

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

9:30 a.m. – 11:30 a.m.

August 27, 2018

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

Other Board Members: Anna James

Representatives to the Board: Robert Sebek

VPI&SU Faculty and Staff: Kim O'Rourke, Ellen Banks, Patty Becksted, Lori Buchanan, Allen Campbell, Al Cooper, Martin Daniel, Karen Depauw, Jack Finney, Deborah Fulton, Lee Hawthorne, Kay Heidbreder, Sharon Kurek, Randy Marchany, Erin McCann, Heidi McCoy, Ross Mecham, Scott Midkiff, April Myers, Mark Owczarski, Patty Perillo, Dwayne Pinkney, Menah Pratt-Clarke, Scot Ransbottom, Frank Shushok, Robert Sumichrast, Brenda Van Gelder, Tracy Vosburgh, Lisa Wilkes, Chris Wise

OPEN SESSION

1. **Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
2. **Consent Agenda.** The committee approved and accepted the items listed on the Consent Agenda.
 - a. Approval of Minutes of the June 3, 2018, Meeting
 - b. Approval of Minutes of the July 19, 2018, Meeting
 - c. *Approval of the Resolution to Amend Policy to Comply with Governor's Executive Order Regarding Paid Parental Leave for University Employees
3. **Introduction of new Senior Vice President for Operations and Administration.** Dr. Dwayne Pinkney, newly appointed Senior Vice President for Operations and Administration, addressed the committee on his first three weeks at Virginia Tech, the importance of the university's motto of Ut Prosim to his decision to come to Virginia Tech, vision regarding the position, and approach to leadership.
4. ***Approval of the University Succession Management Plan.** The Committee reviewed and approved the University Succession Management Plan presented by Dr. Lisa Wilkes, Interim Vice President for Human Resources, and Mr. Martin Daniel, Associate Vice President, Human Resources Strategic Engagement.

The plan was presented in accordance with the *Code of Virginia* (§2.2-1209), which states that each public institution of higher education must prepare and present a succession plan to the Board of Visitors with a copy sent to the state Department of Human Resource Management (DHRM) by October 1, 2018. The framework, which aligns with the ongoing university HR Transformation Initiative, focuses on three areas: Workforce Development, Leadership and Executive Development, and Critical Positions Planning. Due to an increase in retirement numbers for Staff, AP Faculty, and T&R Faculty over the last five years, coupled with high turnover rates in certain positions, the planning centers on the analysis of where gaps may occur and preparing a new generation of leaders to fill them. This will be done through both internal and external recruitment, with attention emphasized on employee acquisition, management, and development in order to build both organizational capacity and competency. The plan also highlights the need to connect leadership programs with actual leadership needs in colleges and departments, for example, by integrating them into the Executive Development Institute and Management Academy programs, as well as through benchmarking and aligning with external programs to better enhance employee opportunities and talents. Virginia Tech also has several one-of-a-kind positions that cannot be found at other institutions; therefore, it is critical to identify such positions and develop programs to prepare employees to take on such roles in the future. The succession plan will be an ongoing process that requires institutional commitment and will be assessed through data analytics and stakeholder input. Upon full board approval, the plan will be implemented beginning in fiscal year 2019.

- 5. Pamplin College of Business Diversity and Inclusion Plan.** Dr. Menah Pratt-Clarke, Vice President for Strategic Affairs and Vice Provost for Inclusion and Diversity, provided a brief update on the recent Diversity Summit held on campus, outcomes of which include plans to meet with every Dean to discuss their goals and efforts within their respective schools, as well as to hire 30 underrepresented faculty members within the next year. She explained that each of the colleges has a diversity plan with four common elements, but the way they address each of those elements is unique to the culture of the respective college. She then introduced Dr. Robert Sumichrast, Dean of the Pamplin College of Business, who presented to the committee the college's diversity and inclusion successes and initiatives.

The college employs a responsibility matrix that ensures outreach to underrepresented students and employees in the areas of recruitment, engagement, education, and retention, with especially high impacts among undergraduates and faculty. In 2014, a new strategic plan was introduced that focused on building the college's community. Since its implementation, the number of Pamplin's underrepresented minority Assistant Professors has risen from 0 percent to 16 percent. Pamplin's Student Diversity Recruitment Strategy has also seen an increase of entering underrepresented students from 11 percent to 16.3 percent since its implementation in 2014. The strategy involves employer

engagement through programs and sponsorships, awarding four year scholarships, and sharing information at the High School Business Expo. To aid in the recruitment and retention of faculty, the college plans to hire a Director of Diversity and Inclusion, as well as to continue attending and hosting leadership programs and projects. Such programs include the PhD Project, which allows faculty to engage and recruit other business faculty and PhD candidates outside the University, and the Future Faculty Program, which is a Pamplin funded initiative that focuses on bringing current business students to campus to educate them on becoming a successful faculty member. Additionally, Pamplin continues to promote Alumni engagement, as alumni are encouraged to participate on advisory boards and panels, as well as act as mentors in Pamplin's Undergraduate Mentoring Program (PUMP).

- 6. Sensitive Data Protection.** Mr. Randy Marchany, University Information Technology and Security Officer, spoke to the committee on the topic of sensitive data protection, providing an overview of Virginia Tech's role as a leader in adapting to new technology, possible threats to university data as the internet continues to evolve, and the security framework put in place to combat them.

University IT Security models are akin to that of a museum, as data must be accessible to visitors, but assets have to remain protected and secured. Current threats to university data include payment card fraud, hacking and malware, insider transfer and theft, physical loss, loss/theft of portable and stationary devices, and unintended disclosure, as well as new unknown threats that are always on the horizon. The biggest threat is software applications from vendors. Currently, IT has 20 critical controls in place, designed to mitigate 80 percent of attacks, which meet both federal and state regulations regarding data and privacy protection. Protection frameworks in place include: data management through the identification of key individuals with access; data classification by identifying high, moderate, and low risks; data search through tools such as Spirion; data protection through encryption of stored and sent information; and breach/recovery protocols that are determined by all the previous frameworks. Mr. Marchany's office also operates a cyber-security lab and they administer a scholarship service program for the Hume Center. Obstacles faced by the security division of IT include availability of resources, as threats are evolving at the same rate as new technology, and staff and faculty retention due to the competitive nature of the field.

- 7. *Approval of BOV By-laws Revision.** The committee reviewed and approved a resolution proposing changes to BOV by-laws in order to comply with changes in the Code of Virginia regarding electronic meetings, a new accreditation requirement from SACS that effectively mandates board evaluations, as well as to address a board governance matter regarding the election of the Secretary to the Board.

- 7. Board Self-Assessment Process.** Mr. Mehul Sanghani and Ms. Kim O'Rourke discussed the new accreditation requirement for Board Self-Assessment and the process that Virginia Tech's Board will employ.

The Board received a proposal from the Association of Governing Boards (AGB) to assist in the self-assessment process and, as the matter falls within the scope of the Governance and Administration Committee, the committee has opted to move forward with an assessment survey. The committee will be working with AGB to develop the survey to be distributed in the spring to board members and any other participants the board might want to include. Results of the survey are then to be presented at the June meeting and a plan will be developed to address any issues indicated.

- 8. Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items for the committee, as each committee is working to develop a year-long cycle of agenda items. Topics discussed include the issue of overall student well-being, with a specific look at measures to safeguard the health of student athletes, as well as more information about the work of the HR taskforce, and any items that the Senior Vice President for Operations and Administration wishes to bring forward.

There being no further business, the meeting was adjourned at 11:28 a.m.

Pamplin College of Business Diversity & Inclusion Plan

ROBERT T. SUMICHRAST

AUGUST 27, 2018



PAMPLIN COLLEGE OF
BUSINESS
VIRGINIA TECH.

Pamplin Diversity & Inclusion Responsibility Matrix

Activity Program	Under-graduates	Masters Students	Doctoral Students	Faculty	Staff
Recruitment	Assoc Dean	Assoc Dean CBIA Director HTM Director	Assoc Dean Dir's Grad Studies BXBR Director	Deans Dept Heads	Assoc Dean Dept Heads
Engagement/ Inclusion	Assoc Dean Multicultural Diversity Committee	Dean CBIA Director HTM Director	Assoc Dean Dept Heads BXBR Director	Deans Dept Heads	Assoc Dean Dept Heads
Education/ Programs	Pamplin Multicultural Diversity Council Dept Heads	Dean CBIA Director HTM Director	Assoc Dean Dept Heads BXBR Director	Assoc Dean Dept Heads	Assoc Dean Dept Heads
Retention	Dean Dept Heads	Dean CBIA Director HTM Director	Assoc Dean Dept Heads BXBR Director	Assoc Dean Dept Heads	Assoc Dean Dept Heads

Faculty Recruiting & Retention

UR Assistant Prof: 0% in 2014; 16% today

- Hiring Director of Diversity/Inclusion
- Ph.D. Project
- Future Faculty Program
- Seek UR Faculty Feedback via Dinners/Events

Student Diversity Recruitment Strategy

Increased Entering UR students from 11% to 16.3%

- Engage employers
 - Programs
 - Sponsorships between \$1,000 and \$25,000
- New Horizons Scholarships \$20,000 (\$5,000 for 4 years)
- Freshman Merit Scholarships
- High School Business Expo

Student Engagement

- Targeted Scholarships
- PUMP
- Diversity Conference
- Diversity Case Competition
- BIG Week
 - Speaker Series
 - Ex Lapidé's "Out at Work"
- Safe Zone Training
- Ask Big Questions
- Meet & Greet Events
- Geo-Target Students on Social Media
- Student Organizations

Alumni Engagement

- Advisory Boards
 - Pamplin Advisory Council
 - Student Recruitment Committee
- Black Alumni Reunion
 - Pamplin Breakfast
 - Panel and Reception
- Women in Business Initiative

Sensitive Data Protection

*Virginia Tech Board of Visitors
Governance & Administration Committee
August 27, 2018*

Randy Marchany
University IT Security Officer
marchany@vt.edu
<https://security.vt.edu>



Threats To Our Data

- Payment Card Fraud
- Hacking/Malware
- Insider
- Physical Loss
- Portable device
- Stationary Device
- Unintended Disclosure
- Unknown

EDUs Are Museums



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https://commons.wikimedia.org/wiki/File:Mona_lisa_crowd.jpg.

Regulatory Requirements

- COVA Data Breach laws
- FERPA, HIPAA, PCI
- NIST 800-171 (CUI) Controlled Unclassified Information
- NIST 800-53 (FISMA)

- COVA HB1
- California Data Privacy law
- GDPR

- 20 Critical Security Controls
- ISO 27002

Sensitive Data Protection Strategy



Key Takeaways





*Background
Information*

Why are we a target?

- Top tier research university
 - \$521M+ research portfolio
 - No. 1 academic research institution in Virginia (NSF data)
- Mostly open network architecture
 - Fosters research, collaboration, and innovation
 - Poses a common security “challenge” among colleges and universities
- High population density
 - ~47K students, staff, and faculty
 - ~150K network nodes

Current Risk Mitigation Approaches

- Continuous Network Monitoring
- IT Security Reviews
- Vulnerability Scanning Service
- Computer Forensic Service
- Central Logging Service
- Partnerships with Cloud providers
- Minimum Security Standards
- Implementing 20 Critical Security Controls
- Two-Factor Authentication
- Security Awareness Training
- Use of RLAN and CUI network enclaves

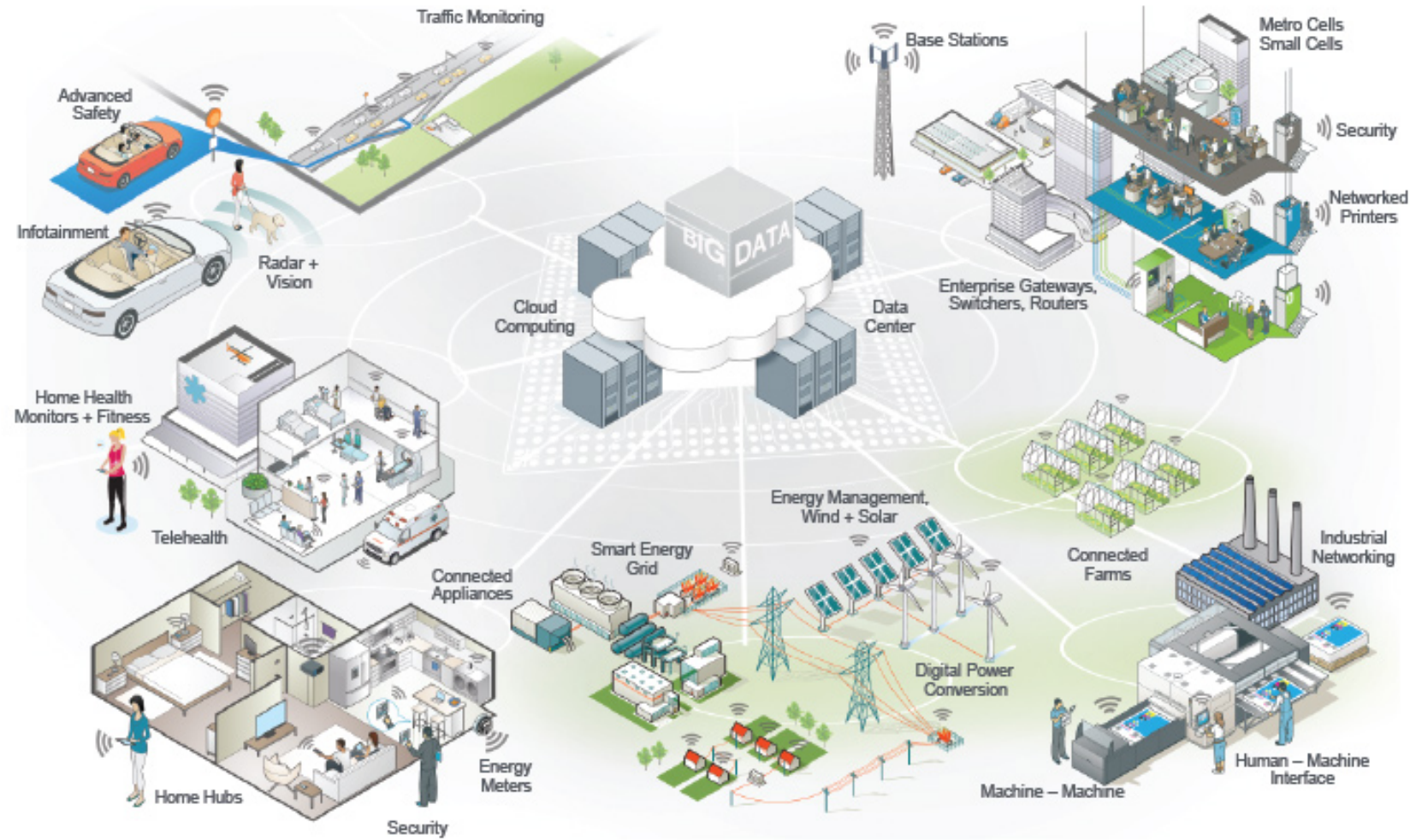
Data Classifications

- Any data covered by law or regulation
- Requires Virginia Tech to self-report to government and/or provide notice to the individual if the data is inappropriately accessed
- Loss results in significant damage to the University
- Data not generally available to the public
- Data is intended for public disclosure

Security Standards Websites

- https://it.vt.edu/content/dam/it_vt_edu/policies/Virginia-Tech-Risk-Classifications.pdf
- https://it.vt.edu/content/dam/it_vt_edu/policies/Minimum-Security-Standards.pdf
- https://it.vt.edu/content/dam/it_vt_edu/policies/Standard-for-High-Risk-Digital-Data-Protection.pdf
- <https://security.vt.edu>

ENABLING SMART CONNECTED SOLUTIONS FROM THE END NODE TO THE CLOUD



<https://www.avnet.com/wps/portal/ebv/products/product-highlights/wherever-you-are-ebv-iot-solutions-from-nxp/smart-connected-solutions/>

Museums: *Defense in Depth*



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https://commons.wikimedia.org/wiki/File:Mona_lisa_crowd.jpg.

- Control access points
 - Limited, but free-flowing, access points
 - Additional barriers around high risk assets
- Use pervasive monitoring tools
 - Cameras, motion sensors, etc.
- Provide active response
 - Guards, on-demand barriers, fire suppression
- Use recovery measures
 - Insurance
 - Tracking devices
- Assume hostiles are inside