Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

May 27, 2020

The Governance and Administration Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met on Wednesday, May 27, 2020, at 2:30 p.m. On this date, the Commonwealth of Virginia was operating under a state of emergency as declared by Governor Northam due to the COVID-19 pandemic. This was an entirely electronic meeting held via Zoom videoconference to conduct regular business as permitted by legislation passed by the General Assembly on April 22, 2020, and signed into law by Governor Northam. A quorum of the Governance and Administration Committee was present on the videoconference.

Committee Members Present: Mehul Sanghani (Chair), Dennis Treacy, Jeff Veatch, Horacio Valeiras (Rector)

Other Board Members Present: Ed Baine, Shelley Butler Barlow, Greta Harris, C.T. Hill, Letitia Long, Chris Petersen, Preston White

Also present on Zoom: Whit Babcock, Lori Buchanan, Al Cooper, Karen DePauw, Corey Earles, Kari Evans, John Ferris, Michael Friedlander, Bryan Garey, Rebekah Gunn, Kay Heidbreder, Chris Kiwus, Sharon Kurek, Angie Littlejohn, Scott Midkiff, Kenneth Miller, Kim O'Rourke (Secretary to the Board), Charlie Phlegar, Dwayne Pinkney, Menah Pratt-Clarke, President Timothy Sands, Lenore Schatz (Captioner), Tamarah Smith, Brad Sumpter, Don Taylor, Jon Clark Teglas, Tracy Vosburgh, Melinda West, Brad Wurthman, Chris Yianilos

In addition, 36 members of the university community and public viewed a live stream of the videoconference on YouTube Live.

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 accepted and approved the items on the consent agenda.

   a. Minutes of the November 18, 2019, Meeting

b. Resolution for Approval of Appointment to the Roanoke Valley Broadband Authority Board

3. **Update on Administration and Operations Transformation Initiative.** Senior Vice President and Chief Business Officer Dwyane Pinkney provided a brief update on the Institutional Excellence Roadmap and the progress of the initiative since the last briefing at the November meeting. The first phase, Organizational Design, has by and large concluded, and implementation of identified projects are currently under way. Despite changes that have had to occur in response to COVID-19, the university has been able to respond quickly and effectively, while also maintaining operations and continuing transformation efforts. In some ways, these responses have actually provided excellent opportunities to accelerate some projects identified in the first phase.

Dr. Pinkney then introduced Vice President for Finance Ken Miller, Vice President for Information Technology and Chief Information Officer Scott Midkiff, and Associate Vice President and Chief Facilities Officer Chris Kiwus to discuss specific initiatives occurring in their respective areas as a result of the ongoing transformation.

a. **Robotic Process Automation Project.** Ken Miller discussed the Robotic Process Automation Project.

The Finance areas have been working over the course of the past several years to make process improvements to reduce the amount of time necessary to complete certain tasks. To date, they have implemented electronic bill pay in the Bursar's office, as well as implemented Hokiemart for supply purchasing, which allows departments to buy products online from 57 percent of vendors utilized by the university. However, 43 percent of vendors are still issuing paper invoices, and, as the majority of those vendors are small, locally-owned businesses, it is not plausible to ask them to move to automated invoice processing. Therefore, there was still a need to manually process paper invoices. In 2018, the Finance Department hired Ersnt & Young to benchmark key processes and make recommendations for improvement, the results of which were presented to the Board in August of that year. Findings concluded that the university was functioning as best in practice in many areas, except for Accounts Payable which was still highly paper-based. Since these findings were released, the department has been working on implementing a Robotic Process Automation (RPA) program to make the invoicing process more efficient. Project leaders, Director of Finance IT Brad Sumpter and University Bursar Melinda West worked closely with the Division of IT to develop these programs. As a result, A.P. Bot and A.R. Bot are the first of six total robotic process automations to be launched in the university's Finance Department. A.P. Bot will digitize the current paper invoicing process and A.R. Bot will handle automated identification, reconciliation, and posting of bank deposits. It is anticipated that the two bots will save 2,000 business hours once

they are launched in the spring. The automation of these processes is not meant to replace current employees, but instead to lift the burden of mundane tasks in order to provide more job enrichment and satisfaction. In addition, moving to an automated system will also increase the capacity for reporting and analytics. However, a governance process still needs to be put in place and security structures need to be developed to insure data remains secure. It is also projected that once processes are established in the Finance areas, RPA will then be utilized in other departments. Additionally, the software utilized is UiPath, which has a partnership with William and Mary to allow students to utilize the technology for educational purposes, meaning there could be a future academic impact as well.

b. **IT Strategic Plan and COVID-19 Response.** Scott Midkiff discussed COVID response efforts of the Division of IT, as well as the continued progress of the IT Strategic Plan.

In response to the COVID-19 pandemic, the university had to quickly shift to all online courses, and move 80 percent of its workforce, including the Division of IT, to work-from-home status, all while understanding that health and safety were of the upmost importance. As a result, Technology-enhanced Learning and Online Strategies (TLOS) created self-paced video tutorials, support videos, and instructional sites to aid faculty during the transition, bringing in over 1,200 workshop participants, with 2,199 self-paced tutorial users, 5,009 support videos watched, and 3,640 faculty members using the "Move Your Course Online" site. From March 11 to May 1, the university saw the creation of 1,004 new Canvas courses, over 46,000 instructional videos uploaded, and an average of over 3,000 daily Zoom meetings, not including those on the Zoom account that had to be created specifically for maintaining compliance with HIPAA regulations for personally identifying information (PII). As employees and students moved off campus, there was a need for increased Virtual Private Network (VPN) capacity, as well as loaner computers, and continued user support. Wi-Fi was provided in certain parking lots for those who did not have Wi-Fi access from their homes. In addition, the division also had to assist in adapting paper-based processes to digital versions, along with other enterprise system changes. The Division could not have successfully accomplished this shift so quickly if not for its employees, partnerships with IT personnel within other departments, and the technology and systems that were already in place prior to the pandemic. Working to accomplish these tasks was not without cost, as investments had to be made in VPNs, the accessibility checking tool, CALM, domain-specific tools such as those related to virtual labs, and the hours it took to make the shift a possibility. Response efforts also provided insight into how to look at more virtual learning opportunities for faculty while building expertise internally among faculty members and those who support them. Throughout all these efforts, the division still continued its work as outlined in the IT Strategic Plan. For example, the division is actively working to enhance data management through the modernization of the existing Data

Warehouse to Data Lake, which will provide a flexible and secure way to provide data and predictive analytics. The division is also moving forward in the creation of the Data Governance Council, although efforts have been slowed due to COVID, in order to move the Division into a more strategic position rather than simply transactional. They are also working collaboratively with the Senior Vice President and other areas to identify and prioritize existing and upcoming projects.

c. **Procurement Center of Excellence.** Chris Kiwus discussed the Procurement Center of Excellence.

The university currently designates about $100 million a year to capital construction contracts. For the past 15 years, these contracts have been delegated to a team within Facilities consisting of three full-time employees and one half-time employee. Upon assessment by the Deloitte team as part of the transformation initiative, the Procurement Center of Excellence was introduced to model best practices, increase efficiencies, and allow a strategic approach to procurement, as well as enhance customer service. In response, the Associate Vice President and Chief Facilities Officer met with the Director of Procurement to discuss options. As a result, Facilities transferred contracting personnel to the Procurement department in January of 2020, along with oversight of the Construction and Professional Services Manual, and all active and future capital procurement projects. This change not only increases efficiencies and improves stewardship by providing more checks and balances, but also allows for cross-training and career development for both the contracting personnel and the 23 individuals within Procurement.

4. **InclusiveVT Update.** Menah Pratt-Clarke, Vice President for Inclusion, Diversity, and Strategic Affairs, provided an update on InclusiveVT initiatives.

Dr. Pratt-Clarke reviewed the goals of the Strategic Plan and InclusiveVT, which include increasing representational diversity and cultural competency, as well as addressing critical societal issues impacting humanity and equity. The university is continuing its efforts toward diversity integration in departmental strategic plans, working with diversity directors, who are now present in all colleges across campus. Diversity integration efforts will be considered this year in the PIBB budgeting model employed in the academic areas. There are several resources and programs to promote diversity and inclusion for students, such as the Student Opportunities and Achievement Resources (SOAR) program, the Black College Institute, Cultural and Community Centers, and financial support. These programs continue to grow, as the Black College Institute received 755 applications in 2020, and had 450 rising high school juniors and seniors in total attend virtually. The Office for Inclusion and Diversity hosted the Faculty Women of Color in the Academy Conference this past spring. Despite having to do so virtually due to COVID-19, 350 women attended. Other initiatives related to faculty include the Future Faculty Development Program and the

Target of Talent Program. In terms of outreach, InclusiveVT began hosting the Making the Chair Fit InclusiveVT Conversations, continued offering scholarships, and received gifts to SOAR and OID. Scholarship applications have increased, as this year the department received 500 applications for the five that are available, making it a goal to raise funds in order to offer more in the future. Inclusion and Diversity education around campus has also increased, having yielded 17 micro-learning videos with 16 presenters, 14 downloadable discussion guides and 1,210 views since July 2019.

5. **Briefing on Families First Coronavirus Response Act.** Vice President for Human Resources, Bryan Garey, briefed the committee on the Families First Coronavirus Response Act.

   The Families First Coronavirus Response Act (FFCRA) was passed by Congress, to provide emergency paid sick leave or expanded family medical leave for university employees from April 1 through December 31, 2020. The act gives the university the option to exempt health care providers and emergency responders under their employ. Peer institutions such as UVA, VCU, and William and Mary have already implemented said exemptions. The Division of Human Resources recommends implementing the exemptions at Virginia Tech, with the caveat that paid sick leave under FFCRA will be available for exempted employees in the case that they should contract the virus or require quarantine in order to stop the spread of the virus. To date, Human Resources has utilized the FFCRA benefit for 51 requests, two-thirds of which were under the paid expanded and medical leave benefit for childcare. Enacting the exemptions will ensure the continuity of operations necessary to protect the public at this time.

6. **NCAA Regulations and Wi-Fi in Lane Stadium.** Athletics Director Whit Babcock introduced Senior Associate Athletic Director for Internal Operations Angie Littlejohn and Senior Associate Athletic Director for External Operations Brad Wurthman, who provided an update regarding the NCAA name, image, and likeness regulations, as well as discussed Wi-Fi in Lane Stadium.

   Currently, the university is permitted to utilize the name, image, and likeness of its student-athletes for commercial purposes, such as on tickets, posters, social media, etc. Other charitable, educational, and/or nonprofit organizations can use them as well under specific circumstances. However, non-student-athletes have the ability to promote brands and other merchandise with their name, image, and likeness for profit if they so choose, while student-athletes are prohibited from doing so. On April 29, 2020, the NCAA approved rules and guidelines that would allow student-athletes to receive similar opportunities to that of their peers. Such guidelines include maintaining an emphasis on education, creating a clear distinction between collegiate and professional athletics, and ensuring that students are not employees of the university, and that compensation for play and recruiting enticements are prohibited. The NCAA, along with the ACC, is currently communicating with Congress to create a federal law

that would supersede state laws related to name, image, and likeness, and that would also provide protection against legal proceedings while also adhering to the rules established. The anticipated results of this NCAA change include increased compliance monitoring and reporting, as it is not likely that students will receive a deal related to name, image, and likeness until they arrive at Virginia Tech. However, recruitment issues that could arise remain a large concern.

Connectivity in Lane Stadium is currently limited, despite the increased expectation of fans to have network access regardless of location. As a result, fans are unable to utilize their smart phones or devices as they would like, and the university cannot offer mobile ticketing options. Therefore, the integration of wi-fi into the stadium would not only increase the mobile experience for patrons, but also create the opportunity for seamless logistics for games, graduation, and other events. Installation of wi-fi would require approximately $5 million to complete, and the investment still needs to be found. However, adding wi-fi would result in additional revenue from users and sponsors, as well as reduce printing prices with mobile ticketing. Additionally, it also helps maintain safety, as it will decrease person-to-person interaction and ensure connectivity should an emergency arise.

7. **Board Self-Assessment Results.** Mr. Mehul Sanghani called on Kim O'Rourke to discuss the results of the 2019-20 Board Self-Assessment.

   This is the second year that the Association of Governing Boards has assisted in the Board Self-Assessment. There was 100 percent participation of the Board members, the constituent representatives and the eight administrators that work most closely with the Board. The survey consisted of both numerical and open ended questions. In general, the Board continues to function well, and has seen a number of improvements since its last assessment. Areas related to ensuring that the university maintain high quality talent should remain a focus for the upcoming year, as well as the university funding model, affordability, diversity, and the overall educational value of Virginia Tech. The Board also plans to maintain its stance on hearing all sides for critical issues before making decisions. Issues that have been addressed are those related to succession planning, having relevant data and relying on dashboards and metrics to help inform decisions, as well as the administration being held accountable for risk management. New goals for this year include recovering from the impacts of COVID-19 and adapting plans based on lessons learned.

8. **Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items, including an update on the Operations and Administration Transformation Initiative, and wi-fi in Lane Stadium. He then offered closing remarks and request a motion for adjournment.

There being no further business, the meeting adjourned at 4:31 pm.

Welcome and Opening Remarks
By: Mr. Mehul Sanghani

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

November 18, 2019

Committee Members: Mehul Sanghani (Chair), Dennis Treacy, Jeff Veatch

Other Board Members: Horacio Valeiras (Rector), C.T. Hill

Representatives to the Board: Tamarah Smith, Madelynn Todd

VPI&SU Faculty and Staff: Whit Babcock, Richard Blythe, Alexa Briehl, Lori Buchanan, Allen Campbell, Al Cooper, Kevin Foust, Ron Fricker, Deborah Fulton, Bryan Garey, Rob Glen, Debbie Greer, Kay Heidbreder, Travis Hundley, Sharon Kurek, Jamie Lau, Kim Linkous, Angie Littlejohn, Ken McCrery, Scott Midkiff, April Myers, Kim O'Rourke, Dwayne Pinkney, Tim Sands, Jon Clark Teglas, Tracy Vosburgh, Lisa Wilkes

VPI&SU Students: Chris Finch, Haley Jernigan, Isaac Poe

OPEN SESSION

1. **Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants. He noted that three of today's agenda items address areas of enterprise risk for the university: IT security and operations, athletics, and leadership and governance.

2. **Consent Agenda.** The committee approved the items listed on the Consent Agenda.

    a. Minutes of the August 26, 2019, Meeting.
    b. Approval of Revised Charter for the Compliance, Audit, and Risk Committee

3. **InclusiveVT: Focus on the College of Architecture and Urban Studies.** Dean of the College of Architecture and Urban Studies (CAUS), Dr. Richard Blythe, updated the committee on the college's diversity and inclusion successes and initiatives.

    Currently the college consists of 2,446 undergraduates, 329 graduate students, and 181 students working toward their PhDs. While these students represent a myriad of states and countries, 63 percent of this year's student population within

the college identify as Caucasian. Of the 189 college faculty members, 31 identify as an underrepresented minority and 75 as female. In 2017, CAUS began hosting a public exhibition each fall during *InclusiveVT Week*. The 2018 exhibit entitled "Micro-aggressions Stories @ VT," included various narratives from the college faculty, staff, and students describing the personal daily impact felt due to microaggressions related to race, ethnicity, gender, age, mental health, and political affiliation. That same fall, the college collaborated with the Perspective Gallery in Squires Student Center on "Community Narratives: VT," which featured portrait narratives in which each individual photographed shared what diversity means in their lives. The college also hosts a panel discussion each fall entitled "Intersections: Cross Disciplinary Conversation about Social Justice and the Built Environment," that features faculty across colleges and involves topics related to inclusion and diversity, among others. Each year the panel focuses on a broad theme, such as 2017's "Identity: Specifically, in Appalachia," 2018's "Privilege, and Environment Resiliency," and most recently, "Aging and Place, and Migration." Discussions are open to the public, as well as to the campus community, as are the exhibitions. Additionally, the college brings in scholars and professionals whose work relates to inclusion and diversity in honor of MLK week, Black History Month, and Women's month, each spring, including past speaker, Ed Jackson, the executive architect for the MLK memorial. Students of the college also had the opportunity to collaborate with artist Willie Cole and the School of Visual Arts during Sustainability Week in 2018 on the Bottle Stacks installations. This fall, the college's diversity committee began reviewing curriculums within its 10 disciplinary focuses to identify where integration of diversity and inclusion efforts into course content could strengthen further understandings and practices. The college is also currently in discussion of hiring an Associate Dean who will be responsible for inclusion and diversity matters. Future initiatives include efforts to enhance underrepresented and minority student engagement, increasing the number of alumni events that feature underrepresented and minority speakers, developing a communication strategy and implementation plan, and reviewing intentional hiring practices and committee compositions.

4. **IT Security** (enterprise risk)**.** Dr. Scott Midkiff, Vice President for Information Technology and Chief Information Officer, provided the annual update on IT security.

Since the introduction of the personal computer, Virginia Tech's Division of Information Technology has supported the "Bring Your Own Device" model with the belief that data is meant to be shared, but also properly secured. As a result, the university operates on a zero-trust network, in which all machines must be properly secured and monitored regardless of physical location. During the month of October 2019, the wireless network supported a daily average of 65,830 unique devices that generated roughly 66 terabytes of traffic per day, a statistic that does

not include the traffic generated by the 36,529 devices that operated on the wired network daily during the same time frame. The university is exposed to risk from both internal and external threats, from the loss of services to the loss of financial and personal data as well. Additionally, the division must also be concerned with compliance risks imposed by heightened regulations and requirements that often require significant resources to meet. In an effort to mitigate all types of risk, the division continuously monitors the network and provides security awareness training, while also utilizing the Center for Internet Security's 20 Critical Controls to ensure minimum security standards are met. In July 2016, the university began to utilize multifactor authentication methods in an effort to reduce the amount of cyber-attacks. Efforts have proved successful, as the number of attacks has significantly decreased since implementation, with only a few instances occurring within the past three years. However, it is important to note that multifactor authentication is not completely immune to phishing attacks, as threats evolve and change at the rate of changing technology. Along with multifactor authentication requirements, the division has also invested in Central Logging Services that allow for continuous monitoring of equipment and servers utilized across campus, ingesting 300 gigabytes of data per day and storing up to six months' worth at a time. In order to protect the university's research data, the division has implemented a Controlled Unclassified Information (CUI) framework that operates 110 security controls, as well as an Electronic Protected Health Information (ePHI) framework that operates 18 security controls and covers HIPAA requirements. The top three challenges for the division include the security of in-house and vendor software, cybersecurity awareness among users, and software updates and patching. In an effort to increase knowledge of risks and bring up the next generation of Information Technology Professionals, Virginia Tech's Division of IT also supports the Virginia Cyber Range. As such, the university partners with 21 community colleges and 13 universities in the Commonwealth, as well as with half of the state's public high schools, including all four located in Montgomery County where the Blacksburg Campus resides, in order to further educate students on cybersecurity. Over this past summer, the U.S. Cyber Range Initiative was announced and the university plans to begin engaging and supporting cyber security education outside of the Commonwealth in the near future.

5. **Institutional Excellence Initiative: Transforming the Administrative Enterprise – Project and Timeline Identification.** Dr. Dwayne Pinkney, Senior Vice President and Chief Business Officer, updated the committee on the ongoing Initiative, which included the identification of specific projects.

   With the initial assessment of the Senior Vice President's areas having been completed in August, focus has shifted to building effective and efficient organizational structures, before moving into the second phase of the project. Some institutional changes have already launched in lieu of observations made

within the first year of the project, but various teams across the university must still be engaged in conversations in order to confirm that items identified are actually the items that need to be addressed. Recently, the Senior VP hosted a retreat for the Senior Leadership Team to discuss future initiatives that may not necessarily have enterprise-wide impact, but will still affect their specific areas of responsibility. Each project will be assigned a project leader who will be responsible and accountable, and teams will also be assigned to facilitate the work of each portfolio. The prioritizing and planning of each project will center around the level of risk and anticipated impact, with those rated higher being the primary focus at this time. The recent re-organization to create the Safety and Security Team has allowed for a more integrated response and planning method in that realm, and it is anticipated that with the search for the new Vice President for Campus Planning, Infrastructure, and Facilities beginning soon, the same will be facilitated in that realm as well. Sibson Consulting was selected to assist in a more in-depth analysis of the university's financial model, as well as its information technology processes, in order to assist in the identification of effective and efficient practices, as well as potential areas of improvement. Vice President for Information Technology and Chief Information Officer, Scott Midkiff, along with Vice Provost for Academic Resource Management, Ken Smith, have been appointed to lead the University Data Governance Council Initiative in an effort to determine a more proactive and managed data governance approach that can be applied across the enterprise. Currently, the project has yielded a draft Charter for an Executive Data Governance Council, and next steps include the drafting and review of new or revised policies establishing the data governance framework, as well as the appointment of members and a set schedule for the Data Governance Council. With the expiration of the current power purchase agreement with AEP set to expire, an assessment of the Virginia Tech Electric Service (VTES) business model has been scheduled, as it has been identified by Deloitte as an excellent opportunity to implement efficient, cost-effective operating principles. In conducting the review, more informed decisions can be made regarding the long-term operating strategy and utility agreements that will make a significant and immediate impact on the enterprise. The President also recently appointed Dr. Pinkney as Chair of the Climate Action Committee, which is charged with the review and renewal of the university's current practices in regards to combatting climate change with the assistance of faculty experts. Additionally, Business Services is also evaluating the model for residential package delivery in favor of a more centralized student locker system that will further protect students and facilitate more convenient delivery practices. Next steps for the overarching initiative include continued framework communication and prioritization and identification of projects and project leaders, as well as working to build the in-house capacity to support current projects and anticipated improvement efforts. The committee will receive an update on the project, as well as a timeline of future work, at the June meeting.

6. **ACC Network Update, Basketball Alcohol Sales Guidelines, and new NCAA Legislation** (enterprise risk). Mr. Whit Babcock, Director of Athletics, and Ms. Angie Littlejohn, Senior Associate Athletics Director for Internal Operations, provided an update on the ACC Network following its official launch in August 2019, as well as presented the proposed guidelines for alcohol sales at home basketball games this upcoming season. Mr. Babcock also discussed the recent legislature decision in California to provide monetary compensation for student athletes.

Since its launch in August, the ACC Network has exceeded initial distribution expectations, having been picked up by six additional cable providers earlier than anticipated. Despite achieving both national and international exposure, Xfinity Comcast, a major distributor in the Blacksburg community that is currently utilized on campus, has yet to pick up the network. In response, a campaign encouraging fans to reach out to Xfinity has been initiated, in hopes that the company will revisit is contractual agreements ahead of schedule. The network broadcasts all live home events, each of which involves 60 to 80 students in some capacity. Virginia Tech is unique in that it operates with an all student broadcasting staff, aside from those mandated by the ACC. The students are also led by a team of former Hokies who once worked for the SEC, but have since returned home to their ACC roots. Students are recruited by word of mouth and advertised interest meetings, and there are no curriculum requirements in place as individuals from all areas of study are encouraged to participate. There is also a task rotation in place for each broadcast, so that students are able to learn all facets of a live broadcast and find their niche. Athletics also announced that they will join many of their ACC peers, as well as other schools within the BIG 10, by permitting alcohol sales at all major sporting events. Prior to this year, alcohol was only allowed in specialized areas of English Field, Hokie Village, and the club areas of Lane Stadium, but will now include Cassell, the softball park, Thompson Field, and the Rector Field House as well. While concerns have been raised as to how the decision to do so might negatively affect the university, data shows among peer institutions that the selling of alcohol on premise has actually lowered the amount of alcohol-related incidents at events. Additionally, Athletics has full support of the VTPD in place for each event and all servers have been trained to request IDs from every customer, as well as how to spot fake ones, in order to ensure that no underage drinking occurs on premise. On October 29, the NCAA released information regarding its decision to allow student-athletes the opportunity to benefit from the use of their name, image, and likeness. However, there will be very strict parameters but in place to ensure that said opportunities cannot be used for recruitment purposes, as well as to reduce the risk of college athletics becoming equivalent to pro-sports.

7. **Board Self-Assessment** (enterprise risk)**.** Mr. Mehul Sanghani discussed the future Board Self-Assessment.

   The committee reviewed the survey questions utilized in the most recent self-assessment and determined that any suggestions regarding said questions should be submitted to the Secretary to the Board, Kim O'Rourke, by December 1, 2019.

8. **Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items for the committee, which is moving to a biannual schedule. The committee will next meet in June 2020, at which time the results of the 2020 self-assessment should be available. The committee will also expect to hear more from Dr. Pinkney about the transformation initiative, from Mr. Garey about the ongoing improvements in Human Resources, and from Athletics on updates regarding new NCAA regulations, as well as Wi-fi in Lane Stadium. He then requested a motion for adjournment.

There being no further business, the meeting adjourned at 11:23 a.m.

Placeholder

Placeholder

RESOLUTION FOR APPROVAL OF APPOINTMENT TO THE
ROANOKE VALLEY BROADBAND AUTHORITY BOARD

WHEREAS, the Roanoke Valley Broadband Authority Board was established in 2013 by concurrent resolutions of the Board of Supervisors of Roanoke County, Virginia, the Board of Supervisors of Botetourt County, Virginia, the Council of the City of Roanoke, Virginia, and the Council of the City of Salem, Virginia, and its Articles of Incorporation pursuant to the provisions of the Virginia Wireless Services Authorities Act, Chapter 54.1, Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the Authority has established its network footprint in the Roanoke Valley and now serves major education and research institutions in the Innovation District of the City of Roanoke and similar configurations in other valley localities; and

WHEREAS, the Authority continues to expand its network and serve the Roanoke Valley to support its mission and mandate; and

WHEREAS, the Authority continues to examine and evaluate new service areas and delivery methods to support the economic development and well-being of the region; and,

WHEREAS, the Authority has obtained approval for the addition of Members representing Virginia Polytechnic Institute and State University and Carilion Clinic; and

WHEREAS, the Board seat representing Virginia Polytechnic Institute and State University, having a term of four years (with the initial appointment being for two years), is to be appointed by the University Board of Visitors and subsequently approved by the Roanoke Valley Broadband Authority; and

WHEREAS, the university's Vice President for Information Technology and Chief Information Officer role as CIO includes the facilitation of broadband infrastructure collaborations for regional research, education, and economic development objectives;

NOW, THEREFORE, BE IT RESOLVED, that Dr. Scott F. Midkiff, Virginia Tech's Vice President for Information Technology and Chief Information Officer, be appointed to the Roanoke Valley Broadband Authority Board to serve through December 12, 2022.

<u>RECOMMENDATION</u>:

That the Board of Visitors approve this resolution.

Presented June 2, 2020

Update on Administration Operations Transformation Initiatives
by: Dr. Dwayne Pinkney

Robotic Process Automation Project
by: Mr. Ken Miller

VIRGINIA TECH™

Report on Efficiencies: Robotic Process Automation

KEN MILLER, VICE PRESIDENT FOR FINANCE
AND ASSISTANT VICE PRESIDENT FOR FINANCE AND
UNIVERSITY CONTROLLER

MAY 27, 2020

Introduction of Robotic Process Automation to Virginia Tech

VIDEO

PROJECT OVERVIEW

- ✓ Discovery and Research
- ✓ RPA Enablement
- ☐ Deploy Initial Automations
- ☐ Scale to Enterprise

INITIAL AUTOMATIONS

- ✓ Increase efficiency and productivity in accounts payable and cash receipts
- ✓ Create capacity
- ✓ Accelerate cycle times
- ✓ Enhance visibility and analytics

NEXT STEPS

❑ Complete process analysis and prioritize finance shortlist

❑ Design solutions for next automations

❑ Introduce to Campus

DISCUSSION

INFORMATION TECHNOLOGY
COVID-19 Response
Strategic Plan Update

SCOTT F. MIDKIFF
Vice President for IT & CIO

JUNE 23, 2018

COVID-19 RESPONSE: IT PRIORITIES

❶ Enable Virginia Tech's faculty to shift to 100% remote teaching in less than two weeks

❷ Enable Virginia Tech's workforce to shift to mostly work-from-home

❸ Shift our own Division of IT workforce to mostly work-from-home

❹ Take care of ourselves, our families, and each other

From March 11 – May 1

TLOS Instructional Continuity Resources

6,152: New visitors to TLOS's website (a **947%** increase)

2,199: Visitors to TLOS's self-paced video tutorial site

5,009: Instructional support videos watched

3,640: Faculty users of TLOS's "Move Your Course Online" Canvas site

TLOS Professional Development Offerings

63: Number of workshop sections

1,200+: Number of attendees

"The folks in TLOS have done great work to help make things work in these challenging times! I just wanted to say THANKS!"

— Bill Knocke
W. Curtis English Professor
Civil & Environmental Engineering

ONLINE SERVICES BY THE NUMBERS

From March 11 – May 1

Canvas

1,241,451 : Average daily page views

49%: Depth of use

1,004: Total new canvas courses

Zoom

3,147: Average daily meetings

23,090: Average number of participants

>1 Million Minutes: Average Daily meeting time

Kaltura

46,239: Videos added to Kaltura

648K+: Total videos played

11.5 million: Minutes of video viewed

14K+: Video views with captioning turned on

HIPAA Zoom

132: Active user accounts

250: Average hours per day

IT RESPONSE BEYOND TEACHING

Security

- Increase Virtual Private Network (VPN) capacity
- Security awareness for work-from-home risks
- Security awareness for spear phishing threats

Business Processes

- Enterprise systems changes, e.g. for new grade options and effort reporting
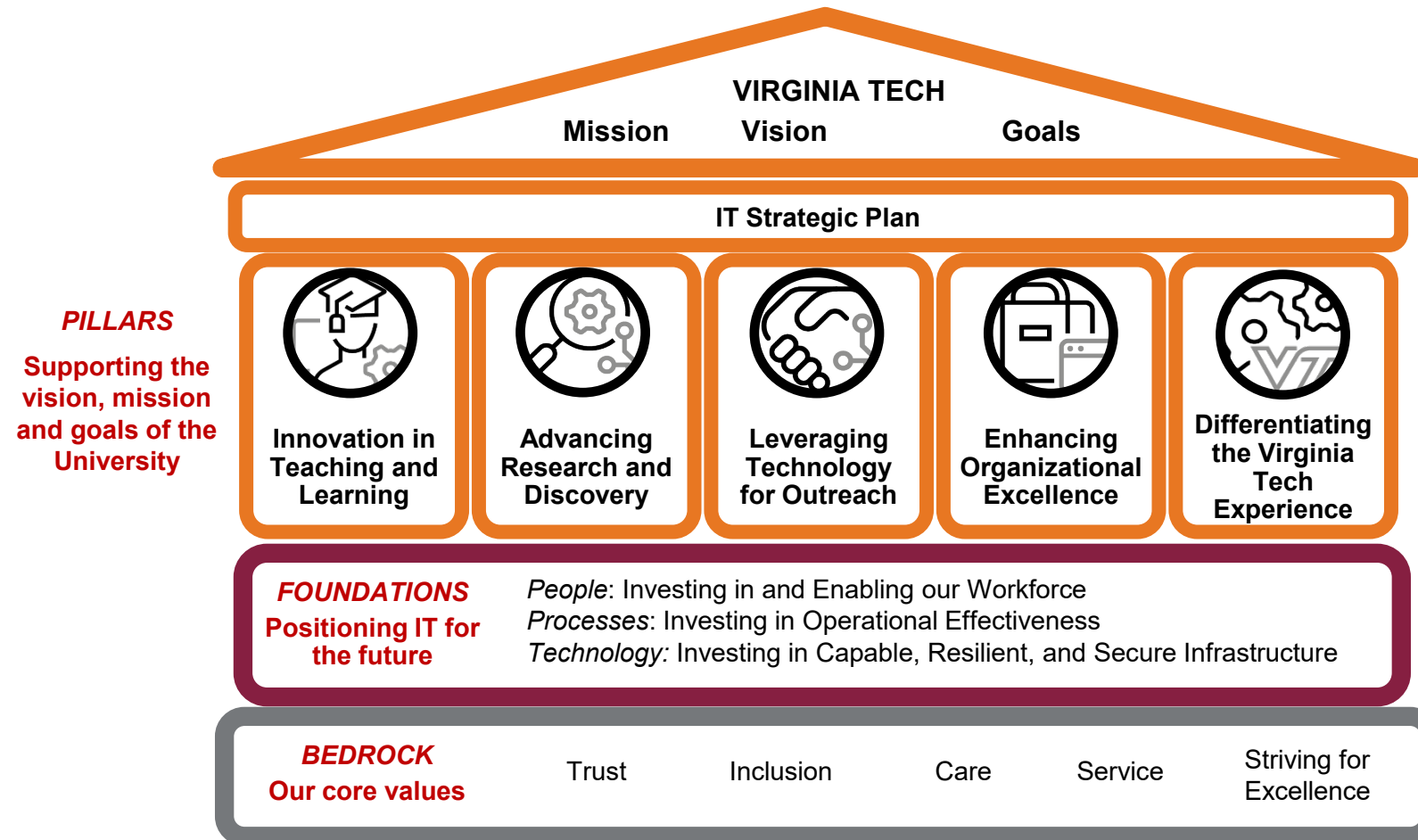- Supporting functional units that needed to adapt paper-based processes

Access

- Loaner computers for employees and students
- Supporting Wi-Fi in Virginia Tech parking lots
- User support

Continuing Operations

- Help desk
- High-performance computing
- Email, collaborative tools
- Identity and access management
- Network and data center operations

IT STRATEGIC PLAN

VIRGINIA TECH

Mission   **Vision**   **Goals**

IT Strategic Plan

PILLARS

Supporting the vision, mission and goals of the University

Innovation in Teaching and Learning

Advancing Research and Discovery

Leveraging Technology for Outreach

Enhancing Organizational Excellence

Differentiating the Virginia Tech Experience

FOUNDATIONS
Positioning IT for the future

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

BEDROCK
Our core values

Trust   Inclusion   Care   Service   Striving for Excellence

https://it.vt.edu/content/dam/it_vt_edu/strategic-documents/IT-Strategic-Plan-2020-02-25.pdf

IT PROCESS INITIATIVES

Working in Partnership with Stakeholders	Identifying and Eliminating Barriers	Using Best Practices to Deliver our Services
Develop Enterprise-Wide Technology Roadmaps through Effective IT Governance	Improve IT Asset Purchase and Management	Create Communities of Practice and Centers of Excellence
Establish a Data Analytics Community of Practice	Automate Paper-based IT Processes	Create a Center of Excellence for the Common Application Platform
	Improve Methods and Tools for Collaboration	Implement Portfolio Management
	Investigate Centralized Software Funding Model	Advance Business Relationship Management Practices

Administrative Transformation Initiative

The IT Operational Plan is aligned with the Administrative Transformation Initiative

Data Program

- Data Management
- Data Analytics
- Data Governance

Technology Roadmaps

- IT Governance and Planning
- Technology Roadmaps

COLLABORATION OF EFFICIENCIES:TRANSFORMING CAPITAL CONSTRUCTION PROCUREMENT ACTIVITIES

A JOINT EFFORT OF THE PROCUREMENT AND FACILITIES DEPARTMENTS

MAY 27, 2020

Virginia Tech

Background

Historically, a "delegated unit"

- Capital construction procurement and contracting was a "delegated unit" for prior 15 years
- Housed and supervised within the Facilities Department
- Responsibilities included:
  - Procuring and negotiation of capital construction projects (all projects greater than $3M in value)
  - Contract administration of all active capital construction projects

Procurement Center of Excellence

- Key objective in last year's Deloitte Report
- Models best practices and efficiencies
- Customer service focus
- Strategic procurement activities

Change and Benefits

The Change

- Facilities Department transferred capital construction procurement activity to the (central) Procurement Department in January 2020, including:
    - 3.5 FTEs
    - Construction and Professional Services Manual (Maroon Manual) oversight
    - All related capital procurement projects (active and future)

The Benefits

- Improved checks and balances
- Improved 'bench strength', cross-training, and career development
- Increased collaboration with peers
- Standardized procurement protocols

Questions?

InclusiveVT Update
by: Dr. Menah Pratt-Clarke

VIRGINIA TECH™

Inclusion and Diversity

MENAH PRATT-CLARKE, JD, PHD
VICE PRESIDENT FOR STRATEGIC
AFFAIRS AND DIVERSITY

MAY 2020

Advancing Beyond Boundaries:Values and Priorities

Knowledge and Innovation

Opportunity and Affordability

Diverse and Inclusive Communities

Excellence and Integrity

Elevate the Ut Prosim Difference

Be a Destination for Talent

Advance Regional, National, and Global Impact

Ensure Institutional Excellence

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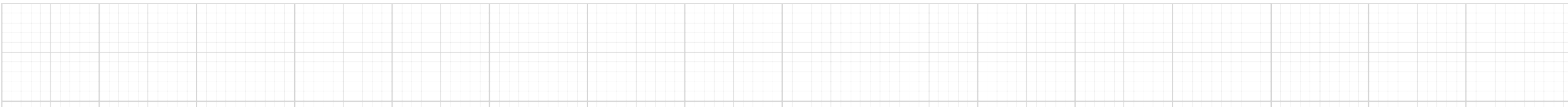
Strategic Plan Goals and InclusiveVT Goals

Goal 2: Increase Cultural Competency

Goal 3: Address critical societal issues impacting humanity and equity

Goal 1: Increase Representational Diversity

Representational Diversity

Campus Climate

Sustainable Transformation

Academic Mission

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Diversity Integration

Reviewing Strategic Plans for integration of diversity and inclusion objectives

Reviewing Diversity Implementation Plans for units

Working with college-level Diversity Directors

Integrating goals into PIBB budget

STUDENTS

- Student Opportunities and Achievement Resources
- Black College Institute
- Cultural and Community Centers
- Financial Support (1100 applications)

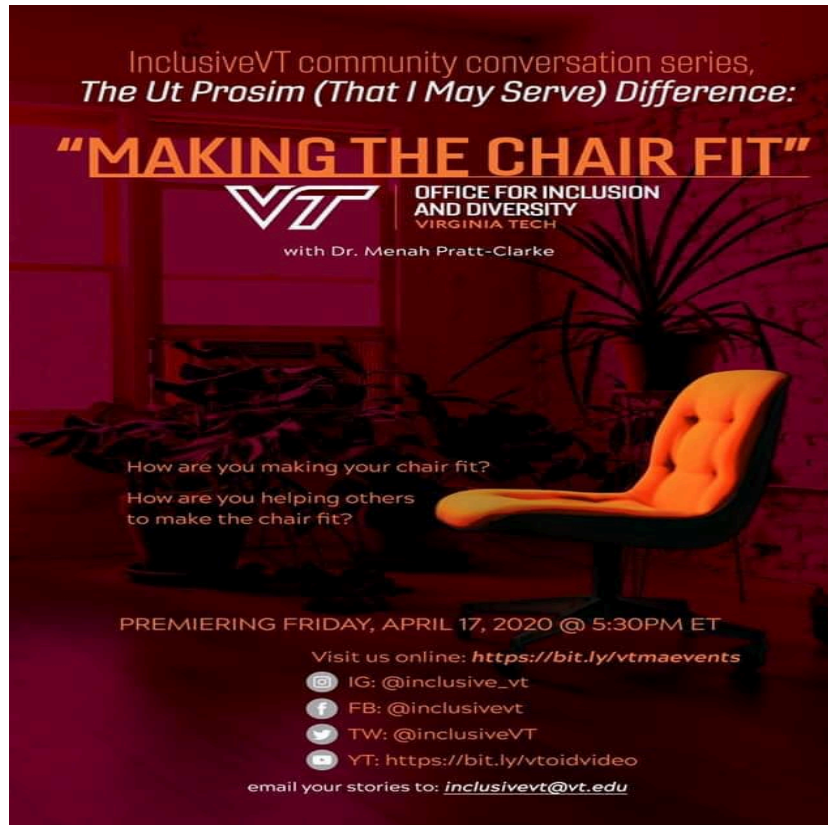| Cycle	Applications	Accepts	Yield
Fall 2019	89	72%	55%
Fall 2020	183	79%	54%

Black College Institute Impact

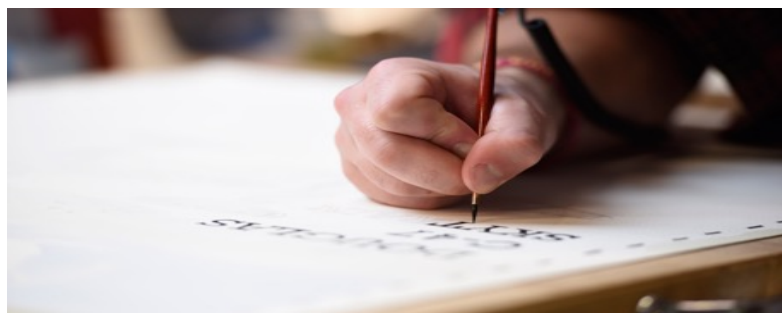- 2020: 755 applications; 450 participants

FACULTY

- Future Faculty Development Program
- Faculty Women of Color in the Academy
- Target of Talent Program

ADVANCEMENT

- Making the Chair Fit InclusiveVT Conversations
- Scholarships (500 applications)
- Gifts to SOAR and OID

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EDUCATION

Since July 2019:
17 micro-learning videos
16 presenters
14 Insights have downloadable discussion guides
1,210 total views are counted to date (5/14/20)

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THANK YOU!

Questions

**FAMILIES FIRST CORONAVIRUS RESPONSE ACT
ANALYSIS TO EXEMPT HEALTH CARE PROVIDERS
AND EMERGENCY RESPONDERS**
https://www.dol.gov/agencies/whd/pandemic/ffcra-employer-paid-leave

The Families First Coronavirus Response Act (FFCRA) is an act of Congress advanced to alleviate the economic impacts of the coronavirus pandemic. University employees can access the leave benefit provided for under FFCRA in the form of emergency paid sick leave or expanded family and medical leave. The paid sick leave benefit allows employees up to 2 weeks of leave for qualifying reasons (#1-3, 4, and 6) related to COVID-19. The paid expanded family and medical leave benefit (reason #5) allows employees up to 12 weeks of job-protected absence from work to care for a child whose school or place of care is closed. FFCRA leave provisions are effective April 1, 2020 and end December 31, 2020.

FFCRA permits the university the option to exempt health care providers and emergency responders. Maintaining appropriate exemptions would afford the university the ability to protect its employees, while also ensuring the continuity of essential operations required to protect public health from COVID-19.

Peer institutions in the Commonwealth have exempted health care providers and emergency responders. For example, the University of Virginia exempts UVA Health (including the Medical Center, School of Medicine, School of Nursing, and the Health Sciences Library) team members. VCU directly demonstrates it is not required to provide emergency paid sick leave and expanded family and medical leave to health care providers and emergency responders and delegates to management the responsibility of reviewing any related requests on an ad-hoc basis. The College of William and Mary claims the health care provider and emergency responder exemptions under FFCRA.

The Division of Human Resources, in consultation with the senior management areas, recommends exempting health care providers and emergency responders from FFCRA. The university will nonetheless provide paid sick leave under FFCRA, reasons #1-3, to the contemplated exempted employees in the case of their own COVID-19 illness, or required quarantine, in order to stop the spread of COVID-19. To date, Human Resources has administered 51 cases of requests for the FFCRA benefit. Two-thirds of such requests fall under the paid expanded family and medical leave benefit for childcare, reason #5, and serve as placeholders submitted by employees for the summer, and possibly the fall, if primary and secondary schools and places providing childcare do not open on time. The remainder of the requests are for reasons #1-3.

Implementation of these narrow exclusions aligns with FFRCA, will ensure continuity of essential university operations necessary to protect public health from COVID-19, and is an approach applied by representative, peer institutions.

HR Matter
by: Mr. Bryan Garey

May 2020 Intercollegiate Athletics Report to the Governance & Administration Committee of the Board of Visitors

Name Image and Likeness

What is Name Image and Likeness?

- Student-athlete's name; or any picture, image, rendering, etc. that resembles a current student-athlete

What is Currently Permissible?

- VT permitted to use for commercial purposes
- Posters, schedule cards, Hokie Club materials, tickets, social media etc.
- Charitable, educational and nonprofit organizations permitted to use under certain circumstances.

Principles and Guidelines (NCAA)

- Assure student-athletes are treated similarly to non-athlete students unless a compelling reason exists to differentiate.
- Maintain the priorities of education and the collegiate experience to provide opportunities for student-athlete success.
- Ensure rules are transparent, focused and enforceable and facilitate fair and balanced competition.
- Make clear the distinction between collegiate and professional opportunities.
- Make clear that compensation for athletics performance or participation is impermissible.
- Reaffirm that student-athletes are students first and not employees of the university.
- Enhance principles of diversity, inclusion and gender equity.
- Protect the recruiting environment and prohibit inducements to select, remain at, or transfer to a specific institution.

NCAA Next Steps

Engagement with Congress

- To ensure federal preemption over state name, image and likeness laws
- To establish a "safe harbor" for the Association to provide protection against lawsuits filed for name, image and likeness rules
- To safeguard the nonemployment status of student-athletes
- To maintain the distinction between college athletes and professional athletes
- To uphold the NCAA's values, including diversity, inclusion and gender equity

NCAA Next Steps

NCAA Regulations Timeline

- **April 29, 2020 - the NCAA Board of Governors agrees to support rules changes to allow student-athletes to receive compensation for third-party endorsements both related to and separate from athletics and compensation for other student-athlete opportunities, such as social media, businesses student-athletes have started and personal appearances within the guiding principles.**
- **January 2021 - The Board of Governors directs all three division to have recommend rule changes to the membership.**
- **August 2021 - New rules would take effect at the start of the academic year.**

WiFi in Lane Stadium

The Purpose

- Consumers demand a connected experience – the "second screen" opportunity

- Mobile ticketing and digital ecosystem connections require powerful digital infrastructure

- COVID-19 and social distancing will reduce the opportunity for traditional ticket scanning

- Safety and security for fans

WiFi in Lane Stadium

The Questions

- Have you tried to send a message?

- Have you tried to make a call?

- Have you tried to connect with someone?

- Have you tried to check an app?

- Consider your own expectations for connectivity – at an airport, at a restaurant, at a theater, at home?

WiFi in Lane Stadium

The Opportunity

- **Embrace digital opportunities for seamless operations/logistics**

- **Complete mobile experience for patrons**

- **Data collection opportunity with gated access (on average, we only know 25-35% of people in the stadium)**

- **Graduation and other academic events in Lane Stadium**

- **The ability to stay connected is the minimum expectation**

WiFi in Lane Stadium

The Analysis / The Comparatives

- Approximately $5m investment required to achieve results

- 66,000 fans – approx. 40,000 are unknown and if each email is worth approx. $3, we have an opportunity to generate $400,000 in additional revenue each season based on conversion rates

- Additional revenue/cost savings – sponsorship opportunities; mobile tickets reduce printing expenses (approx. $100k annually)

- Connected opportunities for logistics/event management

- Florida State moved to paperless ticketing in response to COVID-19

TAKEAWAYS:

- **Name image and likeness regulations will continue to evolve over the next year**

- **WiFi in Lane Opportunities**

Board Self-Assessment
by: Mr. Mehul Sanghani

Future Agenda Items and Closing Remarks
By: Mr. Mehul Sanghani