

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

1872 Salon, The Inn at Virginia Tech
March 22, 2021

Committee Members: Mehul Sanghani (Chair), Letitia Long, Chris Petersen

Other Board Members: Horacio Valeiras (Rector)

VPI&SU Staff: Janice Austin, Lori Buchanan, Holli Drewry, Greg Fansler, Kay Heidbreder, Kim O'Rourke

OPEN SESSION

The meeting was called to order at 12:02 pm.

- 1. Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants. He explained that this committee does not typically convene at the March BOV meeting, but is meeting today because there is a timely matter under the committee's purview that requires board action.
- 2. Approval Minutes of the November 16, 2020, Meeting.** The committee reviewed and approved the Minutes of the November 16, 2020, Meeting
- 3. Resolution to Approve the Constitution and Bylaws for the Administrative and Professional (A/P) Faculty Senate.** The committee reviewed and approved the Resolution to Approve the Constitution and Bylaws for the Administrative and Professional (A/P) Faculty Senate. Commission on Administrative and Professional Faculty Affairs Chair, Holli Drewry, provided some background on the resolution.

Teaching and research Faculty, as well as staff, receive significant representation from both their own respective senates and commissions. In contrast, A/P Faculty at Virginia Tech are represented by a single commission, despite the fact that they account for 25% of all university employees and 40% of those designated as faculty, with approximately 2,000, A/P faculty on campus compared to 3,400 staff and 2,700 teaching and research faculty. It is for this reason that the Commission on Administrative and Professional Faculty Affairs presented a resolution to establish an A/P Faculty Senate in February of 2020. Upon receiving approval to move forward with establishing the proposed senate, a 20-member task group

drafted the constitution and by-laws currently being presented to the committee. The documents outline the membership of the senate, which includes 30 senators from various areas of the university, including extension, research, academic support, student affairs, athletics, and the general professional and administrative populations. Senators will serve for three-year terms with the opportunity to serve two consecutive terms if reappointed, and senate officers will be elected annually by the senate with eligibility for re-election with a two consecutive term limit. Senate membership will also include six non-voting members, including one faculty, staff, undergraduate, and graduate student representative, the past president of the senate (if no longer a senator), and the Vice President for Human Resources. Additional details regarding senate membership and governance can be found in constitution and by-laws accompanying the resolution. It has not been determined yet if there will be an AP Faculty Representative to the Board, as discussions are currently underway regarding the representative selection process and the future of the governance structure.

- 4. Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani, discussed future agenda items for the committee and offered closing remarks.

The annual self-assessment will be distributed electronically to board members, representatives, and select administrators, and the outcome will be reported at the June meeting.

Mr. Petersen will also serve as Chair at the June meeting, at which the committee hopes to discuss the Chicago Principles on Freedom of Self-Expression, state laws on transparency, and potential issues with the return to in-person instruction, faculty and staff regulations in relation to returning to campus, and the telework policy.

There being no further business, the meeting adjourned at 12:29 pm.

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

Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

November 16, 2020

JOINT OPEN SESSION WITH COMPLIANCE, AUDIT, AND RISK COMMITTEE OPEN SESSION

Committee Members: Sharon Brickhouse-Martin, Anna James, Chris Petersen, Mehul Sanghani, Jeff Veatch (Zoom)

Other Board Members: Ed Baine, C.T. Hill, Carrie Chenery, Horacio Valeiras (Rector)

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 committees 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 user IDs and devices, while departments and colleges work with the IT Security Office and the Office of Audit, Risk, and Compliance 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 Information Technology Security Office. 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. In order to increase regulations and compliance requirements more resources and expertise is required. 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 2018-2020 there were 68 potential PII incidents, 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 IT Security Office and the Office of Audit, Risk, and Compliance 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 and update on their progress at the June Meeting.

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

OPEN SESSION

Committee Members: Mehul Sanghani (Chair), Chris Petersen

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% female, with 57% identifying as Caucasian and 43% as non-white. Currently 59% of athletes are out-of-state students, and there are 49 (9%) international students. According to the 2020 NCAA Gallup poll, student-athletes fair better in their sense of well-being both in life after college and during their undergraduate experience. 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 Bennet. 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. As such, high-risk sport 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% 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 to assist in this procedure in order to ensure physical distancing protocols at practices and monitor cardiac health, respectively. 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. Bennet's team have 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 come out on the other side. Mental health trends show that student-athletes are seeking treatment related to performance, depression, anxiety, ADHA, disordered eating, 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, 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 here 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. However, this is likely to do the awareness that those groups possess 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% of

the workforce was working remotely as the university moved to essential personnel only, 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 who's 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% 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 in which they monitor 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 it slowed 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 Strategic Affairs and Diversity, Dr. Menah Pratt-Clarke, updated the committee on Inclusive VT 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 Prosim* 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 with an average of 289 views per episode. 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 between 50-600 plus 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 3.2 thousand 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 needing academic support, 56% campus referrals, 36% financial or employment assistance, 34% personal and/or professional development, and 19% 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 not only support 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 to both 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 polices 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 request 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 child care 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.

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