

**Minutes
GOVERNANCE AND ADMINISTRATION COMMITTEE**

November 13, 2022

Committee Members: Chris Petersen (Chair), Shelley Butler Barlow, Greta Harris

Committee Members Absent: C.T. Hill

Other Board Members Present: Tish Long (Rector), Ed Baine, Dave Calhoun, Carrie Chenery, Sandy Davis Cupp, Brad Hobbs, Anna James, Sharon Brickhouse Martin, Melissa Nelson, Jeff Veatch

Representatives to the Board Present: Anna Bulhe, Holli Drewry, Jamal Ross, Robert Weis, Serena Young

VPI&SU Staff Present: Eric Brooks, Mac Babb, Whit Babcock, Laura Belmonte, Lynsay Belshe, Lori Buchanan, Brock Burroughs, Allen Campbell, Sandee Cheynet, Cyril Clarke, David Crotts, John Cusimano, Corey Earles, Alisa Ebert, Jeff Early, Kari Evans, Bryan Garey, Emily Gibson, Suzanne Griffin, Rebecca Halsey, Tim Hodge, Kay Heidbreder, Travis Hundley, Frances Keene, Sharon Kurek, Evans Lusuli, Rob Mann, Elizabeth McClanahan, Scott Midkiff, Nancy Meacham, Ross Mecham, April Myers, Margaret Nagai-Singer, Justin Noble, Kelly Oaks, Kim O'Rourke, Mark Owczarski, James Perkins, Charlie Phlegar, Kevin Pitts, Katie Polidoro, John Porter, Menah Pratt, Ella Ranger, Paul Richter, Tim Sands, Amy Sebring, Dan Sui, Don Taylor, Jon Clark Teglas, Rob Viers, Tracy Vosburgh, Michael Walsh, Lisa Wilkes

Students Present: Ben Bieter, Jack Leff

1. **Welcome and Opening Remarks.** As the joint meeting of Building and Grounds and Finance and Resource Management ran over schedule, the meeting was called to order at 10:30 am, at which time Chris Petersen, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
2. **Consent Agenda.** The Committee approved the items listed on the consent agenda.
 - a. Minutes of the June 7, 2022, Meeting
 - * b. Compliance, Audit, and Risk Committee Charter
- #+ 3. **Athletics Financial Update and Five-Year Plan.** Athletics Director, Whit Babcock, provided an Athletics financial update and presented the department's five-year plan.

The Virginia Tech Athletics Department is 85% self-funded. For the current fiscal year (July 2022 – June 2023), there is a projected surplus of \$1.78 million, that

will immediately be re-invested into next year's programs. This places the university budget eighth out of 15 ACC schools for the fiscal year, and 45th out of the 69 schools in the Power 5. In the past five years, there has been a revenue increase of 17% and an expense increase of 23%, despite the dips seen in FY21 due to the COVID 19 shutdown. Looking forward over the course of the next five years, athletics predicts the increase trend to continue, with a projected five percent increase in revenues and 11% increase of expenses by FY28. This is due to an estimated decrease in revenue such as student athletic fees, ACC partnerships, ticket sales and scholarships that cannot be counterbalanced by a predicted increase in sport sponsorships. Conversely, expenses such as facilities maintenance and utilities, salaries, scholarships, and travel, are estimated to decrease, despite a small increase in administrative fees. Athletics scholarship costs have already risen with the addition of cost of attendance and academic incentive rewards to scholarship packages. Since 2012, in-state scholarship costs have increased by \$21,625, and out-of-state scholarships by \$27,119. This is significant increase, as out of the 606 total student-athletes, 162 are attending on full scholarship, and 251 on partial scholarships. Additionally, it was noted that Virginia Tech grants the maximum number of athletic scholarships allowable by the Commonwealth of Virginia each year, which is 272. This means that 162 of those are distributed across the five sports that are authorized to grant full scholarships, which are football, men and women's basketball, volleyball, and women's tennis. The remaining 110 are shared by all other sports. Of the 606 student-athletes, 38% are underrepresented, and approximately 15% are Pell eligible. Some of peer institutions are able to classify out-of-state students as in-state for scholarship purposes, and the university plans to explore this responsibility to lower costs. Revenue from the ACC this year is approximately 38 million dollars this year. In contrast, schools that are in the SEC and Big-10 Conference will gross approximately 65 million dollars. Virginia Tech Athletics also continues to have the lowest student athletic fees in the state, and utilizes a large portion those fees to support its discounted season ticket program for students. While the department receives large amounts in donations every year, it was noted that the majority of those funds are restricted donations that mostly go to facilities. While the program is not a for-profit entity, as surplus from one year is put back into the next, with the overall increases the department is at risk for running a deficit in the future. As such, Athletics has been designated as one of the eight strategic investment priority for the University.

- l# 4. **Clery Report: Security and Fire Safety.** Vice President for Enterprise Administrative and Business Services, Lynsay Belshe, introduced Chief of Police and Director of Security, William "Mac" Bab III, who reviewed the 2021 Annual Clery and Fire Safety Reports with the committee.

Virginia Tech Police Department (VTPD) is dually accredited and reviewed regularly by the Commission on Accreditation for Law Enforcement Agencies and the International Association of Campus Law Enforcement. Consisting of 51 sworn officers, eight security officers, seven security center representatives and

two civilians, the department also oversees the Virginia Tech Rescue Squad, which is the oldest, student-run campus rescue squad in the country. VTPD provides ongoing educational programming, such as the Faculty/Staff Police Academies and the Residence Life Resource Officer Program, to name a few, and is always willing to participate in informational sessions. As required by the Clery Act, VTPD publishes the annual campus and fire safety report by September 30 of the year following the year captured in the report. Safety information is also sent out year-round via VT Alerts as events happen, and safety policies and procedures are widely disseminated year-round. The university's annual safety report consists of information such as required policy statements; an overview of procedures, practices, and services; crime statistics, referrals, and arrests; and available resources; while the fire safety report contains information on fire safety equipment, training, drills, responses, and plans for future improvements. Crimes that must be reported according to the Clery Act include criminal offenses such as murder, manslaughter, motor vehicle theft, etc.; Violence Against Women Act related offenses such as sexual assault, stalking, and dating and domestic violence; hate crimes; and drug, weapon, and alcohol arrests and referrals. Statistics for 2021 show a general rise in crime rates for the year. While this can be partially explained by the return of students and employees to campus following COVID-19, the seriousness of the matter is not diminished by that fact. However, drug related offenses did drastically decrease in 2021 as a result of Virginia's marijuana law. Regarding the numeric rise in sexual violence related crimes in 2021, it was noted that numbers could potentially be misleading, as they may in fact indicate the level of comfortability individuals feel reporting occurrences rather than a rise in occurrences themselves. In all instances, the VTPD continues to strive to enhance safety and life quality for the campus community through effective law enforcement and proactive crime prevention, with student safety being the first priority.

- # 5. **Sexual Violence Culture and Climate Group Update.** Chair of the Sexual Violence Culture and Climate Group, Katie Polidoro, provided an overview of the group's charge, work, and recommendations for the future.

Following the 2019 establishment of the End Sexual Violence Taskforce, and the addition of the Prevention Specialist role in 2020, the Sexual Violence Culture and Climate (SVCC) Work Group was charged in 2021 to develop a sustainable model for cultural transformation, assess and evaluate programs, enable transparent operations, ensure the implementation of pertinent recommendations made by the 2019 taskforce, and promote community engagement by receiving feedback on their efforts. The workgroup was divided into subcommittees that focused on each element of the group's charge. Each subcommittee was chaired by a workgroup member, but also included individuals outside of the group based on implementation needs and subject matter expertise. The group also received 136 student applications from undergraduate and graduate students to participate on the subcommittees, and ensured that those who were not selected to serve were still informed regularly by the Student Engagement Subcommittee. Last year

the work group hosted a round-robin student engagement forum in which students could participate in conversations with each of the subcommittees for 20-25 minutes. A partnership with Residential Well Being was also formed, resulting in the doubling of response training and prevention tactics for students and employees in the program. Assessment tools are currently being piloted to assess the effectiveness of existing programs such as these. The community is also being informed of incidents more quickly thanks to the distribution of warning emails. Overall, community communication was reassessed, resulting in the removal of the Stop Abuse Website based on feedback that the information and reporting process were cumbersome and cold. As a result, the group collaborated with Student Affairs, University Relations, and Human Resources to develop the new Safe at VT website in an effort to provide a more welcoming and safe reporting environment. A sustainable model has been identified, and the proposal consists of groups that need to be formed to carry the work forward, as well as events that were felt to be pertinent to the cause. Based on the InclusiveVT model, the proposal includes the existing Sexual Violence Response Team, the formation of a Sexual Violence Climate and Culture Committee that will serve as a new permanent version of the current work group, and a Student Sexual Violence Climate Group that will provide representatives to the new committee. A Policy and Practice Work Group was also recommended to maintain clear and helpful policies and ensure compliance. An executive council made up of senior leaders of the University and the Title IX coordinator will serve as the steering committee for the four groups and will meet once a semester to assess work progress and effectiveness. Recommended events to be carried out include an annual sexual violence climate summit, a semi-annual climate survey, semester community reports, and a Sexual Assault Awareness Month event every April. For the 2022-23 Academic Year a new SVCC group with a new charge will meet to begin implementing the model. Awareness and engagement will be a major focus for the new group, with the roll out of a university-wide prevention campaign. Focus will also move from incoming first-year residential students, to upperclassmen, off-campus, and graduate and professional students. The group will also have an expanded membership including academic areas, a Graduate and Professional Student Senate member, and the Graduate BOV Representative, as well as at-large student members, as students are very interested in becoming involved. Continued assessment will be incorporated in all areas moving forward. Although it is too soon to assess the effectiveness of such efforts, it was noted that 36 sexual assaults have been reported during the Fall 2022 semester, which is lower than the 68 reported within the same time frame last year. That said, a steady 12%-16% increase of reporting continues to occur each year, which is considered a positive for the committee, as it indicates victims' feeling safe enough to file a report. Determining the actual number of occurrences in relation to occurrences reported is a difficult statistic to analyze. However, the introduction of a semi-annual climate survey should prove enlightening, as individuals who have not formally reported sexual assault have noted such in previous surveys. Of course, the end goal is to decrease sexual violence overall,

but such instances do not exist in a vacuum, and other cultural factors must be identified and understood.

- + **6. HR Update: Job Architecture Project and HR Transformation.** Vice President for Human Resources, Bryan Garey provided an update on the HR Transformation Project, as well as introduced Associate Vice President for Resources Talent, Sandee Cheynet, and Compensation Director, Evans Lusuli, who provided an update on the Administrative and Professional (A/P) Faculty Job Architecture Project.

Over the past four years, HR has continued to push forward in the transformation process, with a main goal of embedding HR professionals in areas across the university to provide day-to-day support to managers in those areas. Currently, there are 10 HR Divisional Directors in place, with two to three more set to be in place in the coming months. The project also proposed technology updates, and the division has made significant headway in that respect, having reduced 156 paper forms to under 90 through digital implementation. Additionally, HR has installed online management systems for applicant tracking, learning management, onboarding, performance management, and case management. The HR vision has also seen improvements through the creation of new teams that better match current HR practices in the areas of compensation, talent acquisition (which has significantly reduced the need for search firms), and a talent development platform.

Currently, Virginia Tech employees over 2,400 Administrative and Professional Faculty members with 1,600 unique job titles. This poses challenges in the areas of market-pricing, career development, retention, and a basic understanding of the types of work completed at the university. The Job Architecture Project's goal is to create an organized system of job titling, which will then allow the university to better analyze market-based compensation, and ultimately create a structure that better aligns with the university's strategic objective to become a "Destination for Talent." Having launched the third stage of the three-stage analysis, the information gathering portion of the project is slated to be completed by the beginning of the 2023 calendar year. The job architecture design organizes positions into functions, sub-functions, and disciplines, which will assist in forming a cohesive titling structure, as well as depict the practices of industry and the specific needs of the university. Currently, functions are not organizational structures, as some functions are distributed across the university. For example, the Division of IT only encompasses 60% of the IT professionals employed by the university, as the other 40% are distributed across various areas. The goal of the project is to define functions that reflect the distinct purpose within the organization, sub-functions denoting distinct purposes within a function, and disciplines representing positions that complete the same nature of work, whether that be specific to the need of the area, or those commonly found in the external market. Mapping functions, sub-functions, and disciplines within each area, will aid in defining career tracks and system titles for the titling structure. System titles

are not the same as working titles, or those you see on an individual's business card, as system titles reflect the grouping of job types. However, system titles can be the same as working titles in some cases, and while it is not the current intention to change working titles, they may shift over time as a reflection of this work. Analyzing pay structures is meant to set a pay range based on the market norm for each position; the purpose of the project is not meant to increase or decrease pay at this time. That said, denoting a pay range for each position will likely cause some friction that may have to be addressed in time in order to maintain retention. Overall, the market pay will assist in maintaining competitiveness, and aid in conducting pay studies in the future as the market changes. Implementation will begin in the spring with a website launch, communications campaign, and beginning of cost impact analysis.

- + 7. **InclusiveVT Update: Faculty Diversity.** Due to the interest of time, this presentation was deferred to the June meeting. However, some of the information was shared as part of the Strategic Plan Update at the Full Board meeting.
- 8. **Future Agenda Items and Closing Remarks.** Chris Petersen made closing remarks and adjourned the meeting at 12:08 pm.

**Open Session Agenda
GOVERNANCE AND ADMINISTRATION COMMITTEE
Latham Ballroom A, The Inn at Virginia Tech
10:00 am – 12:00 pm
November 13, 2022**

OPEN SESSION

<u>Agenda Item</u>	<u>Reporting Responsibility</u>
1. Welcome and Opening Remarks	Chris Petersen
2. Consent Agenda	Chris Petersen
a. Minutes of the June 6, 2022	
* b. Compliance, Audit, and Risk Committee Charter	
#+ 3. Athletics Financial Update and Five-Year Plan	Whit Babcock
#+ 4. Clery Report: Security and Fire Safety	Lynsay Belshe Mac Babb
#+ 5. Sexual Violence Culture and Climate Group Update	Katie Polidoro
+ 6. HR Update: Job Architecture Project and HR Transformation	Bryan Garey Sandee Cheynet Evans Lusuli
+ 7. InclusiveVT Update: Faculty Diversity	Menah Pratt
8. Future Agenda Items and Closing Remarks	Chris Petersen

* Requires Full Board Approval

Discusses Enterprise Risk Management Topic

+ Discusses Strategic Investment Priorities Topic

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

COMPLIANCE, AUDIT, AND RISK CHARTER

I. PURPOSE

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

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

The function of the Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the university's financial statements, (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the university. The Office of Audit, Risk, and Compliance examines and evaluates the adequacy and effectiveness of the university's internal control systems. The university's external auditor, the state Auditor of Public Accounts, is responsible for planning and conducting the financial statement examination in accordance with generally accepted government auditing standards.

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

II. MEETINGS

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

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

III. RESPONSIBILITIES

In performing its oversight responsibilities, the CAR Committee shall:

A. General

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

B. Enterprise Risk Management and Internal Control

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

C. External Auditors

1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year.
2. As necessary, discuss with the external auditors their processes for identifying and responding to key audit and internal control risks.
3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university's risks.

4. Meet with external auditors at the completion of the financial statements audit to receive and discuss the audit report(s), and determine whether external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.
5. Review the results and organizational response stemming from significant reviews by regulatory agencies or other external entities (non-financial statement audits).

D. Internal Auditors

1. Review and approve the annual audit plan and any significant changes to the plan.
2. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity and reporting relationships.
3. Review completed audit reports and progress reports on executing the approved annual audit plan.
4. Review the results of the Office of Audit, Risk, and Compliance's Quality Assurance and Improvement Program (QAIP), including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the university.
5. Inquire of the Director of Internal Audit regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information.
6. Confer with management in the appointment, reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance and the Director of Internal Audit.

E. Institutional Compliance, Ethics, and Business Conduct

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

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

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

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

A=Annually; S=Scheduled BOV Meeting; AN=As Necessary	Frequency			Planned Timing			
	A	S	AN	Aug	Nov	Mar	Jun
4. Meet with external auditors at the completion of the financial statements audit to receive and discuss the audit report(s)	X				X		
5. Review results of other significant reviews from regulatory agencies or other external entities			X				
D. Internal Auditors							
1. Approve the annual audit plan	X						X
2. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships	X			X			
3. Review the results of the QAIP, including internal and external assessments			X				
4. Review completed audit reports and progress reports on executing the approved annual audit plan		X		X	X	X	X
5. Inquire of the Director of Internal Audit regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information	X					X	
6. Confer with management in the appointment, reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance and the Director of Internal Audit			X				
E. Compliance, Ethics, and Business Conduct							
1. Convey commitment to ethical conduct through periodic receipt of management reports on how the university's mission, values, and codes of conduct are properly communicated to all employees			X				
2. Review the programs and policies of the university designed to assure and monitor compliance		X		X	X	X	X
3. Monitor the university's conflict of interest policies and related procedures		X		X	X	X	X

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

COMPLIANCE, AUDIT, AND RISK CHARTER

I. PURPOSE

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

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

The function of the Committee is oversight. University management is responsible for ~~the~~ (i) preparation, presentation, and integrity of the university's financial statements, fiscal plans, and other financial reporting. University management is also responsible for (ii) maintenance and implementation of effective ~~maintaining appropriate financial accounting and reporting~~ policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the university. The Office of Audit, Risk, and Compliance examines and evaluates the adequacy and effectiveness of the university's internal control systems. The university's external auditor, the state Auditor of Public Accounts, is responsible for planning and conducting the financial statement examination in accordance with generally accepted government auditing standards.

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

II. MEETINGS

By statute, the Board of Visitors, ~~including the CAR Committee,~~ must meet once a year, but traditionally holds four meetings a year, which typically includes the CAR Committee.

Additional meetings may occur more frequently as circumstances warrant. The Committee Chair should discuss the agenda with the Executive Director of Audit, Risk, and Compliance prior to each Committee meeting to finalize the meeting agenda and review the items to be discussed.

III. RESPONSIBILITIES

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

A. General

1. Adopt a formal written charter that specifies the Committee's responsibilities and practices. The charter should be reviewed annually and updated as necessary.
2. Approve the charter for the Office of Audit, Risk, and Compliance. The charter should be reviewed annually and updated as necessary.
- ~~2.3.~~ 3. Maintain minutes of meetings in accordance with standard board practices.
- ~~3.4.~~ 4. Authorize audits within the Committee's scope of responsibilities.
- ~~4.5.~~ 5. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
6. Meet in closed session, consistent with state law, (without members of senior management present, when appropriate) with the internal or external auditors and/or the Executive Director of Audit, Risk, and Compliance to discuss matters that the Committee or the auditors believe should be discussed privately. The Executive Director of Audit, Risk, and Compliance shall have a regularly scheduled opportunity to meet privately with the Committee at each of its four annual committee meetings.
- ~~5.~~

B. Enterprise Risk Management and Internal Control

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

C. External Auditors

1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year.

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

D. Internal Auditors

- ~~1. Approve the charter for the Office of Audit, Risk, and Compliance. The charter should be reviewed annually and updated as necessary.~~
- ~~2.1.~~ Review and approve the annual audit plan and any significant changes to the plan.
- ~~3.2.~~ Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity and reporting relationships.
- ~~4.3.~~ Review completed audit reports and progress reports on executing the approved annual audit plan.
- ~~5.4.~~ Review the results of the Office of Audit, Risk, and Compliance's Quality Assurance and Improvement Program (QAIP), including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the university.
- ~~6.5.~~ Inquire of the ~~Executive Director of Audit, Risk, and Compliance~~ Director of Internal Audit regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information. Confer with management in the ~~Review and concur in the~~ appointment, ~~replacement,~~ reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance and the Director of Internal Audit.
- ~~7. Evaluate the Executive Director of Audit, Risk, and Compliance's annual performance and make decisions regarding compensation.~~
- ~~6.~~

E. Institutional Compliance, Ethics, and Business Conduct

1. Support leadership by promoting and supporting a university-wide culture of ethical and lawful conduct.
2. Require management to periodically report on procedures that provide assurance that the university's mission, values, and codes of conduct are properly communicated to all employees.

3. Review the programs and policies of the university designed by management to assure compliance with applicable laws and regulations and monitor the results of the compliance efforts.
4. Monitor the university's conflict of interest policies and related procedures.

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Compliance, Audit, and Risk Committee of the Board of Visitors
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A. General							
1. Review and update CAR Committee charter	X				X		
2. <u>Review and approve the charter for the Office of Audit, Risk, and Compliance, if changes are needed</u>	<u>X</u>				<u>X</u>		
2.3. <u>Approve and maintain minutes of previous meetings in accordance with standard board practices</u>		X		X	X	X	X
3.4. <u>Authorize audits within the Committee's scope of responsibilities</u>			X				
4.5. <u>Report Committee actions to the Board of Visitors with recommendations deemed appropriate</u>		X		<u>X</u>	X	X	X
5.6. <u>Meet in closed session with Executive Director of Audit, Risk, and Compliance, and with <u>internal or</u> external auditors, as needed</u>		X		X	X	X	X
B. <u>Enterprise Risk Management and Internal Control</u>							
1. Review the university's ERM efforts including the program structure, processes, risk assessment, and risk management policies		X		<u>X</u>	X	X	X
2. Consider the effectiveness of the university's internal control systems			X				
3. Understand the scope of internal and external audit reviews of internal control, and obtain reports on significant potential issues and recommendations, together with management's responses		X		<u>X</u>	X	X	X
4. Review management's written responses to significant potential issues and recommendations of the auditors, including the timetable to correct identified weaknesses in the internal control system		X		<u>X</u>	X	X	X
5. Advise management that they are expected to provide a timely analysis of significant current reporting issues and practices	X				X		
C. External Auditors							

A=Annually; S=Scheduled BOV Meeting; AN=As Necessary	Frequency			Planned Timing			
	A	S	AN	Aug	Nov	Mar	Jun
1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year	X						X
2. Discuss with the external auditors their processes for identifying and responding to key audit and internal control risks			X		X		
3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university's risks			X				
4. Meet with external auditors at the completion of the financial statements audit to receive and discuss the audit report(s)	X				X		
5. Review results of other significant reviews from regulatory agencies or other external entities			X				
D. Internal Auditors							
6.1. Review and approve the charter for the Office of Audit, Risk, and Compliance, if changes are needed	X				X		
1. Approve the annual audit plan	X						X
2. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships	X			<u>X</u>	X		
3. Review the results of the QAIP, including internal and external assessments			X				
4. Review completed audit reports and progress reports on executing the approved annual audit plan		X		<u>X</u>	X	X	X
5. Inquire of the Executive Director of <u>Internal Audit, Risk, and Compliance</u> regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information	<u>X</u>	X		X	X	X	X
6. Review and concur <u>Confer with management</u> in the appointment, replacement , reassignment, or dismissal of the Executive Director of Audit, Risk, and Compliance <u>and the Director of Internal Audit</u>			X				
7. Evaluate the Executive Director of Audit, Risk, and Compliance's annual performance and make decisions regarding compensation	X						X
E. Compliance, Ethics, and Business Conduct							
1. Convey commitment to ethical conduct through periodic receipt of management reports on how the university's mission, values, and codes of conduct are properly communicated to all employees			X				
2. Review the programs and policies of the university designed to assure and monitor compliance		X		<u>X</u>	X	X	X
3. Monitor the university's conflict of interest policies and related procedures		X		X	X	X	X

Department of Intercollegiate Athletics

Financial History & Projections

November 2022

Current Fiscal Year

2022-23

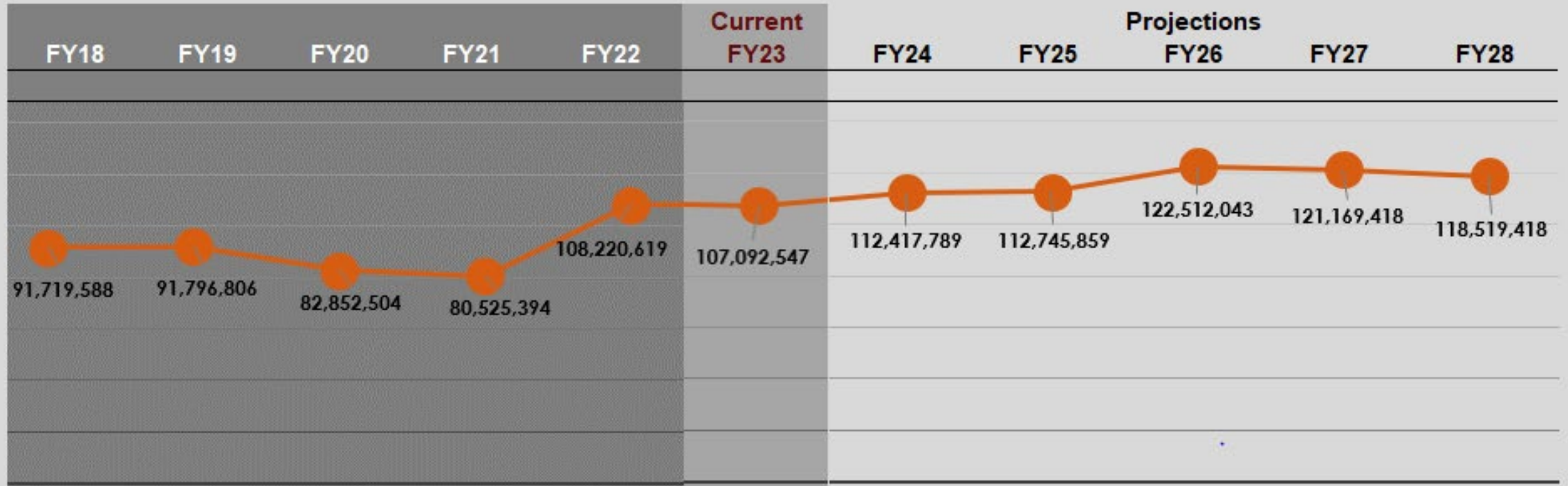
Revenue	
ACC	\$ 38,631,696
Tickets Sales & Fees	24,489,930
Scholarships	14,978,419
Student Fees	15,254,916
Learfield Sport Sponsorship	7,925,000
Private Support	2,318,236
3rd Party Contracts	1,721,839
Campus Initiatives	1,593,011
Other	179,500
Total Revenue	\$ 107,092,547

Expenses	
Personnel	\$ 44,180,561
Scholarships	21,390,244
Travel	9,710,740
University Administrative Fee	5,540,260
Maintenance Reserve & Facilities	5,261,026
Debt & Continuous Charges	8,937,464
S-A Performance	3,407,277
Game Guarantees & Operations	3,913,689
Operational Services & Supplies	2,970,242
Total Expenses	\$ 105,311,503

Projected Net Surplus/(Deficit) \$1,781,044

Revenue History & Projections

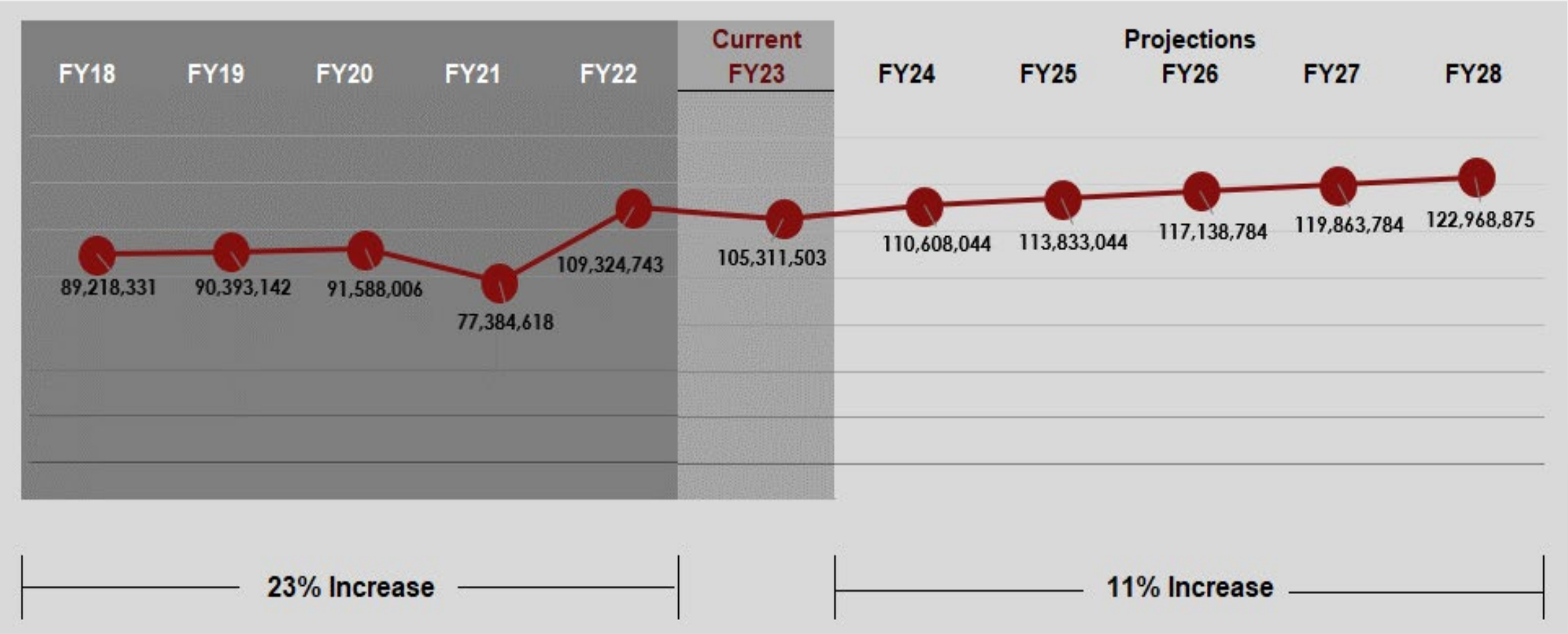
Attachment G



17% Increase

5% Increase

Expenses History & Projections



Revenue & Expenses



“Biggest Drivers”

10 year increase/projections

Revenue	<i>Last 5 Yrs. Next 5 Yrs.</i>		Expenses	<i>Last 5 Yrs. Next 5 Yrs.</i>	
	2017-22	2023-28		2017-22	2023-28
Student Fees	29%	18%	Facilities Maintenance & Utilities	53%	46%
Sport Sponsorship	-3%	12%	Salaries	29%	21%
ACC	25%	3%	Administrative Fee	17%	18%
Ticket Sales	8%	3%	Travel	17%	10%
Scholarships	9%	1%	Scholarships	26%	3%
			Debt Service	-49%	0%

Athletic Scholarships

2012	In-State	Out-of-State
Room	5,468	5,468
Board	3,216	3,216
Tuition	9,187	23,575
Fees	1,736	2,340
Books	800	800
Cost of Attendance	n/a	n/a
Academic Incentive	n/a	n/a
Total	20,407	35,399

2022	In-State	Out-of-State
Room	10,680	10,680
Board	5,456	5,456
Tuition	12,104	31,754
Fees	2,562	3,166
Books	800	800
Cost of Attendance	4,450	4,682
Academic Incentive	5,980	5,980
Total	42,032	62,518

Athletic Scholarships

606 Student Athletes

162 Full Scholarship

251 Partial Scholarship

193 Walk-Ons

ACC / National / Peer Comparisons

8 Strategic Investment Opportunities

- Mission
 - Tech Talent Investment Program
 - Health & Biomedical Sciences
 - Integrated Security
- Enabling Infrastructure and Capacity
 - IT Transformation
 - Human Resources Transformation
- Advancing Critical Programs
 - Athletics
 - Advancement
 - Access and Affordability

Thank you

THE CLERY ACT AND ANNUAL SECURITY REPORT

CHIEF MAC BABB

VIRGINIA TECH POLICE
NOVEMBER 2022

OVERVIEW: VIRGINIA TECH POLICE

TEAM:

- 51 sworn officers
- 8 security officers
- 7 Security Center representatives
- 2 civilian employees

DUAL ACCREDITATION:

- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- International Association of Campus Law Enforcement Administrators (IACLEA)

TEAMWORK:

- Campus community
- Virginia Tech Rescue Squad
- Regional partnerships

COMMUNITY OUTREACH:

- Extensive educational programming: RAD for Men; RAD for Women; OneLove Workshops; Student and Faculty/Staff Police Academies
- Residence Life Resource Officer Program (RLRO)
- Ongoing participation in informational sessions



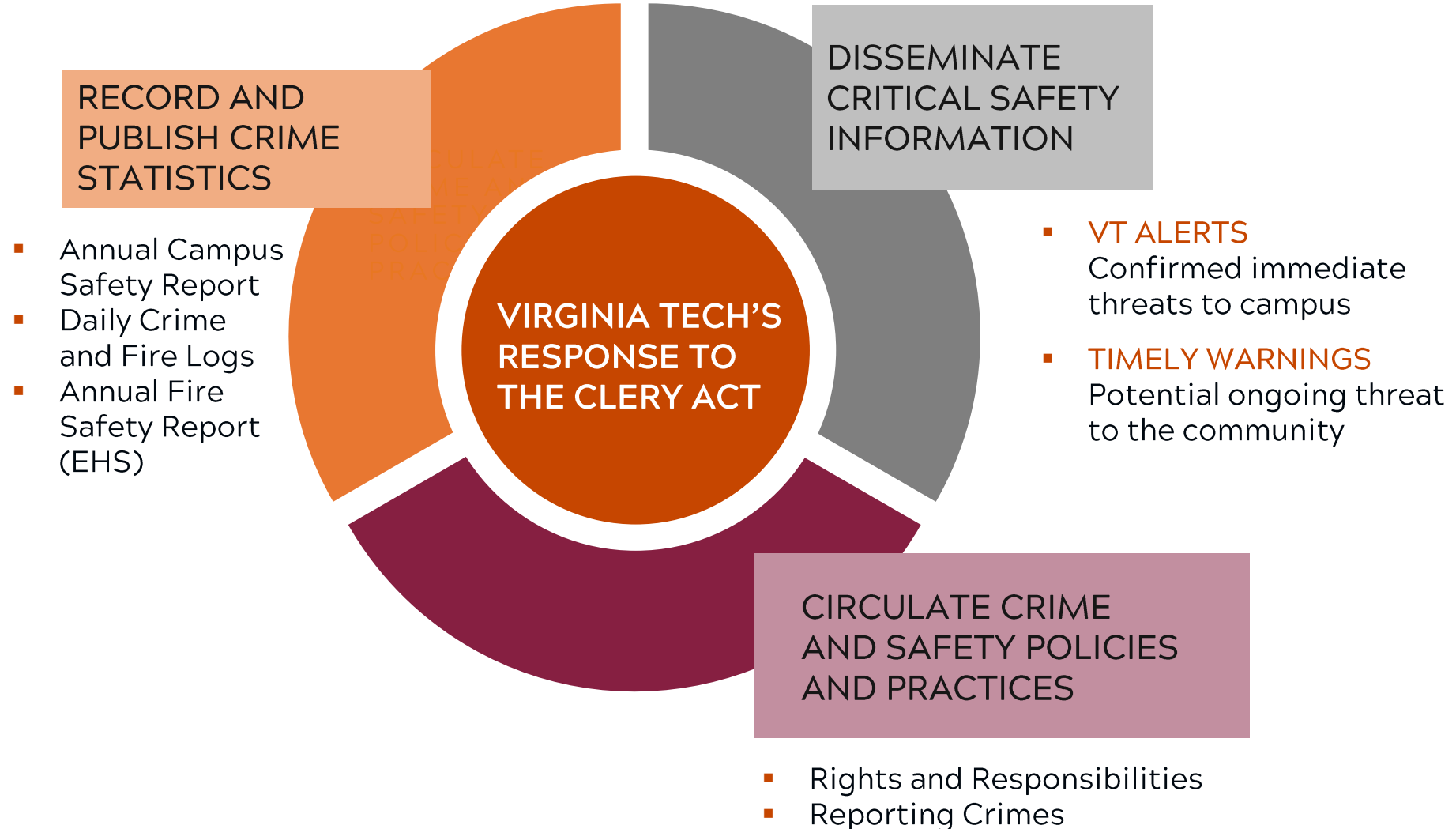
CLERY ACT: WHAT IS IT?

Federal law requiring all higher education institutions that participate in federal financial aid programs.

Attachment G



JEANNE CLERY



Annual Campus Security Report

FOUR GENERAL CATEGORIES

- 1 / REQUIRED POLICY STATEMENTS
- 2 / OVERVIEW OF PROCEDURES, PRACTICES, AND SERVICES
- 3 / CRIME STATISTICS, REFERRALS, AND ARRESTS
- 4 / RESOURCES AVAILABLE TO STUDENTS



Note: Annual Security Report/Annual Fire Report for All Campuses

Annual Fire Safety Report

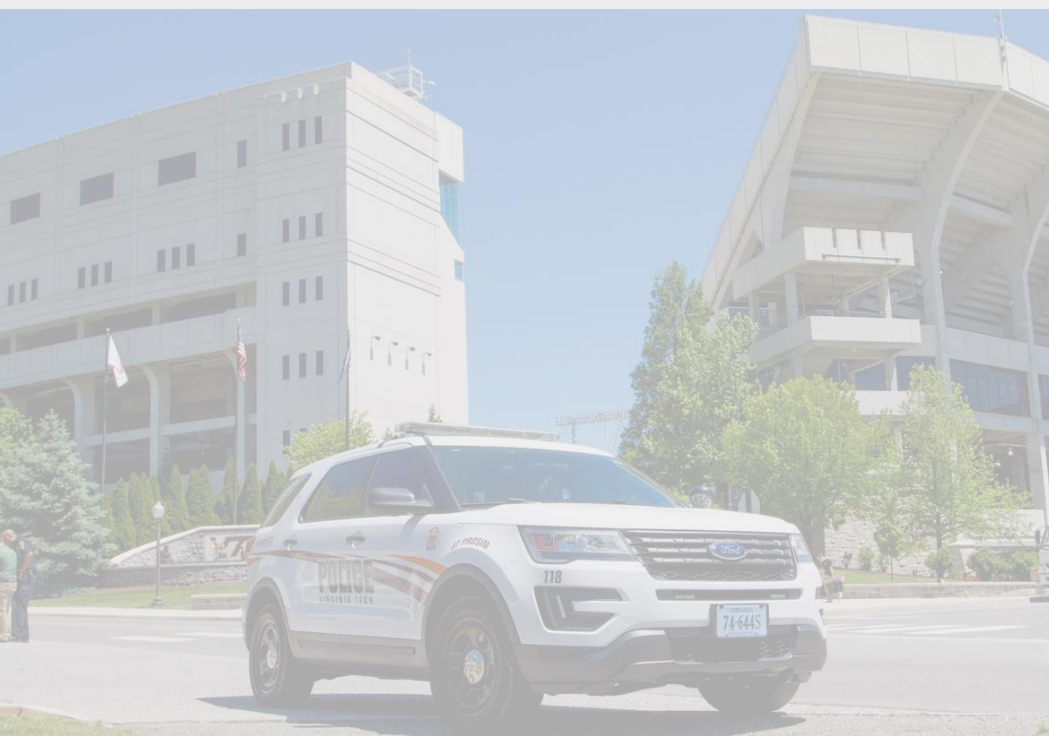
FOUR GENERAL CATEGORIES

1 / FIRE SAFETY EQUIPMENT

2 / FIRE SAFETY EDUCATION,
TRAINING, AND FIRE DRILLS

3 / FIRE RESPONSES

4 / PLANS FOR FUTURE
IMPROVEMENTS



Note: Annual Security Report/Annual Fire Report for All Campuses

CLERY REPORTABLE CRIMES

CRIMINAL OFFENSES

Murder, non-negligent manslaughter, negligent manslaughter

- Aggravated assault, arson, sexual assault, burglary, robbery
- Motor Vehicle Theft
- Sexual assault includes: rape, fondling, incest, and statutory rape

VAWA OFFENSES

Sexual Assault
Stalking
Dating Violence
Domestic Violence

HATE CRIMES

Crime that is committed against a victim that is bias motivated

DRUG, WEAPON, AND ALCOHOL ARRESTS AND REFERRALS

Clery no longer counts referrals for non-criminal drug offenses

NOTE: Statistics for 2020-21 impacted by COVID-19 and changes to marijuana laws in Virginia.

2021 CLERY ACT CRIME STATISTICS: BLACKSBURG CAMPUS

Offense Type	On- Campus			Non- Campus			Public Property			Year Total			Residential		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Murder & Non-negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rape	8	7	20	2	0	1	0	0	0	10	7	21	8	7	18
Fondling	2	6	26	0	0	0	0	0	0	2	6	26	2	5	15
Incest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0	8	2	2	6	1	1
Aggravated Assault	8	2	2	0	0	0	1	0	0	1	0	0	0	0	0
Burglary	9	9	10	0	0	0	1	0	0	9	9	10	4	4	3
Motor Vehicle Theft	2	2	2	0	0	0	0	0	0	2	2	2	0	0	0

2021 CLERY ACT CRIME STATISTICS: BLACKSBURG CAMPUS

Offense Type	On- Campus			Non- Campus			Public Property			Year Total			Residential		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Liquor Law Referred	532	373	631	0	0	0	5	0	0	537	373	631	486	350	587
Liquor Law Arrests	40	12	17	0	0	0	11	0	2	51	12	19	8	10	9
Drug Law Violations Referred	139	60	0	0	0	0	0	0	0	140	60	0	76	40	0
Drug Law Arrests	74	15	2	0	0	0	1	3	0	75	18	2	45	7	1
Illegal Weapons Possession Referred	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0
Illegal Weapons Possession Arrests	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0
Arson	0	0	2	0	0	0	0	0	0	0	0	2	0	0	2
Domestic Violence	3	0	0	0	0	0	0	0	0	3	0	0	0	0	0
Dating Violence	10	1	4	0	0	0	1	0	0	11	1	4	7	1	3
Stalking	4	0	6	0	0	0	0	0	0	4	0	6	0	0	5



VIRGINIA TECH POLICE MISSION STATEMENT

*The Virginia Tech Police Department
strives to enhance the safety
and quality of life for students, faculty,
staff, and visitors through effective
law enforcement and proactive crime
prevention in partnership with the
university community.*

2021 JEANNE CLERY ACT REPORT
THE ANNUAL CAMPUS SECURITY AND FIRE SAFETY REPORT FOR
ALL
VIRGINIA TECH CAMPUSES
September 2022

https://police.vt.edu/content/dam/police_vt_edu/clery-reports/2021%20Clery%20Report.pdf

Sexual Violence Culture and Climate Initiative

Background & Vision

2019 – Working group to recommend strategies for ending sexual violence established

2020 – Sexual violence prevention specialist role created

2021 – Working group charged with focus on sexual violence culture and climate for residential students

2022 – SVCC Executive Council established



2021-22 Working Group Plan

- Cultural Transformation
- Program Assessment & Evaluation
- Transparent Operations & Communication
- Implementation of 2019 Task Force Recommendations
- Campus Engagement

Key Accomplishments

- Sponsored student engagement forum
- Collaborated with Residential Well-being
- Socialized model for cultural transformation
- Developed assessment tool

Key Accomplishments

- Revised Timely Warning communications
- Launched ***SAFE at VT*** website

Model for Cultural Transformation



SAFE at VT

Every member of our community **has the right** to live in an atmosphere free from harassment and abuse.

If you have been assaulted in the past 72 hours, get help now.

FAQs

Are you looking for someone to talk to? Do you have questions about how to get help?

WE HAVE ANSWERS →

Virginia Tech is **committed to providing a safe environment**, consistent with our **Principles of Community**, free from harassment and violence of any kind. Here you'll find resources and information about how to report and prevent sexual violence and harassment, along with support and help for survivors.

Get Support

**Get Support or Report to the
University**

Title IX Coordinator

2022-23 Plan

- Expand SVCC Working Group membership to include graduate and professional students, academic enterprise representatives, communication and marketing professionals
- Establish SVCC Executive Council
- Develop plan to institutionalize sustainable transformation model
- Assess programs and services for non-residential students

2022-23 Plan

- Refine and enhance programs and services for residential students
- Identify opportunities to increase campus awareness and engagement
- Formalize assessment tools

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Questions

Sexual Violence Culture and Climate Initiative

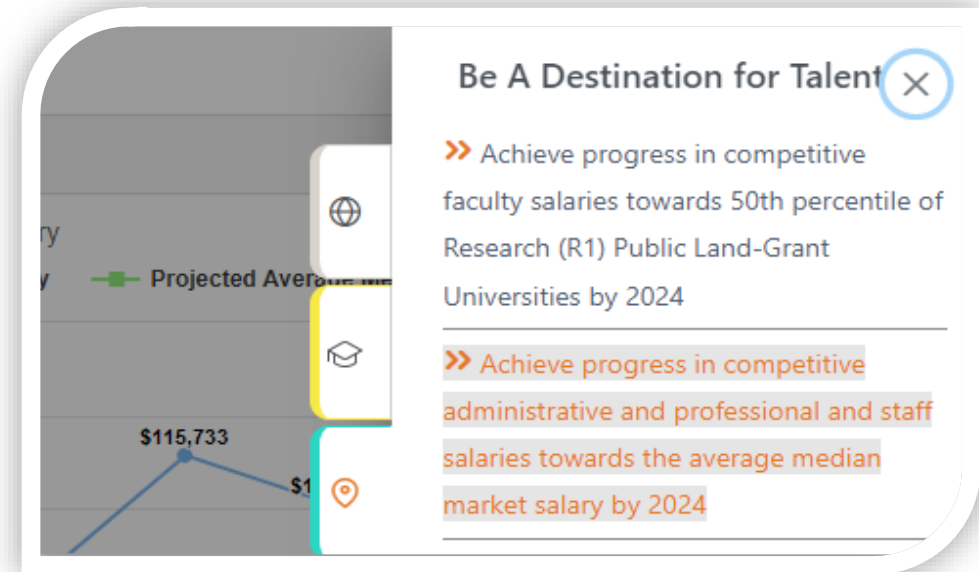
Administrative and Professional (A/P) Job Architecture Project

BRYAN GAREY, VICE PRESIDENT, HUMAN RESOURCES
BOARD OF VISITORS UPDATE, NOVEMBER 2022

JOB ARCHITECTURE: THE WHAT and WHY

Focused on organizing ~2,400 Administrative and Professional (A/P) faculty positions, which include more than 1,600 unique titles, into a structure that achieves the following:

- Provides employees career pathing options.
- Clearly articulates job functions, sub-functions, and disciplines.
- Introduces a consistent job titling methodology within these functions.
- Creates a structure for aligning market-based compensation. Virginia Tech's strategic objective to be a "Destination for Talent."
- Produces a valid set of position summaries and related qualifications for recruitment resources.



Excerpt from university strategic plan

JOB ARCHITECTURE FUNCTIONAL AREA MAP

Attachment G

Stage 1/Pilot

- Advancement
- Information Technology
- Research Support

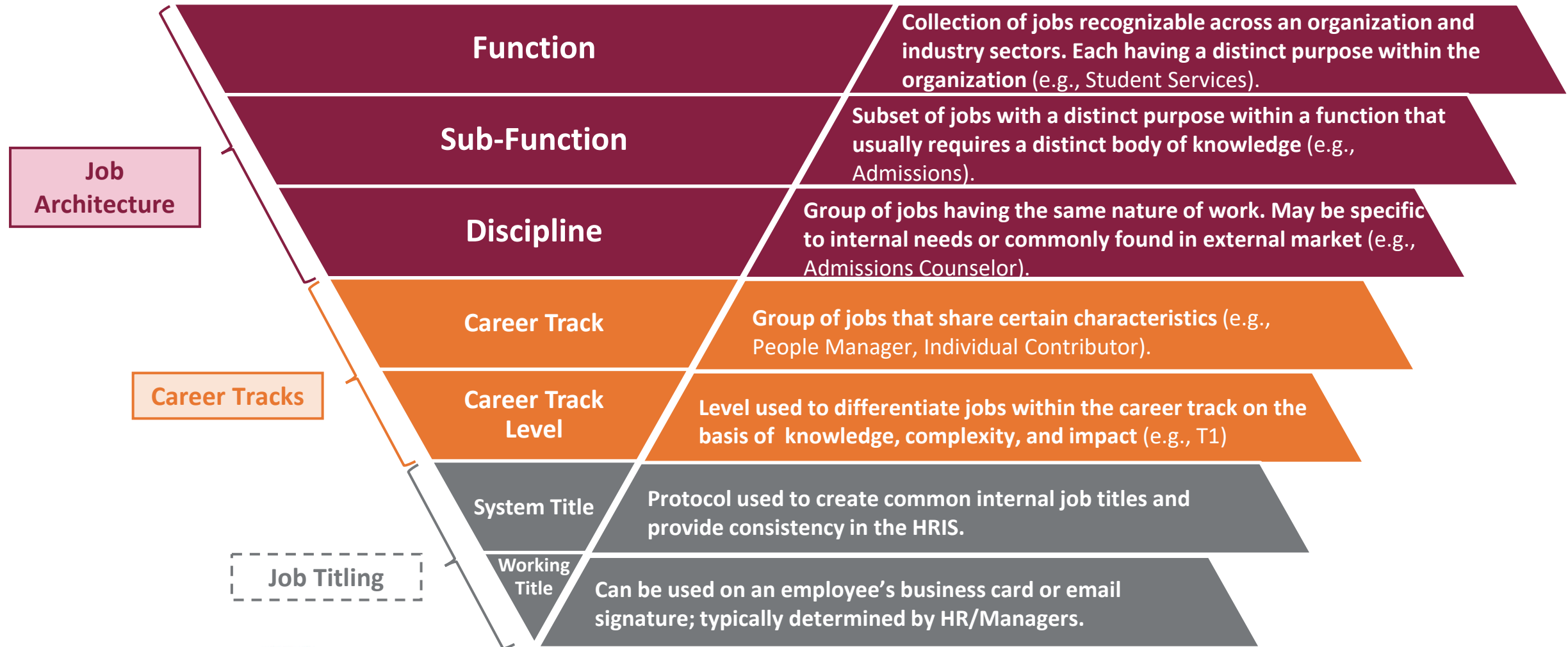
Stage 2

- Campus Operations
- Communications and Marketing
- Faculty Administration
- Human Resources
- Inclusion and Diversity
- Legal and Compliance
- Library Services
- Policy and Governance
- Project/Program Management
- Student Services

Stage 3

- Agriculture and Life Sciences
- Athletics
- Business Operations and Administration
- Finance

FUNDAMENTALS OF JOB ARCHITECTURE*



INFORMATION TECHNOLOGY JOB ARCHITECTURE

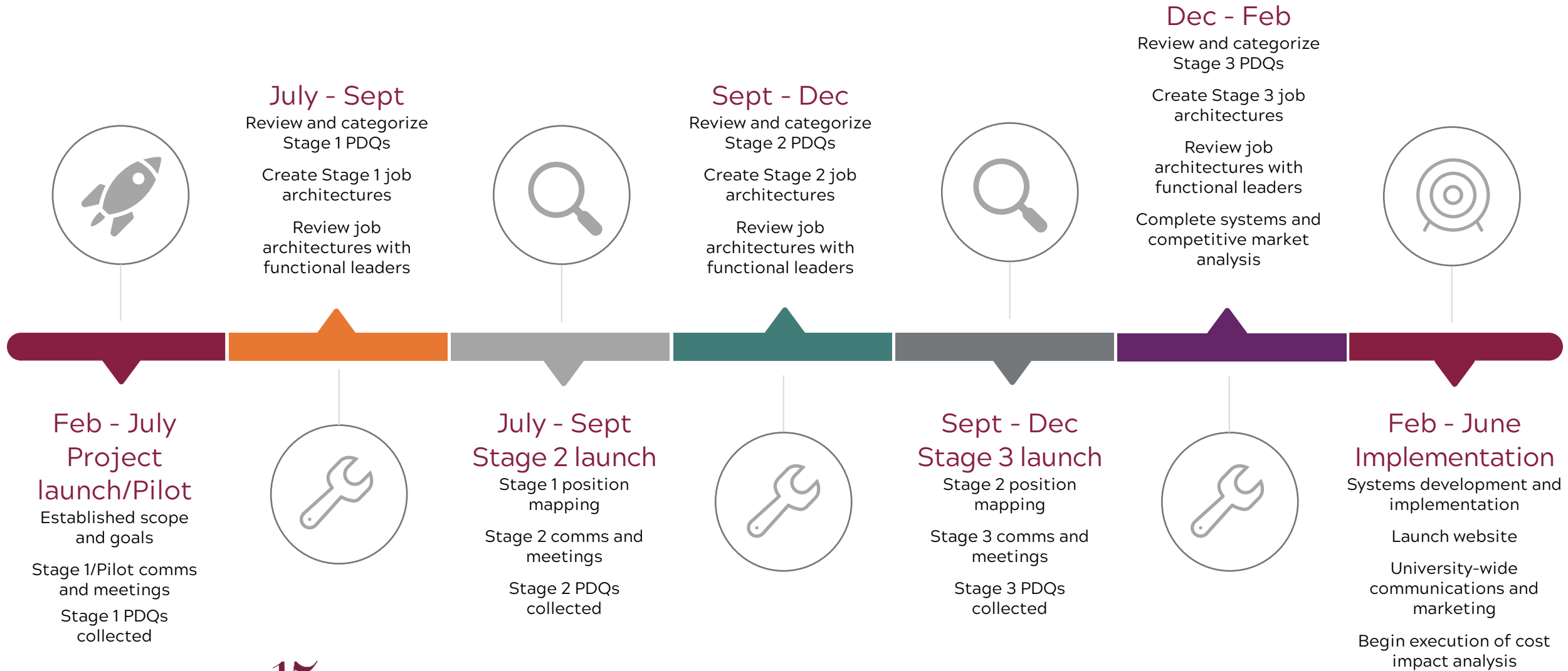
Attachment G

Information Technology		
Function	Sub-Function	Discipline
Information Technology	Development and Operations (DevOps)	Application Development
		Systems Development
		Cloud Development
		Testing
		Quality Assurance
	Web Content Management and Development	Web Development
		Web Design
	User Interface Design	Mobile Application Design
		User Experience Design
	Information Security	IT Security
		IT Compliance and Risk
		IT Security Access
		Digital Forensics
		Cyber Threats
		Incident Reports
	Data Management	Data Management
		Database Administration
		Business Intelligence

Information Technology (cont.)		
Function	Sub-Function	Discipline
Information Technology	Enterprise Architecture	Enterprise Architecture
		Domain Architecture
		Solutions Architecture
	IT Support	Help Desk
		Desktop Support
		Classroom Support
	IT Service Management	IT Service Management
		IT Business Relationships
	Research Computing	Computational Science
		Data Visualization
	Network & Telecommunication Services	Network Administration
		Network Architecture
		Network Engineering
	IT Business Systems	
	IT Learning and Training	
	IT Generalist	
	Hybrid IT Role	

- Position Description Questionnaires (PDQs) were completed by leaders in the organization and provided information on the purpose of the position and duties and/or responsibilities.
- Developed through an iterative design process that incorporated the following:
 - Market practices
 - PDQ response outputs
 - Core team insights
 - Extended team insights
- 300+ A/P faculty jobs were mapped to the Information Technology functional area based on an analysis PDQ response outputs.

PROJECT TIMELINE: FEBRUARY 2022 – JUNE 2023



Three vertical lines on the left side of the slide: a solid dark red line, a dashed dark red line, and a solid orange line.

HR Transformation Update

HR TRANSFORMATION: 2018 - 2023



Three vertical lines on the left side of the page: a solid dark red line, a dashed dark red line, and a solid orange line.

Job Architecture Appendix

JOB ARCHITECTURE DESIGN METHODOLOGY- THE HOW

- A job architecture organizes jobs into increasingly homogeneous buckets of work:
 - Functions (e.g., Student Services)
 - Sub-function (e.g., Admissions, Financial Aid, or Clinicians and Health Services)
 - Discipline (e.g., Admissions Counselors, Financial Aid Counselors, or Student Psychologists)
- Provides visibility into how jobs are organized, and when linked to a career track leveling structure, provides a clearer picture of career paths and progression.
- Typically reflects both industry market practice and internal needs/characteristics of the organization.
- Not related to organization structure.

Function

- Large collection of jobs that are somewhat related; recognizable across industries and organizations.
- Each **function** has a distinct purpose in the organization that requires distinct knowledge.
- **Functions** contain multiple **Sub-functions**.



Sub-function

- Generally recognizable across industries and organizations.
- Each **sub-function** has a distinct purpose within the **function** that usually requires distinct knowledge.
- Some **sub-Functions** contain multiple **disciplines**; some only have one.



Discipline

- A group of jobs that have the same nature of work.
- Series of jobs have required skills, qualifications, impact, and compensation and increase sequentially.
- All job levels are included in a **discipline** (entry-level through senior management); overlap may exist between individual contributor levels and manager levels.

POSITION MAPPING AND CAREER TRACK DESIGN

- After job architecture is complete, each position is mapped to the structure. Career track levels* are also assigned.
- Placement of career track levels in the framework establishes the relative internal value of those levels.
- Two or more aligned levels in different tracks are considered to be of equivalent internal value, regardless of differences in external value.
- Consideration should be given to typical career paths. (E.g., if an individual contributor typically moves into management from the senior level, the manager level should be one higher than the senior individual contributor level.)

Academic Administration*	Management/ Leadership
	E3: Chief Officer
	E2: Vice President
	E1: Executive Director
A5: Expert Academic Admin	M3: Director
A4: Advanced Academic Admin	M2: Manager
A3: Senior Academic Admin	M1: Supervisor
A2: Intermediate Academic Admin	
A1: Entry Academic Admin	
Individual contributor roles that are faculty and student facing or academic in nature.	Managers responsible for the production and achievement of people. Executives accountable for the execution of business strategies and organizational results.

CAREER TRACK LEVELING STRUCTURE- THE HOW

Attachment G

Support	General Administration	STEM	Academic Administration	Development	Management/ Leadership
					E3: Chief Officer
					E2: Vice President
					E1: Executive Director
					M3: Director
					M2: Manager
	G5: Expert Professional	T5: Expert Technical	A5: Expert Academic Admin	D5: Expert Development	M1: Supervisor
	G4: Advanced Professional	T4: Advanced Technical	A4: Advanced Academic Admin	D4: Advanced Development	
	G3: Senior Professional	T3: Senior Technical	A3: Senior Academic Admin	D3: Senior Development	
S4: Advanced Support	G2: Intermed. Professional	T2: Intermed. Technical	A2: Intermed. Academic Admin	D2: Intermed. Development	
S3: Senior Support	G1: Entry Professional	T1: Entry Technical	A1: Entry Academic Admin	D1: Entry Development	
S2: Intermediate Support					
S1: Entry Support					
Career Track					
Individual contributor roles that provide administrative and operative support to organization	Individual contributor roles that are in administrative/ professional non-student facing functions	Technical individual contributor roles, including science/medicine, technology, and research	Individual contributor roles that are faculty and student facing or academic in nature	Individual contributor roles that are focused on fundraising for the organization	Managers responsible for the production and achievement of people; executives accountable for the execution of business strategies and organizational results

LEVEL DEFINITIONS – ACADEMIC ADMINISTRATION TRACK

Attachment G

A5: Expert Academic Admin
A4: Advanced Academic Admin
A3: Senior Academic Admin
A2: Intermed. Academic Admin
A1: Entry Academic Admin

A5	Expert Academic Admin – Expert level faculty/student facing/academic roles. Focuses on providing thought leadership across multiple disciplines. Recognized internally as the “go-to person” for the most difficult and challenging student and academic issues that arise. Contributes to the development of policies and innovative processes in academic administration. Typically requires 12+ years of related experience.
A4	Advanced Academic Admin – Advanced level faculty/ student facing/academic roles. Work is highly independent. Uses advanced analytical, technical, and problem-solving skills to address challenging student and academic issues that arise May assume a team lead role for the work group. Monitors trends within student and academic areas. Typically requires 8-12 years of related experience.
A3	Senior Academic Admin – Experienced faculty/ student facing/academic roles. Able to carry out a full range of professional duties. Works independently with guidance on more complex issues. Uses analytical, technical, and problem-solving skills to address student and academic issues that arise. May mentor less experienced colleagues. Typically requires 5-8 years of related experience.
A2	Intermediate Academic Admin – Developing faculty/ student facing/academic roles. Provides effective student support and guidance. Focuses on providing standard professional advice and creating reports/analysis for review by more experienced team professionals. Typically requires 2-5 years of related experience.
A1	Entry Academic Admin – Entry level faculty/ student facing/academic roles. Able to apply basic principles, specifications, and existing policies and procedures to support academic and student efforts. Work is closely managed. Works on projects/matters of limited complexity. Typically requires 0-2 years of related experience.

ILLUSTRATIVE HIGHER ED EXAMPLE

The screenshot displays the Purdue University Human Resources website. The header features the Purdue University logo and the text "Human Resources MISSION, VISION, AND STRATEGIC GOALS FOR YOU". A navigation bar includes links for HOME, BUSINESS @ PURDUE, BENEFITS / WELLNESS, CAREERS @ PURDUE, HIRING @ PURDUE, MANAGER RESOURCES, and WORKING @ PURDUE. Below the navigation bar, a breadcrumb trail reads "Managing your Career @ Purdue > Career Path > Job Family Structure". The main content area is titled "Job Family Structure" and includes a description: "The Purdue job family structure lays the foundation for clarity in staff roles, career paths and compensation potential. It provides a structural base designed to create consistency across the University system and provides staff employees with a better understanding of career opportunities." On the left side, there is a sidebar with a "CAREER PATH" button and links for "Job Family Structure", "Looking for your next job or career move at Purdue?", "Career Path Maker", and "Career Stream Comparison Tool". On the right side, there is a table with five rows, each representing a level of the job family structure, with expandable icons (+) on the right.

STAFF JOB FAMILY STRUCTURE	+
JOB FAMILIES	+
JOB SUB FAMILIES	+
CAREER STREAMS	+
CAREER STREAM LEVELS	+

The screenshot displays a web application titled "Welcome to your Career Planner". At the top, a navigation bar includes links for "Home", "Career Overview", and "Help". The main content area features a welcome message and a "Plan My Career" button. To the right, a "Career Stream Ladder" is presented, showing four vertical career paths: Professional (blue), Management (green), Support (orange), and Skilled Trades (yellow). Each path consists of six levels, numbered 1 to 6 from bottom to top. A legend at the bottom identifies the color-coded boxes for each career stream.

Home Career Overview Help

Welcome to your Career Planner

Your career is important to you and Purdue...

Using this tool, you can easily view career opportunities available to you, including additional information for each possible job in our career path.

Plan My Career

Career Stream Ladder

- Professional 6
- Professional 5
- Professional 4
- Professional 3
- Professional 2
- Professional 1

- Management 6
- Management 5
- Management 4
- Management 3
- Management 2
- Management 1

- Support 4 Skilled Trades 4
- Support 3 Skilled Trades 3
- Support 2 Skilled Trades 2
- Support 1 Skilled Trades 1

Professional Support Skilled Trades Management

ILLUSTRATIVE
HIGHER ED
EXAMPLE



Career Overview

Career Stream

Professional 3

Search

Job Family

Academic and Student Affairs

Pay Band

All

Job Sub Family

All

Sort
By

Job Title

Reset

1 to 14 of 14

Job Code	Job Title	Job Family	Job Sub Family	Career Stream	Employee Class (FLSA status)
20002153	Academic Advisor, Senior	Academic and Student ...	Student Advising	Professional 3	Professional (Exempt)
20003064	Admissions Administrator, Se...	Academic and Student ...	Admissions	Professional 3	Professional (Exempt)
20003023	Admissions Recruiter, Senior	Academic and Student ...	Admissions	Professional 3	Professional (Exempt)
20002325	Archivist, Senior	Academic and Student ...	Library Services	Professional 3	Professional (Exempt)

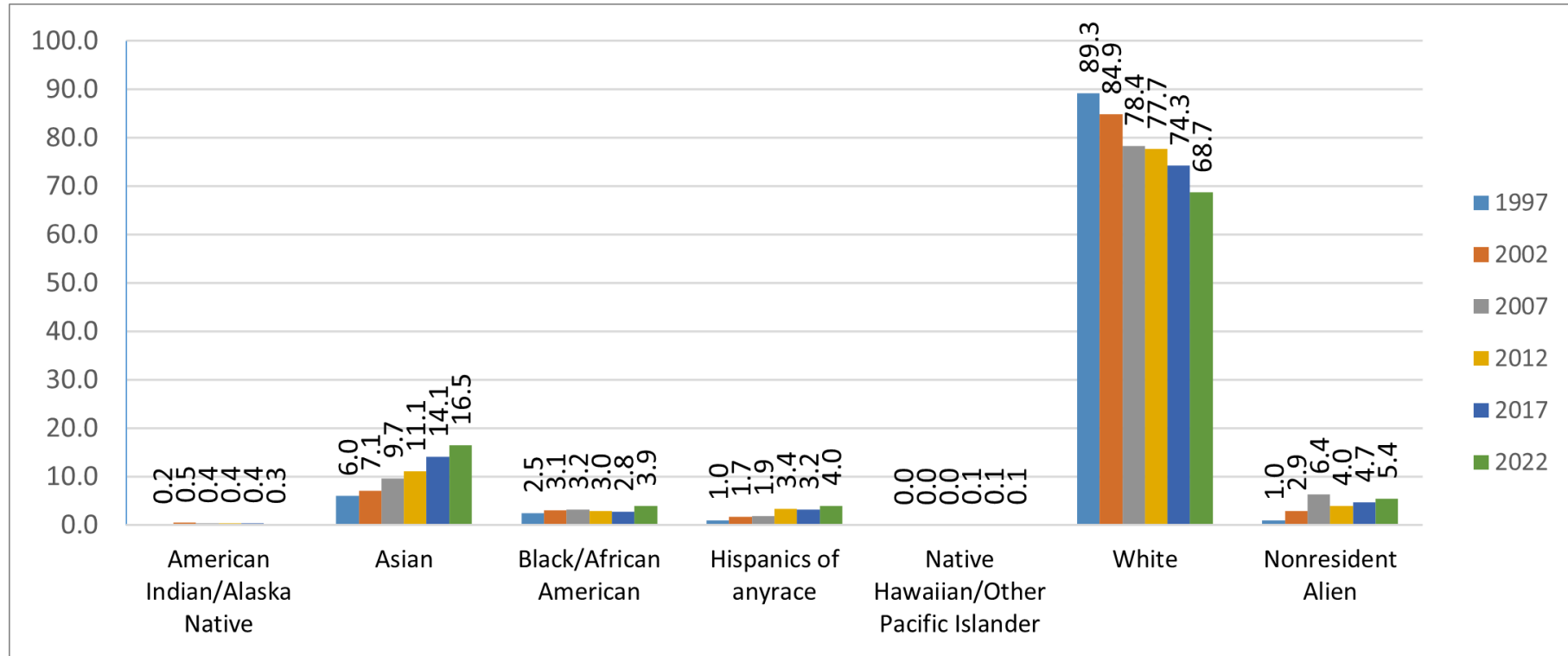
FACULTY DIVERSITY

November 2022 BOV meeting



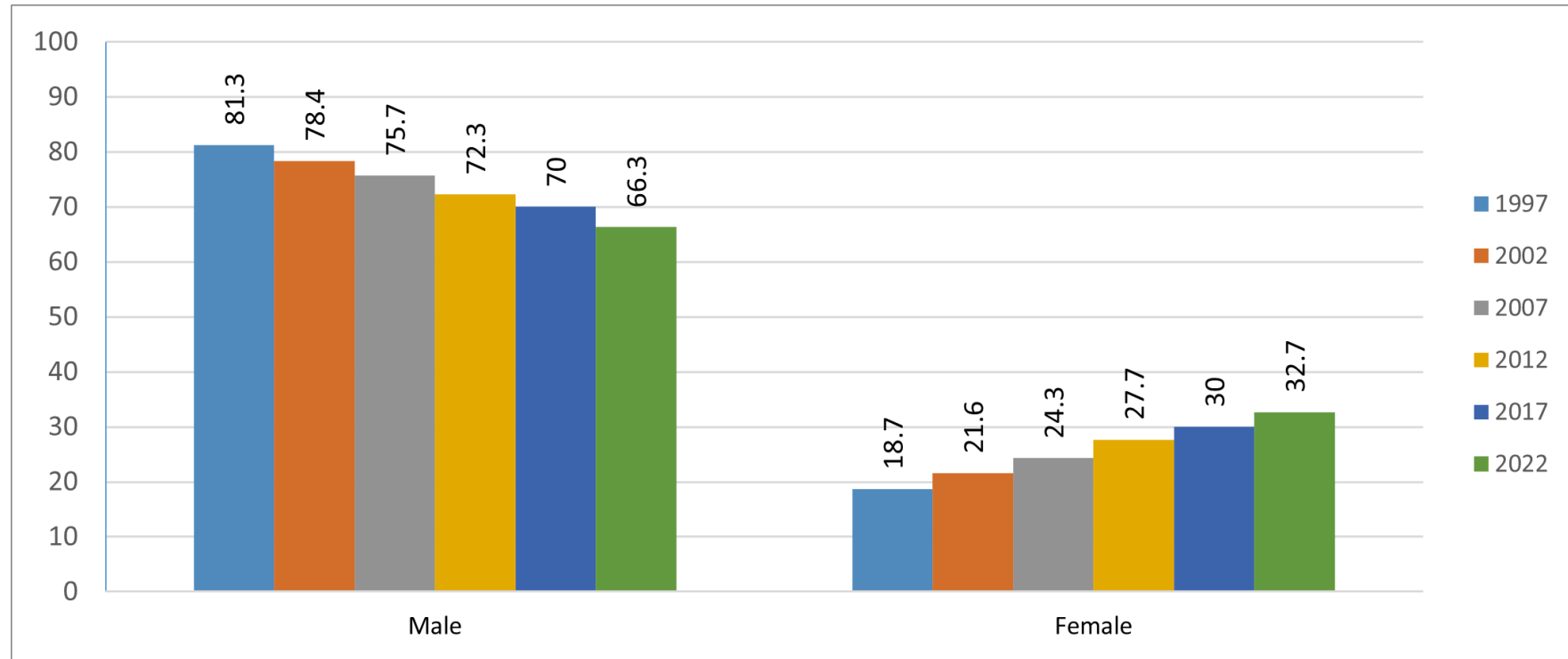
INCLUSION AND DIVERSITY
VIRGINIA TECH.

Tenured/Tenure Track Faculty, % by Race/Ethnicity, 1997-2022



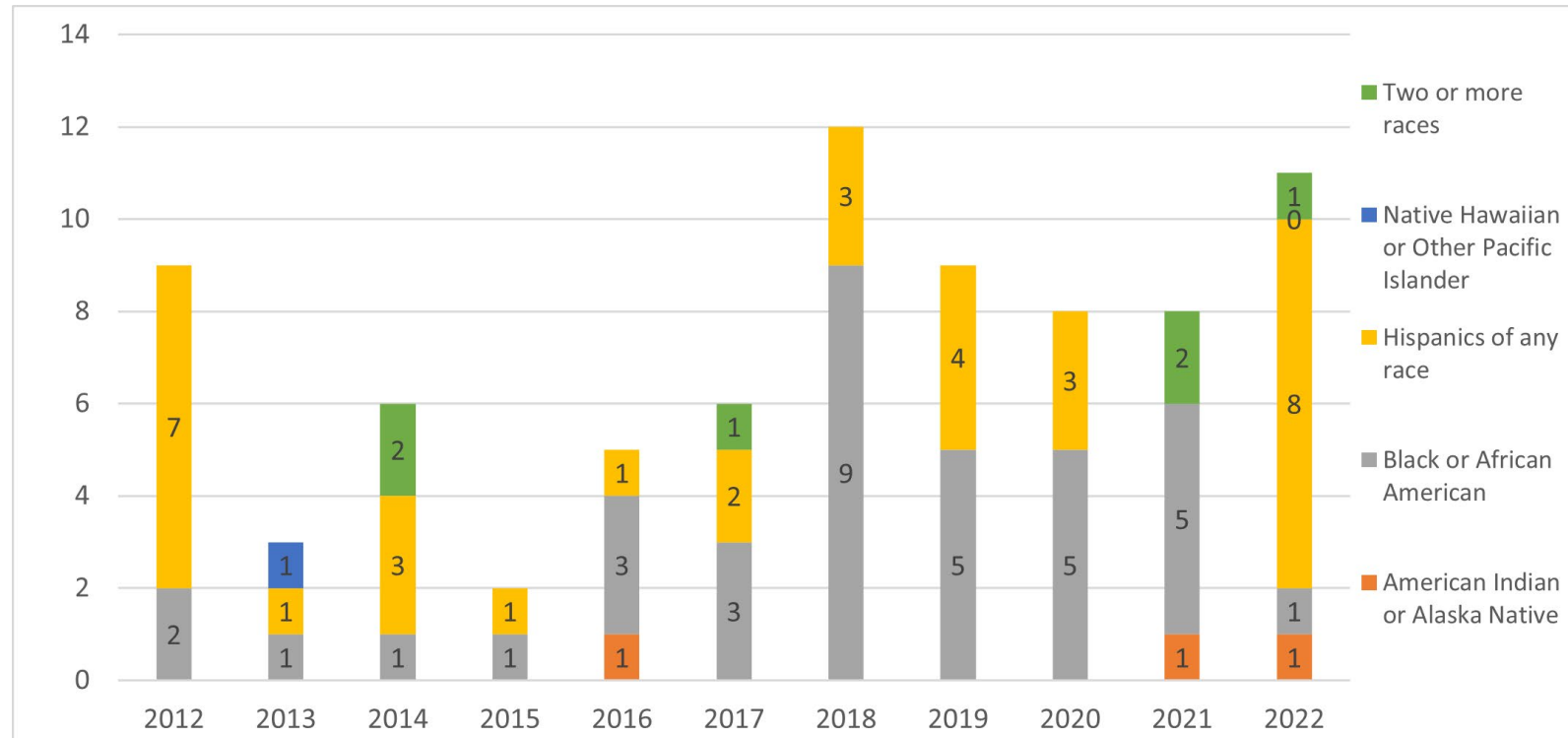
Source: Institutional Research and Effectiveness, Fall census

Tenured/Tenure Track Faculty, % by Gender, 1997-2022



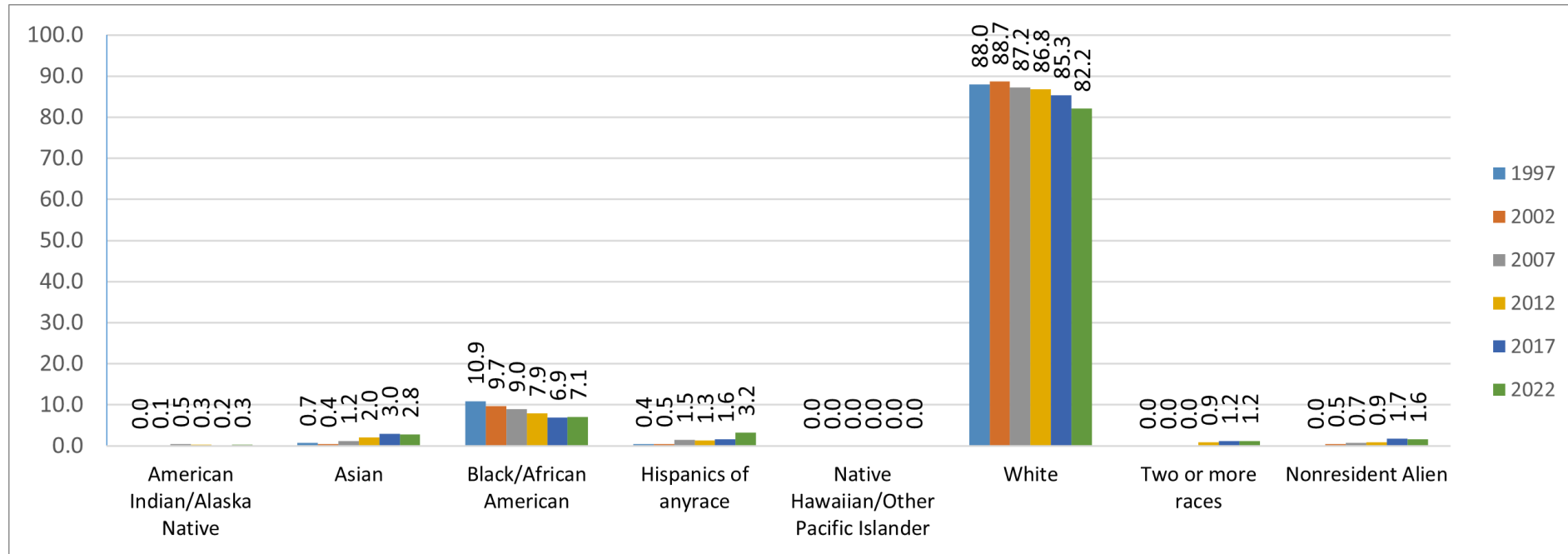
Source: Institutional Research and Effectiveness, Fall census

New Tenured/Tenure Track Faculty Hires, by Race/Ethnicity, 2012-2022 (URM only)



Source: Institutional Research and Effectiveness, Fall census

Administrative/Professional Faculty, % by Race/Ethnicity, 1997-2022



Source: Institutional Research and Effectiveness, Fall census

FUTURE FACULTY DIVERSITY PROGRAM

	2019	2020	2021	2022
Number of Applications	104	157	154	181
Number of Invited Fellows	43	29	46	27
Number of Offers	unknown	13	23	TBD
Number of Accepted offers–Tenure Track	5	7	13	TBD
Number of Accepted offers–Postdoc	0	1	3	TBD



NEW VT FACULTY/FFDP 2020 COHORT



Departments

- Biological Sciences
- Chemistry
- Computer Science
- Population Health Sciences
- English
- Human Development and Family Sciences
- Management



NEW VT FACULTY/FFDP COHORT 2021



Departments

- Economics
- Political Science
- Electrical and Computer Engineering
- Engineering Education
- Biomedical and Mechanical Engineering
- School of Education
- Biological Sciences
- School of Plant and Environmental Science
- Philosophy
- Sociology
- Landscape Architecture
- Health Systems Science and Interprofessional Practice
- HNFE

RETENTION

- In partnership with the Faculty Diversity Committee, URM tenure track faculty check-ins occur yearly.
 - Year 1: AY 2020-21 Black Tenure/Tenure Track Faculty
 - Year 2: AY 2021-22 Native and Latinx Tenure/Tenure Track Faculty
 - Year 2: Reports and develop assessment schedule
- Community building program to support untenured faculty and postdocs who participated in FFDP
- Monthly Meetings
 - Grant Writing Workshop
 - Time Management Panels
 - Writing Accountability Support
 - Building Mentoring Networks
 - Personal Wellness and Self-Care

