

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

November 16, 2020

JOINT OPEN SESSION WITH COMPLIANCE, AUDIT, AND RISK COMMITTEE

Committee Members: Sharon Martin, Anna James, Chris Petersen, Mehul Sanghani, Horacio Valeiras (Rector), Jeff Veatch* (Zoom)

*In accordance with the Board of Visitors Bylaws and §2.2-3708.2 (A)(1)(a) of the *Code of Virginia*, as amended, Mr. Veatch participated electronically because he had a temporary medical condition that prevented his physical attendance. Mr. Veatch participated from 201 N. Union Street, Alexandria, VA.

Other Board Members: Ed Baine, C.T. Hill, Carrie Chenery

Absent: Letitia Long

Board Representatives: Eric Kaufman, Camellia Pastore, Tamarah Smith, Sabrina Sturgeon

VPI&SU Staff: Lori Buchanan, Charity Boyette, Cyril Clarke, Al Cooper, Corey Earles, Kari Evans, Martha Glass, Kay Heidbreder, Sharon Kurek, Randy Marchany, Scott Midkiff, Ken Miller, Kim O'Rourke, Mark Owczarski, Dwayne Pinkney, Tim Sands, Tracy Vosburgh, and other guests.

The Governance and Administration Committee met jointly with the Compliance, Audit, and Risk Committee on Sunday, November 15, 2020, at 11:00 a.m. to discuss the following:

- 1. Briefing on Information Technology Security:** Vice President for Information Technology and Chief Information Officer Dr. Scott Midkiff and Information Technology Security Officer Mr. Randy Marchany provided a briefing to the joint committee on the university's information technology security posture.

The University operates under three IT security models: administrative, academic/instructional, and research. The challenge is creating an overall infrastructure that blends all three of these business processes' security requirements. Virginia Tech operates under the shared responsibility model, with responsibility beginning with the user and enforcement coming from the top down; Individuals must comply with all IT-related university policies and are responsible

for their userids and devices, while departments and colleges work with the IT Security Office (ITSO) and the Office of Audit, Risk, and Compliance (OARC) to ensure policy requirements are being met. Enforcement of security policies is delegated to the Vice President for Information Technology and Chief Information Officer, along with the ITSO. University IT security faces significant exposure from internal and external threats ranging from data theft and destruction to attackers utilizing the organizational assets to attack others. Mitigation measures to address the recent security issues found in the IT audit include minimum security standards, departments utilizing scanning tools regularly, introducing central endpoint management tools, creating a department action plan, providing more training for general users, conducting risk assessments, and improving efficiency of software procurement security reviews. From 2018 to 2020, there were 68 potential incidents in which personally identifiable information (PII) was at rusj, with only one actual exposure, and 20 ransomware incidents with only two successful attacks. To further assist in fighting incidents such as these, the division plans to employ a DNS Firewall, streamline IT risk assessments, track critical security controls, implement trainings and awareness campaigns, and emphasize analytics. The top three challenges faced by the division include in-house and vendor distribution risks, cybersecurity awareness among users, and software patching. Currently the ITSO and OARC are working together to assess risks and noncompliance, and the security office is working to ensure said risks are addressed. The Board of Visitors will receive an update on their progress at the June meeting.

There being no further business, the meeting adjourned at 11:42 a.m.

OPEN SESSION

The Governance and Administration Committee held its regular meeting in open session on Monday, November 16, 2020, at 10:00 a.m.

Committee Members: Mehul Sanghani (Chair), Chris Petersen

Absent: Letitia Long

Board Representatives: Camellia Pastore, Sabrina Sturgeon

VPI & SU Staff: Whit Babcock, James Bridgeforth, Lori Buchanan, Bryan Garey, Martha Glass, Mike Goforth, Byron Hughes, Angie Littlejohn, April Myers, Lauren Naldo, Kim O'Rourke, Menah Pratt-Clarke, Chris Rahmes, Reese Ramos, Mark Rogers, Frank Shushok, Jon Clark Teglas

- 1. Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
- 2. Approval the Minutes of the May 27,2020, Meeting.** The committee approved the Minutes of the May 27, 2020, Meeting
- 3. Update on Student-Athlete Physical and Mental Health.** Senior Associate Athletics Director for Student-Athlete Services and University Relations, Mr. Danny White, with the help of the Virginia Tech Sports Science and the Clinical and Mental Performance teams, updated the committee on physical and mental health precautions and services available for student-athletes.

The committee last received an update on the physical and mental health of student-athletes in November of 2018. Currently, Virginia Tech has a total of 569 student-athletes across 22 teams and 79 majors. Fifty-nine percent of student-athletes are male and 41 percent female, with 57 percent identifying as Caucasian and 43 percent as non-white. Currently 59 percent of athletes are out-of-state students, and there are 49 (9 percent) international students. According to the 2020 NCAA Gallup poll, student-athletes fare better in their sense of well-being both during their undergraduate experience and in life after college. To ensure Virginia Tech's athletes feel the same, Athletics employs the Sports Medicine Team, led by Chief Medical Officer Dr. Mark Rogers and Associate Athletics Director for Sports Medicine and Head Athletic Trainer Mike Goforth, and the Clinical and Athletic Mental Performance (CAMP) team, led by Associate Athletic Director, Dr. Gary Bennett. At the onset of the COVID-19 pandemic, Virginia Tech joined the ACC Medical Advisory group, which is comprised of all the Chief Medical Officers of schools within the conference. This group set the minimum standards for health and safety related to COVID-19 and its containment, regardless of differing state mandates. In response to COVID-19, the Sports Medicine Team follows a standard return to play (R.T.P) procedure that includes extensive cardiac monitoring and a re-acclimatization process before students are declared game ready. When student-athletes returned to campus, they were tested, quarantined for a short time, and then tested again two weeks later in order to ensure that each athlete received two negative results prior to reporting to practice. Testing is currently administered based on the risk of direct face-to-face contact. High-risk sports teams, such as football and basketball, are tested three times a week, medium-risk sports teams, such as soccer and baseball, once a week, and low-risk teams, such as golf, at a 25 percent rate weekly. Testing is supported by the Fralin Biomedical Research Institute at VTC, as well as MAKO, which is under contract with the ACC. Currently, the team is utilizing GPS and heart rate monitoring technology. CAMP is partnered with Cook Counseling, but is located in the Athletics Department and devoted solely to support student-athletes.

Demographics show that the number of student-athletes seen by Dr. Bennett's team has understandably risen this year, with at least one athlete seen from each Virginia Tech team. Programs such as THRIVE and Hokies Helping Hokies Heal are also offered by CAMP to assist in mental well-being and community building. THRIVE, a workshop for female student-athletes, converted to an all virtual program this year and currently supports about 100 female athletes. Hokies Helping Hokies Heal pairs injured athletes with those who have had similar experiences and recovered. Mental health trends show that student-athletes are seeking treatment related to performance, depression, anxiety, ADHD, eating disorders, substance abuse, and other personal matters. In an effort to support student-athlete mental health in a physically distanced world, Athletics currently has a partnership with the app, Headspace, and was working to form a similar partnership with Calm as well. However, the ACC was so impressed by our efforts that they are currently working to create a partnership with the app that will support all conference schools. However, these apps are not meant to take the place of face-to-face and telehealth sessions with the CAMP team; students still receive necessary treatments on campus as needed.

- 4. Introduction of the Director of the University Ombuds Office.** Recently appointed Director of the University Ombuds Office, Dr. Mauricio "Reese" Ramos, introduced himself to the committee and discussed his vision for the office.

With 19 years prior ombudsman experience in both the corporate and academic sectors, Reese Ramos joined Virginia Tech in July of 2019 and recently completed his inaugural year as the Director of the University Ombuds Office. Under his leadership, the office operates on four principles: 1) that every issue is unique and should be treated as such; 2) conversations are confidential unless they reference the harm of oneself or others; 3) discussions will occur in an informal setting free of concerns of investigation and reporting; and 4) all solutions are to be reached in an impartial environment. Reporting directly to the President, Dr. Ramos views the office as a safe place to brainstorm and reach effective solutions together. Issues handled by the office include conflicts between colleagues, roommates, students and faculty members, and supervisor and direct reports. Currently, the majority of visitors are faculty and staff members, likely due to their awareness about the office.

- 5. HR Update: Impacts of COVID on the Workforce.** Vice President for Human Resources, Mr. Bryan Garey, provided an update on the University workforce and how it has been impacted by the COVID-19 pandemic.

In response to the pandemic, the university quickly began shifting employees off campus in March and early April. As a result, Human Resources had to adapt just

as quickly in order to continue providing support to personnel. The division did so by embracing flexibility, providing additional resources, and continuing communication, while placing the highest value on the safety of Virginia Tech's workforce. Due to the unknown financial impacts of COVID-19, the university moved to an exception policy for hiring and compensation increases, while also maintaining a commitment to preserve as many jobs as possible. By May, 80 percent of the workforce was working remotely as the university moved to essential personnel only on campus, having continued to pay student and non-student wage, and work study stipends until the end of the spring semester. At that time, Virginia Tech began to redeploy as many employees as possible whose job duties were not conducive to telecommuting. Moving into summer, tensions were felt while trying to maintain operations with budgetary implications still unknown. As such, several budget reduction scenarios were introduced to prepare units across campus for possible cut backs, which have since occurred. Discussions also began around COVID-19 testing procedures, as plans to re-open the university were announced. Throughout the year, Human Resources continued to roll out various resources, managerial tools, telework practices, zoom consulting sessions, and child/adult care resources and outreach. In August, 43 percent of employees returned to campus, double the number of those who were present during the spring and summer months. Various wellness and communication resources have been made available to personnel with telework agreements in place, as well as mandatory testing practices for high risk employees due to the nature of their positions. Currently, one thousand employees are tested for COVID every two weeks, and the university is now offering volunteer testing for employees who are not high risk as well. HR also conducts a weekly operations analysis of test results by senior management area in order to better assess risks. Some lessons that have been gleaned from this process include the longevity of telework, as flexibility is quickly becoming an expectation, which will in turn make the role of the manager more complex. We also must consider space needs in the future due to physical distancing. Questions to consider include how the university can align policies and practices related to pay, leave, and rewards to the post-COVID-19 workplace, and how we can maintain the agility to align practices with the "new normal" in higher education.

Regarding HR initiatives introduced prior to the pandemic, the divisional director model is still being rolled out across campus, albeit more slowly due to budget setbacks. A new learning management system was launched in September for employee training, with thousands of sessions already completed, and plans are in place to house performance management on the same platform starting next year. Process improvements in Human Resources also continue with data analysis playing a key role and another climate survey likely to be sent out in 2021. Despite progress on these initiatives, risk is still a serious concern, as this is a multi-year process and funding cuts are a high possibility.

- 6. Inclusive VT Update.** Vice President for Diversity, Inclusion, and Strategic Affairs Dr. Menah Pratt-Clarke updated the committee on InclusiveVT initiatives. She then introduced Vice President for Student Affairs Dr. Frank Shushok, who shared on Inclusive VT initiatives currently underway in his department.

This year a major concern for the University has been risk mitigation due to the ongoing political climate. Dr. Pratt-Clarke discussed two virtual series launched by the Office of Inclusion and Diversity this year as part of the InclusiveVT initiative. Making the Chair Fit: A Conversation Series on the *Ut Proxim* Difference premiered its first episode on April 17, and centers conversations around people and programs that support diversity, equity, and inclusion at Virginia Tech. Since its initial streaming date, the series has released seven episodes, bringing in over 2,500 viewers. Topics include conversations with members of Student Opportunities and Achievement Resources (SOAR), the Office of Inclusion and Diversity, directors of the university's Cultural and Community Center, President Tim Sands, and one on disability and accessibility. The VT Unfished series, which streamed during InclusiveVT week, features unfinished conversations on race and identity. The series, which premiered on September 9, contains three episodes on the topics of The Little Book of Racial Healing, White Men Allies, and White Women Allyship. Episodes have seen from 50 to 600 shares, with as many views, and an average view per episode of 234. The most popular episode of the series, White Men Allies, received over 3,200 views. A new episode of the series is set to air the week following the committee meeting. The InclusiveVT Difference is set to be launched later this year to assist in fundraising for programs such as those previously mentioned. Additionally, Dr. Pratt-Clarke also shared the SOAR Coaching Report with the committee. Since the beginning of the fall semester, approximately 300 student meetings have occurred, with 78 percent of students seeking academic support, 56 percent campus referrals, 36 percent financial or employment assistance, 34 percent personal and/or professional development, and 19 percent advocacy representation.

Following the InclusiveVT update, Dr. Shushok shared the inclusion and diversity goals set by the Office of Student Affairs. First and foremost, the division promotes the well-being of all students in academic, personal, and social arenas alike. In an effort to do so, the office also aspires to increase multicultural awareness in order to achieve educational excellence, while also engaging community members in tough conversations through programs, forums, and experiences. Such conversations will be introduced in gracious spaces, which are areas in which students can take risks and ask the difficult questions via trust and honest dialogue. The division also plans to expand the concept of inclusion and diversity to include first-generation support, interfaith programs, international students, and services for those with disabilities and food security issues. Next year, Student

Affairs will offer students the opportunity to participate in living-learning communities: Generation One for first-generation students, and Aurora for interfaith students. The Division itself operates on the philosophy of pluralism; to support not only tolerance, but also understanding across differences. To help support these efforts, the Division of Student Affairs appointed Anthony Scott as the Senior Associate Dean of Students and Director for Student Affairs Inclusion and Diversity in June of this year. This position serves both to provide information and programs throughout the university to further understand difference impediments, and to develop a strategy for the division to improve student engagement in an effort to develop cultural competency and effect advocacy. Overall, Student Affairs hopes to foster a dinner-table environment where students feel safe to share and discuss, as well as remain sensitive to the fact that some institutional structures and policies may have to be reshaped as we continue to move forward.

- 7. Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items for the committee. He then offered closing remarks and requested a motion for adjournment.

The committee would like to review any capital projects related to Athletics in a joint meeting with the Buildings and Grounds Committee. An impact analysis of the budget due to COVID-19 was requested from the Senior Vice President and Chief Business Officer, along with a report from Information Technology on the future state of technology and its alignment with the University strategic plan post COVID-19. The committee would also like an update on the childcare situation that discusses future space and facility needs. Additionally, they would like to discuss aligning the Board's strategic priorities with the university strategic plan and budget process, as well as receive updates on the Student Governance Task Force and the Corps of Cadets.

There being no further business, the meeting adjourned at 11:42 p.m.