

## 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 Unfinished 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.

**Welcome and Opening Remarks  
by: Mr. Mehul Sanghani**



**VIRGINIA TECH™**



# IT SECURITY AND RISK UPDATE

Board of Visitors  
Governance and Administration Committee  
Compliance, Audit, and Risk Committee

RANDY MARCHANY  
UNIVERSITY INFORMATION TECHNOLOGY SECURITY  
OFFICER  
NOVEMBER 15, 2020



# VIRGINIA TECH BUSINESS PROCESS IT SECURITY MODELS



## Administrative

- Process that runs the university
- Security: **CORPORATE**



## Academic / Instructional

- Process that supports teaching/learning
- Security: **ISP\***

\*Internet Service Provider



## Research

- Process that supports VT Research
- Security: **HYBRID**

*Challenge: create an overall security architecture that blends these 3 business process IT security requirements*

# SHARED RESPONSIBILITY MODEL



Responsibility is  
bottom-up.

Enforcement is  
top-down.

All security is local.

- All VT policies for IT security apply to the individual regardless whether they're faculty, staff, student, alumni, guest, etc.
- Individuals are responsible for all actions from their user IDs or devices they own or manage on behalf of the university
- Departments/colleges work with ITSO, OARC to ensure policy compliance
- Enforcement of IT security policies delegated to the VPIT/CIO; further delegated to the ITSO

# COMPLIANT



SECURE



# ENTERPRISE RISK MANAGEMENT



## RISK OVERVIEW

Attacker goals over the past 30 years fall into three basic categories:

- **Data Theft and/or Disclosure**
- **Data Destruction**
- **Attacking other sites using organization's assets**

The university faces significant risk exposure in areas of IT security and operations from both internal and external threats. Increasing regulatory and compliance requirements require significant resources and expertise to manage and mitigate.



## RISK EXAMPLES

- **Cyber attacks originating from University assets**
- **Cyber attacks leading to deliberate exposure or loss of high or medium risk data**
- **Accidental exposure of high or medium risk data**

Increased compliance and regulatory requirements and heightened regulatory scrutiny for data and IT systems

Loss of institutional reputation and trust



## MITIGATION EXAMPLES

- **Continuous network monitoring**
- **IT security reviews; vulnerability scans; internal penetration testing; digital forensic services**
- **Security awareness training**
- **Computing enclaves to ensure compliance**
- **Minimum security standards, Center for Internet Security "20 Critical Controls"**
- **Enhanced authentication (MFA) Central Logging Service (CLS)**
- **Embedding IT security practices in University business processes**

# THE UNIVERSITY IT SECURITY MODEL IS SIMILAR TO A MUSEUM



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- **Control Access:** we have limited but **free-flowing** access points with additional protection around high-risk assets.
- **Pervasive Outbound Monitoring:** We invest in monitoring and quick response to threats to protect users, data, and systems. We assume hostiles are inside already.
- **Active Response:** rapid isolation of compromised machines, data
- **Recovery Measures:** backups, cybersecurity insurance, data trackers

We have long followed what is now called the “zero-trust network” model. Each computer should be appropriately secured. We focus on protecting data, regardless of where they physically reside.

# AUDIT ISSUES & MITIGATIONS

## ISSUES

- Not scanning for high risk data such as SSN, Driver's License numbers, passport numbers, bank and debit account numbers on a regular basis
- Lack of consistent software patching
- Lack of whole disk encryption
- Inconsistent logging practices
- No IT risk assessments in the past 3 years
- Unapproved software on endpoints
- Endpoint administrative privileges not restricted

## MITIGATIONS

- MINIMUM security standards for endpoint, servers and applications
- Departments running high risk scanning tools on a regular basis
- DoIT central endpoint management tools coming online
- Department action plans to address OARC findings
- Training and awareness programs for general users and for users who need endpoint administrative privileges
- ITSO Risk Assessment team working with departments to complete their IT risk assessment using a new tool
- Improving efficiency of software procurement security reviews

# INCIDENT STATISTICS 2018-2020

- **68** POTENTIAL PII EXPOSURES
  - **2** “NEAR MISS” INCIDENTS
    - Verified PII did **NOT** leave VT
  - **1** ACTUAL PII EXPOSURE INCIDENT
    - **36** records with PII exposed and notifications sent
- **20** RANSOMWARE INCIDENTS
  - **0** successful ransomware attacks involving institutional data. Local security software blocked the attack.
  - **2** successful ransomware attacks involving individual data. Data restored from backups.

# INCIDENT MITIGATIONS



- DNS “Firewall” intercepts and blocks callbacks to known bad sites
- Streamlined IT Risk Assessment process for departments
- Track 20 Critical Security Controls progress
- Interactive Phishing Awareness Training available to all departments
- Increased security awareness campaigns
- Policies, standards, skills training
  - VT IT Policies & Standards: <https://it.vt.edu/resources/policies.html>
- Emphasis on data analytics

# TOP 3 CHALLENGES



- In-house, vendor, distributed computing risks
  - Risk of data exposure
  - Vendor questionnaires allow risk assessment
  - Staff shortages to evaluate these issues



- User cybersecurity awareness
  - User training and awareness
  - Technical training for IT staff
  - Need to “see something, say something”



- Software patching
  - Unified Endpoint Management program

# ITSO, OARC, DISTRIBUTED IT UNITS

- The IT Security Office and the Office of Audit, Risk, and Compliance working together to assess risks and identify noncompliance
- The IT Security Office and distributed IT units working together to ensure risks are addressed
- We will report our progress to the Board of Visitors in 6 months

## 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 Hokiemarket 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 Ernst & 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 utmost 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.

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

**COMPLIANCE, AUDIT, AND RISK CHARTER**

**I. PURPOSE**

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

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

The function of the Committee is oversight. University management is responsible for the preparation, presentation, and integrity of the university's financial statements, fiscal plans, and other financial reporting. University management is also responsible for maintaining appropriate financial accounting and reporting policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations. The Office of Audit, Risk, and Compliance examines and evaluates the adequacy and effectiveness of the university's internal control systems. The university's external auditor, the state Auditor of Public Accounts, is responsible for planning and conducting the financial statement examination in accordance with generally accepted government auditing standards.

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

**II. MEETINGS**

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

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

### **III. RESPONSIBILITIES**

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

#### **A. General**

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

#### **B. Risk Management and Internal Control**

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

#### **C. External Auditors**

1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year.
2. As necessary, discuss with the external auditors their processes for identifying and responding to key audit and internal control risks.

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

**D. Internal Auditors**

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

**E. Compliance, Ethics, and Business Conduct**

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

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

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

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

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



**VIRGINIA TECH<sup>®</sup>**  
**ATHLETICS**

# Student-Athlete Physical & Mental Health

Intercollegiate Athletics report to the Governance &  
Administration Committee of the Board of Visitors

November 16, 2020

# **VIRGINIA TECH**

## **SPORTS SCIENCE TEAM**

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**SPORT PSYCHOLOGY ▪ STRENGTH & CONDITIONING**  
**NUTRITION ▪ SPORTS MEDICINE**

# Our unique & diverse population

Teams: 22

Roster total: 569

Gender: W 234 (41%) M 335 (59%)

Race: Non-white 243 (43%) White 326 (57%)

Residency: In-state 236 (41%) Out-of-state 333 (59%)

Majors: 79

Internationals: 49 (9%)





# A STUDY OF NCAA STUDENT-ATHLETES

## UNDERGRADUATE EXPERIENCES AND POST-COLLEGE OUTCOMES

FINDINGS FROM THE 2020  x  STUDY



A Gallup survey of former NCAA student-athletes from 1975 to present (N=4,889) shows they fare better on several important outcomes in both their **lives after college** and formative **undergraduate experiences** compared to college graduates from the same period who did not compete in NCAA athletics (N=69,012). Here are key findings:

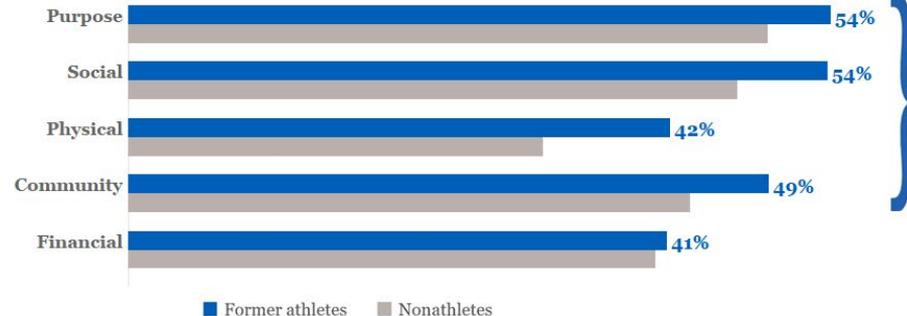
**Use the filter below to select an NCAA division:**

All NCAA Divisions

### Well-being Outcomes

Well-being outcomes were categorized by respondents as “thriving,” “struggling” or “suffering” in each element of well-being. How do former **NCAA student-athletes** and **nonathletes** compare on these measures?

All NCAA Divisions: Percent Responding “Thriving”



Former NCAA student-athletes thrive at greater rates in

## 4 of 5 areas

of well-being: **Purpose, Social, Physical and Community.**

These patterns persist across division, graduation cohort, gender, and race and ethnicity.

# Sports Medicine

**Dr. Mark Rogers - CMO**

**Mike Goforth- Associate AD, Sports Medicine**





# ACC Medical Advisory Group

Membership

Mission (minimum standards, etc)

CMO's institutional role &  
communication

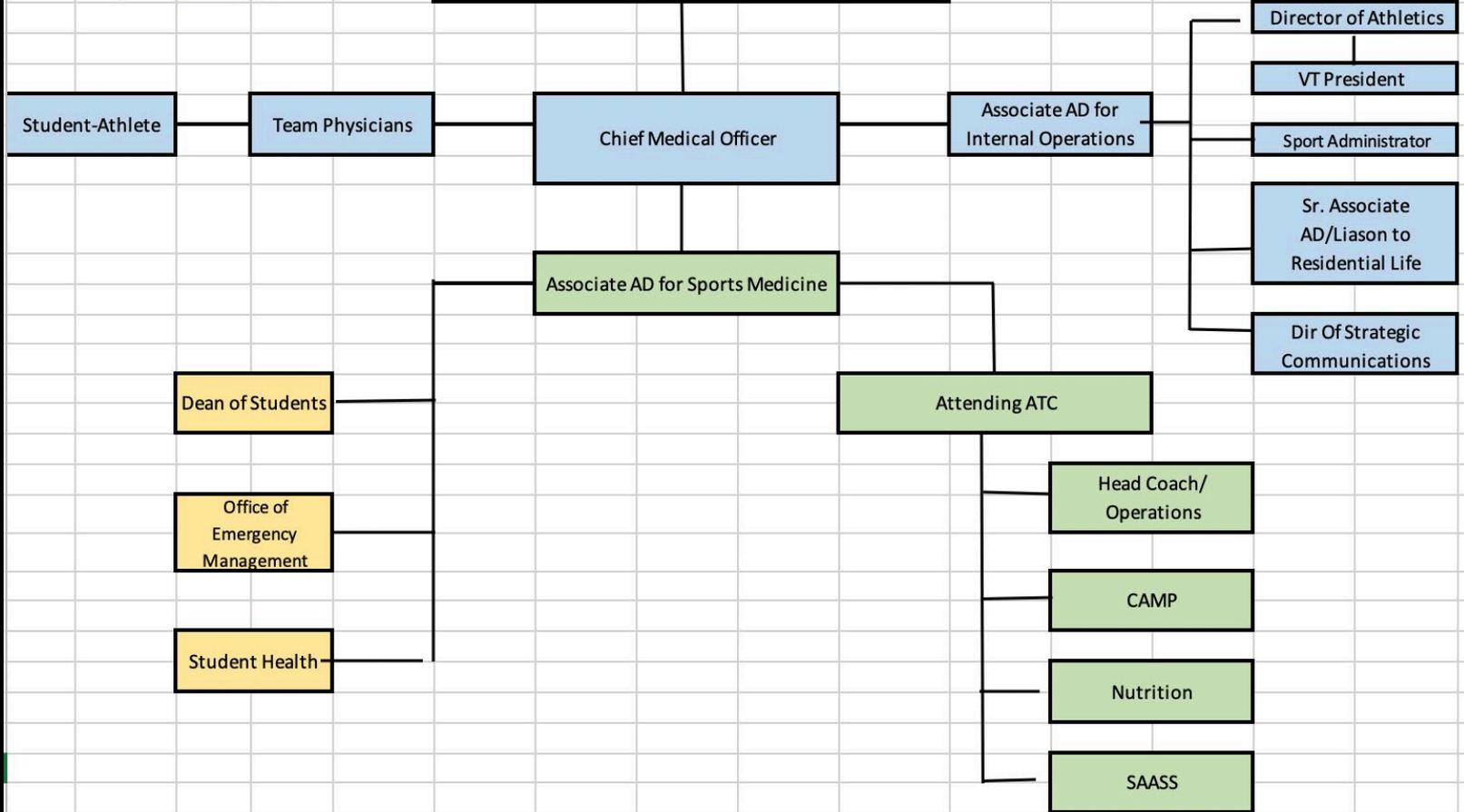




# MAROON AND ORANGE COMMUNICATION

Health Department, ARC Point Labs or MAKO Labs

Attachment F



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# R.T.P. (Return To Play)

Cardiac Workup

EKG, Echo, Labs

Advanced Cardiac Studies

Re-Acclimatization

Game Ready

# Technology

GPS

HR Monitor



# C.A.M.P.

## *Clinical and Athletic Mental Performance*



**Dr. Gary Bennett**  
Assistant A.D.



**Paul  
Knackstedt**  
Psy. D.



**Lauren Naldo**  
M.A., NCC,  
LPC



# Mental Health: Visitation trends

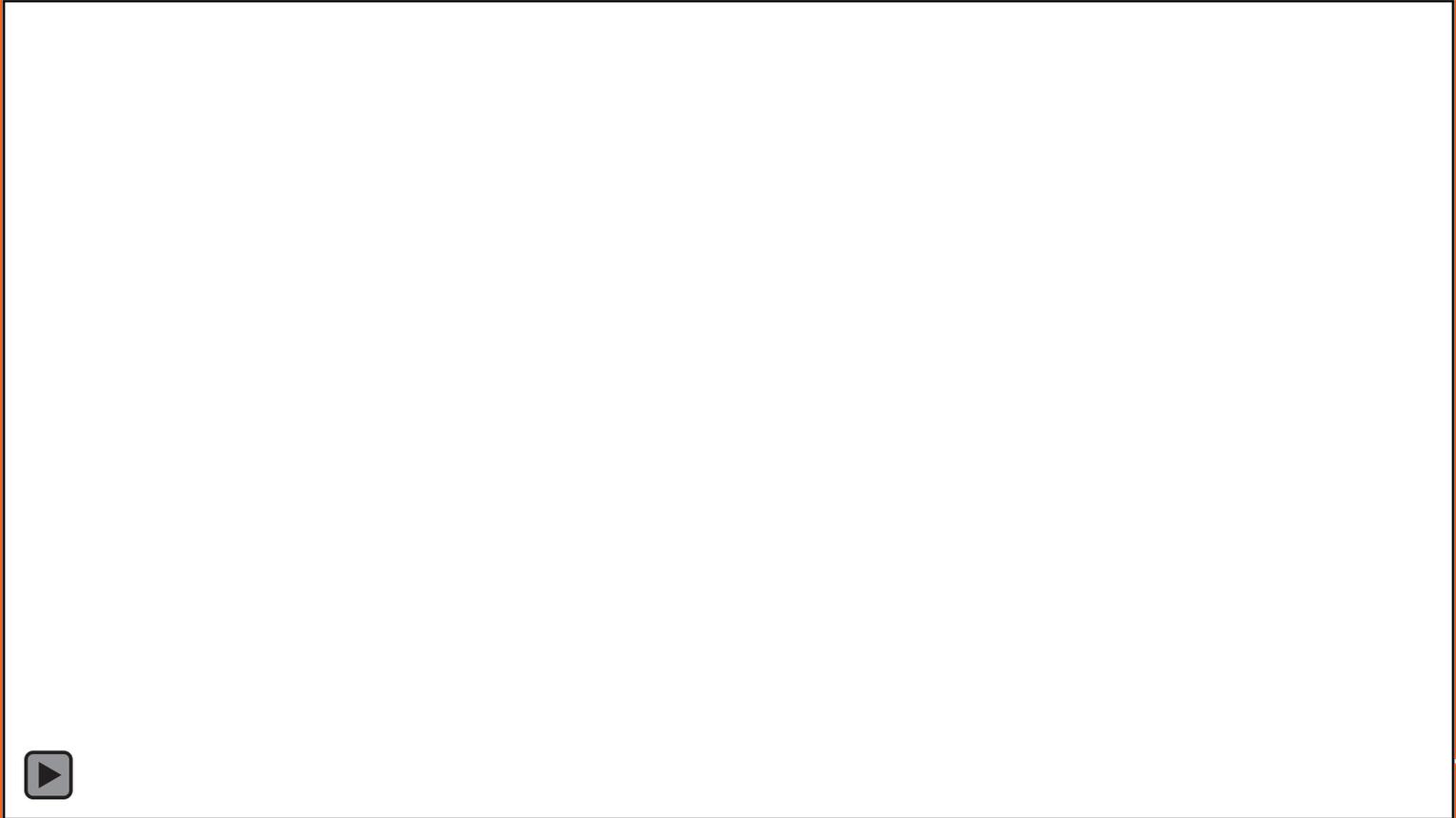
	<u># of students seen</u>	<u># of sessions</u>	<u># of teams represented</u>
<u>2015-16</u>	244	1,425	22/22
<u>2016-17</u>	282	1,785	22/22
<u>2017-18</u>	284	1,855	22/22
<u>2018-19</u>	272	2,251	22/22
<u>2019-20</u>	319	1,971	22/22



# Mental Health: Programming



# Hokies Helping Hokies



# Mental Health: Treatment trends

Performance

Depression

Anxiety

ADHD

Disordered Eating

Substance Abuse

Personal/Other



# Mental Health: Technology





**VIRGINIA TECH<sup>®</sup>**  
**ATHLETICS**

# Student-Athlete Physical & Mental Health

Q&A

# Virginia Tech Workforce and COVID-19

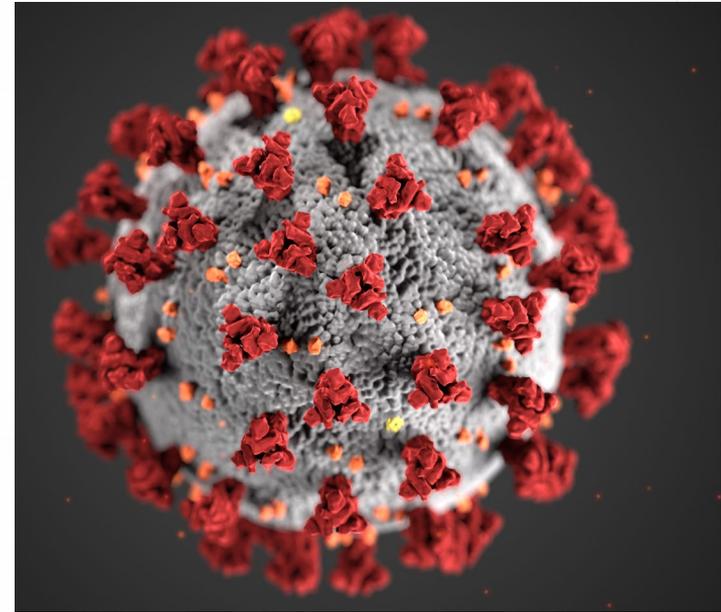
November Board of Visitors meeting:  
Governance and Administration Committee

- Bryan Garey, Vice President for Human Resources  
November 2020

# ■ March/April: Uncertainty, urgency, and the need to act

Attachment F

- Quick shift to telework
- Commitment to employment
- Embraced flexibility
- Ramped up resources (wellness, training, communications)
- Leveraged state and federal leave
- Communicated often and in different ways
- Compensation/Hiring by exception only



## ■ May: Results from early crisis support

Attachment F

- 80 percent of employees moved to remote work
  - “Other” category, paid through May
  - Redeployed workers, where possible
- Reduced staffing to essential only, shift to fall
- Employee concerns emerged
- Balanced safety with maintaining operations
- Budgetary uncertainties and responsive workforce scenarios; strategic options for review and consideration
- Testing guidance and availability

# Workforce Data: Spring 2020

Attachment F

Senior Management Area	on-leave	on-site	teleworking	on-call	separated	Total
College of Agriculture and Life Sciences	21	187	1086			1294
College of Architecture and Urban Studies	4	11	199	2		216
College of Engineering	11	168	1616	23		1818
College of Liberal Arts and Human Sciences	2	62	891			955
College of Natural Resources	26	50	348	25		449
College of Science		157	1052	2		1211
College of Veterinary Medicine	8	401	160	107		676
EVP/Provost	1	15	292	34		342
FBRI	1	6	181			188
Honors College			1			1
OIA	11	28	21			60
OVPRI		120	511	6		637
Pamplin College of Business	4	15	242			261
President	3	35	449			487
SVPCBO			19	1		20
University Development			8			8
University Libraries			165	9		174
VP Advancement	1		285			286
VP Business Affairs	1	25	40	23		89
VP Finance	2	46	161	12		221
VP Operations	1	453	120			574
VP Student Affairs	57	157	312	605	9	1140
VPHR			73	1		74
VPIT&CIO	2	27	415	11		455
VPPG			5			5
VTSCOM		8	68			76
<b>Total</b>	<b>156</b>	<b>1971</b>	<b>8720</b>	<b>861</b>	<b>9</b>	<b>11717</b>

## ■ June/July: Return planning

Attachment F

- Individual resources
- Managerial tools and support
- Telework practices and outreach
- Zooms and consulting sessions
- Space prep
- Child/adult care resources and outreach



## ■ August/Present: Current state

- Workforce shift – 43 percent return to campus
- Resources
  - Wellness
  - Virtual Learning Center
  - Communications resources
  - Support from Employee Relations, Wellness, Service Center
- Telework agreement
- Red/Yellow/Green operations assessment
- Testing (high-contact, mandatory, at-will, other)



# Workforce Data: Fall 2020

Attachment F

Senior Management Area	Mostly telecommute with some on-site	Telecommute		On-site	Mostly on-site with some telecommute		In-active	Total
Agriculture & Life Sciences	367	265		479	210		19	1340
Architecture & Urban Studies	174	9		7	21		12	223
College of Business	160	59		8	18		31	276
College of Engineering	418	169		154	145		18	904
College of Science	250	95		116	174		13	648
College of Veterinary Medicine	30	85		336	13		5	469
Dean of Libraries	90	48		2	33		8	181
Executive VP & Provost	177	70		76	32		4	359
Fralin Biomedical Res. Institute	54	32		19	47		2	154
Graduate School	13	2		6	23			44
Liberal Arts and Human Sciences	356	124		52	113		21	666
Natural Resources	154	67		25	25		1	272
President	58	144		154	21		6	383
Vice Pres Advancement	137	72		27	20		4	260
Vice Pres-Outreach & Intrntl Affrs	62	67		33	15		22	199
Vice President for Business Affairs	25	32		69	5		2	133
Vice President for Research	213	130		79	70		30	522
Vice President for Student Affairs	66	98		610	110		40	924
Vice President-Info Technology		353		36				389
VP Campus Planning and Facilities	59	7		369	6		2	443
VP for Finance and CFO	28	15		134	17		7	201
VP for Policy & Governance				4	1			5
VP Health Sciences and Technology	7	1		7				15
VP of Human Resources	47	17			9		2	75
VP Safety and Security	20	4		75	12		3	114
VP Strategic Alliances		3						3
VT Carilion School of Medicine	29	63		13	14			119
<b>Grand Total</b>	<b>2994</b>	<b>2031</b>	<b>5025</b>	<b>2890</b>	<b>1154</b>	<b>4044</b>	<b>252</b>	<b>9321</b>
			<b>54%</b>			<b>43%</b>		

# ■ Lessons for the future

- Telework is here to stay
- Flexibility is an expectation (scheduling, childcare, hybrid work environments)
- Space needs will be different
- Role of the manager will be even more complex, requiring new and different skills
- How can Virginia Tech policies and practices on pay, leave, rewards, etc. be updated to align with the post-COVID-19 workplace?
- Agility to align with the “new normal” in higher education



# Human Resources Update

# Human Resources at Virginia Tech - Progress!

Attachment F

- HR Division Director model – continues, but slowed based on budget cuts
- LMS launched in September
  - following ATS, onboarding in July 2019
  - Performance Management in 2021
- Process improvements continue (form elimination/automation, new technology tools, increased levels of services, new services)
- HR data (workforce plans, data through the crisis, analytics very helpful part of our analysis and strategic perspective)
  - Climate survey in 2021?
- Risk – change fatigue in multi-year initiative; funding cuts and lack of new investments



# Virginia Tech Workforce and COVID-19

November Board of Visitors meeting:  
Governance and Administration Committee

- Bryan Garey, Vice President for Human Resources  
November 2020



OFFICE FOR INCLUSION  
AND DIVERSITY  
VIRGINIA TECH.



- **Making the Chair Fit** – A virtual series on people and programs supporting diversity, equity, and inclusion at Virginia Tech

**+2,500**  
viewers

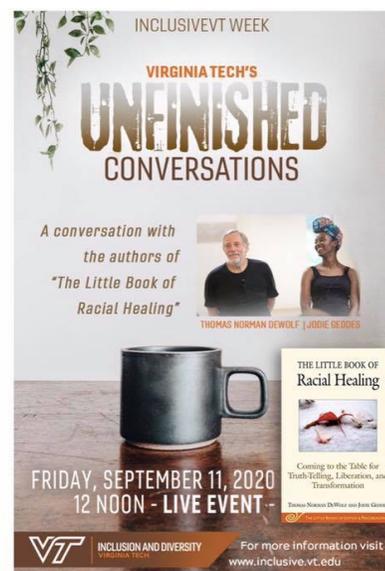
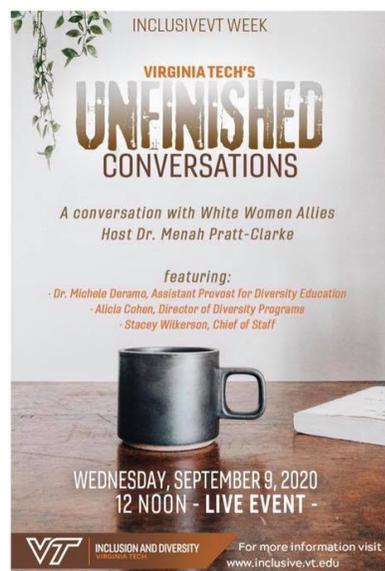


## Making the Chair Fit (MTCF)

- Number of episodes: 7
- Shares: Between 5-65
- Views: Between 50-600+
- Average views per episode: 289
- Topics:
  - Conversations with members in SOAR, OID, and VT's Cultural and Community Center Directors
  - A conversation with President Tim Sands and VP for Strategic Affairs and Diversity, Dr. Menah Pratt-Clarke
  - A Conversation with Virginia Tech about Disability & Accessibility



OFFICE FOR INCLUSION  
AND DIVERSITY  
VIRGINIA TECH.



- **#VTUnfinished:** A virtual series on unfinished conversations about race and identity



## Virginia Tech Unfinished Conversations (VT Unfinished)

- Number of episodes: 3
- Shares: 50-600+
- Views: Between 50-600+
- Average views per episode: 234
- Topics:
  - The Little Book of Racial Healing
  - White Men Allies
  - White Women Allyship
- **Most Popular**
  - White Men Allies
  - Shares: 64
  - Views: 3.2K+



## SOAR (Student Opportunities and Achievement Resources) Coaching Report

Almost 300 student meetings have occurred among SOAR coaches since the start of the semester.

### Coaching Patterns:

- 78% indicated needing academic support
- 56% have needed some campus referral
- 36% have indicated needing financial or employment assistance
- 34% have identified needing personal and/or professional development
- 19% have identified needing advocacy representation

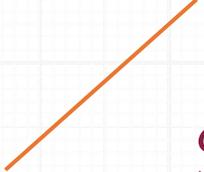


STUDENT AFFAIRS

# INCLUSION AND DIVERSITY

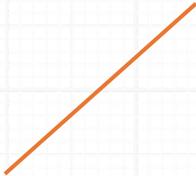
Frank Shushok, Jr.  
Vice President for Student Affairs

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## Student Affairs Inclusion and Diversity Goals:

- Promote the success and well-being of all students.
  - Increase multicultural competence among all students—an imperative of educational excellence and preparing students for a diverse workforce.
  - Create “gracious spaces” for all community members to learn about inclusion through conversations, programs, forums, and experiences.
  - Foster authentic friendships among students from diverse backgrounds, worldviews, and demographic variables.
-



## Broaden the concept of Inclusion and Diversity to include:

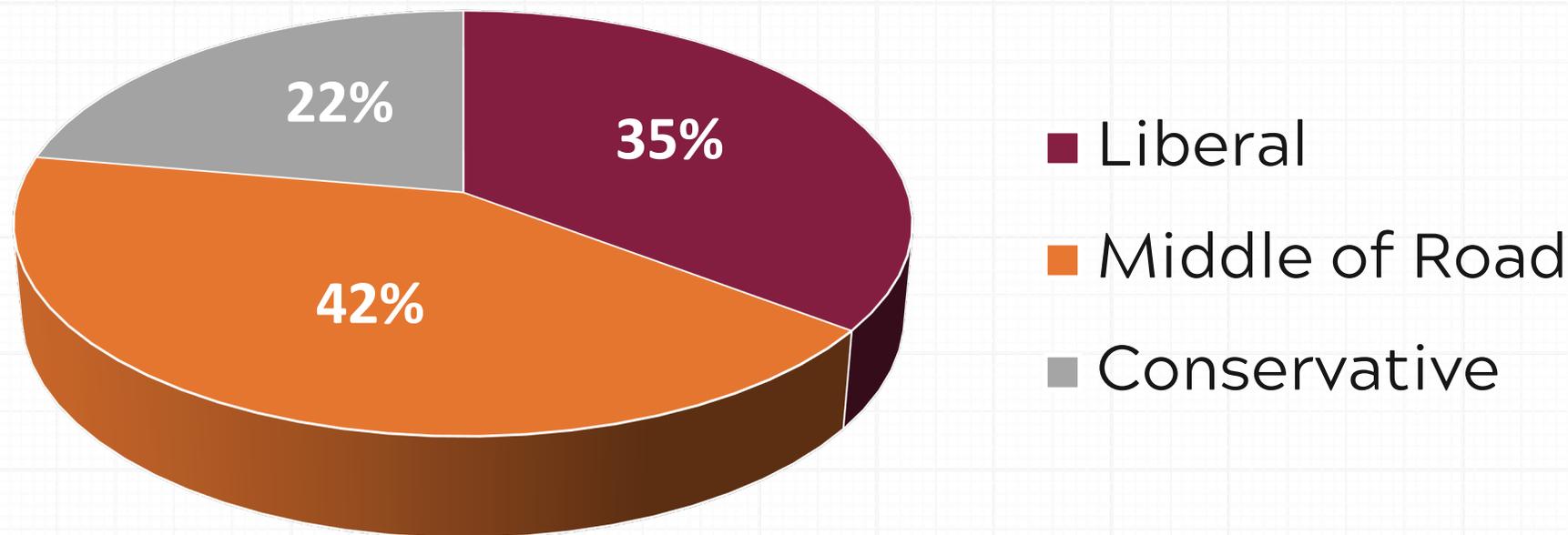
- First-Generation Student Support
  - Interfaith Programs
  - Services for Students with Disabilities
  - International Students
  - Food Security Issues
-

# Pluralism



- Pluralism is not diversity alone, but the energetic engagement with diversity
- Pluralism is not just tolerance, but the active seeking of understanding across lines of difference
- Pluralism is not relativism, but the encounter of commitments
- Pluralism is based on dialogue

# VASTLY DIFFERENT PERSPECTIVES



UCLA Higher Education Research Institute, 2017



# VASTLY DIFFERENT PERSPECTIVES

What's more important to students?

- DIVERSITY AND INCLUSION: 53%
- FREE SPEECH: 46%

Gallup/Knight Foundation, 2018

# Anthony Scott

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Senior Associate Dean of Students and  
Director for Student Affairs Inclusion and Diversity



- Position established June, 2020.
- Will develop a divisional strategy for strengthening efforts to engage students in programs, conversations, and experiences that develop cultural competence, foster inclusion, build bridges of understanding, and teach effective advocacy.
- Will serve Virginia Tech students and his colleagues in Student Affairs to promote success, wellbeing, learning, and inclusion through programs, and opportunities for collaboration throughout the university



“Inclusion is a never-ending pursuit and we recognize that diversity of perspective, experience, and identity is essential. Student Affairs is dedicated to ensuring students have the tools that will equip them to be an effective part of social change. This will allow better understanding and a culture **where all students feel welcome** and encouraged to succeed.”

- Anthony Scott



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