

## Minutes

### GOVERNANCE AND ADMINISTRATION COMMITTEE

8:00 am – 9:30 am

April 1, 2019

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

**Other Board Members:** Dennis Treacy (Rector), Tish Long

**Representatives to the Board:** Robert Sebek

**VPI&SU Faculty and Staff:** Kim O'Rourke, Whit Babcock, Lori Buchanan, Caroline Buscaglia, Allen Campbell, Sandee Cheynet, Al Cooper, Brian Daniels, Deborah Fulton, Bryan Garey, Lee Hawthorne, Elizabeth Hooper, Robin Jones, Sharon Kurek, Nancy Meacham, Ross Mecham, Scott Midkiff, April Myers, Heidi Myers, Dwayne Pinkney, Timothy Sands, Savita Sharma, Tamarah Smith, Sue Teel, Tracy Vosburgh, Lisa Wilkes, Chris Wise

### OPEN SESSION

- 1. Welcome and Opening Remarks.** Mr. Mehul Sanghani, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
- 2. Approval of Minutes of November 5, 2018, Meeting.** The committee approved the Minutes of the November 5, 2018, Meeting.
- 3. Competitive Success.** Mr. Whit Babcock, Director of Athletics, presented to the committee on the University's competitive success utilizing ACC peer analysis and comparatives.

Competitive success is measured through ACC peer analysis in the four distinct areas of compliance, academics, performance, and support. While the NCAA has seen a decline in the number of major compliance infractions nation-wide from the 47 accrued in 2000-10 to 41 in 2011-19, the number accrued by ACC teams has risen from three to nine, respectively, during the same time frames. However, Virginia Tech has remained in compliance with zero infractions from 2000 to present. In the 2017-18 academic year, Athletics saw a 92% graduation success rate of its student-athletes, tying for first place among other public peer institutions, and fifth within the conference. Academically, 18 Virginia Tech teams earned a 3.0 GPA or higher in the spring of 2018, with 15 teams achieving the same this past fall. The Hokies also finished in 28<sup>th</sup> place in the Learfield IMG College Directors' Cup last year, a ranking of all 356 Division I schools based on sports performance. This is our best finish ever in this particular competition, a substantial difference from 58<sup>th</sup> place earned the year Virginia Tech joined the ACC in 2004, and the

Hokies are projected to maintain the same position in 2018-19. Currently, Virginia Tech is leading this year's Commonwealth Clash 7.5 to 6.5, excelling over UVA in women's soccer, women's cross country, football, wrestling, women's indoor track and field, and men's indoor track and field. Since joining the ACC, Virginia Tech sponsored sports have participated in 26 ACC Championships, and now ranks seventh in the 2018-19 ACC All-Sports Championship. In terms of support, the number of Historical Hokie Club Members reached a record number of 13,800 members last year, and is projected to go well past that by the end of the current academic year. As of June 30, 2018, Athletics had received donations from 5.6% of the university's total living alumni last year with approximately 13,000 donors, ranking the Hokies fourth in total donors against other ACC institutions. Athletics also reached a record number in total revenue last year, bringing in \$97.96 million, as well as a record number of over \$28 million in ACC revenue distribution. Comprehensively, 2017-18 was the best academic and athletic year in history for the Athletics Department, but the goal is always to become marginally better each day. As such, and with the ACC Network launch approaching in four months, the committee requested a future report regarding revenue projections and resources required to achieve better success moving forward.

4. **Childcare Study by Staff Senate.** Mr. Robert Sebek, President of Staff Senate and Staff Representative to the Board of Visitors, reported on the childcare study conducted by the Staff Senate.

During the November Information Session, Mr. Sebek presented the initial findings of a Child Care Study conducted by the Staff Senate and proposed several possible solutions to help alleviate the cost and capacity issues related to child care for university employees. Since that time, Staff Senate has chosen to focus on three of the original six proposed solutions that they believe can be accomplished within the immediate short term. These solutions include providing child care tuition assistance and back up care options for Virginia Tech employees and students, as well as startup funding for facilities in the surrounding counties. Moving forward, the Senate plans to work with the administration to form a university task force, much like the Total Compensation Task Force recently formed as part of the Organizational Excellence Initiative. The task force would be charged with continued exploration of short- and long-term solutions, and would include representatives from the relevant constituent groups, Human Resources, Finance and Budget, Development, and the Graduate school. Currently, the university is exploring an income based subsidy in an effort to help provide child care tuition assistance, as well as assistance for parking and other employee expenses. The subsidy, in the amount of \$500, will be made available to full-time, salaried employees who make less than \$35,500. However, it has been suggested that in addition to providing the subsidy, the university also participate in the federal Child Care Access Means Parents in School (CCAMPIS) program for low-income undergraduates, as well as work to increase awareness of other assistance programs available for eligible employees, such as the Early Head Start, Head Start, and Virginia Preschool Initiative, and the State Child Care Subsidy Program.

As of February 1, the number of full-time, salaried staff members making under \$35,000 per year totaled at 972, which is approximately 25% of the university's total number of staff employees. It was noted that if salaries were to increase across the board this number would diminish, but with the expense of child care so high, many employees would still require assistance even with a salary increase. Therefore, the proposed \$500 stipend is the first step in aiding in this issue, but just barely begins to scratch the surface. Human Resources is already researching back up child care options as well, including contracting with a third party, so that employees will not have to take leave on days when the local schools are closed or their children are mildly sick. In providing back up care, Virginia Tech would be joining six of its 25 peer institutions, including UVA, who are already doing so. Additionally, it has also been recommended that the university consider investing in child care facilities in neighboring counties that will guarantee priority slots for Virginia Tech families, as many of our employees do not live in Montgomery County, but in Giles and Floyd counties, as well as the state of West Virginia.

**5. Total Compensation Study.** Dr. Dwayne Pinkney, Senior Vice President for Operations and Administration, provided an update around total compensation.

Organizational Excellence is an emerging university initiative concerned with aligning people, processes, resources, and technology in order to create innovative and sustainable programs and services that both support the University's strategic goals, and develop a culture of excellence throughout the organization. Early discussions of a framework began in spring of 2018, when the need to provide a consistent approach to university-wide challenges, as well as to eliminate barriers preventing the achievement of academic excellence, were identified as part of the Beyond Boundaries advancement strategy. This spring, Vice President for Business Services, Dr. Lisa Wilkes, will spearhead the inaugural year of the initiative, which will focus on establishing the organizational excellence model, and further developing the organizational vision, strategy, and framework. As part of the initiative, the university is currently in the process of reevaluating total compensation, looking specifically at pay, parking, and childcare for employees at the lowest salaries. The overarching themes that emerged from the Total Compensation work group recently formed to look into these matters included business planning, vision and strategy, people, and execution. Currently there are three childcare programs in the area with which the university already has a working relationship. Moving forward in its effort to address childcare concerns, the university plans to initiate a comprehensive university-wide survey, and develop a long-term vision and supporting business model to help alleviate costs to employees. The creation and work of the Child Care Task Force proposed by Staff Senate will also be under this rubric, with a timeline of its intended efforts in place by the June Meeting. In regard to improving pay, the university has already approved the recommendation of the Total Compensation work group to adjust starting salaries to \$12 per hour for salaried, full-time employees, as well as to develop a business plan to do the same for wage positions with the next 1-2

years. The university is also planning to work on revising the parking business model in order to support the implementation of a strategy to minimize parking costs for its lowest paid employees. Additionally, Virginia Tech is creating a pilot stipend program which will provide a \$500 stipend to full-time employees with salaries below the \$35,500 threshold, as noted in the child care study. This stipend could be used to offset the cost of parking, childcare, or other benefits as defined during program development this fall, with a projected rollout date of January 1, 2020.

**6. Senior VP Administrative and Operations Transformation Initiative.** Dr. Dwayne Pinkney introduced the Administrative and Operations Transformation Initiative.

As part of the overarching Organizational Excellence at Virginia Tech Initiative (OE@VT), the Administration and Operations Transformation Project will be launched this spring. This initiative will review current business processes, programs, and strategies across administrative and operational areas for which Dr. Pinkney is responsible with an intentional and thoughtful focus on ensuring programs are effective and efficient; eliminating redundant and bureaucratic processes; creating and valuing a culture of excellence and service; and, implementing new or enhanced service delivery models. Results of the review will be shared at the June meeting.

**7. Introduction of the new Vice President for Human Resources and Update on the Human Resources Transformation Project and Climate Survey.** Mr. Bryan Garey, Vice President for Human Resources, introduced himself to the committee and then provided an update on the ongoing Human Resources Transformation Project, with specific emphasis on his priorities and the employee climate survey.

Having held a long career in change management, with nearly 25 years of Human Resources experience, Mr. Garey comes to Virginia Tech from the University of Virginia, where he held the position of Assistant Vice President of Human Resources for Talent. Since his arrival on campus six months ago, his focus has been directed toward getting to know the culture of the university and his new team, as well as gaining an understanding of the changes that have already occurred as part of the ongoing Transformation Project. As the most recent focus of the project has been on consultative services, the university has already hired four Divisional HR Directors and placed them in units on campus, with an overall goal of having 12-16 total across various units within the next 5-10 years. These Directors will provide a more centralized HR function while also maintaining the individuality of each specific college/unit they support. Additionally, the department is currently looking at employee benefits, as reported previously by Mr. Sebek and Dr. Pinkney, as well as on improving the current employee onboarding process and university recruitment practices. For the first time, the workforce currently includes workers across five generations. However, the climate is quickly shifting so that Generation X and Millennials will dominate the work force within the next five years, as there is the potential for 1,100 university employees to retire within that

time frame. This increase, paired with high turnover rates in certain areas and low unemployment rates, could result in significant workforce shortages. Areas at risk include engineering, computer science, and basic sciences, as well as occupations related to finance, administration, trades, and lab support. Additionally, while Virginia Tech is still considered a desirable destination for employment, there has been a lack of quality talent available to fill certain positions, thereby creating more risk. Focused on addressing these risks, goals for 2019 include continuing to embed HR Division Directors in colleges and units; replacing the current recruitment system and increasing its capability; launching the new onboarding program; articulating compensation priorities; and, expanding professional development opportunities for employees. Looking forward, the project will consist of three phases over the next few years: 1) building a strong infrastructure, 2) expanding services and offerings, and 3) evolving and maturing established services. Human Resources also conducted a campus climate survey in the fall of 2018 in order to gauge employee perceptions of inclusion and diversity, leadership, work environment, and job satisfaction. Results show that the overall campus and unit climates are good and that employees are satisfied with their jobs and their peers. Employees are also familiar with the Principles of Community, as well as the efforts of Inclusive VT, and feel that both have a positive impact on campus culture. It was noted, however, that employees feel less confident in how to engage the employee grievance process, their ability to achieve work-life balance, and available opportunities to advance their careers at Virginia Tech. Despite this, the campus climate has notably improved since the last survey was conducted in 2015. A student survey is currently being conducted this spring, the result of which will allow for a more comprehensive assessment of the overall climate.

8. **Outcome of the Naming Survey.** Ms. Tracy Vosburgh, Senior Associate Vice President for University Relations, reported on the outcome of the naming survey conducted regarding the potential renaming of Virginia Tech's presence in the National Capital Region.

The first round of surveys were distributed in February to one hundred internal employees considered to be the most familiar with the work and vision of Virginia Tech's presence in the greater Washington metropolitan area. Of those distributed, 65 surveys containing 37 write in suggestions were received in response. The survey consisted of four questions in which participants were asked to rate possible names based on their ability to identify the geographical location to external audiences, enhance international recognition, inform legislators of Virginia Tech's presence in the area, and to be differentiated from other existing entities. Recommendations from the first round results suggested that "Washington" be included in the name instead of DC, and that "Virginia Tech National Capital Region" be retired, as it scored relatively low in three out of the four ratings. The second round of the surveys were distributed to 300 Faculty, Staff, Students, Deans, and VPs, generating 268 responses with mixed reviews. Concerns raised include the new name's search-ability with external audiences, as well as preservation and appreciation of a more local feel. Recommendations moving

forward include one-on-one meetings with a carefully selected group of six to ten people to delve deeper into options and address concerns.

- 9. Board Self-Assessment Instrument.** Ms. Kim O'Rourke, Vice President for Policy and Governance and Secretary to the Board of Visitors, provided an update on the Board Self-Assessment survey that will be conducted this spring.

Ms. O'Rourke explained that the Southern Association of Colleges and Schools Commission on Colleges adopted a new accreditation standard requiring that the governing board regularly evaluate its responsibilities and expectations. The Task Force on Board Structure and Governance recommended that the Board proceed with a self-assessment, and the Governance and Administration Committee was charged with implementing the self-assessment. We have been working with the Association of Governing Boards (AGB), which offers consulting on self-assessments, and we have collaborated on a survey instrument modified slightly to meet Virginia Tech's needs. The survey covers topics such as mission and strategy, leadership and shared governance, institutional sustainability, quality of the educational experience, board organization and culture, and setting priorities. The committee reviewed the survey instrument. AGB will distribute the survey online in early April to the Board members, representatives, and a handful of administrators who work most closely with the Board. Survey responses will go directly to AGB, which will compile a report that should be ready for the June Board meeting.

- 10. Future Agenda Items and Closing Remarks.** Mr. Mehul Sanghani discussed future agenda items for the committee.

Future agenda items include athletics resources, a fuller report in June on the assessment for the Administration and Operations Transformation Initiative, the board's self-assessment, and follow up on the child care issue and marketing for the Innovation Campus.

There being no further business, the meeting was adjourned at 9:46 a.m.

# Intercollegiate Athletics report to the Governance & Administrative Committee of the Board of Visitors

*March 2019*

February 27

# AD's Updates

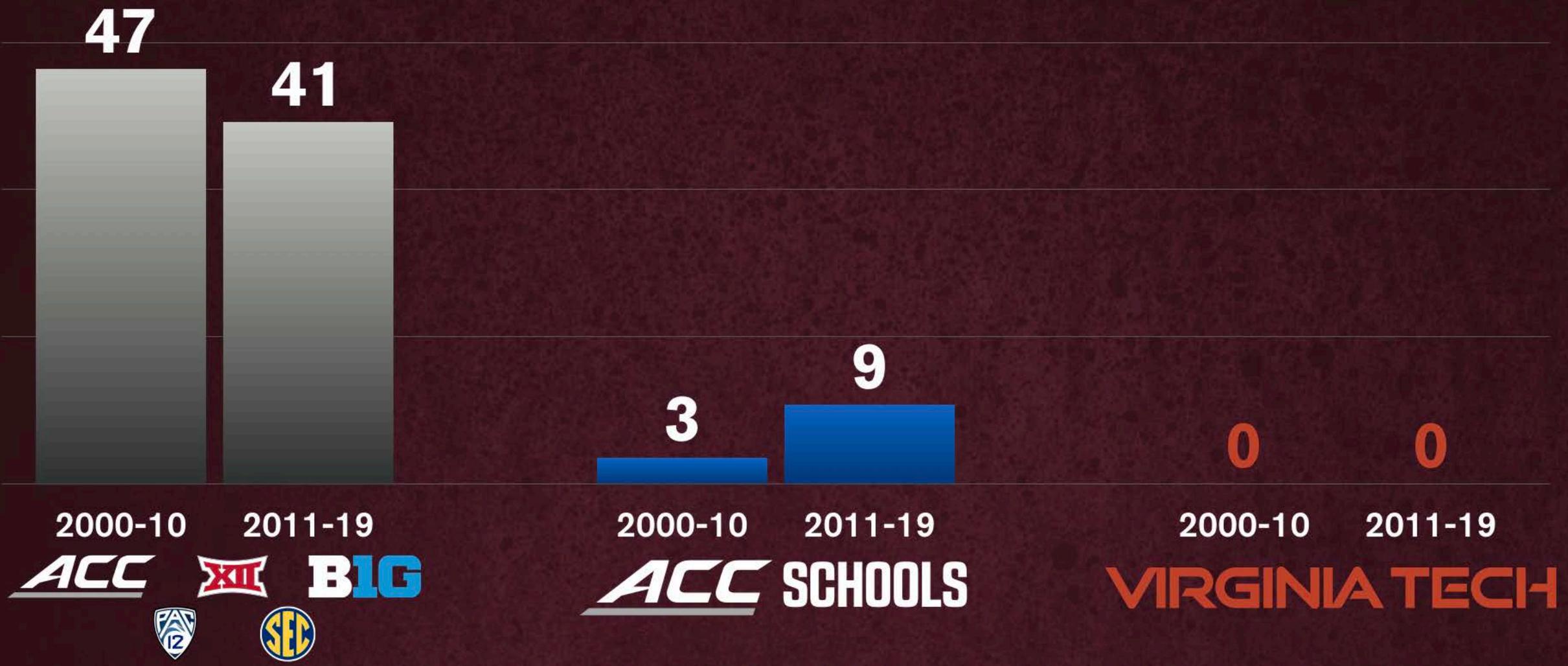
*C* ompliance

*A* cademics

*P* erformance

*S* upport

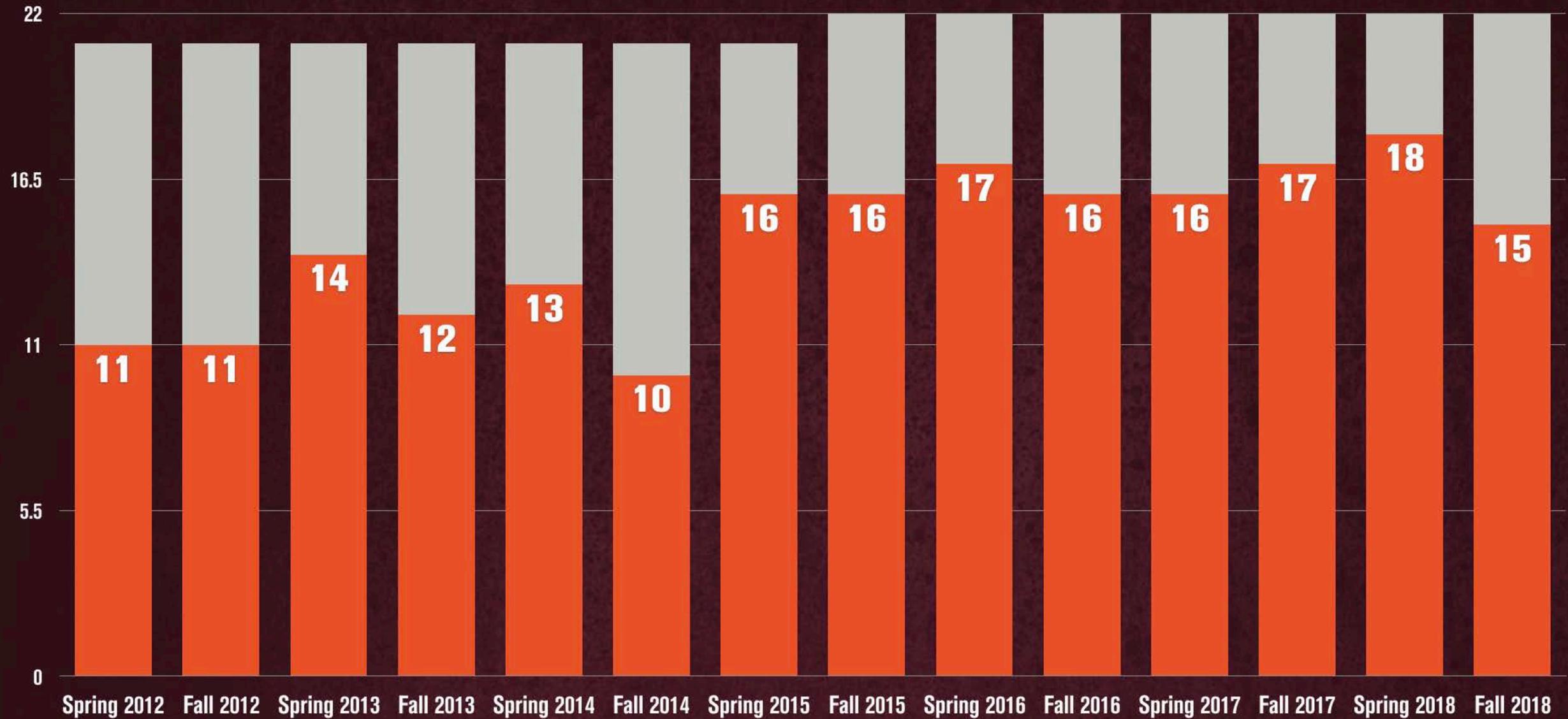
# NCAA Major Infractions



### Graduation Success Rates 2009-2018 (Cohort Years 2003-2011)

2009-10 (2003-04)		2010-11 (2004-05)		2011-12 (2005-06)		2012-13 (2006-07)		2013-14 (2007-08)		2014-15 (2008-09)		2015-16 (2009-10)		2016-17 (2010-11)		2017-18 (2011-12)	
Notre Dame	99	Notre Dame	98														
Duke	97	Duke	97	Duke	98	Duke	98	Duke	97	Duke	98	Duke	97	Duke	97	Duke	98
Boston College	96	Boston College	97	Boston College	97	Boston College	96	Boston College	95								
Wake Forest	93	Wake Forest	94	Wake Forest	95	Wake Forest	94	Wake Forest	94	Wake Forest	92	Virginia Tech	92	Wake Forest	94	Wake Forest	94
Virginia Tech	89	Virginia Tech	91	Miami	93	Miami	92	Miami	92	Clemson	91	Wake Forest	92	Clemson	91	Virginia Tech	92
Virginia	89	Miami	89	Virginia Tech	88	Virginia Tech	90	Clemson	91	Syracuse	90	Clemson	91	Miami	91	Syracuse	92
North Carolina	87	North Carolina	88	North Carolina	88	Virginia	88	Virginia Tech	88	Miami	89	Miami	90	Syracuse	91	Clemson	92
Miami	86	Virginia	87	Syracuse	87	Clemson	87	Syracuse	88	Virginia Tech	88	Syracuse	90	Virginia Tech	90	Virginia	92
Clemson	83	Syracuse	86	Virginia	87	Syracuse	87	North Carolina	86	Virginia	86	Florida State	87	Virginia	90	Miami	90
Syracuse	83	Clemson	82	Clemson	84	Maryland	86	Virginia	86	North Carolina	85	Georgia Tech	87	Georgia Tech	88	Georgia Tech	89
Pittsburgh	81	Maryland	82	Maryland	83	North Carolina	86	Florida State	84	Florida State	85	Virginia	87	Louisville	86	Pittsburgh	88
Louisville	80	Louisville	81	Louisville	80	NC State	82	Georgia Tech	81	Georgia Tech	84	Pittsburgh	84	Pittsburgh	86	Louisville	88
Maryland	80	Florida State	79	Florida State	78	Florida State	81	NC State	81	NC State	83	NC State	83	NC State	85	NC State	86
Florida State	79	Pittsburgh	78	Pittsburgh	78	Louisville	81	Louisville	80	Pittsburgh	82	Louisville	83	North Carolina	84	North Carolina	83
Georgia Tech	75	Georgia Tech	77	NC State	77	Georgia Tech	79	Pittsburgh	79	Louisville	81	North Carolina	82	Florida State	84	Florida State	82
NC State	72	NC State	74	Georgia Tech	76	Pittsburgh	77										

# Number of Teams Earning A *3.0*





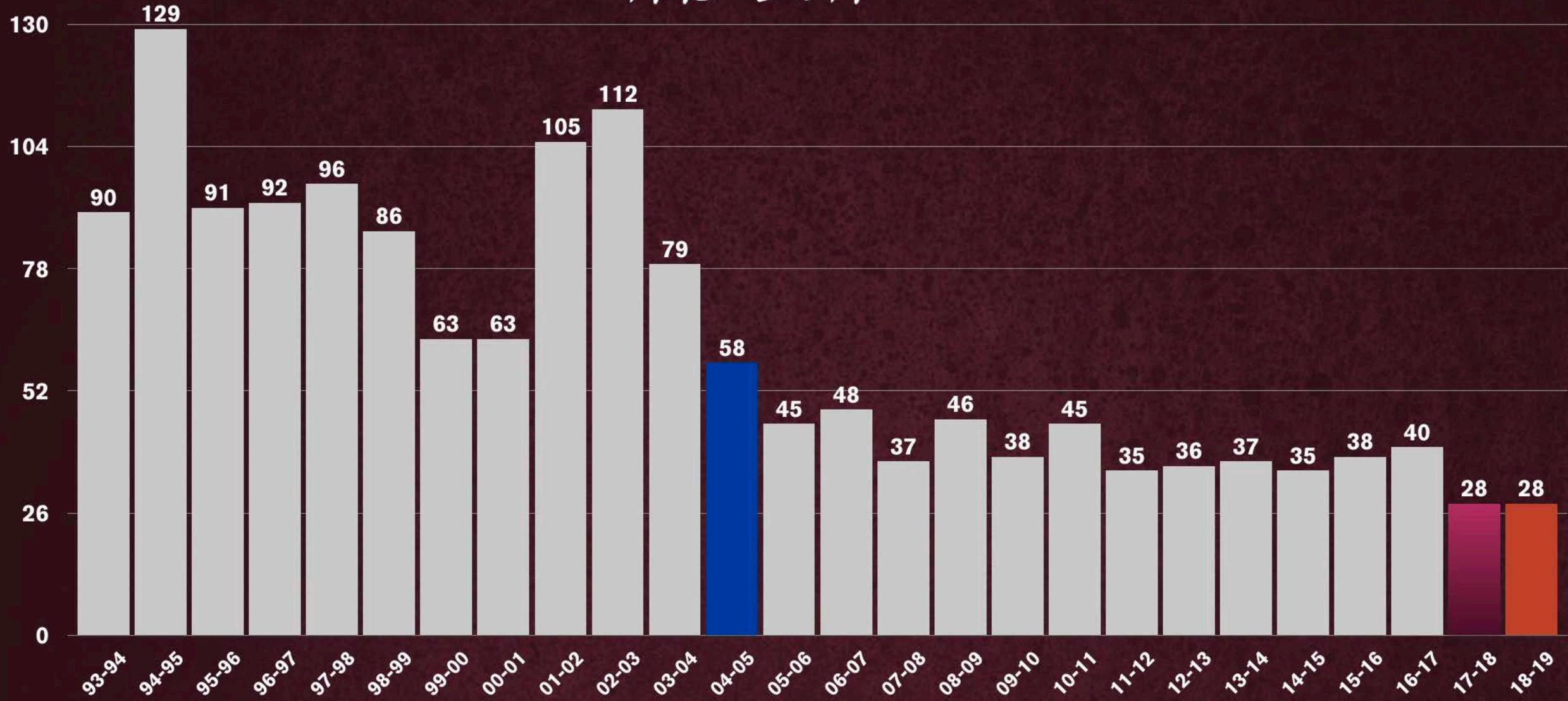
# Learfield IMG College Directors' Cup

1993-2019

# AD's Updates

Attachment I

## Performance





# Learfield IMG College Directors' Cup ACC Teams 2019

# AD's Updates

Attachment I

## Performance

	<b>Wake Forest</b>	<b>6</b>		<b>VIRGINIA TECH</b>	<b>28</b>
	<b>Duke</b>	<b>7</b>		<b>Clemson</b>	<b>44</b>
	<b>Notre Dame</b>	<b>9</b>		<b>Louisville</b>	<b>44</b>
	<b>NC State</b>	<b>10</b>		<b>Georgia Tech</b>	<b>63</b>
	<b>Virginia</b>	<b>14</b>		<b>Pitt</b>	<b>85</b>
	<b>North Carolina</b>	<b>15</b>		<b>Boston College</b>	<b>115</b>
	<b>Florida State</b>	<b>17</b>		<b>Miami</b>	<b>153</b>
	<b>Syracuse</b>	<b>19</b>			

# AD's Updates Attachment I *Performance*



**7 1/2**



**6 1/2**

- |   |  |   |  |   |  |  |   |   |   |   |
|---|--|---|--|---|--|--|---|---|---|---|
|  <p>Men's Soccer</p>    |  <p>Women's Soccer</p>      |  <p>Volleyball</p>                   |  <p>Women's Cross Country</p> |  <p>Men's Cross Country</p> |  <p>Football</p>  |  <p>Wrestling</p>   |  <p>Men's Basketball</p> |  <p>Women's Swimming &amp; Diving</p>      |  <p>Women's Indoor Track &amp; Field</p> |  <p>Men's Indoor Track &amp; Field</p> |
|  <p>Women's Tennis</p> |  <p>Women's Basketball</p> |  <p>Men's Swimming &amp; Diving</p> |  <p>Softball</p>             |  <p>Men's Tennis</p>       |  <p>Lacrosse</p> |  <p>Men's Golf</p> |  <p>Women's Golf</p>    |  <p>Women's Outdoor Track &amp; Field</p> |  <p>Men's Outdoor Track &amp; Field</p> |  <p>Baseball</p>                      |

# ACC CLASH

2017-18

	5-12	29.4%
	6-12	33.3%
	7-11	38.9%
	8-9	47.1%
	10½-11½	47.7%
	6½-6½	50.0%
	11-11	50.0%

	10-10	50.0%
	8½-6½	56.7%
	12½-8½	59.5%
	11-6	64.7%
	11-4	73.3%
	15½-4½	77.5%
	14½-3½	80.6%

# ACC CLASH

2018-19

	2.5-10.5	19.2%
	4-9	30.8%
	3-5	37.5%
	4-6	40.0%
	6-8	42.9%
	4-5	44.4%
	7.5-6.5	53.6%

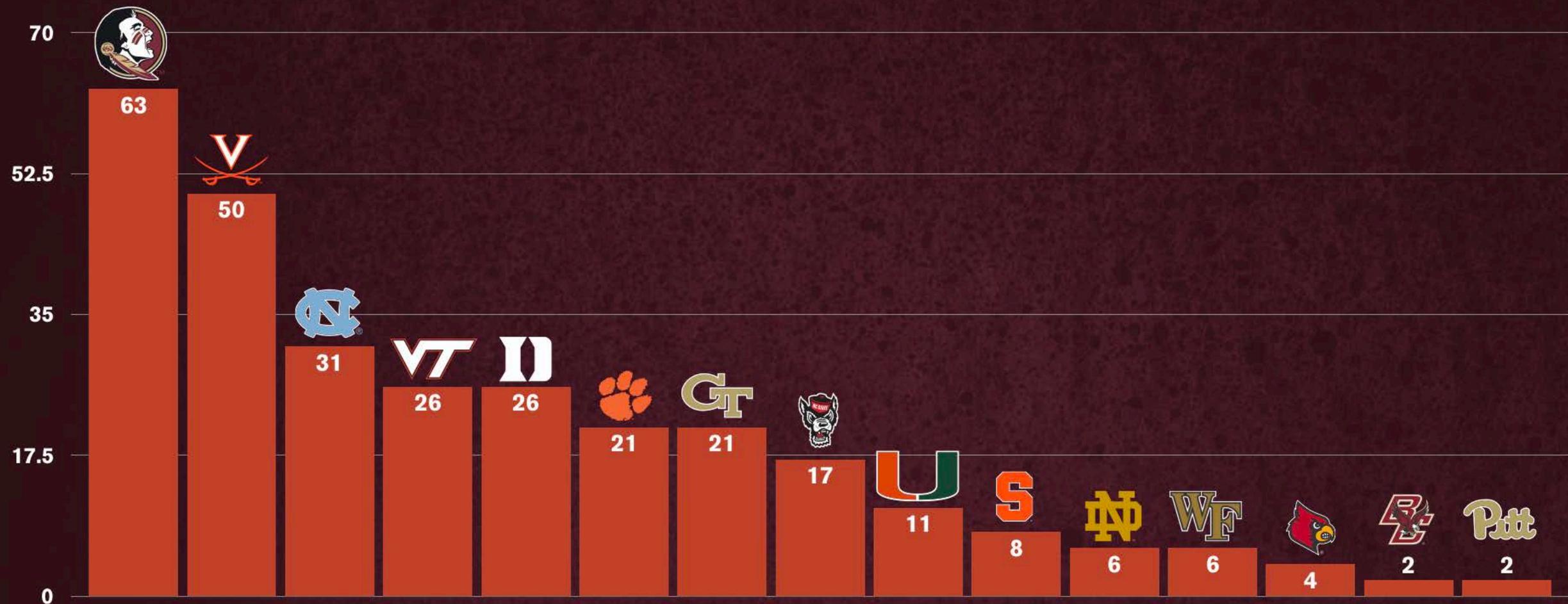
	6.5-5.5	54.2%
	6-5	54.5%
	9-6	60.0%
	7.5-4.5	62.5%
	6-3	66.7%
	8-3	72.7%
	12-3	80.0%

## ACC CLASH

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
 (5-0)	13½-5½	12-6	15-5	17-2	15½-4½	7½-4½	 (1-4)	8½-12½	6-15	5-16	9-13	11-11	6-8
 (4-1)	9½-6½	7-8	8-8	10½-6½	11-4	3-5	 (1-4)	10-9	8-9	7½-11½	8-10	6-12	4-9
 (2-3)	6-14	12-8	10-11	12-9	10½-11½	9-6	 (1-4)	6-13	8-10	7½-12½	7½-12½	10-10	6-5
 (0-5)	4½-11½	5-12	7½-9½	8-9	5-12	2½-10½	 (5-0)	13½-4½	13½-3½	14-4	13-4	14½-3½	12-3
 (5-0)	11-6	11-5	11-6	11-6	11-6	8-3	 (4-1)	7-7	8-6	3½-8½	9-6	6½-6½	4-5
 (1-3)		11-6	6½-12½	7½-10½	7-11	4-6	 (2-3)	8½-12½	7-14	7-14	11-11	12½-8½	7½-6½
 (4-1)	11-5	9-7	8½-8½	8½-7½	8-9	6½-5½	 (5-0)	8-6	11-5	9½-5½	10-4	8½-6½	6-3

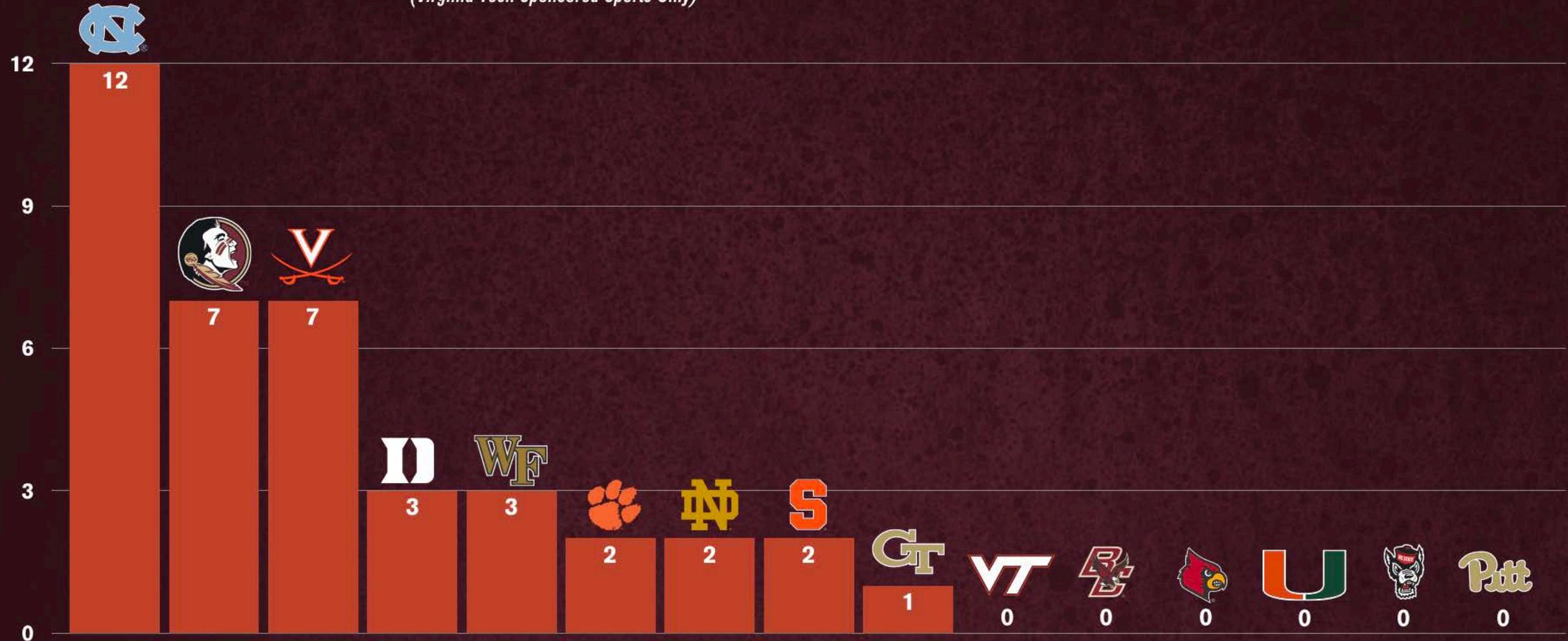
# ACC Championships

*Since 2004-05*  
*(Virginia Tech Sponsored Sports Only)*



# NCAA Championships

*Since 2004-05*  
*(Virginia Tech Sponsored Sports Only)*



*Includes vacated win by FSU in Men's Outdoor T&F (2007)*

*as of March 18, 2019*

# ACC All-Sports Championship 2018-19

	School	Points	Total # of Part. Teams	Quotient
1	NC State	129.5	175	0.740
2	Notre Dame	110	155	0.710
3	Duke	118.5	190	0.624
4	Florida State	98	157	0.624
5	Louisville	108.5	176	0.616
6	Syracuse	93	152	0.612
7	Virginia Tech	107	175	0.611
8	Virginia	110.5	182	0.607
9	Clemson	76	145	0.524
10	North Carolina	95.5	190	0.503
11	Georgia Tech	63.5	143	0.444
12	Miami	62	157	0.395
13	Wake Forest	57	152	0.375
14	Pitt	57	175	0.326
15	Boston College	52.5	184	0.285



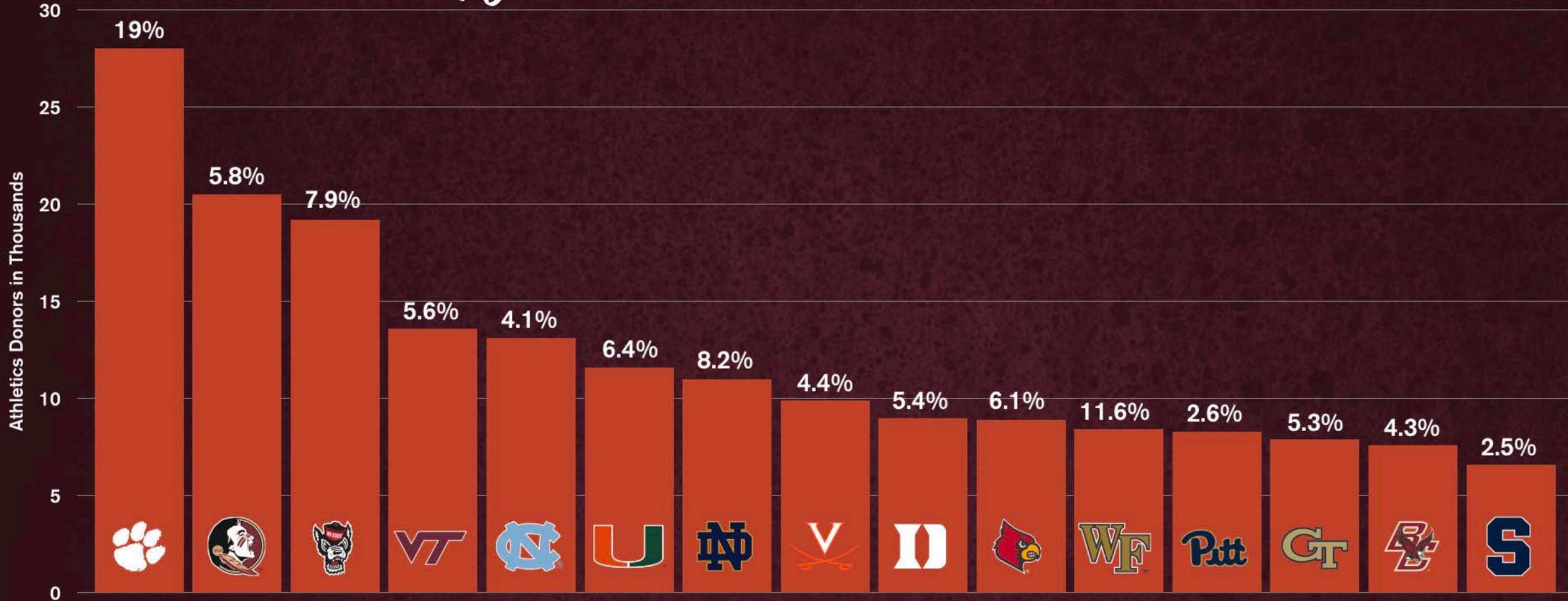
# Historical Hokie Club Membership Numbers

AD's Updates  
Attachment I  
*Support*



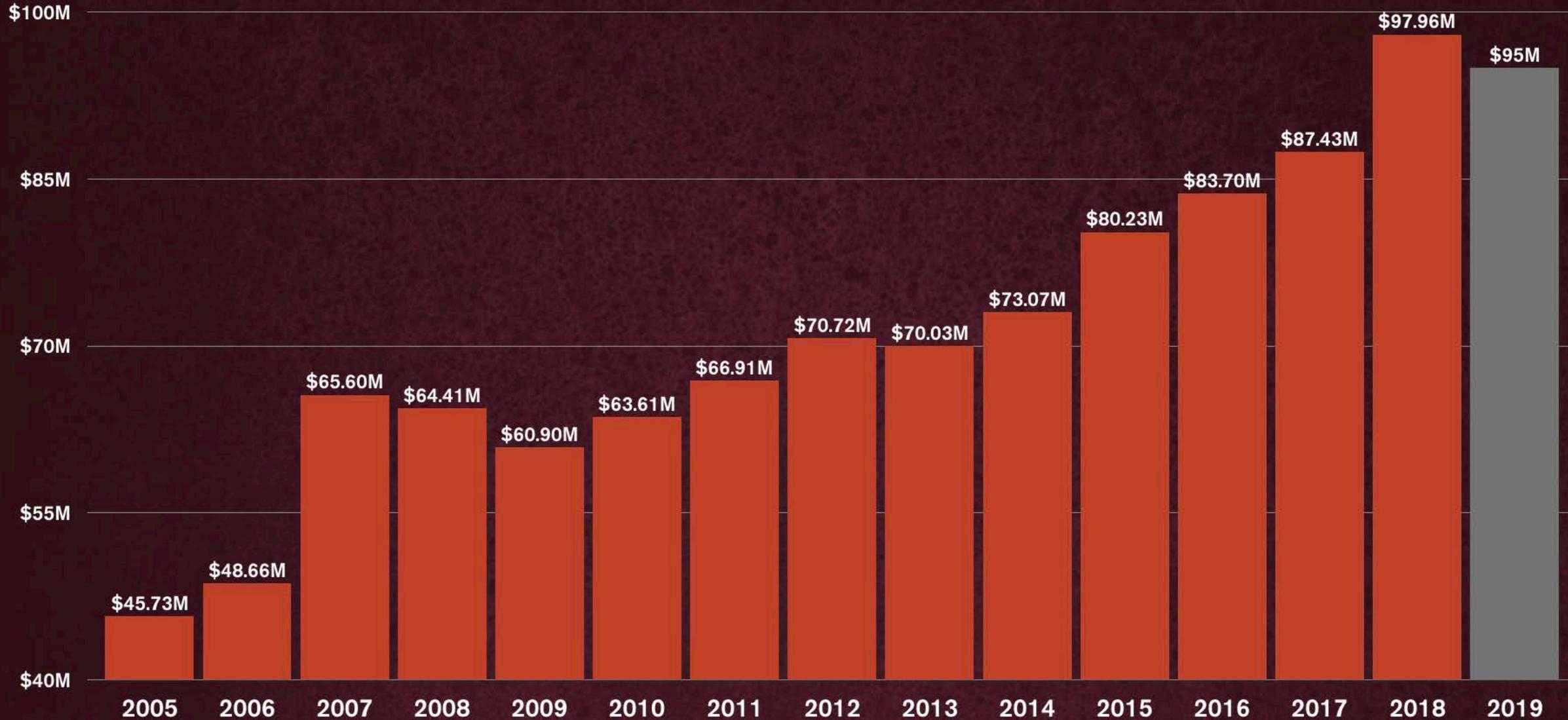
# ACC Donors Participation

as of June 30, 2018



Percentages represent maximum amount of living alumni who are athletics donors.  
Schools are listed left to right in order of largest to smallest in total donors

### Total Revenues 2005-2018



# Fiscal Year 2018

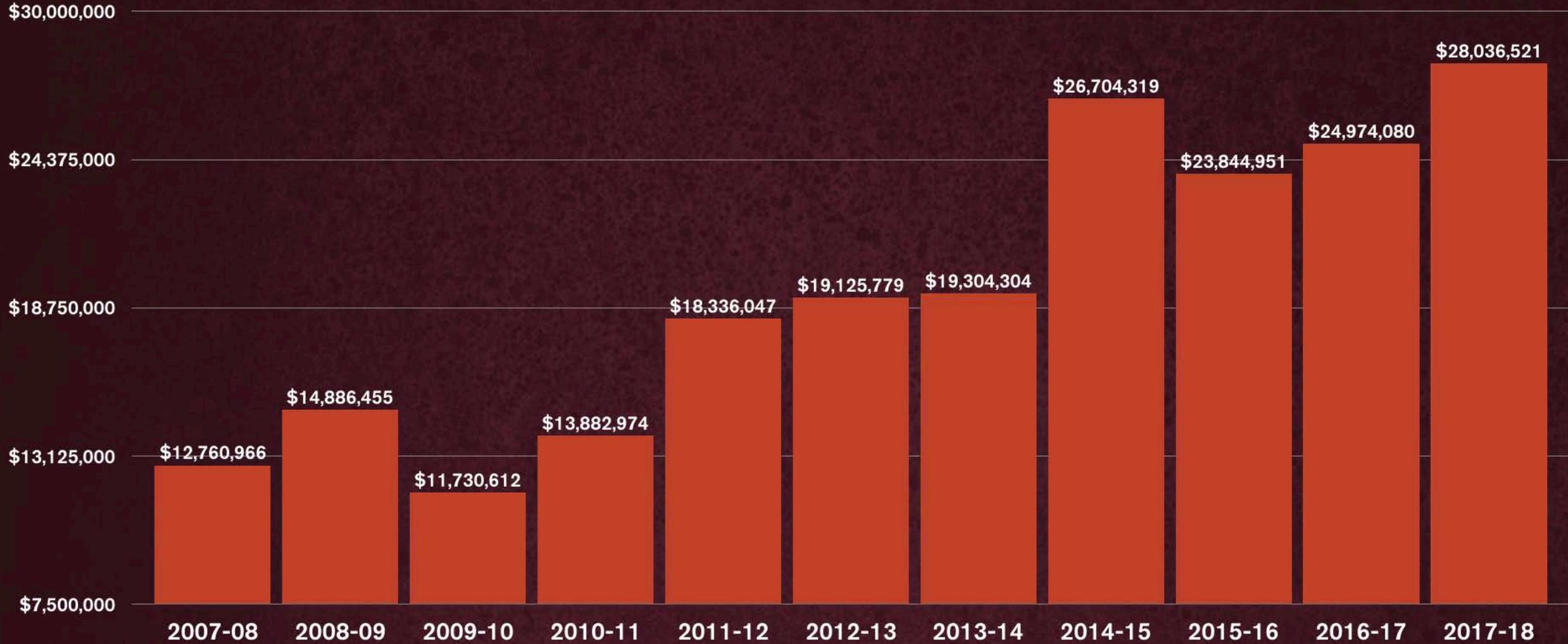
## Summary

Revenues	Actual
Ticket Sales	\$19,428,427
Gifts & Endowment	\$24,675,743
Conf/NCAA Distribution	\$29,339,560
Stu. Fees/Univ Support	\$9,710,696
IMG/Sponsor/Licensing	\$9,891,181
Other Revenue	\$4,917,421
<b>Total Revenue</b>	<b>\$97,963,028</b>

Expenses	Actual
Scholarships	\$14,281,972
Salaries & Benefits	\$34,095,198
Dept Ops Expense	\$9,063,959
Direct/Indirect Expense	\$14,509,256
Debt Service	\$5,650,008
Travel/Bowl	\$6,717,152
Home Game Ops	\$4,687,876
Recruiting/Equipment	\$4,060,478
<b>Total Expenses</b>	<b>\$93,065,899</b>

	Actual
Total Revenue	\$97,963,028
Total Expense	\$93,065,899
<b>Total Variance</b>	<b>\$4,897,129</b>

# ACC Revenue Distribution *Last 10 Years*



### Market Summary > Apple Inc.

NASDAQ: AAPL

[+ Follow](#)

**170.89** USD **+1.46 (0.86%)** ↑

Closed: Feb 12, 6:07 PM EST · Disclaimer

After hours 170.80 **-0.090 (0.053%)**

1 day

5 days

1 month

1 year

5 years

**Max**



Open	170.10	Div yield	1.71%
High	171.00	Prev close	169.43
Low	169.70	52-wk high	233.47
Mkt cap	805.79B	52-wk low	142.00
P/E ratio	14.05		

Ronald Wayne

**Top 25**  
**Culture Home WIN**

*In Your Packet*

### **3 Key Points to Take Away**

- 1. Comprehensively, 2017-18 was our best academic and athletic year in history.**
- 2. We have not come close to reaching our ceiling.**
- 3. We must, and will, continue to reflect the values of Virginia Tech.**

***How do we accomplish something together that's never been done here before?***

# Aggregate of Marginal Gains

↑ 1%



**BRITISH**  
**CYCLING**

*Thank You*



STAFF SENATE CHILD CARE  
PRIORITIES

*KATRINA LOAN AND ROBERT SEBEK*  
MARCH 30, 2019



## PROPOSAL SUMMARY

- Establish donor funds
- Increase child care staffing pipeline
- **Provide child care tuition assistance for Virginia Tech employees and students**
- **Provide back up care options**
- **Provide start up funding for surrounding county facilities**
- Build an on-campus child care facility

## UNIVERSITY FOLLOW THROUGH

- Establish a university task force, modeled on the Total Compensation Task Force
- Representatives from relevant constituent groups: Staff, faculty, and graduate students
- Representatives from HR, finance and budgeting, development, Graduate School
- Explore short and long term solutions

PROVIDE CHILD  
CARE TUITION  
ASSISTANCE FOR  
VIRGINIA TECH  
EMPLOYEES AND  
STUDENTS

- **The University is exploring an income-based subsidy**
- **The University needs to participate in the federal CCAMPIS program for low-income undergraduates**
- **Human Resources could have programs to increase awareness of assistance programs for eligible employees**
  - Early Head Start (0-3 years), Head Start (3-5 years), and Virginia Preschool Initiative (4 year olds)
  - State Child Care Subsidy Program

Virginia Tech full-time staff employees making under \$35,000/yr

Data as of 2/1/2019

Band	Count of Employees
1	312
2	248
3	407
4	5
Total	972

Data as of 2/1/2019

Salary Range	# of employees
\$20,000-\$25,000	259
\$25,000-\$30,000	269
\$30,000-\$35,000	444
Total	972

┌  
PROVIDE BACK UP  
CARE OPTIONS

- Six of our 25 peer institutions, as well as UVA, provide back up care for mildly sick children or when schools are closed (when child care providers also close)
- When local schools close for weather, but the University remains open, employees must use leave to remain home with their children
- **Human Resources is exploring back up child care options, including contracting with third party.**
- **We must consider employees who live outside Montgomery County as well**

┌  
PROVIDE START UP  
FUNDING FOR  
SURROUNDING  
COUNTY FACILITIES

- A significant number of employees travel to work from Giles and Floyd counties. They need child care facilities close to their children's schools.
- A number of employees travel to work from West Virginia and travel through Giles County on the way.
- **The University could invest in new and expanded child care facilities in Giles and Floyd counties, much as we've already done in the Blacksburg area, with guaranteed priority slots for Virginia Tech families.**



# What is Organizational Excellence?



- Aligning the people, processes, resources, and technology to develop innovative, progressive, and sustainable programs and services that are directly linked to the strategic priorities
- Emphasis on creating culture of excellence throughout the organization
- Concept that is relatively new to higher education environment

# What does this mean for Virginia Tech?



## Spring 2018

- Early discussions around an organizational excellence framework
  - Strategy to advance Beyond Boundaries vision
- Identified need to bring consistent approach to solving university-wide challenges
- Targeted focus on eliminating barriers to achieving academic excellence

## Fall 2018

- Concept evolved in Executive Council as well as Strategic Planning meetings
  - Developed initial project framework to test concept
- Launched two pilot projects

## Spring 2019

- Establish organizational excellence model
- Charge Vice President for Business Services with leading inaugural year OE initiative
  - Focus on developing organizational vision, strategy, and framework



# Overarching Themes: Total Compensation

## Vision & Strategy

Total compensation vision and strategy will guide decisions, funding, practices, and commitment to fair compensation.



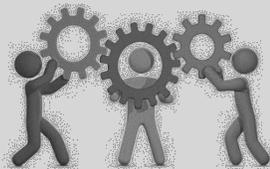
## People

Our people are our greatest assets. Total compensation programs need to incorporate all facets of the employee experience.



## Business Planning

Overarching business planning, supporting compensation visions and strategy will improve recruitment and retention efforts for staff.



## Execution

Enhanced and coordinated collaboration between central areas of expertise and decentralized areas of execution will advance campus efforts and shared understanding regarding total compensation vision.



# Total Compensation: Employee Childcare



## **Current Programs:**

*Virginia Tech Child Development Center for Learning and Research*

Full time since 2005

Serves approximately 40 children

*Rainbow Riders*

University agreement with private provider

Priority placement for 60% of openings

*Alliance for Better Childcare (ABC)*

Established by community leaders in 2013

Expand access and quality in region

Expand number of childcare educators

## **Future Plans:**

Continue to focus work with ABC

Initiate comprehensive university-wide survey (through KinderCare)

Develop comprehensive, long-term vision and supporting business model

# Total Compensation: Approved Recommendations

## ▮ Pay

- Adjust minimum starting salary for salaried employees to \$12/hr for full time employees.
- Develop business plan and financial strategy to move wage positions to \$12/hr over the next 1-2 years.

## Parking

- Revise business model, ensuring alignment with vision and strategy.
- As part of new model, implement strategy to minimize parking costs for lowest paid employees.

## Stipend

- Create pilot program, providing \$500 stipend, to full-time employees with salaries below \$35,500.
- Stipend could be used to offset cost of parking, childcare, or other benefit.
- Program would be developed in the fall and rolled out January 1, 2020.

# Future Work

ORGANIZATIONAL EXCELLENCE

# OE@VT: Spring 2019 Projects



## *Administration and Operations Transformation – Spring 2019*

- Develop new service delivery model(s) for administrative and operation units
- Focus on cost effective and efficient operations
- Eliminate barriers and unnecessary bureaucracies
- Create culture of excellence and service

## *OE@VT – Spring 2019*

- Develop overarching vision, strategy, and framework
- Refine operating model
- Develop communication plan

# Questions

# Human Resources Update

March Board of Visitors meeting

- Bryan Garey, Vice President for Human Resources  
March 31, 2019

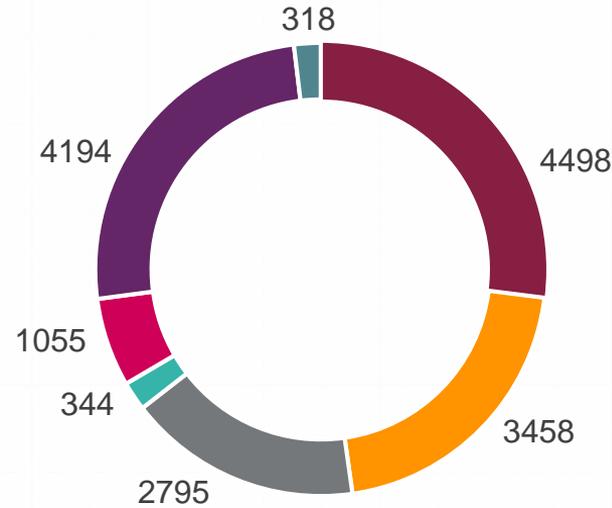
Beyond Boundaries  
Faculty Senate  
InclusiveVT  
Principles of Community  
President's Council  
Ut Prosim  
Hokie Stone  
Staff Senate HokieBird  
Caucuses  
University Council  
Hokie Nation

# HR Organization



# ■ Employment snapshot - January 2019

Attachment I

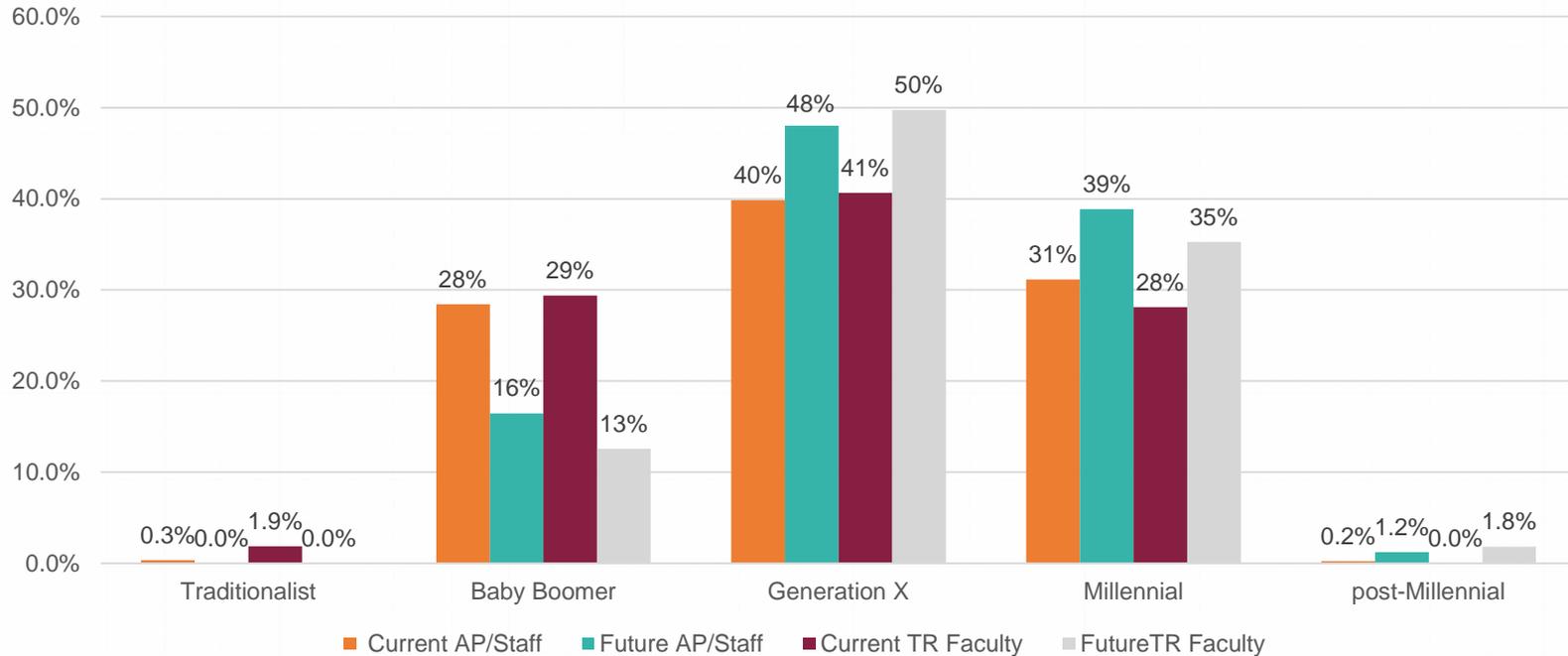


■ Faculty ■ Staff ■ Graduate Assistant ■ Part-time Faculty ■ Wage ■ Wage-Student ■ Other

# Generation Xers and Millennials are becoming the core workforce

Attachment I

## Generational change 2018 to 2023



## ■ Key trends: Retirements are increasing

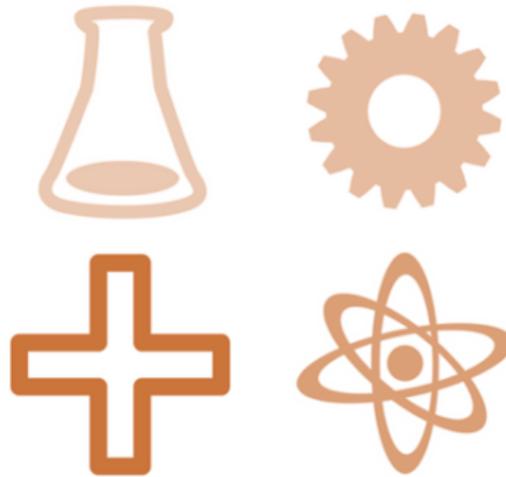
Attachment I

Employee Group		2013	2014	2015	2016	2017
AP/Staff	% of active	1.6%	1.5%	1.9%	2.0%	2.9%
	Number	81	74	94	101	146
TR Faculty	% of active	0.9%	1.1%	0.9%	1.7%	1.5%
	Number	23	28	23	43	39
<b>Total</b>	<b>% of active</b>	<b>1.4%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>1.9%</b>	<b>2.4%</b>
	<b>Number</b>	<b>104</b>	<b>102</b>	<b>117</b>	<b>144</b>	<b>185</b>

- Over the last five years, there has been a steady increase in the number of employees who retired, specifically within the Baby Boomer population.
- Over the next five years, as many as 1,100 current university employees may retire.
- This increase plus turnover for other reasons could result in significant workforce shortages.

# ■ Areas of workforce risk

- Academics:
  - Engineering
  - Computer science
  - Basic sciences
- Other occupations:
  - Finance
  - Administration
  - Trades
  - Lab support



## ■ 2019 goals - focused on addressing university needs

Attachment I

1. Embed HR Division Directors in colleges and units.
2. Replace recruitment system.
3. Build new recruitment capability.
4. Launch onboarding program.
5. Articulate compensation priorities.
6. Revitalize and expand professional development opportunities, including targeted efforts toward leaders and managers.

# HR Roadmap

Attachment I

## Phase 1

Build a strong HR infrastructure

- **Strategic:** Strengthen recruiting capabilities, rebuild development unit, new onboarding program, expand wellness offerings
- **Consultative:** Add 6-8 Divisional Directors, focus on collaboration and communication, expand division director authority
- **Administrative:** Strengthen service center, streamline/automate processes, focus on policies, project management

*Calendar Year 2019*

## Phase 2

Expand Services and Offerings

- **Strategic:** Launch workforce planning effort, strengthen HR metrics and analytics, expand professional development offerings, redesign compensation / classification structures / practices
- **Consultative:** Expand Divisional Directors into academic units 6-8, refine employee relations
- **Administrative:** Implement LMS and Performance Management software, continue process automation, elevate HR brand

*Calendar Year 2020*

## Phase 3

Evolve and Mature Services

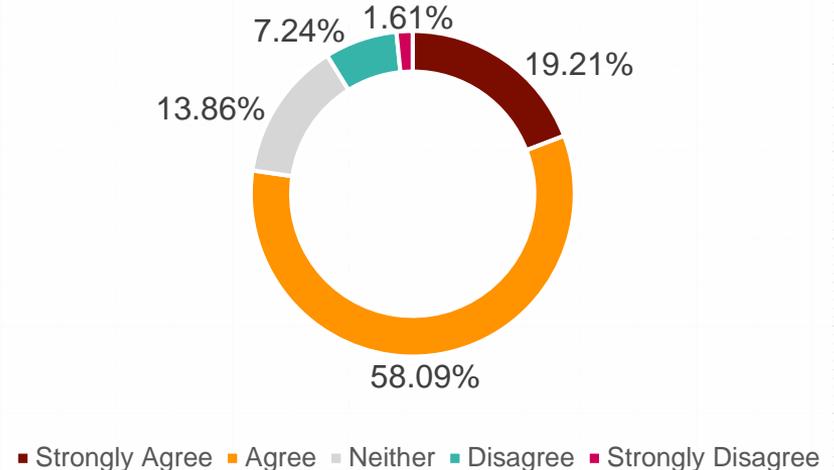
- **Strategic:** Great Colleges to Work For, expand professional development offerings, add organizational development function
- **Consultative:** Fill remaining Divisional Director positions, identify new / needed services
- **Administrative:** Self-service HR, continue process automation, HR information via mobile technology
- **Develop HR Strategic Plan 2.0**

*Calendar Year 2021*

## 2018 climate survey highlights

- Conducted fall 2018 to understand employee perceptions of diversity, inclusion, leadership, work environment, and job satisfaction.
- Overall campus climate and college/business unit climate is good.
- Employees are familiar with
  - Principles of Community and believe they have a positive impact.
  - InclusiveVT efforts and a significant number believe it has a positive impact.
- Employees are satisfied with their job and the people with whom they work.

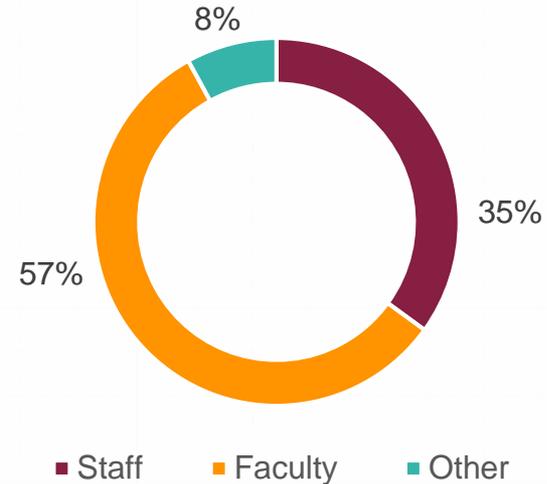
### Campus Climate



## ■ 2018 survey opportunities

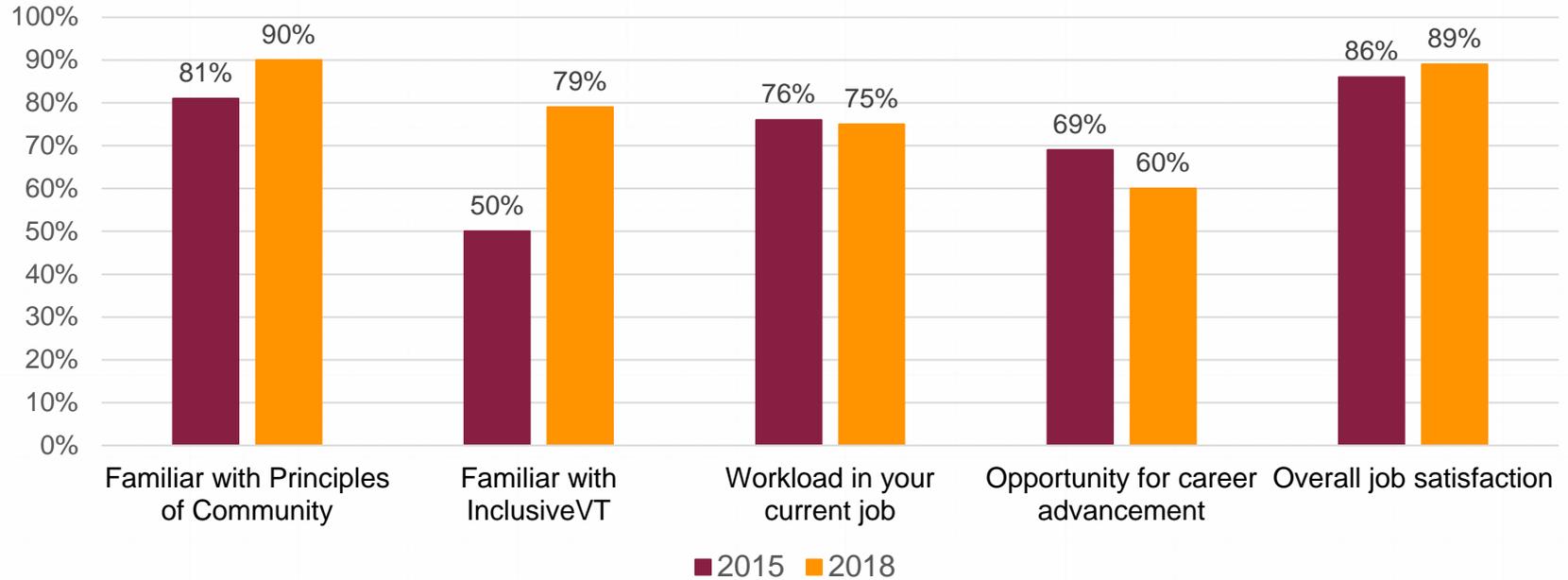
- A majority of employees feel less confident in:
  - How to get help if they feel they are treated unfairly or inequitably.
  - Having work-life balance support.
  - How to advance their career at Virginia Tech.

Responses by Employee Type



# Comparison of 2015 and 2018 climate surveys

Attachment I



# Human Resources Update

March Board of Visitors meeting

- Bryan Garey, Vice President for Human Resources  
March 31, 2019