Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

June 6, 2022

Committee Members: Chris Petersen (Chair), Mehul Sanghani, Horacio Valeiras

Absent: Greta Harris

Board Members: Tish Long (Rector), Ed Baine, Sharon Brickhouse Martin, Shelley Butler Barlow, Carrie Chenery, C.T. Hill, Anna James, Melissa Nelson, Jeff Veatch, Preston White

Board Representatives: Holli Drewry, Paolo Fermin, Phil Miskovic, Robert Weiss, Serena Young

VPI&SU Staff: Whit Babcock, Lynsay Belshe, James Bridgeforth, Eric Brooks, Lori Buchanan, Brock Burroughs, Allen Campbell, Sandee Cheynet, Cyril Clarke, Al Cooper, David Crotts, Corey Earles, Kari Evans, Ron Fricker, Deborah Fulton, Bryan Garey, Debbie Greer, Rebekah Gunn, Derek Gwinn, Ryan Hamilton, Kay Heidbreder, Byron Hughes, Susan Hughes ,Francis Keene, Sharon Kurek, Chris Kiwus, Megan Marsh, Connie Marshall, Nancy Meacham, Ken McCrery, Ross Mecham, Scott Midkiff, April Myers, Justin Noble, Kelly Oaks, Kim O'Rourke, Mark Owczarski Charlie Phlegar, Ellen Plummer, Menah Pratt-Clarke, Brent Pry, Robin Queen, Paul Richter, Tim Sands, Frank Shushok, Aimee Surprenant, Jan Clark Teglas, Rob Viers, Tracy Vosburgh, Lisa Wilkes

Students: Anna Buhle, Jamal Ross

The committee convened later than scheduled due to the length of the preceding Information Session. The meeting was called to order at 4:17pm.

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

2. **Consent Agenda.** The Committee reviewed and approved the items listed on the consent agenda.
    a. Minutes of the November 8, 2021, Meeting
    b. Information item: Update to the Guidelines for Public Comment Period (no action required)

3. **Current Issues Facing Intercollegiate Athletics.** Athletics Director, Whit Babcock, and Assistant Athletics Director of Compliance, Derek Gwinn, discussed payment for academic performance, as well as introduced the new head football coach, Brent Pry, to the committee.

   In 2021, the supreme court ruled in Alston vs. NCAA that the NCAA can no longer limit academic compensation for student-athletes. As a result, the permissible legislation states that student-athletes can now receive up to $5980 a year to cover academic costs alone. The university can also provide or pay for classroom supplies as well, allowing a student-athlete the opportunity to be reimbursed if they qualify for the coverage. Out of the 22 sports at Virginia Tech, only five teams (football, men's and women's basketball, women's volleyball, and women's tennis) have the available funding to offer full athletic scholarships to many of their players. The remaining 17 sports are considered equivalency sports, and they receive a smaller amount of scholarship funding that is often split so that players may receive partial scholarships. The hope is that the academic incentive will be especially helpful for those student-athletes who are on partial scholarships, although those with full rides and without scholarship support can also benefit from the incentive as well. Currently, there is not a national standard dictating eligibility for the compensation, and, while the Big XII conference has opted to instate an overarching policy, the ACC has confirmed policies and requirements will continue to be left to the discretion of each institution. Considerations as to how and to whom the awards will be distributed, how to maintain competitive equity, and the budgetary impacts of such a program must be made. These academic incentive awards are not to be considered scholarships, payment for grades, or in any way related to name, image, and likeness. Virginia Tech will start granting awards in fall of 2023, and will distribute a once a year payment following the fall census, to ensure the recipients have been at the university for two full semesters. If a student-athlete's scholarship is more than or equal to 4% of their tuition and fees, they will be awarded the full $5980, and if a student-athlete's scholarship is less than 4% of their tuition and fees, they will be awarded $1000. The university will follow the NCAA's award pacing of graduation within five years. Virginia Tech recipients must remain in good academic standing, be eligible to compete both semesters, follow all team rules, complete the financial management seminar, and not be entered in the NCAA portal. The Big XII schools, as well as Clemson and NC State have chosen to award the incentive to scholarship student-athletes only, with Clemson also basing awards on eligibility and retention like WVU and Miami, who have opted to give the awards once per year along with Illinois.

   Virginia Tech's new head football coach, Brent Pry, is a former defensive graduate assistant who served under Frank Beamer from 1995-1997. Joining us from Penn State, where he served as a defensive coordinator for 12 years, Pry is a 30-year coaching veteran and a 2021 Broyles Award nominee for top assistant coach in the nation. He places high value in the culture of the university, and is working to recruit

staff and student-athletes by focusing specifically on the VT Experience, hoping that while we remain competitive, that families will choose Virginia Tech for the friendly, genuine, blue collar attitude that brought him back to serve as the Hokie's head football coach.

4. **HR Update: The Future of Work at Tech and the Faculty Job Architecture Project.** Vice President for Human Resources, Bryan Garey, updated the committee on the future of work at the university, as well as reported on the ongoing faculty job architecture project.

   National trends show there has been a recent uptick in labor shortages and exits, with 11.8 million job openings across the country. As of March 2022, national and Virginia unemployment rates are down to 3.7% and 3% respectively. However, Virginia Tech alone has seen a rise in voluntary employee exits by 25%, reaching a 13% exit rate in 2021. The university has also seen smaller applicant pools than previously, making filling all open positions extremely difficult. In 2021, the Pew study found that the top five reasons for leaving a position included low compensation (especially at lower pay bands); lack of advancement opportunities; feeling disrespected at work; child care issues; and lack of flexibility. While remote work now plays a major role in mitigating some of these reasons, the future of work is not limited to remote work opportunities alone. New work expectations also include adult and child caregiving considerations, alternate work schedules that better fit family and personal needs, recognition for jobs well done, more use of technology, increased focus on development and retention, and consideration of mental health challenges and lack of available care. Consideration of these expectations will directly affect the university's ability to serve its students and its mission. Human Resources is already working on solutions, with hundreds of fully remote employees and thousands of hybrid employees among its administrative and professional faculty and staff. One year into its pilot program for the future of work, a set of guiding principles has been created to align support with the in-person educational experience. The department has also developed resources to help maintain flexibility and productivity, having authored a sustainability guide, conducted various supervisor trainings, rolled out flexible work agreements and wellness resources, and begun analyzing out-of-state employment data. Next steps in the process involve acceptance that hybrid work is here to stay but may evolve, continuing to roll out new technology to support flexible options, and recognizing mental and behavioral health as it intertwines with retention and productivity. Retention has to be a top priority, as turnover is inevitable and top talent must be retained. The president did share some success on the employee recruitment front, as out of 300, Forbes ranked the university 30th overall and third in the education industry for hiring recent graduates.

   Virginia Tech went through a job restructuring in 2008, following the Higher Education Restructuring Act passed in 2006, gaining more autonomy while creating the

university staff and the administrative and professional (A/P) faculty employee classifications. While the job structure for University staff is based on the state's DHRM structure, and the teaching and research faculty is based on rankings as laid out in the faculty handbook, there is currently no structure in place for A/P Faculty. While this has served us well for the past 15 years, with 2150 A/P Faculty members with 1500 unique titles currently employed at the university, there is an opportunity to create a more cohesive titling and pay structure. To help complete this work, the university has partnered with Ernst & Young to create a five-step approach, which includes planning, assessment, design, building, and implementation. This process will be carried out in three phases, the first being the pilot phase with Research, IT, Advancement, and Academic Advising employees, which account for approximately one-third of the A/P Faculty members employed by Virginia Tech. The pilot group will be the main focus for the first six months of the project to better test and define the process. The project will include position description surveys to help create the architecture, job leveling and determining the associated pay structure, creating the title and job code methodology, and finally determining distinct career paths. The second and third phases encompassing the remaining two-thirds of A/P faculty will be conducted in the following six months, with estimated completion by 2023. Employee roles and pay will not change immediately, but opportunities will arise in the future for those below market pay to reach their threshold.

5. **Resolution to Revise the System of Shared Governance at Virginia Tech and Approve the New University Council Constitution and Bylaws.** Provost Cyril Clarke provided an overview of the proposed shared governance revisions, as well as presented for review and approval the Resolution to Revise the System of Shared Governance at Virginia Tech and Approve the New University Council Constitution and Bylaws.

   In 2019, the President's Committee on Governance was charged with defining a set of guiding principles for effective and equitable governance and outlining changes to the current system needed to carry out said principles. Consulting the 1966 Statement on Government of College and Universities, the committee determined the principles of shared governance must recognize that the work of the university requires "interdependence among governing boards, administrations, faculty, students, and others" and "calls for adequate communication" and "joint planning and effort." The resulting eight principles include 1) democratic processes; 2) respect, collaboration, and trust; 3) clarity of roles and authority; 4) inclusion and diversity; 5) communication and transparency; 6) efficiency and effectiveness; 7) accountability; and 8) commitment. Upon sharing these principles with the constituencies and the President, the committee began revising the University Council Constitution and Bylaws to incorporate necessary changes to the governance structure and processes. Revisions to the system include formally incorporating the five senates into the process, placing commissions whose charges fall under the purview of a senate in a position in which

they will report up to said senate. The new structure also includes reducing the council membership from 81 to 59, while also placing more senate leaders in voting roles. The committee also recommended installing a university council cabinet, co-chaired by the Provost and the President of Faculty Senate, to set the council agenda and ensure all resolutions are being vetted by the appropriate bodies under the charge of which the resolution falls. Additionally, the revisions include the introduction of a new curricular approval process that will reduce the time course and program proposals take to reach approval within the current governance system. However, due to software constraints, this new process will not be implemented until next year. The University Mission Initiatives process is also being introduced in order to give a greater voice to those constituents who will ultimately hold the responsibility of implementing said initiatives. Primary benefits of the proposed revisions include increasing joint effort and accountability by directly including senates in the process, increasing efficiency through memberships relevant to the academic focus, eliminating the time devoted to course and program proposals, and reducing the overall size of shared governance. It is also thought that the potential to identify and address issues will increase due to the reduced workload. Once approved and implemented, the University Council Cabinet, along with the Office of the Vice President of Policy and Governance, will perform a review over the course of the next two years in order to ensure the revisions are effective, as well as to consider any additional recommendations and improvements that may be needed. As diversity and inclusion are of upmost concern to the Board, member Ed Baine requested that out of the allotted Commission on Equal Opportunity and Diversity seats on University Council, one be designated to a representative of the Black Caucus. Upon hearing the presentation, the committee reviewed and approved the Resolution to Revise the System of Shared Governance and Approve the New University Council Constitution and Bylaws.

6. **Resolution to Revise the Faculty Senate Constitution and Bylaws.** Faculty Senate President, Robert Weiss, presented the Resolution to Revise the Faculty Senate Constitution and Bylaws to the committee for review and approval.

   In order to align with the new system of shared governance, the Faculty Senate has revised their governing documents to incorporate changes that appear in the new University Council Constitution and Bylaws regarding their role in the system. Such changes include, but are not limited to, the senate having a direct role in the approval process, having been given authority over legislation proposed by the commissions whose charges fall under the umbrella of faculty responsibility. Following review of the documents, the committee approved the Resolution to Revise the Faculty Senate Constitution and Bylaws.

7. **Resolution for Approval of Undergraduate Student Senate Governing Documents.** Vice President for Student Affairs, Frank Shushok, presented on the newly instated Undergraduate Student Senate, as well as presented for review and

approval the Resolution for Approval of Undergraduate Student Senate Governing Documents.

The Task Force on the Future of Student Governance was appointed in 2020 to assess the current student governing bodies. Co-chaired by Vice President for Student Affairs, Frank Shushok, and Vice President for Policy and Governance, Kim O'Rourke, alongside 13 members representing student leaders, faculty, and staff, the task force was charged with making recommendations to improve student governance by increasing participation and representation, while also integrating student groups and removing socioeconomic barriers. Working in tandem with the President's Committee on Governance and its recommendation to create student senates to parallel those of the faculty, A/P faculty, and staff, the task force recommended the establishment of the Undergraduate Student Senate. Consisting of a council cabinet made up of the President and five Vice Presidents, the proposed senate structure also includes six standing committees, two working groups, and the new Commission on Undergraduate Student Affairs. The commission is meant to be the formal legislative body of the senate, as it will be the starting point for all student proposed resolutions in the new system. However, the senate will have the autonomy to address student issues and concerns that do not require governance approval. Formerly approved in 2021, the establishment of the senate began with the Student Government Association being phased out in spring of that year, and the appointment of a 12-student transition team charged with drafting the constitution and bylaws of the body, which are now currently being reviewed by the committee. The proposed senate has already seen great success, as it held its first election in Fall of 2021 and saw the highest level of participation in over a decade, as well as substantive diversity and significant collaboration and engagement on student issues throughout the semester. Out of a total of 100 seats, 92% were filled this year, compared to an average of 30% in recent years. Women hold 86% of leadership positions and make up 48% the senate as a whole. Thirty-three percent of the senate are under-represented students, 41% were freshman, 22% sophomore, 20% juniors, and 17% seniors. Upon hearing the presentation, the committee reviewed and approved the Resolution for Approval of undergraduate Student Senate Governing Documents.

8. **InclusiveVT Update: 1872 Forward.** Vice President for Diversity, Inclusion, and Strategic Affairs, Menah Pratt-Clarke, presented on the 1872 Forward: Celebrating Virginia Tech celebration.

   Formed in 2017, the Council on Virginia Tech History set out the following year to begin working on events for the Sesquicentennial celebration, creating six committees charged with developing projects that reflect the many perspectives of all cultures that are a part of the university's history. In 2022, many of these projects came to fruition as part of the 1872 Forward: Celebrating Virginia Tech weekend event held from March 24 - 27. The celebration began with the launch of Professor Daniel Thorp's

book “In the True Blue’s Wake: Slavery and Freedom Among the Families of Smithfield Plantation,” which chronicles the life of the 16 enslaved African’s that William Preston purchased after their arrival in the states on the True Blue, as well as other enslaved individuals at Smithfield and their descendants. The university hosted a land acknowledgement event to recognize the history of the Monacan people on Virginia Tech land. Chief of the Monacan tribe, Kenneth Branham, was in attendance, and the event featured a traditional Monacan song performed by Rufus Elliot, the first graduate of Virginia Tech from the tribe. The university unveiled seven historic markers examining the various histories of the university and surrounding lands. These markers are installed at various locations across campus to offer a glimpse into our shared past in an effort to embrace our shared values today and into the future. Professor Peter Wallenstein launched the second edition of his book “Virginia Tech Land-grant History.” First published in 1997, the second edition features substantial updates to university history from 1872-1997. An official dedication of Hoge Hall and Whitehurst Hall was held, following the re-namings of Lee and Barringer Hall in 2020. Hoge Hall honors Janie and William Hoge, the black couple that housed the first black students that attended the university, and Whitehurst Hall honors James Leslie Whitehurst Jr., who became the first black student to live on campus in 1961. The Moss Arts Center, along with the More than a Fraction Foundation, hosted A Cultural Arts Celebration featuring poetry, storytelling, song, and dances celebrating Native-American, African-American, and European-American cultures. The weekend also included a ceremony for the sacred Merry Tree, which was recently destroyed in a storm. The white oak tree that stood on the grounds of Smithfield and is estimated to be more than three centuries old, has been an historic gathering place throughout history, first for the Monacan tribe, and then the enslaved people of the plantation. A conversation bringing together the Monacan, Preston, and Fraction family descendants was also held to discuss Blacksburg’s, and by extension Virginia Tech’s, complex history. Future events are scheduled for October 14, 2022, and include a public art unveiling at Solitude, the 3D Campus history exhibit: If this Place Could Talk, and the launch of Peter Wallenstein’s Maroon edition of his book which captures Virginia Tech history from 1997 to Present. A tribal summit will also be held in June that will include representative from 11 federally recognized tribes.

9. **Results of the Board Committee Structure Review.** Chris Petersen, Chair of the ad hoc committee, shared recommendations based on the review of the current board committee structure conducted by himself and fellow board members Carrie Chenery, Greta Harris, and Melissa Nelson.

   Due to time constraints, it was determined that the results of the Board Committee Structure Review would be shared at the Full Board meeting on the afternoon of June 7, 2022.

10. **Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective July 1, 2022.** The committee reviewed and approved the Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective July 1, 2022.

    The proposed revisions are being made in order to incorporate compliance requirements with the standards developed by the State Council of Higher Education for Virginia (SCHEV), as dictated by law. As of July 1, it is required that the public have real-time electronic access to open meetings of the full board through video and audio livestreaming. SCHEV is also requesting that the secretary to the board annually report the compliance of board members in meeting their educational requirements. In addition, a small revision was made in relation to recommendations made by the Board ad hoc committee that reviewed the Board committee structure, placing matters of safety and security under the purview of the Governance and Administration Committee moving forward.

11. **Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective September 1, 2022.** The committee reviewed and approved the Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective September 1, 2022.

    Proposed revisions incorporate the state law passed in 2022 that further expands upon circumstances in which board meetings may be held electronically. Separately, the Board and its committees may conduct all-virtual meetings, in which all members participate remotely, as long as the means for virtual public attendance is made available prior to the meeting. Restrictions to this opportunity state that all virtual meetings must be held no more than two times per year, or for 25% of the meetings held per year, whichever is greater. All-virtual meetings must also not be conducted consecutively. Board members may also now participate in meetings remotely for both full board and committee meetings separately if they live more than 60 miles from the meeting location, provided a quorum is still physically present in that location and that the Rector, Committee Chair, and Secretary to the Board are notified on or before the day of the meeting. The locations of those remote participants do not have to be open to the public.

12. **Results of the Annual Board Self-Assessment.** Secretary to the Board of Visitors, Kim O'Rourke, summarized the results of the annual Board Self-Assessment.

    This is the fourth year that Virginia Tech has worked with AGB to complete the annual self-assessment. The assessment saw participation from all 14 board members, four out of five representatives, and six out of seven administrators who work most closely with the board. The results continue to show the highest scores in Board culture, and the ongoing trend that the board and administration work well together. Other recurring themes include the importance of access and affordability, diversification and sustainability of university funding, aligning the budget with priorities, developing a

multi-year tuition plan, and balancing growth with infrastructure needs. Highest priorities include placing more focus on issues of strategic importance and increasing knowledge of the financial health and stability of the university. Areas that need more attention include succession planning, educational quality, and inclusion and diversity efforts and progress, as well as the retention of high-quality faculty and staff. Items that continue to be ongoing challenges are working to minimize sexual violence on and off-campus, resolving tension between academic freedom and free speech, and addressing disparities in resources between disciplines. New challenges include better understanding student's challenges and their effect on mental health, cyber security, competitive salaries to retain top talent (especially mid-career faculty) and affordable housing. The board also wishes to further discuss preparing for a time when the intercollegiate athletic model no longer serves the university, which will be a topic at the retreat in August.

13. **Future Agenda Items and Closing Remarks.** Chris Petersen offered closing remarks.

There being no further business, the meeting adjourned at 5:58pm.

Open Session Agenda
GOVERNANCE AND ADMINISTRATION COMMITTEE
3:45 pm – 5:15 pm
New Classroom Building 260
June 6, 2022

OPEN SESSION

	Agenda Item	Reporting Responsibility
	1. Welcome and Opening Remarks	Chris Petersen
	2. Consent Agenda a. Minutes of the November 8, 2021, Meeting b. Information item: Update to guidelines for Public Comment Period (no action required)	Chris Petersen
♦+	3. Current Issues Facing Intercollegiate Athletics	Whit Babcock Derek Gwinn
♦+	4. HR Update: The Future of Work at Virginia Tech and the Faculty Job Architecture Project	Bryan Garey
*	5. Resolution to Revise the System of Shared Governance at Virginia Tech and Approve the New University Council Constitution and Bylaws	Cyril Clarke
*	6. Resolution to Revise the Faculty Senate Constitution and Bylaws	Robert Weiss
*	7. Resolution for Approval of Undergraduate Student Senate Governing Documents	Frank Shushok
+	8. InclusiveVT Update: 1872 Forward	Menah Pratt-Clarke
	9. Results of the Board Committee Structure Review	Chris Petersen
*	10. Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective July 1, 2022	Kim O'Rourke
*	11. Resolution to Amend the Bylaws of the Virginia Tech Board of Visitors, Effective September 1, 2022	Kim O'Rourke
♦	12. Results of the Annual Board Self-Assessment	Kim O'Rourke
	13. Future Agenda Items and Closing Remark	Chris Petersen

*** Requires Full Board Approval**
♦ Discusses Enterprise Risk Management Topic
+ Discusses Strategic Investment Priorities Topic

Open Session Consent Agenda
GOVERNANCE AND ADMINISTRATION COMMITTEE

June 6, 2022

a. Minutes of November 8, 2021, Meeting

b. Resolution to Update the Guidelines for the Public Comment Period

Effective August 27, 2019 Updated June 7, 2022

GUIDELINES FOR VIRGINIA TECH PUBLIC COMMENT PERIOD ON TUITION/FEE INCREASES

Code of Virginia, §23.1-307(D) – No governing board of any public institution of higher education shall approve an increase in undergraduate tuition or mandatory fees without providing students and the public a projected range of the planned increase, an explanation of the need for the increase, and notice of (i) the date, time, and location of the meeting at which public comment is permitted on the institution's website and through any other standard means of communication utilized by the institution with students at least 10 days prior to such meeting and (ii) the date and location of any vote on such increase at least 30 days prior to such vote.

Code of Virginia, §23.1-307(E) – Prior to any vote referenced in subsection D, the governing board of each public institution of higher education shall permit public comment on the proposed increase at a meeting, as that term is defined in §2.2-3701, of the governing board. Each such governing board shall establish policies for such public comment, which may include reasonable time limitations.

- Virginia Tech will hold a budget workshop for the public followed by a public comment period whenever any type of tuition increase is proposed, including but not limited to in-state, out-of-state, undergraduate, graduate, and differential tuition rates for specific programs. This workshop/public comment period will be held at least 10 days after the date that the public notice is given of the range of the tuition/mandatory fee increase and during the ~~30-day~~ window between the public notice and the Board's vote on tuition and fees. Public notice for these meetings will be given as required by law.
- At least three BOV members will be present for the public comment period, including at a minimum the Rector or Vice Rector and members of the Finance and Resource Management Committee.
- The workshop will begin with a presentation delivered by the university administration that gives the background and history of the university's tuition and fees and factors considered in developing the proposed percentage change and will be followed by a public comment period.
- Speakers must pre-register on a first-come, first-served basis for the public comment period with the Board Secretary at least 7 days in advance. Speakers will be asked to specify their affiliation with the university, e.g, current student, parent, alum, faculty/staff, member of the public.
- Following the public presentation, the public comment period would be held for ~~60~~ 30 minutes, with the option to increase the period up to a total of 60 minutes if there is sufficient demand. If time remains during the ~~one-hour~~ 30-minute public comment period after the pre-registered speakers offer their comments, additional speakers may be offered the opportunity to speak during the remaining time.
- There will be dedicated time slots for a representative from the Undergraduate Student Senate and from the Graduate and Professional Student Senate to provide a statement on behalf of their respective constituency. This does not preclude individual students from registering to speak during the public comment period or from providing written comments.
- Each speaker is limited to 3 minutes and must restrict their comments to tuition and fees only. Speakers wishing to have their comments entered in the public record must bring a typed copy.
- In lieu of oral comments, written comments will be accepted from the date that the public notice is issued until 7 days prior to the meeting at which the BOV considers tuition and fee increases and may be submitted in hard copy, via mail, or online. Instructions for doing so will be included in the public notice. If the voting date is delayed for any reason, the original public comment period will not be extended unless the range of tuition and fees being considered changes.
- The BOV will not respond to oral or written comments.
- The BOV periodically will review these public comment guidelines, re-evaluate the time allotted for public comment based on demand, and modify the guidelines as appropriate.

VIRGINIA TECH
ATHLETICS

Board of Visitors Meeting

June 2022

Agenda:

Academic Incentive Award

Academic Incentive

Background

Alston vs. NCAA – Supreme Court ruling which required the NCAA to remove limitations for academically-related benefits and supplies that a school may provide its student-athletes.

Two NCAA Changes

1) Student-athletes may receive up to $5980 per academic year to cover costs related to their college attendance.
2) Virginia Tech may pay for or provide any required class supplies.

Academic Incentive

Considerations

- Eligibility to receive Academic Incentive is at the discretion of each school. No national requirement or standard.
- Creates balance of fair distribution and competitive equity.
- Budget impact and sustainability.

Misconceptions

- NOT a scholarship.
- NOT payment for grades.
- NOT related to NIL.

Virginia Tech Policy - DRAFT

Academic Incentive Disbursement

- Distributed one time per year (After fall semester census date)
  - Graduates receive immediately after graduation
- First disbursement will be Fall 2023
- Amounts awarded to student-athletes
  - ≥4% athletic scholarship - $5980
  - <4% Athletic scholarship - $1000
- Issued as direct deposit from Bursar's office

Virginia Tech Policy - DRAFT

NCAA eligibility requirements pace for graduation within 5 years.

Academic Incentive Requirements

- Be in good standing with the university at all times
- On active roster during the applicable academic year AND the ensuing fall semester
- Be eligible for competition during both terms of the applicable academic year
- Met all team rules throughout the year
- Has not entered into the NCAA Portal
- Complete a financial management seminar at VT

ACC Comparison

Award to Scholarship SA's

- NC State
- Clemson
- Big XII Schools

Based on Eligibility & Retention

- Clemson
- WVU
- Miami

Award Once per Year

- WVU
- Illinois
- Miami

Items of Note

- Big XII only conference with policy for member schools
- ACC has confirmed schools will be left with discretion on policies

VIRGINIA TECH
ATHLETICS

THANK YOU

Workforce Trends and the Future of Work at Virginia Tech

June 2022

Bryan Garey

Vice President for Human Resources

HUMAN RESOURCES
VIRGINIA TECH

National trends and data

- **Unemployment below pre-pandemic levels, 50 year low**
  - 3.7% national unemployment rate; 3.0% in Virginia (March 2022)
  - Both down from January 2022 and well below pre-pandemic levels
- **Nationwide labor shortage**
  - 11.8 million job openings in the US
- **Voluntary exits at Virginia Tech up 25%**
  - 2021 versus 2019 data
- **Pew study – Top 5 reasons people left their job in 2021**
  - Pay was too low, especially at lower levels
  - No opportunities for advancement
  - Felt disrespected at work
  - Child care issues
  - Not enough flexibility

Future of Work is not *only* Remote Work

- Remote work is important, but just part of the mix
  - Virginia Tech has hundreds of fully remote workers and thousands of workers on hybrid schedule among AP faculty and staff
- New work expectations and realities also include:
  - Caregiving considerations, both adult and child care concerns and challenges
  - Alternate work schedule requirements to meet complex family and personal needs
  - New ways to reward and recognize employees
  - Greater use of technology to communicate and interact with one another
  - Increased focus on development and retention
  - Mental health challenges and lack of available care
- **How we address these opportunities and challenges will directly affect our ability to serve our students and fulfill our mission**

Virginia Tech as leader in future of work across higher ed

- One year in, each SMA involved in outreach, opportunities to experiment
- Guiding principles direct the work, all aligned the supportive of the in-person educational experience
- Five pilots each with different approach
  - Exs. IT with remote work, Advancement with hybrids and space, Engineering with advising shift)
- Resources available include
  - Suitability guide
  - Training
  - Flexible Work Agreements
  - Out-of-state data and analysis
  - Wellness resources

What's Next?

- Hybrid work may evolve but is here to stay
- New technology will continue to evolve and support flexible options
- Mental and behavioral health issues intertwined with retention and productivity
- Retention focus not temporary and a top priority
  - We will have turnover, we need to do more to retain our most talented folks, recruitment will continue to be a challenge
  - Future of work efforts are a tool to mitigate these trends

What can Virginia Tech leaders do?

- **Consider the fall**
  - How will you reinforce flexibility as a means to retain your valuable faculty and staff? What messages will you send?
- **Prepare your leaders to manage teams**
  - Training, coaching, other support
  - How can leaders be prepared to lead through growing mental health challenges in the workplace?
- **Discuss retention opportunities with your leadership team**
  - How can you provide opportunities for your high performers to develop and grow in their field?
- **This isn't just about pay** … consider
  - How the environment and culture of your college/unit play a critical role in retention and recruitment?

Attachment H

Faculty Job Architecture Project

PROJECT OVERVIEW, SPRING 2022

PROJECT BACKGROUND

Virginia Tech has retained Ernst & Young as a consulting partner to assist in organizing approximately **2,100 employees and 1,500 unique job titles** representing Administrative and Professional (A/P) faculty positions into a job structure that appropriately rewards employees for their role and contributions.

Striving to achieve the following:

- Employees are paid fairly and equitably based on their role and contributions, creating structure in employee compensation.
- Employees understand a path to grow in their career, and organize how employees develop and grow which will help with succession planning and employee retention.
- Create a system that clearly articulates job families across the A/P faculty classification.
- Titling methodology within those families based on those roles; i.e. finance, public relations, information technology, human resources, student and academic affairs, professional, etc.
- Environment that articulates position summaries, qualifications, recruitment, compensation, employee development, succession planning which makes the manager's job easier.
- Alignment with university resources for developing and investing in our people and talent.

SCOPE OF PROJECT

Scope is on Administrative & Professional (A/P) Faculty positions

- A/P Faculty positions do NOT have structure
- Staff positions are based on Virginia DHRM Job Structure
- Teaching and Research (T&R) faculty positions are based on ranking and structure in the Faculty Handbook

Virginia Department of Human Resources Management

Job Structure

The Commonwealth's job organization structure consists of seven **Occupational Families**. The **Occupational Families** are divided into **Career Groups**. Career Groups are comprised of **Roles**.

Occupational Families	An Occupational Family is a broad grouping of jobs that share similar vocational characteristics.
Career Groups	A Career Group is a sub-group of an Occupational Family. A Career Group identifies a specific occupational field common to the labor market.
Roles	A **Role** describes a broad group of occupationally related positions that represent different levels of work or career progression.

https://www.dhrm.virginia.gov/jobs-and-careers/jobs-and-salary-structure

PILOT APPROACH

Approach:

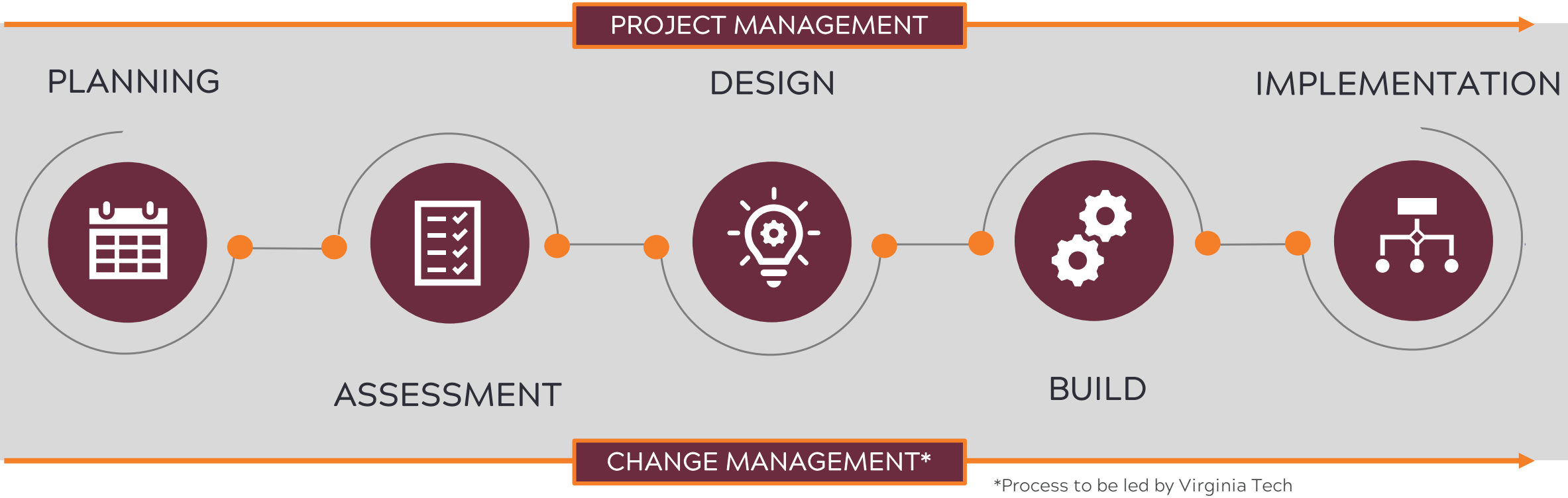
- A segmented pilot approach ensures the establishment of an effective work process, with proper focus on disparate functions, roles, and demographics.
  - Limits impact audiences so expectations can be managed.
  - Minimizes disruption to business as usual.
- Once the preliminary pilot is conducted, the same process can be repeated and/or adjusted based on learnings.
- Target communications for a limited pilot audience tend to be more effective than broader communications.
- Increases the possibility of making decisions that don't fit the broader population.

Considerations:

- The following four departments have been identified for the pilot:
  - Research
  - Information Technology (IT)
  - Advancement (Fundraising)
  - Academic Advisors
- The pilot is planned to occur over the first 6 months of the engagement, with focus on other departments the next 6 months.
- The pilot departments will consist of approximately 1/3 of the A/P faculty employee population.

COMPREHENSIVE JOB ARCHITECTURE FRAMEWORK

Ernst & Young's well established 5 phase process...

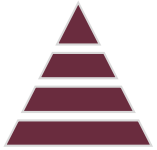


*Process to be led by Virginia Tech

PROJECT DELIVERABLES

Create Position Description Questionnaires

Create Job Architecture for A/P Faculty



Develop Job Leveling Structure and Associated Pay Structure

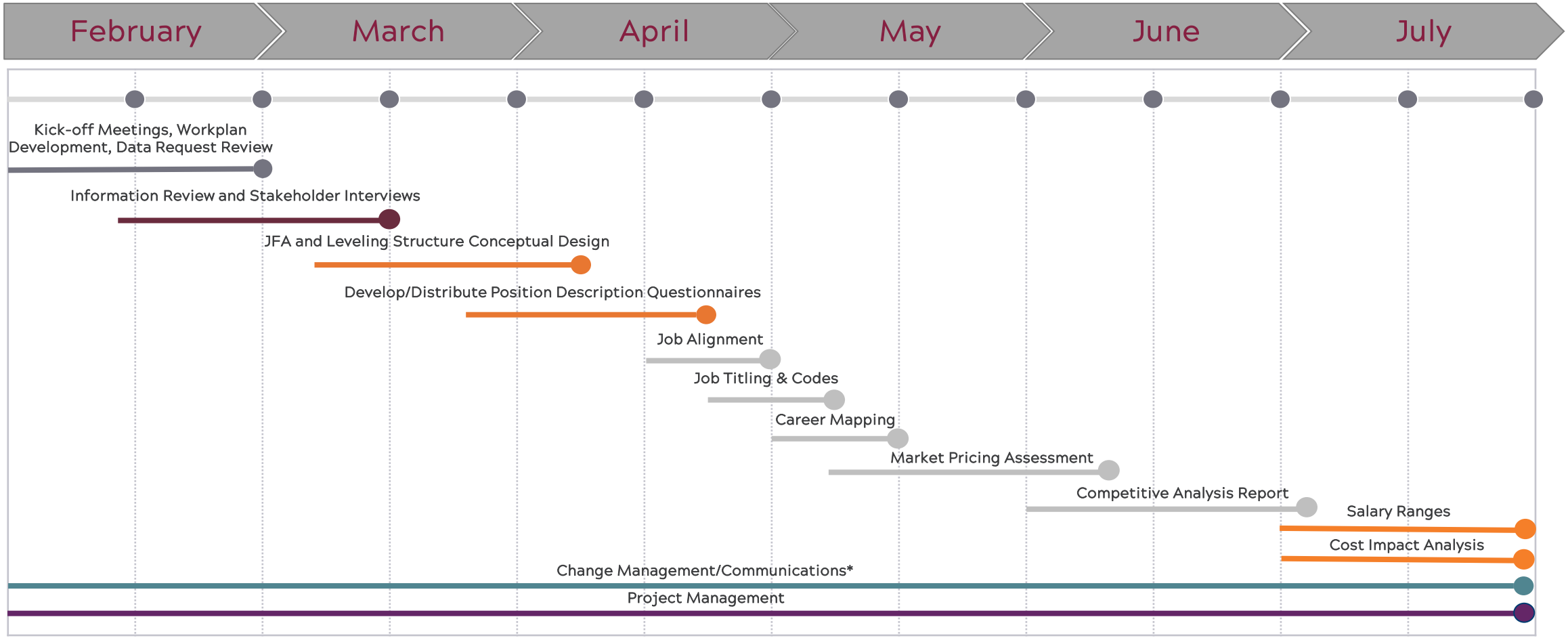
Develop Titling and Job Code Methodology

Develop Career Paths

VIRGINIA TECH 150

Attachment H

ILLUSTRATIVE JOB ARCHITECTURE FRAMEWORK TIMELINE



Phase: Planning
Establish project plan and identify key stakeholders

Phase: Assessment
Assess current state and understand desired future state

Phase: Design
Develop career framework and develop JFA

Phase: Build
Build salary structure and career maps

Change management/ communications*

Project Management

*Process to be led by Virginia Tech

VIRGINIA TECH 150

1872 FORWARD

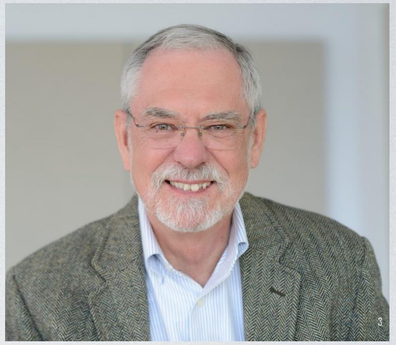
A CELEBRATION OF VIRGINIA TECH

THE COUNCIL ON VIRGINIA TECH HISTORY

- The Council on Virginia Tech History, charged with telling the university's history, set out in 2018 to explore, discover, and create meaningful experiences to celebrate the university during the Sesquicentennial and beyond.

- In preparation for Virginia Tech's sesquicentennial, six committees were charged with developing and producing projects that reflect the multiple perspectives of the university's shared history.

Executive Council



Mr. Bob Leonard
Council Chair

Dr. Menah Pratt-Clarke

Dr. Peter Wallenstein

IN THE TRUE BLUE'S WAKE

- Professor Dan Thorp
- William Preston purchased 16 enslaved Africans that arrived on the True Blue.
- Chronicles the lives of the men and women who were enslaved at Smithfield as well as their descendants following emancipation.

LAND ACKNOWLEDGEMENT

- Monacan Chief Kenneth Branham joined President Timothy Sands to recognize the history of the Monacan people on what is today Virginia Tech's campus.
- Rufus Elliott, the first Monacan graduate of Virginia Tech, performed a traditional Monacan song.

HISTORIC MARKER UNVEILING

- The Council on Virginia Tech History developed seven signs centered around examining the various histories of the university and the surrounding lands and peoples.
- Once installed, the seven markers will offer viewers a glimpse into our shared past, and an opportunity to embrace our shared values, today and into the future.

A HISTORY OF VIRGINIA TECH

- Professor Peter Wallenstein
- Second edition of the original book published in 1997 including substantial updates regarding the history of Virginia Tech.

HOGE AND WHITEHURST

- Official dedication of the renaming of Hoge Hall and Whitehurst Hall.
- Recognition of pioneering Virginia Tech students and staff, including: Irving Peddrew, Marguerite Harper Scott, Linda Edmonds Turner, Kimble Reynolds, Rev. Archie Richmond and Barbara Pendergrass Richmond, and Ronnie Spellman.

Marsha Wooding
(granddaughter of the Hoges)

A CELEBRATION

- Celebrating the diversity of Virginia Tech's history through storytelling, poetry, song, and dance.
- Highlighted by performances from Bintou Kouyate, Virginia Tech's Wahala, and the Virginia State Gospel Chorale.

SACRED MERRY TREE

- A white oak tree that stood on the grounds of Smithfield.
- Estimated to be more than three centuries old and to have stood long before European colonists arrived, the Merry Tree, as it is commonly called, is thought to have become a sacred gathering place for the people enslaved at the plantation.

A CONVERSATION

- Bringing together Monacan, Preston and Fraction family descendants, and the Wake Forest community to discuss the complex history of Blacksburg, Virginia Tech, and the surrounding area.

UPCOMING EVENTS

- October 14, 2022
  - Public Art unveiling at Solitude
  - If This Place Could Talk
  - Peter Wallenstein's book launch - Maroon
    - Virginia Tech History from 1997-present

Virginia Tech: Creation. Celebration. Commission.

CONCLUSION

To Conference Rooms
Latham Ballroom
Holtzman Alumni Center

Attachment H

Board of Visitors Self-Assessment Summary
May 2022

Respondents: *14 BOV Members, 4 Constituent Representatives; 6 Administrators*

Note: ***Italics indicate > 0.2 gap between overall and BOV scores.***
Asterisk * indicates > 0.5 variance among board member responses.

Average Scores Per Category (descending order) (poor=0; excellent=4)		2021		2022	
Category No.		BOV Score	Overall Score	BOV Score	Overall Score
6.	Board Culture	3.75	3.66	3.76	3.76
2.	Leadership and Shared Governance	3.45	3.41	3.28	3.48
1.	*Oversight of Mission and Strategy*	3.56	3.46	*3.21*	*3.68*
4.	Oversight of Quality of Educational Programs	3.42	3.35	3.12	3.30
5.	*Board Performance*	3.67	3.69	*3.12*	*3.58*
3.	*Oversight of Institutional Sustainability*	3.64	3.63	*2.80*	*3.50*

Considered High Priorities: (1=not a priority; 4=high priority)		2021			2022	
Item No.		BOV Score	Overall Score		BOV Score	Overall Score
8.1	Focus more of board's attention on issues of strategic importance to institution.	3.71	3.80		3.86	3.92
8.3	Increase knowledge of institution's financial health and sustainability	3.43	3.40		3.79	3.71
8.7	*Contribute financially to the institution.*	*3.50*	*3.29*		*3.50*	*3.29*
8.2*	Assess whether information and data the board receives are adequate, timely, comprehensive, and complete (i.e., representing all perspectives/aspects).	3.29	3.44	*	3.36	3.38
*8.6**	*Increase understanding of board roles, responsbilities, scope of authority*	2.54	2.58	*	*2.54*	*2.78*
8.4*	Improve meeting practices	2.36	2.38	*	2.43	2.63

Areas Possibly Needing Attention: (poor=0; excellent=4)		2021			2022	
2022 List - top 12 Item No.		BOV Score	Overall Score		BOV Score	Overall Score
2.7*	Has plan/policy addressing unplanned/planned departure/absence of president	3.00	3.26	*	2.62	2.59
4.1	Monitors educational quality, using trend and comparative data for student learning outcomes, retention and graduation rates, and value of degrees.	3.43	3.31		2.79	2.87

Board of Visitors Self-Assessment Summary

Attachment H

May 2022

1.5*	Seeks out and considers diverse and competing points of view when discussing critical issues.	3.29	3.12	*	3.00	2.91
2.3	Is well informed of views of faculty/staff/students on major institutional issues	3.21	3.08		3.00	3.00
2.4*	Relies on dashboards/metrics/data fo inform decisions	3.36	3.35	*	3.00	3.04
4.2	Ensures institution maintains high quality faculty and staff	3.29	3.23		3.00	3.00
4.7	Monitors non-college-based or co-curricular activities	3.50	3.35		3.00	3.05
4.8	Ensures institution plays positive social/economic role in communities served	3.36	3.27		3.00	2.91
7.2	Board focuses its time on issues of greatest consequence to university	3.29	3.35		3.07	3.04
1.6	Uses relevant data to monitor progress on strategic plan	3.50	3.35		3.14	3.04
1.7	Oversees campus-wide strategies to foster culture of inclusion	3.71	3.42		3.14	3.09
4.3	*Ensures policies in place to ensure academic freedom/institutional autonomy*	3.50	3.23		*3.14*	*3.35*

		2021			2022	
2021 Items not carried forward to 2022 list as needing attention		**BOV**	**Overall**		**BOV**	**Overall**
Item No.		**Score**	**Score**		**Score**	**Score**
4.4	Reviews institution's accreditation reports and responses to concerns/ deficiencies	3.31	3.38		3.36	3.27
1.4	Is well informed about current issues facing higher ed, impact on institution	3.36	3.35		3.29	3.38
4.6*	Is well informed of signature programs and breadth of offerings	3.36	3.50	*	3.29	3.22
5.1*	Effectively participates in coordinating work of the board and setting agendas	3.36	3.52	*	3.21	3.33
2.2	Has policies/practices of shared governance delineating responsibilities of board, CEO, administration, and faculty	3.43	3.35		3.43	3.46

		2021		2022	
Highest-rated Items: (poor=0; excellent=4)		**BOV**	**Overall**	**BOV**	**Overall**
Item No.		**Score**	**Score**	**Score**	**Score**
2.6	*Annually approves president's performance/periodically conducts comprehensive assessment*	3.79	3.61	*3.86*	*3.57*
6.1	Promotes trust among board members through a culture based on openness and respect.	3.86	3.68	3.86	3.79
6.6	Respects the confidentiality of board and committee materials and discussions.	3.93	3.85	3.86	3.75
5.4	Adheres to comprehensive code of ethics and addresses violations	3.85	3.78	3.85	3.68
5.5	Focuses on board-level work/avoids micro-management of administrative responsibilities	3.64	3.62	3.79	3.61

Board of Visitors Self-Assessment Summary

May 2022

6.5	Speaks with one voice, stands united behind controversial decisions	3.79	3.73	3.79	3.65
6.3	Board inspires confidence and trust of its constituents	3.57	3.5	3.71	3.67
6.4	Understands and respects who may speak on behalf of the board or the institution.	3.79	3.80	3.71	3.67

Recurring Themes:

The board works well with the president and administration and is supportive of the president's leadership. The board is cohesive and collaborative and acts in the best interest of the university.

Need to focus on succession planning, particularly for the presidency.

Access and affordability while offering world-class education - managing rising tuition and student debt. Impact of inflation. Providing adequate need-based financial aid. Demographic shifts in the U.S. are challenging our financial aid model. Need to consider what we can reasonably charge in tuiiton and still stay true to our land-grant mission.

Sustainability of the university's funding model; diversification of funding sources; increasing endowment; building financial and organizational resilience.

Align the budget with priorities. Work with administration to better prioritize strategic investment priorities along with other urgent needs. Limiting tuition increases while making significant progress on strategic issues is an ongoing challenge.

Balancing growth with need to invest appropriately in university infrastructure to support and sustain such growth. For example, IT improvements, online learning framework, capital investments.

The board's priorities are aligned with the strategic plan. The board does a good job of balancing long-term planning with short-term implementation. Development of a multi-year plan for tuition is important. The board needs to be involved in the formative stage as the strategic plan continues to evolve. Need to ensure that metrics used to assess progress are appropriate and understood by board. ERM should be a factor in guiding board decisions.

More discussion time needed for most pressing issues and highest priorities of strategic plan. Presentations should be short and concise with a statement of why board members need to know this information, which will lead to more productive discussion. More meeting time should be devoted solely to issues that the board decides it wants information about.

Attachment H

Board of Visitors Self-Assessment Summary

May 2022

Need to ensure that all relevant perspectives are heard and considered regarding major issues.
Need to better understand the challenges facing students and affecting mental health.
Work towards competitive salaries and benefits to attract/retain top talent. Need to retain mid-career faculty. Address affordable housing not only in Blacksburg but also near the Innovation Campus.
Cyber security. IT modernization and standardization across departments and campuses.
Need to ensure consistency in student experience and services across the various campuses and between undergraduate and graduate/professional students. More attention needs to be paid to the student experience/needs of international students.
Continue work to minimize sexual violence on and off campus.
Advance diversity and inclusion of the university community.
Resolve tension between academic freedom and free speech
Address disparities in resources between disciplines.
Athletics - Need to prepare for the time when the current model for intercollegiate athletics breaks so that we will have options.
Be more intentional regarding university impact on local community. The university is great for the local economy of areas where there are major campuses, but the impact is felt less in other areas of the state.