

Undergraduate Constituent Report - March BOV- Jamal D. Ross

Good afternoon, Rector Long, Vice Rector Baine, President Tim Sands, Virginia Tech Board of Visitors, and guests.

It is a pleasure to be with you all today as we highlight the progress the undergraduate students have achieved as a community over the midterm season after the first weeks of the Spring 2023 semester, as well as to look ahead to the next seven weeks. As a fellow member of the 2019 cohort of Hokies, I am proud to say that myself and others are preparing to transition into servant leaders of our communities, following the Ut Prosim way as we have our graduation on the horizon! I'm really delighted to be presenting to the board with my third constituent report. As a Hokie, I am glad to highlight the accomplishments we have achieved in making our community more inclusive and accepting. We have made tremendous progress because of your help, devotion, and vision, and I look forward to continuing this effort with you. As we conclude Principles of Community Week at Virginia Tech, it is essential to consider the values and concepts that distinguish our campus community. Our campus partners sponsored a variety of activities for us, including keynote speakers, interactive workshops, and panel discussions. These activities allowed students to interact with one another and learn more about what the Principles of Community mean to us as Hokies. The 1872 Forward panel, which featured President Tim Sands and other university officials addressing our previous 150 years and the next 150 years, was one of the week's highlights. This panel provided us with an opportunity to reflect on our university's past and how we may continue to protect and improve the Principles of Community in the future. It is our responsibility as Hokies to acknowledge and uphold the Principles of Community in all parts of our life.

We must embrace diversity, inclusiveness, and equity, and endeavor to build a community in which all people feel valued and respected. We can continue to develop a stronger, more vibrant Virginia Tech community by doing so. It is now time to focus on the Ross Result Pillars. In between board meetings, I have made it a goal to focus on advocating for, discussing, and collaborating with fellow student leaders to link our students with mental health services on our campus. I think that student mental health is an urgent problem that requires continual attention and assistance, and I am dedicated to ensuring that our school offers the necessary resources and services. Throughout my talks with students, I've heard varying opinions regarding the campus's mental health services. While many people applaud the extension of services, there is a widespread impression that university assistance has dwindled during the early days of the COVID-19 epidemic. Several students have indicated a need for additional assistance and tools to help them manage their mental health issues. To solve this issue, I collaborated extensively with student leaders, dubbed the "Support System," to better understand their needs and concerns. One topic that came repeatedly throughout these discussions was, "I strive to assist my peers, but who is here to support me?" This question emphasizes the need of a strong support system that not only serves students' mental health issues but also supports the mental health of

student leaders and peer support networks. I am dedicated to continuing to collaborate with students and the institution to solve these issues and foster a supportive atmosphere that values mental health and wellness. I think that open communication and cooperation will allow us to make tremendous progress in this area and guarantee that all students have access to the tools and assistance they require to succeed.

As we move on to the next section of the report, it's important to focus on the sense of disconnection that our undergraduate Hokies are feeling, particularly our off-campus students, including those from underrepresented minority (URM) students, Pell-grant eligible students, and international students. While we celebrate Virginia Tech's success in attracting record numbers of applications this year, and many of us have had the pleasure of connecting with prospective students through various organizations, we must equally recognize the hurdles that our students confront. We recruit a large number of students and provide housing for the first year, but then send them off campus as young adults with little aid during such a significant transition period. This strategy has fractured our students' undergraduate experience. They are already dealing with the difficulty of adjusting to university life, and now they are fighting to locate cheap accommodation near campus. Furthermore, the rising cost of living in Blacksburg makes it more difficult for students to maintain a reasonable level of life. Our students have voiced their worries and asked for assistance in this regard.

As a result, we must look beyond simply enticing students and instead focus on supporting them throughout their undergraduate experience. This involves assisting and directing them to resources to help them navigate the initial transition period, ensuring that they feel connected to the Virginia Tech community, and guiding them through their academic and career objectives. By doing so, we can help our students achieve in all parts of their life, not just academically. It is critical to address a major issue that impacts not only existing students but also prospective students thinking about joining our valued Hokie family. Tuition costs have been a source of concern for many of us, and it is something we cannot afford to ignore. Let me tell you about a girl I met over the weekend at Virginia Tech. She was an undergraduate student who was paying for her school entirely on her own, with no help from her parents or guardians. I could see the tenacity and determination in her eyes as she discussed her hardships of working long hours as a student and going home late at night to prepare for the next day's class. She explained how every dollar was important to her and how a tiny tuition rise may have a major influence on her ability to complete her studies. I understood she wasn't alone as I listened to her narrative. Many of our fellow Hokies experience similar challenges, and growing tuition costs only add to their difficulties. Not only her story moved me, but so did the experience of a first-generation student who explained how even a modest rise in tuition might constitute a big obstacle to his education. These are just a few instances of the challenges that many of our students confront on a daily basis.

As a higher education institution, we must promote accessibility and affordability for all students. We cannot let growing tuition costs impede our students' academic success or push them to make tough decisions regarding their future. Our undergraduate students attend Virginia

Tech because they are passionate about education and our university. We owe it to them to make sure they can continue their Hokie experience without financial constraints. We know that tackling tuition expenses is a difficult problem with no simple answers. We must, however, continue to collaborate in order to develop ways to make education accessible and affordable to all. We encourage our community to rally behind our present and future Hokies in their academic endeavors. Let us remain an institution that attracts and keeps the smartest and brightest brains, regardless of their financial situation. We can all Hokie Trot our way to the finish line, fulfilling our aspirations and making a difference in the world. Finally, we, the undergraduate student body, want to take this opportunity to express our heartfelt appreciation to the board for their enduring devotion and dedication to our students. Your diligent work and support have enabled us to excel academically and grow as Hokies. We cannot express how grateful we are for everything you have done and continue to do for us. As we move forward, we'd want to recall the Virginia Tech saying, "In the spirit that binds us all, let's give a Hokie Hi!" Thank you again for everything you do, and keep giving a Hokie Hi!

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Report from the Graduate Student Representative to the Board of Visitors
Anna Buhle

Hello, Rector Long, Vice Rector Baine, members of the Board, President Sands, and other guests.

My report today will focus on three topics: the medical school, the NCR graduate student experience, and the affordability of graduate education at VT.

First, I would like to share some exciting news. Last week, on Friday, fourth year VT medical students achieved a 100% match rate into categorical residency positions. This is an enormous accomplishment and demonstrates not only the incredible work done by my peers but also the high quality of mentorship and guidance done by faculty at the medical school and Carilion Clinic. Of my class of 43 students, 6 of them will be staying at VTC and continuing to serve the population of SW VA. An additional 2 students will be staying in VA, meaning nearly 20% of my class will continue to bring medical care to the commonwealth of VA. As we discussed yesterday, the medical school is not receiving state funding for medical student education, and thus does not currently enroll a high percentage of VA residents. In my class, only 9 students were VA residents (~20%). Obtaining funding from the state for medical education is crucial to the universities mission to attract and retain talent in VA. I was asked yesterday about the rates of rates of physicians who stay in the state they train in after residency. According to the AAMC, about 57% of residents continue to practice in the state where they completed their residencies.¹

Yesterday we also discussed the university's goal to double the enrollment at the medical school. This is a mission that students at the medical school are in support of and they feel included in the ongoing planning process. I do want to give some pros and cons of growth from the medical student perspective. Each year, when we send our graduates off to residency programs, they are paving the way for future VTC graduates. This year, we had students match at some of the most prestigious academic medical institutions in the country. They have opened the door for future graduates of VTC to receive training at these programs, where our name may not have been known previously. With growth, there is more opportunity to grow the VTC brand. However, US residency positions are not growing at the pace that medical schools are growing. As I stated yesterday, out of all residency applicants this year, only about 81% of them got a spot in the match (with a 93% match rate for USMD students).² Although we have highly successful graduates from our program, more medical school spots means other qualified and talented medical graduates will be left without a job. Furthermore, as medical schools across the country are also being opened and growing, it also means that the residency match may become harder for our own students.

Next, I would like to focus on the student experience in the NCR. I would like to start by saying that students are very excited about the opportunities that our NCR graduate

programs present. And I agree with them, and I'm sure you do as well, that our growth into the greater DC area has created incredible possibilities for student education and university impact. However, this growth has not been seamless. When we opened these new campuses, and accepted and enrolled students, we did not simultaneously grow VT resources into this area. One issue is the availability of classes. Students describe many instances where a class they would like to take or need to take is only being taught on the Blacksburg campus. We surveyed graduate students in the NCR and 77% of respondents said that there was a course they wanted to take but it was being taught only in Blacksburg and there was no option to enroll remotely. Students report this problem across multiple disciplines including engineering, CS, architecture, and business. The majority of respondents said that they took another class that they found less relevant or interesting instead, but importantly 12% of respondents said that this slowed down completion of their degree. When I have spoken to faculty about this issue, I have been informed that it comes down to the individual lecturer and whether they would like to offer virtual options. I raise this issue because the students in the NCR believe that as we expand our campus we must be prepared to bring classes and education to the students that we enroll at these extended sites. The university must support and encourage professors in offering virtual options or new professors must be brought in to meet these needs. I have had students tell me that they would not have chosen VT if they had been informed that many of the classes advertised were seldom offered to NCR students. ³

There is also a stark lack of resources for the NCR students when compared to other VT graduate students. Students in this region do not have affordable housing and or health care. Currently, there is no VT affiliated health care provider and very few local providers that will accept the student health insurance. While I know the university is actively seeking a solution to this problem, there is a concern that given the geographical variation for students in this region, that a solution that involves a single medical provider located off campus will still leave a major barrier to care. I do want to point out that great progress is being made in regards to student resources. There is now an in person mental health counselor in the NCR who has been highly sought after by students and there will be a metro pass available to students as well to meet transportation needs.

Finally, I would like to close on the affordability of graduate education at Virginia Tech. We touched on this subject yesterday at the information session but I would like to expand on it now. Before I do so, I would like to highlight the work the graduate school is doing to attract a talented and diverse cohort of students by offering significant and incredibly impactful scholarships.⁴⁻⁸ This is work that is exciting and meaningful to graduate students. As I said yesterday, graduate and professional students strongly oppose an increase in their tuition and fees. Professional students, and many graduate students, take out loans to cover the costs of tuition, fees, and cost of living. While many current students have been fortunate to have no interest on their loans during the pandemic, this will soon not be the case. Thus, any increase to tuition and fees will exponentially increase the already high debt burden students at Virginia Tech face. Additionally, many graduate students, in particular PhD students and candidates,

do not currently earn enough to meet the minimum living requirements in Blacksburg, forcing them to choose between school, food, and healthcare and compromising the work they are able to accomplish. An increase in tuition and especially fees would be particularly harmful to this vulnerable group of students. The graduate assistantship support task force has made recommendations to address this significant issue which includes raising the minimum assistantship to meet the *minimum* living costs in Blacksburg as well as covering the comprehensive fees of graduate students among other recommendations. Graduate students are anxiously anticipating the university's response to these recommendations because for many students, their health and safety hangs in the balance. Accepting and acting on the recommendations will significantly ease the financial burden of graduate students and align with VT's priority of access and affordability.⁹

Thank you.

1. <https://www.aamc.org/data-reports/students-residents/interactive-data/table-c6-physician-retention-state-residency-training-state>
2. <https://www.nrmp.org/wp-content/uploads/2023/03/2023-Advance-Data-Tables-FINAL.pdf>
3. [Course Availability Survey Feb 2023.pdf](#)
4. [Funding Sponsored by the Graduate School | Graduate School | Virginia Tech \(vt.edu\)](#)
5. [Diversity Scholars | Graduate School | Virginia Tech \(vt.edu\)](#)
6. [Funding Sponsored by the Graduate School | Graduate School | Virginia Tech \(vt.edu\)](#)
7. [Edward A. Bouchet Graduate Honor Society | Graduate School | Virginia Tech \(vt.edu\)](#)
8. [Diversity and Inclusion | Graduate School | Virginia Tech \(vt.edu\)](#)
9. [Graduate Stipend Task Force Jan 2023 draft \(vt.edu\)](#)

Staff Senate Constituency Report
Virginia Tech Board of Visitors
March 19 -20, 2023 Presented by Serena Young, Staff Senate President

Rector Long, members of the Board of Visitors, President Sands, administrators, and guests: Thank you for this opportunity to speak with you about Virginia Tech's staff.

Spring Semester is off to a speedy start. A full plate far all to say the least.

Several of my previous reports mentioned updating the outdated Staff Senate Constitution and Bylaws. A small team of staff have put in many hours making updates and CSPA has brought forth resolution 2222-23A, which has been through all commissions and senates for comment. This past Thursday CSPA held the second reading during the staff senate meeting. A motion and a second was brought forth to adopt/approve resolution 2222-23A and I am happy to announce staff senate voted unanimously to approve the resolution. It will now go before the University Council and then I will present it at the June BOV. A big thank you to Bruce Harper, LaTawyna Burleson, Judy Taylor, and April Myers for all of their hard work.

On March 8th, 2023, the Staff Senate and the McComas Leadership Committee hosted our annual James D. McComas Leadership Seminar. The event was held in hybrid format with over 200 registered for in-person and over 60 registered for the virtual portion. The Squires Commonwealth Ballroom provide the perfect venue and Hethwood Catering provided us with an amazing lunch.

This year's guest speaker was Jean White with FranklinCovey. Jean is a FranklinCovey Managing Consultant/Senior Leadership Consultant. She has over 30 years of experience as a consultant and her mission and passion continue to be teaching time tested principles that enable people and organizations to achieve their true potential, make an impact, and achieve results. Jean is a subject matter expert in the areas of Leadership and productivity. Her energy is contagious, and presentations are inspiring, making her one of the most sought-after consultants in the company.

It was an honor and privilege to have her at our event this year. The day included a workshop style talk, named "The Speed of Trust - Foundations". This program was also approved for CAP/IAAP recertification points. Each participant received TRUST Cards which can be used as they continue working on creating trust for years to come as an employee, co-worker, friend, etc.

We received 20 nominations for the McComas Leadership Award and this year's award committee chose 2 winners: Nikki Gland-Turpin and Judy Taylor. Both, more than deserving of this award! Overall, it was a great opportunity to recognize our outstanding staff and for staff professional development, fellowship, and fun.

Staff Senate had the Threat Assessment Team present for this month's meeting. This is a resource that needs more attention at Tech. They go above and beyond to keep Tech and the surrounding community safe. This is the group; people should contact if they see or hear anything that may be a little off or unsettling so they can investigate a possible threat further. Records are kept private and available only to those who need to know. This is a proactive way to keep us all safe. Below is a list of things individuals can report:

- Communicated threats of violence
- Threatening behavior(s)
- Unusual or significantly disruptive behavior
- Unusual correspondence or communications
- Stalking
- Domestic violence
- Animal abuse
- Harassment, bullying, intimidation
- Concerns for well-being for others

Over the last month, multiple staff have reached out to me raising concerns and as-yet-unanswered questions about the new cyber security/ AI surveillance system (via a new Microsoft program) already being implemented in VT equipment and networks by the university.

This is a concern for all employees at Tech. This is an instance where communication and transparency are key. Had communication gone out prior to implementation maybe there wouldn't be such concern and angst. We are living in such crazy times where people are looking for security in many areas, not just Technology. They want to know they are protected and safe from those who may have ill intentions. Trust between Employer and employees must go both ways. We can do better. Let's make sure the trust established at this university stays strong and isn't damaged because of a failure to communicate in a timely manner.

Staff senate is continuing to look at options for pay increases/stipends for all staff. As you are aware the graduate student senate passed a bill that would hold the university to creating a viable funding plan before the 2023-2024 school year to provide more financial support to grad students. The bill then went before faculty and staff where it also passed. A taskforce was created to study this further. It's my understanding that the Board will be presented with its findings and recommendations during this month's Board meeting.

Graduate students mentioned in several outlets, they have had to take on two and three jobs over the summer, but we have full-time staff that must take on two and three jobs all year long to make ends meet. We too have staff that visit food pantries and community ministries because they can afford to feed or clothe themselves or their families. Staff have had to forgo medical treatments and procedures because they can't afford to make the minimum out of pocket co-pays. Some go without much needed medication for the same reasons. I could go on with the many financial struggles our staff face, but I think you get the picture. Virginia Tech staff need financial stability from the university. This needs action now because the struggles are only continuing to grow with each passing day.

While the Board makes financial decision regarding our graduate students compensation, I would ask that you also consider looking at increasing wages and stipends for staff. I know the minimum wage was recently increased to \$15 an hour, which is a start and it's much appreciated but it still leaves staff struggling to make ends meet. I point these things out not because the grad student compensation isn't important but because it's important to remember that staff "the backbone" of this university have the same struggles and they deserve equal consideration. For staff, this is not a time where they are furthering their education, this is their career, their livelihood. Everyone one at Virginia Tech and beyond are feeling the pressure from inflation and the cost of everything going up. This topic affects us all in some form. Please keep our staff wage and stipend concerns as a top priority for the Board. I'm asking for you to consider a significant wage increase which would include compression adjustments, in addition to the proposed increase and from the state during the 2023-2024 year. Thank you for your consideration.

On behalf of Staff Senate, I would like to thank you for listening today. I appreciate your attention today and I thank you for the opportunity to share Staff thoughts. I look forward to sharing our ongoing progress and collaborating with you all to make this year the best one yet!

Sincerely,
Serena D. Young

Administrative and Professional Faculty Constituent Report

March 19, 2023

Presented by Holli Gardner Drewry, A/P Faculty Senate President

Good afternoon, Rector Long, board members, President Sands, Provost Clarke, administrators, and guests. I am honored to be here to represent more than 2,400 administrative and professional faculty members.

Since we last met, the A/P Faculty Senate has held regular monthly meetings. We continue to receive monthly updates from HR on the Job Architecture Project including a recent preview of the job framework website.

Working with the Commission of Administrative and Professional Faculty Affairs, or CAPFA, the A/P Faculty Senate has approved updates to the A/P Faculty Senate Constitution and Bylaws and Chapter 7, of the faculty handbook. As mentioned in my August report, for the Constitution and Bylaws there are minor updates to constituent definitions, election procedures, and updates to align with the new governance structure. For the handbook, there were updates to align with the new governance structure, an addition of five days to the initial step of the grievance process, and the creation of a grievance liaison to help A/P faculty navigate the process.

The A/P Faculty senators continue to support the Beyond Boundaries Scholarship philanthropic project. I am happy to share that we are halfway to meeting our minimum goal of \$3,000 with \$1,500 raised as of Friday, March 17. With more than 2,400 A/P faculty members at Virginia Tech, I remain hopeful that we can raise significant funds that far exceed the minimum goal.

The A/P Faculty Senate is working on two new initiatives:

- The Professional Development Leave working group is exploring the feasibility of proposing an opportunity for A/P faculty to engage in focused work such as building a new program, learning a new skill, or examining best practices through a work exchange. This working group is in the fact-finding stage.
- The Constituent Group Representation and Formation Working Group is examining the senate's constituent groups and proportional representation and will use the job architecture project data to inform their analysis. This group is scheduled to share its findings in November 2023.

At our February meeting, Scott Midkiff along with several Division of IT team members joined to answer questions regarding the IT Security - Endpoint Detect and Response & Data Loss Prevention tools and the related petition that is circulating. The senators were grateful for Dr. Midkiff and his team making time to address this topic on very short notice. The senators agreed that they felt better informed on the topic and better prepared to respond to colleagues' questions. We are still hearing some concerns about using these security measures and urge that as information is available, it is shared broadly to include adding more detail to the FAQs.

In closing, I want to express the senate's continued appreciation for the A/P Faculty Awards program now in its second year. This year we received 25 nominations. It's one of my most enjoyable tasks to review the glowing letters of support describing the dedication, talent, and *Ut Prosim* spirit of my colleagues. It is a joy to recognize the best of the best.

I welcome your feedback and look forward to sharing future updates on the work of the A/P Faculty Senate.

Faculty Senate Constituency Report

March 2023

I want to start this report by saying how much faculty appreciate the shared governance model implemented at Virginia Tech. Having researched various governance models across the country, I believe that what we are implementing here is truly unique: it has the potential to change the culture at Virginia Tech and help us achieve our ambitious goals as a campus community.

However, it's important to note that implementation is still at an early stage. We acknowledge that "building a plane while flying" leads to missteps, and that changes are needed. The ongoing partnership among different constituency groups with the administration will help us revise the current system as we learn what works and what needs to be modified. Likewise, we acknowledge that shared governance is a process, one that cannot exist in a state of equilibrium — the phrase "mission accomplished" should not be used to describe shared governance at a university as ambitious and complex as ours. As a land-grant university, we must continually strive to evolve, to improve our community, and to strengthen our value proposition for the Commonwealth and future Virginia Tech students.

I can assure you that the faculty of Virginia Tech will never accept the status quo. We will always test the limits of what's possible: be it in research, as we constantly question our findings and assumptions to push beyond perceived boundaries of knowledge; or in the classroom, as we strive to improve our teaching and student learning outcomes; or in our service and outreach, which we perform to maintain the health, address the needs, and increase the reputations of our departments, colleges, and the university. Some administrators in the room might hold a different opinion about our faculty. If so, I challenge you to engage with faculty and develop a shared understanding of issues that require our attention. I ask that you develop a systematic method for facilitating collaboration between faculty and administrators. This method should involve identifying potential solutions to our challenges, collaborating on their implementation, and conducting a shared evaluation to assess whether they lead to positive and lasting change. What do I mean when I say, "engage with faculty"? I mean engage with the Faculty Senate, the body at Virginia Tech that formally represents faculty in the broadest sense. The Senate comprises an incredibly diverse group of faculty members with varying positions and roles at the university, which inform their opinions on various topics and provides a wide range of faculty perspectives.

The following is a list of faculty positions represented by the Faculty Senate:

- College Faculty
 - tenured and tenure-track
 - collegiate and clinical
 - professor of practice
 - instructor
- University Libraries and Extension Faculty
 - continued appointment
 - continued-appointment track
- Research Faculty
 - research professor
 - research associate
 - research scientist

- VTCSOM Faculty
 - tenured track, tenure-track
 - tenured-to-title track
 - secondary, adjunct, clinical preceptor
 - instructor

Shared governance is an ambitious concept that must be applied consistently across different scales to be successful. For shared governance to work as a tool to improve Virginia Tech, we all must accept responsibility for our mission and remain accountable to each other. Faculty responsibilities include the academic, research, and engagement enterprise. Aside from the obvious responsibilities of delivering academic programs, faculty are also responsible for setting and maintaining academic standards. Therefore, faculty must be involved in all pertinent discussions related to new academic initiatives — from their inception. Faculty involvement in these discussions should not be limited to a small group who work in a particular area, or to faculty who are preferred by a given set of administrators; we must include a broad faculty voice to understand the opinions and choices of the entire faculty, and the only way to accomplish this is through the engagement of the Faculty Senate. In addition to their teaching and service work, faculty are associated with nearly every research dollar that comes to the university, no matter the funding mechanism; and faculty are involved in outreach through formal programs — the Virginia Cooperative Extension, for example — as well as countless informal outreach activities. Active faculty participation in academic, research, and outreach programs is crucial for earning reputational capital, which is vital for Virginia Tech to improve our national and international rankings and achieve our ambitious goals. As a university community, we must improve our ability to communicate in earnest, and to identify and provide incentives for faculty to engage more fully with the university's tripartite mission. This is the only way for Virginia Tech to achieve its goals.

One example of such a discussion is the recent implementation of cybersecurity measures across campus. This topic was discussed several times in Faculty Senate, and it is clear that the way this initiative was implemented impacted faculty morale. The Commission on Faculty Affairs determined by consensus at a recent meeting that faculty must be engaged in all discussions that impact the following three areas: faculty working conditions, faculty morale, and academic freedom pursuant to the Commission's charge. Changes such as these will or could impact all three of these areas. While faculty recognize cybersecurity risks to the university, implementing new IT policies without input from or communication with faculty has resulted in faculty members' concern about the use of data collected through these new measures and the potential impact of this change on faculty morale and academic freedom. Most, if not all, of these concerns may have been addressed and avoided through discussions with the Faculty Senate during early project development and implementation — that is, through transparent and effective communication with the faculty throughout the process.

Today marks the seventh of my eight constituency reports as president of the Faculty Senate. In preparation for each report, I probe the Faculty Senate for topics. Every time, many of the same issues emerge. An issue that always arises is salary compression for faculty members who have been at Virginia Tech for decades. I am not proposing that the salary for all senior faculty members should be raised; rather, I am advocating for developing a method to assess the contributions of our university's senior faculty members that will determine whether they are paid fairly. It's important to note that many of our senior faculty members perform "invisible work" for their colleagues, departments, and colleges — work that isn't necessarily captured by the metrics we use for faculty evaluation. For example, the extra service they take on, or the extra class they teach or co-teach — this extra work can enable early-career faculty members to focus on their research, which is essential for promotion.

In closing, as we consider the best way forward for Virginia Tech, we must work together to effectively incentivize and support the outstanding faculty we have, and we must work together to effectively recruit and retain top talent in years to come. The Faculty Senate leadership looks forward to continuing our work with the administration and members of the Board to achieve these shared goals.