions.

The effective delivery of technology-based solutions requires an organization that is strong, resilient, focused on doing the right things, and working effectively in support of the university's missions, vision, and goals. The exceptional professionalism, technical and management expertise, innovative approaches, and work ethic of Virginia Tech's IT employees, at all levels, continue to impress me. The Division of IT looks forward to collaborating with others from across the university and beyond to realize "Building Beyond Boundaries" and this strategic plan.

Scott F. Midkiff
Vice President for Information Technology and Chief Information Officer
*●●●●, 2019*

INTRODUCTION

Virginia Tech's strategic plan, "Building Upon Beyond Boundaries," identifies four strategic priorities – Global and National Impact, The *Ut Prosim* Difference, Talent Destination, and Institutional Excellence – and the associated goals for each priority.[1]

Effective IT strategies must strike a difficult balance between agility and stability, as well as between access and security. This plan seeks this balance by striving for scalable systems and operations that are both highly responsive and resilient and recognizing that information must be readily accessible to the right people and privacy and data must be appropriately protected.

Our IT strategic plan is thoughtfully designed to support these strategic areas in a rapidly evolving IT landscape. This plan should be seen as a living document. It guides our efforts and helps us prioritize, but is broad enough to enable us to address new opportunities and challenges as they arise. By achieving the goals in this plan, the Division of IT and its services and the university will be stronger.

Background and Strategic Planning Framework

Our IT Strategic Planning Framework, shown below, captures the elements of and context for our plan.

IT Strategic Planning Framework
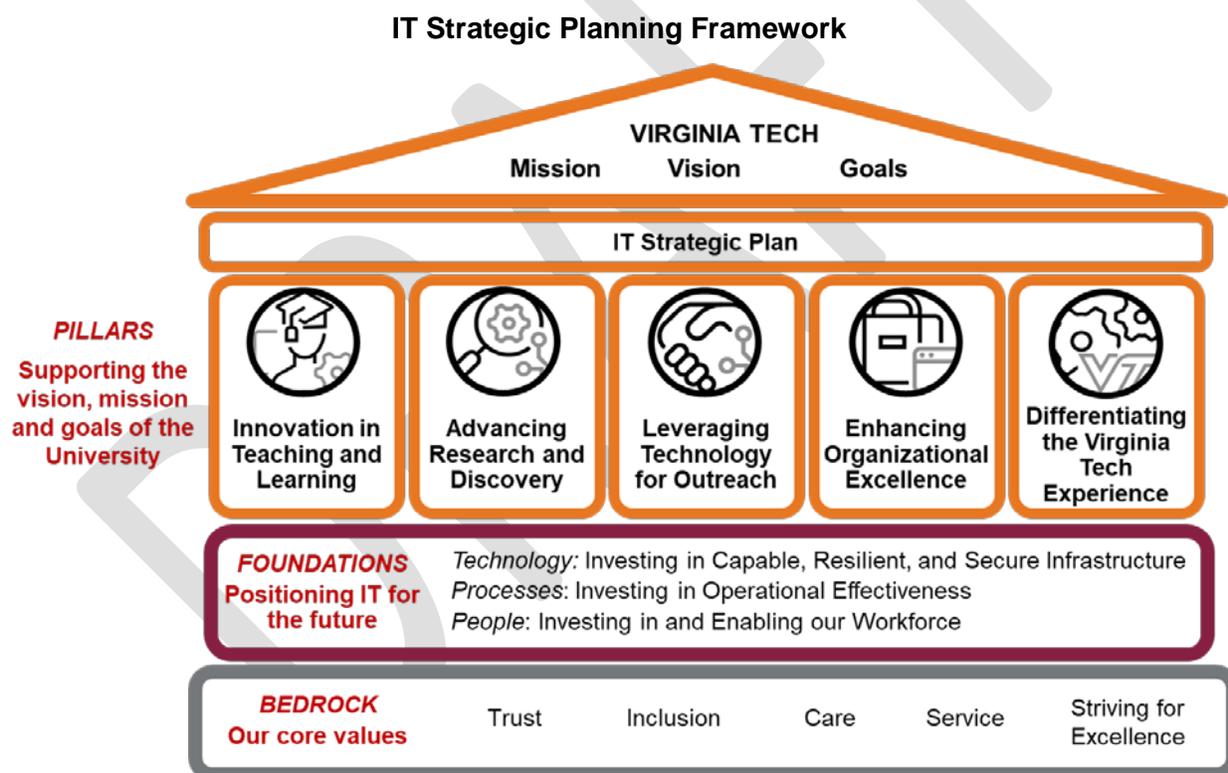
The Information Technology Strategic Plan presents five focus areas that serve as **pillars** to directly support Virginia Tech's long range and strategic plan: Innovation in Teaching and Learning, Advancing Research and Discovery, Leveraging Technology for Outreach, Enhancing Organizational Excellence, and Differentiating the Virginia Tech Experience.

Our strategic planning process began in mid-2018 with a series of mini-retreats, initially focusing on the **bedrock** of our framework – defining a set values that we all share in making ourselves, our teams, our

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[1] See "Draft Strategic Plan Overview," April 8, 2019,
https://strategicaffairs.vt.edu/content/dam/strategicaffairs_vt_edu/Draft%20Strategic%20Plan%20Overview%2004.08.2019.pdf.

units, the division as a whole and the university as a whole, more successful. Our core values of Trust, Inclusion, Care, Service, and Striving for Excellence define our culture, our shared values, and our common expectations for how we work within the Division of IT and how we work with others at the university and beyond.

The **foundational** components of our framework – People, Process and Technology – are also critical to effectively support and enable the university's vision, missions and goals.

We are committed to ongoing investment in recruiting and retaining the right talent, in the professional and technical development of our team members, and in advancing their career opportunities within the Division of IT.

Technology that is current, advanced, readily available and adaptable to meet the needs of students, faculty, staff and our communities enables us to redefine the possibilities for teaching and learning, research and discovery, outreach, organizational excellence, and differentiating the Virginia Tech experience. Our strategic technology goals of Mobile, Cloud, Connected and Secure permeate all areas.

The integration of technology with processes that are efficient and effective, and continuously improved allows us to work in a way that best supports the needs of our stakeholders, creating value for the university, and enabling the university to become a more data-informed institution.

STRATEGIC ACTION AREAS IN SUPPORT OF VIRGINIA TECH'S MISSION, VISION and GOALS

Pillar I: Innovation in Teaching and Learning

With partners within and external to the university, we focus on the intersection of innovation, pedagogy, and technology to ensure that Virginia Tech can achieve its vision, mission, and goals for undergraduate and graduate education in Blacksburg, Roanoke, the National Capital Region, and beyond.

1. Scale online undergraduate, graduate, and professional programs through instructional design, cohort-based training, assessment, and innovation and adoption of emerging technologies.

2. Develop data-informed learning and teaching tools and practices that integrate existing institutional data and new sources of learning data to help faculty, departments, and colleges understand and improve learning outcomes for our students.

3. Provide technology and support resources focused on lifelong learning and inquiry, consistent with our global land grant mission.

4. Facilitate mobile strategies for teaching and learning and substantially increase appropriate use of the cloud for experiential learning, content delivery, and collaboration.

Pillar II: Advancing Research and Discovery

We strive to increase and improve access to advanced cyberinfrastructure – high-performance computing, large-scale storage, high-data rate networking, visualization, advanced software, and support – for a broad set of Virginia Tech researchers to advance scholarship and research competitiveness.

1. Establish a sustainable business model for shared advanced cyberinfrastructure that leverages a cost-center model, central and unit-level investment, and a coordinated approach to shared high-performance computing and large-scale storage across the university.

2. Leveraging both cloud and on-premises approaches, enable access to compliance-based–and collaborative data sharing and computing environments that are scalable, adaptive, and agile.

3. Advance the ability of Virginia Tech researchers to easily leverage scalable and secure public and on-premises cloud resources for computing, storage, and collaboration.

Pillar III: Leveraging Technology for Outreach

We work with partners to leverage technology and apply our knowledge and expertise for outreach beyond the university to support the Commonwealth of Virginia and community and regional economic development efforts related to technology.

1. Enhance and expand the Virginia Cyber Range to increase scale, expand access, and extend functionality to serve K-12, community college, and university educators and to advance cybersecurity education for the Commonwealth and the Nation.

2. In partnership with local governments and other external partners, identify and advance one or more "smart city" or similar test beds or pilot project to advance research and applications.

3. Explore and pursue opportunities to expand community and regional broadband infrastructure to support university initiatives in the National Capital Region, Roanoke, New River Valley, and statewide to promote research, education, and economic development.

4. Formalize the Division of IT K-12 STEM outreach initiatives into a cohesive, focused program that effectively engages regional K-12 students and enhances engagement by IT employees.

Pillar IV: Enhancing Organizational Excellence

We strive to promote and enhance organizational excellence across the university through services and technologies that advance data-informed decision-making, enterprise effectiveness, and organizational innovation.

1. Advance the university's use and aspirations for data-informed decision-making by providing aggregation of data using models such as data lakes, tools, and services for analytics and visualization, enhanced data governance, and efficient role-based access, while ensuring appropriate privacy, security, and compliance.

2. Foster new and enhance existing partnerships across the university to provide effective solutions that best serve Virginia Tech's students, faculty, staff and other stakeholders and to ensure that enterprise services, projects, and plans are agile, responsive, and promote organizational excellence.

3. Work with the Division of Research and Innovation to evolve the university's research administration systems, including Summit, through a common roadmap and collaborative deployment that reduces barriers for researchers and administrators and scales with the university's growing research enterprise.

4. Partner with others at the university and beyond to explore innovative "smart campus" capabilities for sustainability, safety and operational excellence, and institutionalize and scale capabilities that provide significant value.

5. Align enterprise applications to meet evolving constituent expectations for mobile-enabled solutions and continue to promote innovation in user experience.

Pillar V: Differentiating the Virginia Tech Experience

We strive to provide a technology experience for the university community and stakeholders that is consistent, robust, and exceeds expectations.

1. Strive for a robust mobile experience, leveraging a unified approach to user engagement, to provide access to university IT services.

2. Explore, plan, and provide the communications and collaboration platforms for the next decade, which includes how we communicate and collaborate by voice, video, messaging, and data sharing.

3. Strive for a consistent experience across all Virginia Tech locations, especially Blacksburg, Roanoke, and the National Capital Region, including for access to university services, local connectivity, connectivity between locations, and connectivity to the Internet and research and education networks.

4. Ensure accessibility to provide the Virginia Tech technology experience to all members of the university community.

5. Work to safeguard the privacy of our user's data and provide transparency into how data is used and shared.

OUR FOUNDATIONS: PEOPLE, PROCESSES, AND TECHNOLOGY

People: Investing in and Enabling our Workforce

We strive to recruit the right talent; to retain the talent; to develop the professional, leadership and technical capabilities of our staff at every level; and to provide career advancement opportunities that will enable, sustain and grow the capabilities of our organization.

Processes: Investing in Operational Effectiveness

We strive to improve our effectiveness, efficiency and service delivery by developing new processes, improving existing processes, and eliminating processes or steps that no longer add value.

Technology: Investing in Capable, Resilient and Secure Infrastructure

Our strategic technology goals focus on the four strategic technology areas of Mobile, Cloud, Connected, and Secure.

- *Mobile*: We strive to enable mobility for our students and faculty across enterprise functions though a consistent mobile strategy.

- *Cloud:* We strive to enable secure, cost effective use of cloud technologies and services through an enterprise cloud strategy, architecture, and best practices. We work to prepare our students to succeed in a cloud-centric workplace.

- *Connected:* We work to enable global, seamless connectivity for our students, faculty and staff, devices, and all buildings and locations.

- *Secure:* We work to ensure the appropriate security of our users, systems and data. We strive to safeguard data privacy for our students and employees.

OUR BEDROCK: CORE VALUES

The Division of Information Technology has developed and committed to five core values that define the division's fundamental beliefs, guide our decisions, and are essential to our strategic plan. They form the bedrock of behaviors and expectations upon which we conduct ourselves and perform our work. The division's leaders have committed themselves to being accountable for modeling and communicating the five core values.

Trust

We have the courage to do the right thing, take responsibility for our successes and failures, give credit to others, and follow through by doing what we say we are going to do.

We make and keep commitments and base our decisions on what is best for Virginia Tech and those we serve.

We act with integrity and respect, and use our capabilities to deliver results based on what is best for the organization and those we serve.

We are accountable for the commitments we make, we learn from our successes and failures, and we act with integrity with the knowledge that personal integrity builds organizational integrity.

Inclusion

We create diverse multi-faceted teams, involve stakeholders and community members in our work, promote accessible technologies and universal design, and help one another to accomplish our goals.

We strengthen and enrich our organization by seeking out and leveraging the diverse thinking, skills, heritage, experience and perspectives of our colleagues and stakeholders, and ensuring that everyone has a voice.

We are committed to sustaining a culture of inclusion for all of us based on diversity, involvement, accessibility and empowerment.

We listen to understand; we seek multiple points of view and embrace inclusion as essential to our success.

Care

We treat one another with compassion, kindness, empathy and sincerity, and are aware of how our words and actions affect one another.

We act with compassion and in consideration of the well-being and needs of others and ourselves.

We care about the outcomes of our work and the value our products and services bring to Virginia Tech.

We act to build long-term relationships with our colleagues and those whom we serve.

Service

We bring the spirit of *Ut Prosim* (that I may serve) into our decisions and actions to serve the needs of the university, to improve the quality of life for current and future members of our communities, the Commonwealth, the nation and the world.

We bring the spirit of *Ut Prosim* (that I may serve) to advance Virginia Tech as an institution; to help its faculty, staff, and students claim their roles; and to support one another in every action we take.

Striving for Excellence

We continuously strive to improve ourselves, our organization, our services, our work and our results.

We encourage thoughtful, intentional change, innovation and reasoned risk, and we are informed by the lessons from our experiences.

We work constantly to improve ourselves and our services as individuals and as a division.

We strive to excel in every aspect of our work and ourselves, and approach every challenge with the determination to succeed, knowledge from past experiences, and a desire to improve.

CONTINUOUS PLANNING, OPERATIONAL PLANNING, ASSESSMENT AND MEASUREMENT

The strategic planning process at both the levels of the university and the Division of IT is based on developing and launching an adaptive, inclusive process for continuous strategic planning.

The division's Operational Plan is the mechanism that translates the multi-year, high-level strategic goals and objectives into specific initiatives having a one-to-two year length. Initiatives are defined to be the prioritized actions including, but not limited to, projects that IT will perform to implement the university's and the Division of IT's strategic goals and objectives.

This process assists us in creating a detailed roadmap that aligns our work with the mandates of our strategy. It also provides assessment mechanisms for measuring outcomes, and the basis for the Information Technology Annual Report.

IT Strategic Planning Components

Strategic Plan
Where do we want to go? (5 year horizon)

Operational Plan
How do we get there? (1 to 2 year emphasis)

Annual Report
Did we make progress? (1 year review)

Measurement, Assessment and Improvement

ALIGNMENT TO THE VIRGINIA TECH STRATEGIC PLAN

The IT strategic plan has been developed within the context of the four strategic priorities of the university's strategic plan:

- Global and National Impact
- The *Ut Prosim* Difference
- Talent Destination
- Institutional Excellence

The four tables below illustrate the alignment of the pillars in the IT strategic plan to the priorities and associated goals in the university's strategic plan.

Alignment to the Virginia Tech Strategic Plan[2]

Legend: ● Strong Support ● Modest Support

Strategic Priority 1: Advance Global and National Impact	Pillar I – Innovation in Teaching and Learning	Pillar II – Advancing Research and Discovery	Pillar III – Leveraging Technology for Outreach	Pillar IV – Enhancing Organizational Excellence	Pillar V – Differentiating the VT Experience
Coordinate and align investments in faculty and shared research facilities		●			
Develop a strategic vision and support for experiential, personalized, and distance learning, and living-learning programs that will enhance the student learning experience	●				
Develop an integrated strategy for expanding and enhancing Virginia Tech's rural Virginia, regional, national, and international presence			●		
Further develop Virginia Tech Carilion academic health center in Roanoke					●
Launch the Innovation Campus and develop an integrated strategy for Virginia Tech's presence in the National Capital Region (Northern Virginia)					●
Collaborate with partners across Virginia to build strong research and innovation programs supporting the Commonwealth Cyber Initiative			●		

Strategic Priority 2: Actualize the *Ut Prosim* (That I May Serve) Difference	Pillar I – Innovation in Teaching and Learning	Pillar II – Advancing Research and Discovery	Pillar III – Leveraging Technology for Outreach	Pillar IV – Enhancing Organizational Excellence	Pillar V – Differentiating the VT Experience
Explore strategies to increase the development and incorporation of inclusive pedagogy	●				
Develop a strategy and coordinated process for colleges to address the needs of underserved communities, including leading the Rural Virginia Initiative			●		

Strategic Priority 3: Be a Destination for Talent	Pillar I – Innovation in Teaching and Learning	Pillar II – Advancing Research and Discovery	Pillar III – Leveraging Technology for Outreach	Pillar IV – Enhancing Organizational Excellence	Pillar V – Differentiating the VT Experience
Develop a process to support alumni engagement and lifelong learning	●				●

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[2] Based on Action Steps from the "Draft Strategic Plan Overview," April 8, 2019, https://strategicaffairs.vt.edu/content/dam/strategicaffairs_vt_edu/Draft%20Strategic%20Plan%20Overview%2004.08.2019.pdf.

Strategic Priority 4: Ensure Institutional Excellence	Pillar I Innovation in Teaching and Learning	Pillar II Advancing Research and Discovery	Pillar III Leveraging Technology for Outreach	Pillar IV Enhancing Organizational Excellence	Pillar V Differentiating the VT Experience
Offer, enhance and maintain quality research, living, and learning spaces, improve safety and security, and ensure universal accessibility to facilities				●	
Continue to improve energy efficiency and sustainable use of resources				●	
Develop consistent technology, universal design principles, and connectivity across locations					●
Determine what constitutes best-in-class customer service in all aspects of university operations				●	
Facilitate decision-making transparency and efficiency throughout the institution				●	

Information Technology Strategic Plan 2018 - 2024

SCOTT F. MIDKIFF, PH.D.
VICE PRESIDENT FOR INFORMATION TECHNOLOGY &
CHIEF INFORMATION OFFICER
PROFESSOR OF ELECTRICAL AND COMPUTER ENGINEERING

VIRGINIA TECH BOARD OF VISITORS

GOVERNANCE AND ADMINISTRATION COMMITTEE

JUNE 2, 2019

VIRGINIA TECH.

IT Strategic Planning Framework

VIRGINIA TECH

Mission   **Vision**   **Goals**

IT Strategic Plan

PILLARS

Supporting the vision, mission and goals of the University

Innovation in Teaching and Learning

Advancing Research and Discovery

Leveraging Technology for Outreach

Enhancing Organizational Excellence

Differentiating the Virginia Tech Experience

FOUNDATIONS
Positioning IT for the future

Technology: Investing in Capable, Resilient, and Secure Infrastructure
Processes: Investing in Operational Effectiveness
People: Investing in and Enabling our Workforce

BEDROCK
Our core values

Trust   Inclusion   Care   Service   Striving for Excellence

Pillars: Key Themes

Pillar I

Innovation in Teaching and Learning

- Scaling online courses and programs
- Data-informed teaching and learning
- Support for lifelong learning
- Leverage mobile and cloud technologies and services for teaching and learning

Pillar II

Advancing Research and Discovery

- Shared cyberinfrastructure (high-performance computing, high-speed networks, large-scale storage, software, support)
- Provide compliance-based computing and data storage
- Leverage cloud for computation, data storage, and collaboration

Pillar III

Leveraging Technology for Outreach

- Grow the Virginia Cyber Range
- Plan and deploy test beds for research and innovation
- Extend broadband infrastructure
- Formalize the Division of IT's K-12 STEM outreach program

Pillars: Key Themes

Pillar IV

Enhancing Organizational Excellence

- Data-informed decision making
- Enterprise applications for organizational excellence
- Research administration systems
- "Smart campus" innovation
- User experience for our enterprise systems

Pillar V

Differentiating the Virginia Tech Experience

- Improve the mobile experience
- Position for the next-generation communication and collaboration platform
- Provide a consistent experience across all Virginia Tech locations
- Advance accessibility for technology
- Strive to safeguard privacy

4

Foundations: People

Recruiting the Right Talent
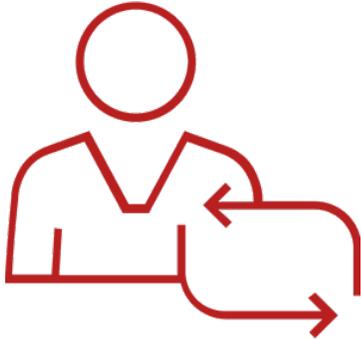
Retaining the Right Talent
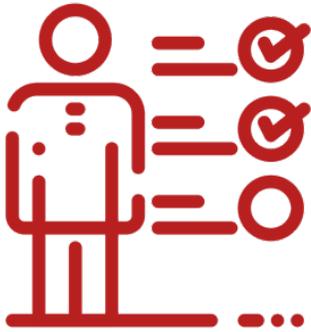
Professional and Technical Development

Career Advancement Opportunities

Career Framework

Investing in and Enabling our Workforce

Foundations: Processes

- Improve existing processes
- Develop new processes
- Eliminating processes or steps that no longer add value
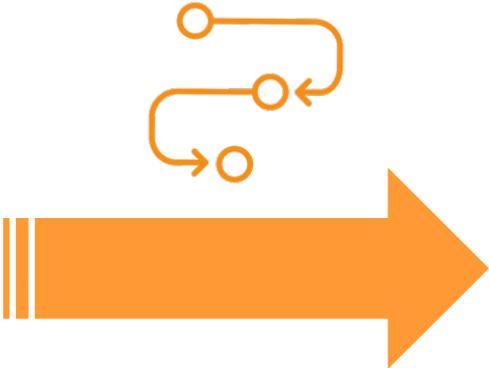
- Improve effectiveness, efficiency, and service delivery

Investing in Operational Effectiveness

6

Foundations: Technology

Mobile
- Enable mobility for our students and faculty across enterprise functions through a consistent mobile strategy for enterprise functions

Cloud
- Enable secure and cost effective use of cloud technologies and services through an enterprise cloud strategy, architecture, and best practices
- Prepare our students to succeed in a cloud-centric workplace

Secure
- Ensure appropriate security of our users, systems, and data
- Strive to safeguard data privacy for our students and employees

Connected
- Enable global, seamless connectivity for our students, faculty and staff, devices, and building and locations
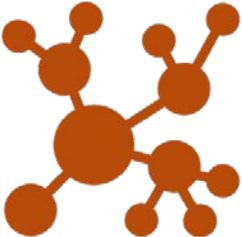
Investing in Capable, Resilient and Secure Technology

IT Strategic Planning Components

Strategic Plan

Where do we want to go? (5 year horizon)

Operational Plan

How do we get there? (1 to 2 year emphasis)

Annual Report

Did we make progress? (1 year review)

Measurement, Assessment and Improvement

8

Key Takeaways
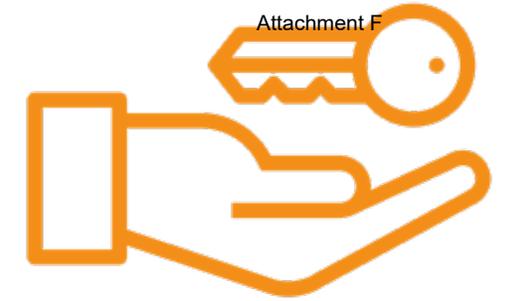
- The IT Strategic Plan addresses the missions and key goals of the university
  - Innovation in Teaching and Learning
  - Advancing Research and Discovery
  - Leveraging Technology for Outreach
  - Enhancing Organizational Excellence
  - Differentiating the Virginia Tech Experience

- The IT Strategic Plan also addresses how the Division of IT needs to work
  - Core Values: Trust, Inclusion, Care, Service, and Striving for Excellence
  - Foundations: People, Process, and Technology

- Strategic and operational planning process
  - Strategic Plan ↔ Operational Plan ↔ Assessment/Annual Report

- The IT Strategic Plan aligns to support multiple Action Steps from the University's strategic plan

Human Resources at Virginia Tech: A Progress Update

June Board of Visitors meeting

- Bryan Garey, Vice President for Human Resources

  June 2, 2019

VT | HUMAN RESOURCES
VIRGINIA TECH.

HR Roadmap

Phase 1 — Build a strong HR infrastructure

Phase 2 — Expand Services and Offerings

Phase 3 — Evolve and Mature Services

- **Strategic:** Strengthen recruiting capabilities, rebuild development unit, new onboarding program, expand wellness offerings
- **Consultative:** Add 6-8 Divisional Directors, focus on collaboration and communication, expand division director authority
- **Administrative:** Strengthen service center, streamline/automate processes, focus on policies, project management

Calendar Year 2019

- **Strategic:** Launch workforce planning effort, strengthen HR metrics and analytics, expand professional development offerings, redesign compensation / classification structures / practices
- **Consultative:** Expand Divisional Directors into academic units 6-8, refine employee relations
- **Administrative:** Implement LMS and Performance Management software, continue process automation, elevate HR brand

Calendar Year 2020

- **Strategic:** Great Colleges to Work For, expand professional development offerings, add organizational development function
- **Consultative:** Fill remaining Divisional Director positions, identify new / needed services
- **Administrative:** Self-service HR, continue process automation, HR information via mobile technology
- **Develop HR Strategic Plan 2.0**

Calendar Year 2021

V HUMAN RESOURCES
VIRGINIA TECH.

- **Strategic:** Strengthen recruiting capabilities, rebuild development unit, new onboarding program, expand wellness offerings
- **Consultative:** Add 6-8 Divisional Directors, focus on collaboration and communication, expand division director authority
- **Administrative:** Strengthen service center, streamline/automate processes, focus on policies, project management

Phase 1

Build a strong HR infrastructure

3

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Strategic HR: Climate survey

- Released survey data to Vice Presidents and Deans in February.

- Diversity committees deployed to debrief data within colleges, units, and departments.

- Diversity committees meeting with leadership to provide team feedback and action plan to address concerns.

Campus Climate is Good

7.24%   1.61%

13.86%   19.21%

58.09%
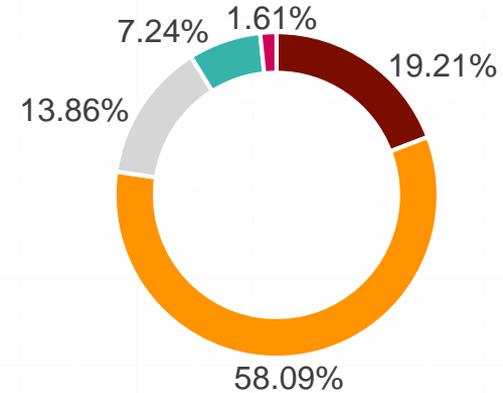
■ Strongly Agree ■ Agree ■ Neither ■ Disagree ■ Strongly Disagree

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Strategic HR: Compensation

- Minimum starting pay increasing to $12 per hour on July 1, 2019.

- Supplement to offset expenses such as childcare and parking to be implemented on January 1, 2020.

- Practices put in place for annual compensation review.

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Strategic HR: Succession planning

- Purpose is to identify future talent needs to achieve university vision.

- Collaborative process to work with colleges and business units to develop a plan for their teams.
  - 19 focus groups completed
  - 8 units have completed critical position analysis
  - Remaining 11 units have analysis in progress

Identify future talent needs

Identify critical positions and talent gaps

Create plan to address gaps and build bench strength

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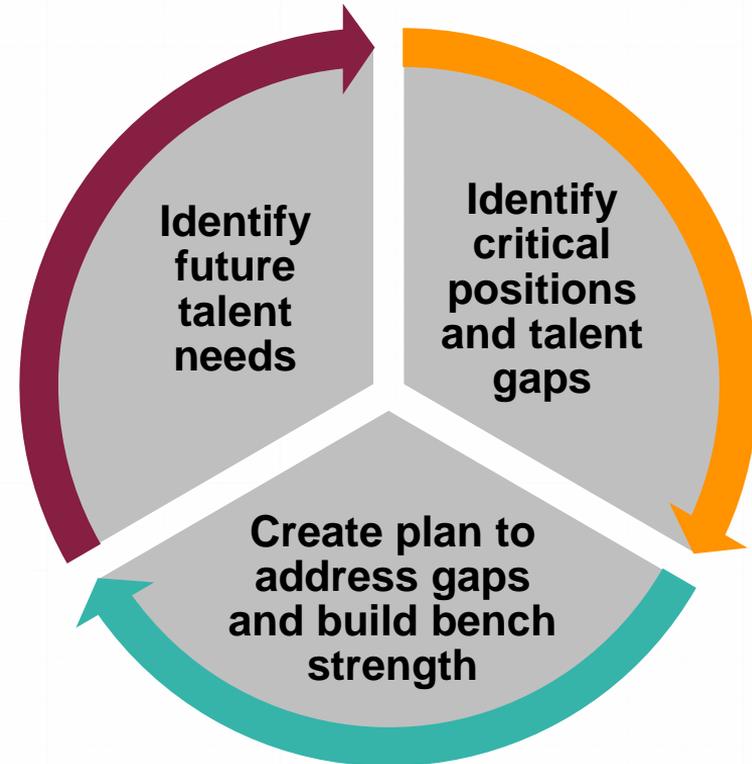
Consultative HR: Division Directors

- Embedding HR experts in colleges and business units

- Providing our university partners "in-house" HR expertise
  - Division Directors learn their assigned units business
  - Have access to core HR resources to help address specific needs

- 4 in position: Advancement, CALS, Provost, and SVP, Operations and Administration

- 3 to 4 more hires planned

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Process improvements: PageUp

8

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■ Current recruiting and onboarding process

Happens inside PeopleAdmin

Position Description
Specific job information

Job Posting
Collects candidate information

Happens outside PeopleAdmin – manual processes

Recruitment
Scheduling interviews
Search committee activities/screening matrix
Candidate communications

Offer
Preparation of offer documents, 30+ templates based on position
Other candidates not dispositioned until offer is complete

Banner/HRIS
Position data entered manually after offer is accepted

Onboarding
No standard university or system process; departments develop their own program

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Future workflow with PageUp – integrated system

Banner
Integrated with ATS

Position Description
- Specific job information
- Banner fields will be updated overnight
- Position available for posting within 24 hrs

Job Posting (aka Job Posting)
- Collects candidate information
- Approval process with notifications and alerts

Recruitment
- Applicants can express interest in career types
- Disposition applicants throughout recruitment
- Book interviews through the system

Offer Letter
- Delivered electronically
- Applicant logs into applicant portal to view and accept offer
- Following offer acceptance, applicant moves to onboarding portal

Offer Card
- Information captured to merge into offer letter
- Information needed for reporting
- Requires an approval process

Onboarding Portal
- Hiring information/pre-employment checks completed in system
- VT ID number created
- Key onboarding processes done in system.

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**VT | HUMAN RESOURCES** VIRGINIA TECH.

Process improvements: TeamDynamix

New capabilities: TeamDynamix improves customer service

- Provide excellent customer service
- Tracks questions and requests from start to completion
- Documents history of questions and responses
- Automation opportunities
- Data and metrics

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VIRGINIA TECH.

Top five topics: February – March 2019

	Retirement	Recruiting & Staffing	Insurance	General	Employee Admin
Number of Tickets	608	579	559	379	334
Percent of Top 5	25%	24%	23%	15%	14%

Number of Tickets   Percent of Top 5

13

HUMAN RESOURCES
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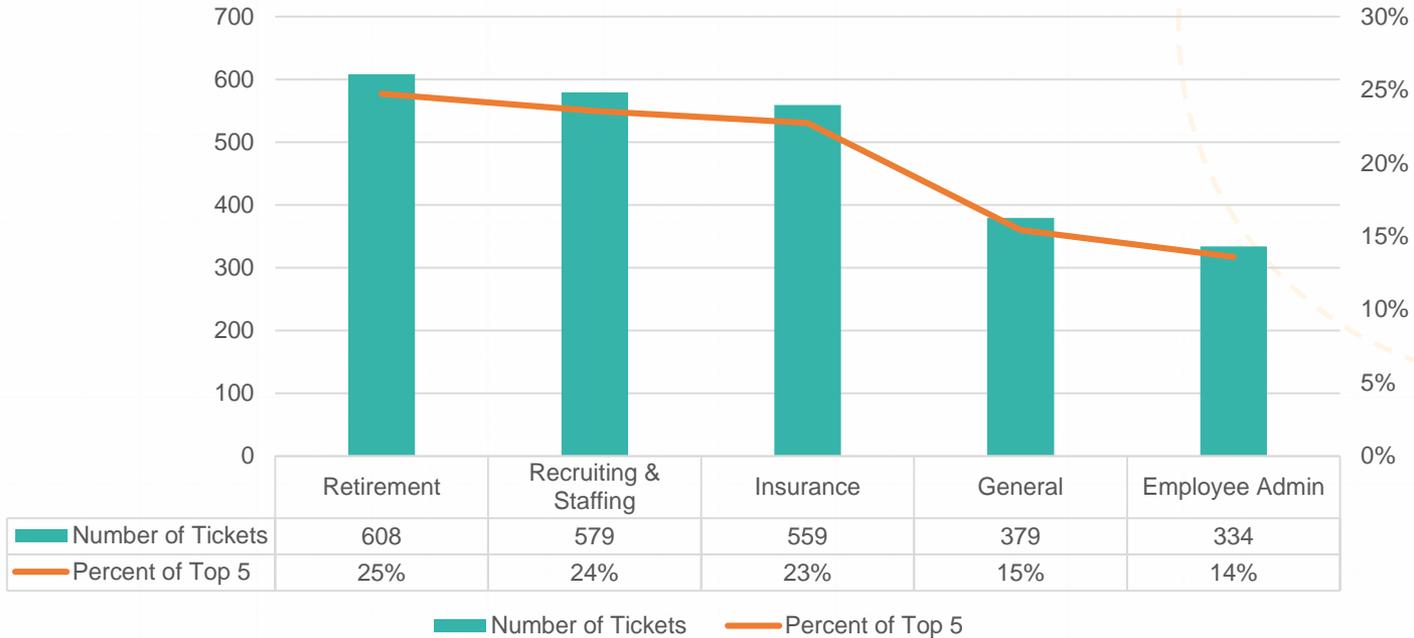
Building HR capabilities and culture

- Added new talent to the team – Assistant VP for Administration, Compensation Director, Talent Management Director.

- Recruiting for additional talent
  - Recruiting in order to move to an outreach model.
  - Employee relations to provide managers more resources and expertise for entire university workforce.
  - Professional and organization development resources to move to training development based on institutional needs.

- Established HR governance to partner and provide input.

- Focus on data collection and analysis.

14

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- **Strategic:** Launch workforce planning effort, strengthen HR metrics and analytics, expand professional development offerings, redesign compensation / classification structures / practices
- **Consultative:** Expand Divisional Directors into academic units 6-8, refine employee relations
- **Administrative:** Implement LMS and Performance Management software, continue process automation, elevate HR brand

Phase 2

Expand Services and Offerings

HUMAN RESOURCES
VIRGINIA TECH.

# Human Resources at Virginia Tech: A Progress Update

June Board of Visitors meeting

- Bryan Garey, Vice President for Human Resources

  June 2, 2019

College of Agriculture and Life Sciences Diversity and Inclusion Initiatives

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Defining Moments

1872	Founding of Virginia Agricultural and Mechanical College
1992	Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) Chapter established
1993	Multicultural Academic Opportunities Program (MAOP) established
2007	Creation of College Diversity Council
2010	George Washington Carver Graduate Student Fellowship Program established for MS and PhD students in CALS
2016	Inclusive Pedagogy Faculty Cohort
2018	Dr. Chevon Thorpe, Director of Inclusion, Diversity, and Equity
2019	Madelyn Todd selected as BOV undergraduate student representative

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Gender and Racial Diversity By Degree College - AY 2018-19
Tenured/Tenure-Track and Non-Tenured Instructional Faculty
(Data source: Office of Institutional Research at Virginia Tech)
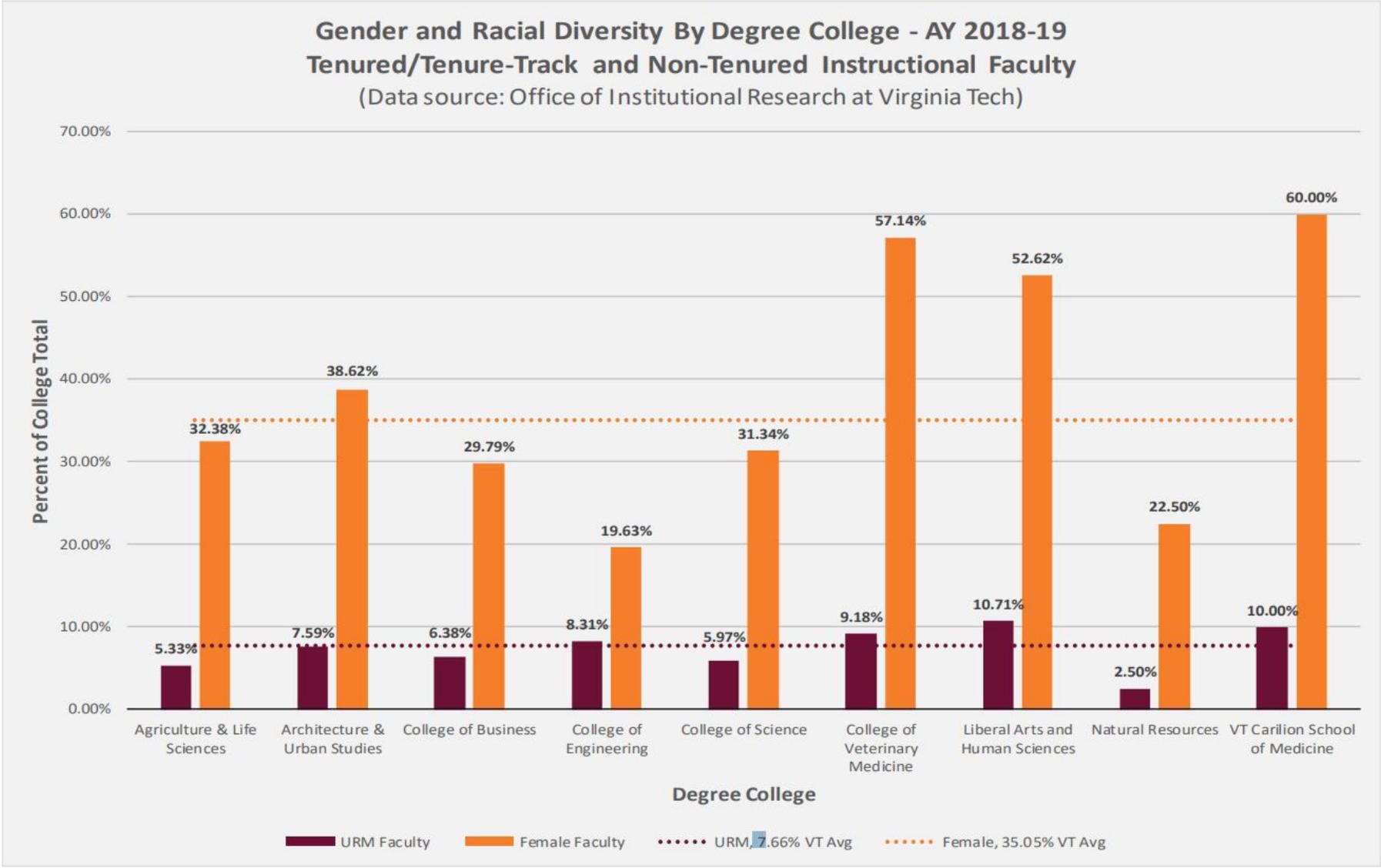
Graduate Student Success

- VT-Initiative for Maximizing Student Development (IMSD)

  - Training program designed to increase the number of minorities with a PhD in biomedical and behavioral sciences and engineering who want to pursue a career in biomedical research in accordance with the NIH mission.

  - The program emphasizes community, mentoring, and networking as a foundation to becoming a successful undergraduate and graduate student.

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CALS Entering Student Profile

	2014	2016	2018
Female	66.3%	71.5%	67.6%
Male	33.7%	28.5%	32.4%

Male   Female
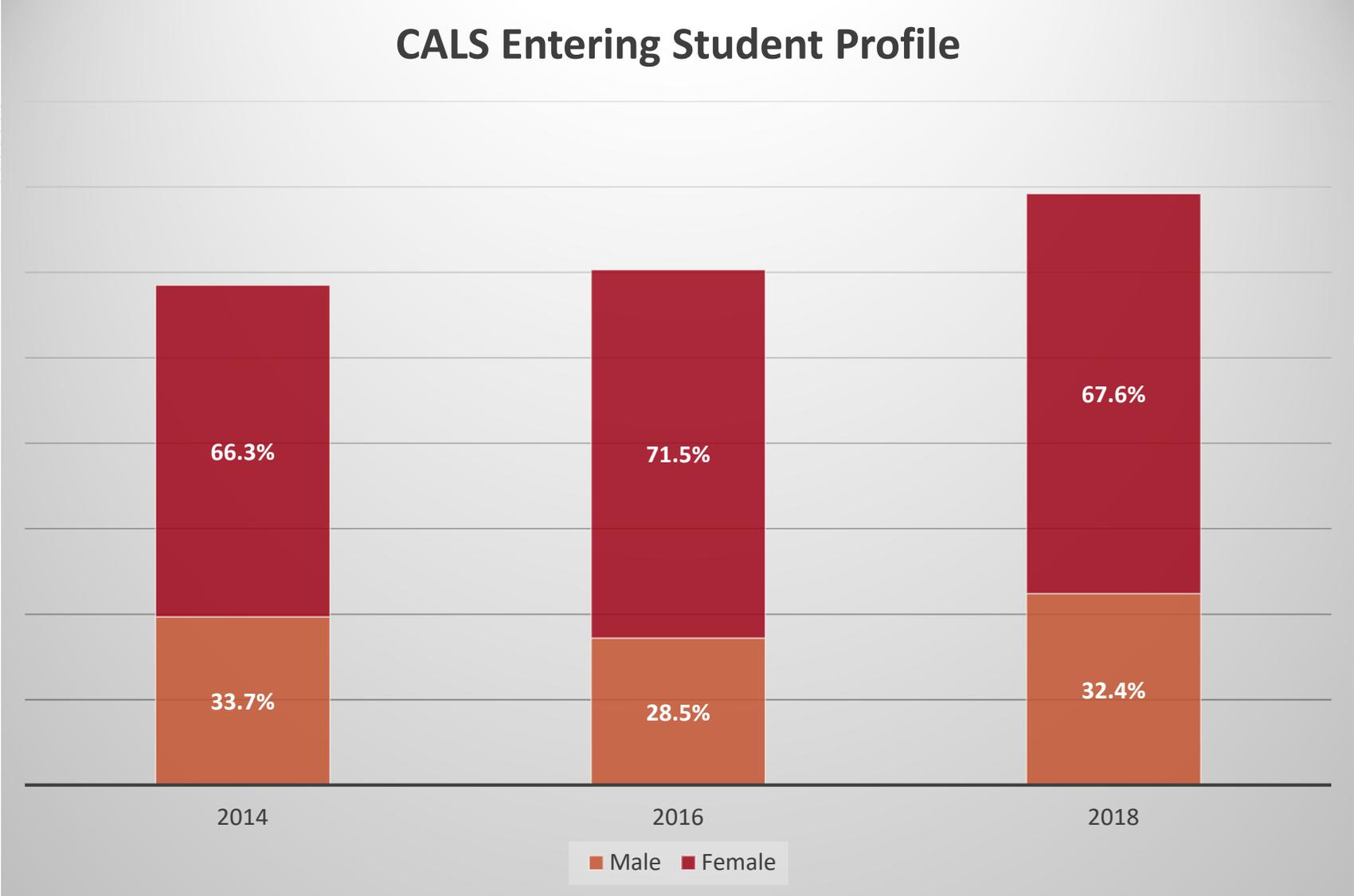
Student Population (2014 / 2018 Cohorts)
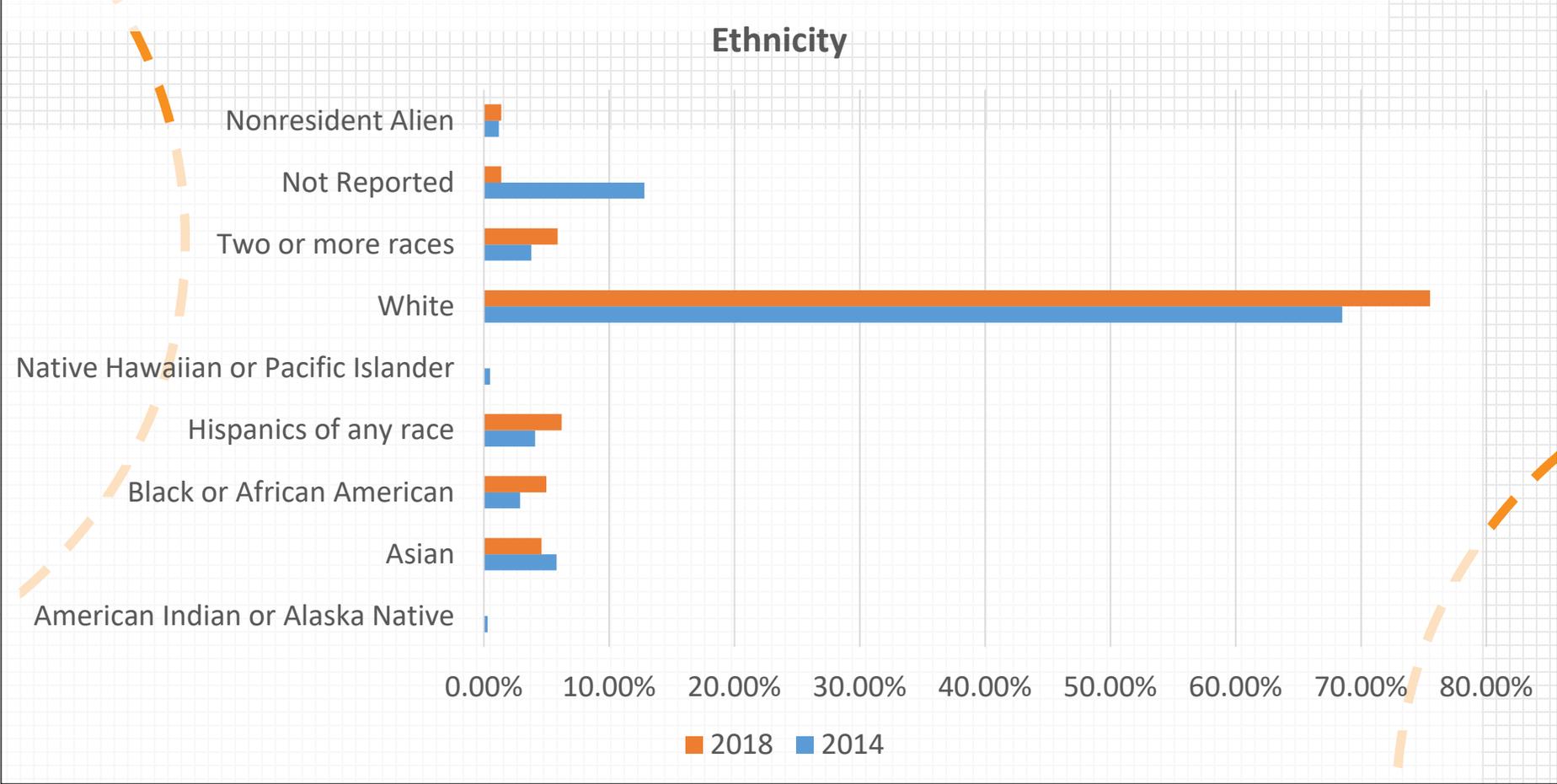
Undergraduate Student Success

- Howard Hughes Medical Institute Inclusive Excellence Program
  - HNFE, Biochemistry, APSC
- Peer Mentors in FYE courses
- Partnerships with university offices to enhance student success
- Recruitment activities:
  - HBCU Graduate/Undergraduate Recruitment
  - Black College Institute and Hispanic Student College Institute
  - College Access Collaborative
  - Jr. MANRRS Leadership Conference

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Undergraduate Experiential Learning

- On campus: Summer MAOP research program

- Off campus: Summer research at agricultural research and extension centers

- Sponsor study abroad student travel

- Sponsor student travel to leadership conferences

- Student Organizations
  - MANRRS
  - Students Cultivating Change

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Virginia Cooperative Extension

- Diversity and Inclusion Fellows established in 2014
- Fellows led state-wide conversations and training on:
  - Generational differences
  - LGBTQ+
  - Privilege
- Intentional initiative to provide opportunities for non English-speaking clientele
- Established office on Pamunkey Indian Reservation

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Future Initiatives

- Recruit a diverse set of faculty, staff, and students

- Develop a recruitment plan for non-traditional students (veterans) to enter the Agricultural Technology program

- Develop a diversity and inclusion experience for graduate students

- Enhance retention of underrepresented students

- Enhance awareness of acceptance and inclusiveness of all people

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