

General Report

GOVERNANCE AND ADMINISTRATION COMMITTEE

June 2, 2025

The Governance and Administration Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met in open session on Monday, June 2, 2025, in room 260 of the Classroom Building, 1455 Perry Street, Blacksburg, Virginia 24061. Due to lengthy discussions at prior meetings, the Governance and Administration Committee meeting was postponed until after the lunch hour. Committee Chair Sandy Davis called the meeting to order at 1:24 p.m.

Committee Members Present: Sandy Davis (Chair), Dave Calhoun, Nancy Dye, Anna James, Tish Long

Other Board Members Present: Ed Baine (Rector), Bill Holtzman, Don Horsley, Starlette Johnson, Ryan McCarthy, Jim Miller, J. Pearson, John Rocovich, Jeanne Stosser

Board Representatives Present: Janice Austin (AP Faculty), LaTawnya Burleson (Staff), Rachel Miles (Faculty), Leslie Orellana (Undergraduate), William Poland (Graduate and Professional)

VT Faculty and Staff: Kim O'Rourke, Simon Allen, Mac Babb, Eric Brooks, Kristin Caddick, Cyril Clarke, Al Cooper, Deborah Day, Katherine Drinkwater, Corey Earles, Michael Friedlander, Rebecca Halsey, Kay Heidbreder, Karen Herrington, Kyle Johnson, Sharon Kurek, Andrew Marinik, Nancy Meacham, April Myers, Mark Owczarski, Sharon Pitt, Lauren Pollard, Paul Richter, Tanya Rogers, Lori Rose, Tim Sands, Amy Sebring, Brennan Shepard, Michael Stowe, Aimee Surprenant, John Tarter, Molly Taylor, Brenda Van Gelder, Rob Viers, Larisa Youshock

OPEN SESSION

1. **Welcome and Opening Remarks.** Sandy Davis, Chair of the Governance and Administration Committee, welcomed committee members, guests, and invited participants.
2. **Consent Agenda.** The committee approved the items listed on the consent agenda.
 - a. **Minutes of November 18, 2024, Meeting.** The committee approved the minutes of the November 18, 2024, meeting.
 - b. **Resolution to Affirm Board Policies on Electronic Meetings.** The committee affirmed the board's policy on electronic meetings, which is outlined in Article I, Sections 3a (Electronic "All -Virtual" Meetings) and 3b (Remote Participation by Individual Board Members) of the Board of Visitors Bylaws; the current version was adopted on August 28, 2024. The Code of

Virginia requires an annual affirmation of these policies by the Board of Visitors.

3. **EVPCOO Remarks.** Executive Vice President and Chief Information Officer Amy Sebring updated the committee on matters of University Operations.

Executive Vice President and Chief Operating Officer Amy Sebring recapped the multiple impactful discussions that took place over the two-day board meeting, including budget, compliance, athletics, and other substantive issues her University Operations team and others have been engaged in over the last several months. The university has been preparing for the start of the new fiscal year, beginning July 1. Working closely with various departments and divisions, university operations continues to identify opportunities to reallocate and reinvest funds in an effort to further the institution's strategic goals. While a specific numeric goal was not set for the reinvestment initiative this year, \$5 million was considered a minimum target prior to discussions that occurred at the March BOV meeting. Since then, a total of \$10.7 million has been saved and reinvested as part of this year's reallocation efforts. Looking forward, the university must continue to identify various reinvestment opportunities, as revenue streams we have benefited from in the past are likely to shift over the coming years. Virginia Tech received the 2025 Mid-Atlantic Owner of the Year Award from Engineering-News Record, recognizing the university's collaborative approach to maintaining and expanding the university's physical infrastructure across multiple campuses. Finally, Sebring announced the hiring of Dr. Amy Orders as Virginia Tech's newest Associate Vice President for Public Safety. Orders comes to Virginia Tech from N.C. State and will replace Mike Mulhare, who will retire from the university in August. Sebring and the board thanked Mulhare for his almost 17 years of service to Virginia Tech and his exemplary leadership through the Covid-19 pandemic and other public safety challenges.

4. **IT Strategic Plan.** The committee received an overview of the new draft IT Strategic Plan from Vice President of Information Technology and Chief Information Officer Sharon Pitt and Associate Vice President for IT Governance Planning and Strategy Kyle Johnson.

The IT Strategic Plan is a university-wide initiative that advances the university's strategic plan by defining needs for enabling IT infrastructure. Developed by a committee consisting of 96 representatives across 27 departments and colleges, it is designed to be a living document that is flexible and responsive to evolving needs and aspirations. The plan supports Virginia Tech's mission in teaching, research, outreach, and operations. Strategic themes and key focus areas of the plan include achieving global impact with technology support, improving the IT customer experience, improving data management and data protections, advancing technology governance and data governance, expanding core IT services, and modernizing technology tools and services. Highlights of near-term projects include beginning to appraise the academic software portfolio, most recently by looking at the current video content platform, Kaltura. Within the next

year, a new video content platform should be identified and implemented, the first of many, in an effort to identify consistent and reliable platforms to enhance the customer experience. Another near-term project includes consideration of how the university can better support data-driven decision-making through the use of data warehouses and data lakes that will allow the division to identify data patterns and answer questions they may not have thought of previously. The plan also includes updating and aligning the information security strategy with the IT strategy, as well as partnering with human resources, the finance office, and the enrollment management team to stabilize a cross-campus student information system. Looking forward, IT strives to confirm a data governance model, continue to leverage AI to assist with customer service and satisfaction, and expand the division's consultative capabilities, as well as substantially modernize the Enterprise Risk Program, among other items. At the conclusion of this multi-year plan, IT expects to have built an infrastructure for AI- and data-intensive research, improved satisfaction with IT services, enabled more efficient and integrated administrative processes, strengthened the university's IT workforce, and hardened the university's information security posture. The Division of IT expects to spend most of the first part of next year in the foundational stages of implementation, working to create the strategic roadmap. The plan itself will be reviewed annually, and updates on its status will be provided to the board periodically and reported in the division's annual report. In response to the presentation, committee members voiced concerns regarding the implementation timeline and metrics they should expect the university to meet in the near future. Appropriate training was also a concern; in response, Sharon Pitt shared that a new Data Security Training program was launched this year in an effort to better meet the individual users' needs. The deadline for required training is July 14 for all users, and the division is currently working to determine what non-compliance consequences will look like. The board advised that IT leadership act with a sense of urgency. Ms. Pitt was asked to provide to the board at the next meeting specific priorities and goals and the timeline for accomplishing them as well as a timeline for addressing risks.

5. Results of Board Self-Assessment. The committee received a summary of the board's self-assessment results from the Secretary of the Board, Kim O'Rourke.

Board members, representatives to the board, and administrators who work closely with the board typically complete the assessment each spring, and assessment results are shared at the Governance and Administration Committee meeting each June. This year, the assessment had a 93% completion rate with 13 out of 14 board members, all five representatives, and seven out of eight administrators having completed the survey. As in previous years, board culture – the way in which the board conducts itself – received the highest average rating. However, average scores per category and the scores for individual questions were all lower than those from 2024, both from the board perspective and overall. Scores ranged from 2.08 to 4.69 on a scale of 1-5, with 5 being most favorable. There were some contrasting ratings from the Board versus overall perspective on

items such as board independence and the degree to which the board's conduct inspires the confidence and trust of the university community. While these two items were identified as "needing attention" because at least 20% of respondents rated them a 1 or 2, it was notable that board members scored them among the highest items. Key themes that emerged regarding top challenges that face the university include public perception of higher education, enrollment management and planning for strategic growth, financial stability and research funding impacted by termination of grants and reduced F&A rates from federal agencies, and compliance with the ongoing series of federal and state regulatory changes based on the federal government's shifting priorities. These shifting priorities and regulatory changes at the federal and state level coupled with the politicization of the university from both political poles impact the university's culture, revenues, and continuing ability to attract high-quality faculty, students, and staff. Thus, the university's ability to fulfill its core missions of teaching, research, and service and achieve the goals of the VT Advantage and Global Distinction initiatives are jeopardized. Athletic funding, competitiveness, and governance are also of widespread concern.

6. **Future Agenda Items.** Sandy Davis noted that the committee wishes to hear more about the progress of the IT Strategic Plan at the committee's November meeting (in addition to the update requested for the August meeting.)

There being no further business, the meeting adjourned at 2:40 p.m.

Open Session
GOVERNANCE AND ADMINISTRATION COMMITTEE
NCB, RM 260
June 2, 2025
11:30 am

<u>Agenda Item</u>	<u>Reporting Responsibility</u>
1. Welcome and Opening Remarks	Sandy Davis
2. Consent Agenda	Sandy Davis
a. Minutes of November 18, 2024, Meeting	
b. Resolution to Affirm Board Policies on Electronic Meetings [*]	
3. EVPCOO Remarks	Amy Sebring
4. IT Strategic Plan [#]	Sharon Pitt Kyle Johnson
5. Results of the Board Self-Assessment	Kim O'Rourke
6. Future Agenda Items	Sandy Davis

^{*}Requires Full Board Approval

[#] Enterprise Risk Topic

⁺ Strategic Investment Priority

Meeting Minutes

GOVERNANCE AND ADMINISTRATION COMMITTEE

November 18, 2024

The Governance and Administration Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met in open session on Monday, November 18, 2024, at 3:30 p.m. in Latham Ballroom A/B at the Inn at Virginia Tech, 901 Prices Fork Rd., Blacksburg, Virginia 24061.

Committee Members Present: Nancy Dye (Acting Chair), Dave Calhoun, Anna James, Sandy Davis (via Zoom)*

*One committee member participated remotely from her home for medical reasons in accordance with Code of Virginia §2.2-3708.3(B). A quorum was physically present.

Committee Members Absent: Tish Long

Other Board Members Present: Ed Baine (Rector), Bill Holtzman, Don Horsley, Starlette Johnson, Ryan McCarthy, Jim Miller, J. Pearson, John Rocovich, Jeanne Stosser

Board Representatives Present: Janice Austin (AP Faculty), LaTawnya Burleson (Staff), Rachel Miles (Faculty), Leslie Orellana (Undergraduate), William Poland (Graduate and Professional)

VT Faculty and Staff: Kim O'Rourke, Simon Allen, Lauren Augustine, Mac Babb, Lynsay Belshe, Harrison Blythe, Eric Brooks, Brock Burroughs, Caroline Buscaglia, Sandee Cheynet, Cyril Clarke, Lance Collins, Al Cooper, Corey Earles, Juan Espinoza, Michael Friedlander, Bryan Garey, Emily Gibson, Suzanne Griffin, Rebecca Halsey, Kay Heidbreder, Frances Keene, Sharon Kurek, Tsai Lu Liu, Randy Marchany, Elizabeth McClanahan, April Myers, Justin Noble, Kelly Oaks, Mark Owczarski, Sharon Pitt, Paul Richter, Lori Rose, Lisa Royal, Amy Sebring, Brennan Shepard, Dee Dee Somervell, Michael Staples, Michael Stowe

OPEN SESSION

1. **Welcome and Opening Remarks.** Nancy Dye, serving as Acting Chair of the Governance and Administration Committee for Sandy Davis, welcomed members, guests, and invited participants.
2. **Consent Agenda.** The committee approved the items listed on the consent agenda.

- a. Minutes of June 11, 2024, Meeting
 - b. Resolution Clarifying Board of Visitors Action
 - c. Review of Charter for Compliance, Audit, and Risk Committee
 - d. Resolution to Approve an Appointment to The New River Valley Passenger Rail Station Authority.
3. **EVPCOO Update.** Executive Vice President and Chief Operating Officer Amy Sebring provided her quarterly update to the Board. It covered four items: the Joint Legislative Audit and Review Commission (JLARC) study on “Spending and Efficiency in Higher Education,” athletics, university operations, and the recent boil-water notice. (Copy attached to these minutes)
4. **Workforce and Human Resources Review. Vice President for Human Resources Bryan Garey** provided an overview of the Virginia Tech workforce, highlights of the HR organization through its multi-year transformation, and data from the recent faculty/staff climate survey.

Currently, Virginia Tech employs approximately 20,000 people across its campuses, 9,000 of which are salaried tenured and tenure-track faculty, administrative and professional faculty, and staff. The remaining employment population consists of student wage workers, graduate students, and non-student wage workers. The annual turnover rate from September 2023 through August 2024 was 9 percent. A modest turnover rate brings innovative ideas and perspectives to the university community which is essential for the university’s growth. As student enrollment continues to increase at the university, employment must follow. Currently, Virginia Tech is onboarding an average of 800 – 1000 new employees each year. Human Resource continues to strive to be best-in-class in the areas of competitive pay and benefits, customer service, operational efficiency, consultative support, and strategic partnerships. The division supports the employee through every step of their career, from onboarding to offboarding/retirement by attracting, supporting, developing, and retaining top talent in support of the university’s goal to be a destination for talent. Human Resources has embedded Division Directors in most departments and colleges to help better provide this ongoing support. Employee well-being is highly valued and a key focus of the division, as seen through the A/P Faculty Architecture Project and staff pay increases. Emphasis has also been placed on Hokie Wellness initiatives. For example, the division has recently partnered with Student Affairs to provide counseling services to employees, as well as students. Internally, Human Resource professionals are continually trained, processes are reviewed and improved, and systems of support are being upgraded and implemented to enhance the broader employee experience. In 2018 HR utilized approximately 200 paper forms to complete its work, but, thanks to digitization, that number is now 18.

The division also distributes the employee climate survey every three years, the most recent of which was conducted in 2024. Since 2018, job satisfaction and workload satisfaction have decreased slightly among Virginia Tech employees.

This is due to the turnover experienced nationwide in 2020; as employees leaving the university increases the workload for remaining employees, at least temporarily. Conversely, positive feelings on career opportunities increased 10 percent in 2021, and slightly more this year. Additionally, the rating for work-life balance has steadily increased since 2018, in part due to the integration of the hybrid and telework options made available for many employees. The perception that the values of the Principles of Community and InclusiveVT are observed within the university has also increased in the past six years.

5. Annual Clery Report. Virginia Tech Chief of Police, Mac Babb, reviewed the Annual Campus Security and Fire Safety Report.

The Virginia Tech Police Department currently consists of 53 sworn officers, eight security officers, and eight security center representatives, as well as two civilian administrative employees. In January, the department will be adding an additional officer to serve on the campuses of the Great Washinton, D.C., Metro Area. Dually accredited by the Commission on Accreditation for Law Enforcement Agencies and the International Association of Campus Law Enforcement Administrators, the department continues to provide ongoing educational programming for the campus community. They also oversee the Virginia Tech Rescue Squad consisting of 55 active members, and 15 associate members. The Rescue Squad has been in operation for 54 years, and discussion of updating their facilities is underway. The Annual Campus Security and Fire Safety Report, published every October 1 in accordance with the Clery Act, discusses crime data from the previous year. The process of compiling the report begins in January and involves many reporting areas across campus to work together and ensure the numbers in the report are accurate. Data collected includes reportable crimes such as criminal defenses, Violence Against Women Act offenses, hate crimes, and drug, weapon, and alcohol arrests and referrals. The majority of 2023 statistics remain similar to those seen in previous years. Because data is based solely on reported crimes, the number of sexual assault crimes continues to be difficult to discern in terms of positive or negative trends. Numbers seen in this category of the report merely represent those instances in which victims were willing to report the crime, not those in which victims were willing for the crime to be investigated, or those instances that occurred but were not reported. The most notable change for 2023 was the significant increase in liquor law referrals and arrests. The increase is due in part to the newly implemented Residential Well Being Program launched last year. This program increased joint initiatives between the VTPD and Residence Life, increasing presence and enforcement in residential halls. This change led to an increased detection of false IDs in relation to alcohol violations. However, the program also indicated a positive trend in the new generation being more willing to contact student leaders and staff when an issue arises.

6. Americans with Disabilities Act Title II: Digital Accessibility Briefing. Vice President for Policy and Governance and Secretary to the Board, Kim O'Rourke, provided a brief overview of the Final Rule and how the digital accessibility

requirement may affect the Board of Visitors.

Beginning April 24, 2026, all public content the university publishes online must be compliant with digital accessibility standards described in recent revisions to Title II of the Americans with Disabilities Act. This includes webpages, apps, videos, PDF documents, PowerPoints, social media posts, etc. Content prior to April 24, 2026, can be archived without adhering to these standards. However, if an archived record is requested in an accessible format, it will need to be made accessible within a specified time. Because board meetings are a matter of public record and meeting materials per the Code of Virginia must be published on the BOV website by law, this means that all presentations and documents the committees and full board review must be digitally accessible. The Secretary to the Board is making a conscious effort to begin producing accessible content sooner rather than later. For most board materials, this means ensuring that reports and presentations can be read coherently via screen reading software to those who are visually impaired. All images shared with the board in presentations must contain alternate text that describes the image. Reports that include spreadsheets or graphs, must also be understandable on their own merit when read via a screen reader, and/or described via alternate text. This means the formatting for many of the reports, documents, and presentations the board is accustomed to seeing may have to be altered, particularly those that include large data sets, diagrams, and/or pictures, such as those seen in Capital Budget Reports and Building Design-Reviews, among others. We must also consider font type and size, color contrast, spacing etc. for those with low visibility who do not use screen readers. The university has appointed an Accessibility Working Group, led by Kelly Oaks and Dale Pike, to determine how Virginia Tech will meet these requirements across campus in the future including the delivery of instructional materials. The working group will be responsible for identifying current solutions and gaps, and looking at the benefits of outsourcing, training, and other elements to assist all areas of campus in this endeavor. The Secretary to the Board is narrowly focused on work of the board as well as the shared governance system and university policies, and she has asked that an accessibility liaison be appointed from the support team for each board committee. These individuals will be responsible for attending accessibility training and working within their areas to ensure compliance with board materials with the new regulations moving forward.

7. **Future Agenda Items and Closing Remarks.** Nancy Dye discussed future agenda items for the committee's consideration and offered closing remarks.

There being no further business, the meeting was adjourned.



IT Strategic Plan for VT

Sharon P. Pitt

Vice President for Information Technology
and Chief Information Officer

Purpose

This IT strategy—an IT strategy for the entire university— was developed with faculty, student, and staff engagement and accelerates Virginia Tech’s IT modernization efforts.

The plan establishes goals and strategies to enable teaching, research, outreach, and operations with the support of technology. It is a living plan that provides the basis for regular assessment and adjustment of priorities. Additional information about the planning process and participants is available on the IT strategic planning site.



it.vt.edu/it-strategic-plan

STRATEGIC THEME #1

Enable global impact around teaching, research, and outreach

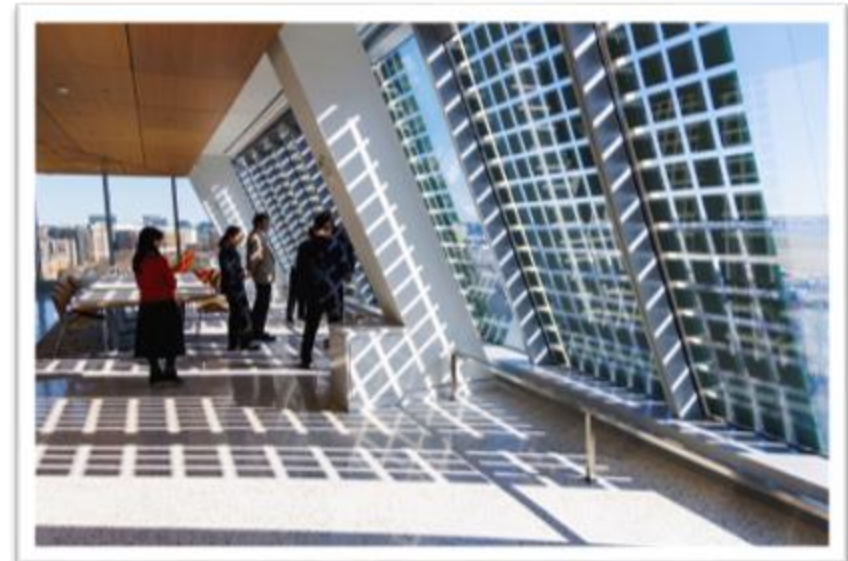
- Expand compute and storage capabilities to support researchers, research data security, and AI
- Expand consulting services to help researchers access world-class services and solutions
- Create integrated, multi-organizational approaches to support data life-cycle management plans and guide adoption of data storage, sharing, and archiving solutions
- Continue to lead partnerships to support evolving education and research needs
- Support experimentation and adoption of new learning technologies that enable innovation and security
- Assess the performance of the university's portfolio of academic software, drive towards enterprise solutions, and address solutions that are underperforming or at end of life
- Provide technologies, training, and support to advance universal design for learning



STRATEGIC THEME #2

Modernize and optimize administrative applications and data platforms

- Complete the Student Information System (SIS) stabilization project
- Begin the modernization of the Enterprise Resource Planning system (ERP) and other enterprise systems
- Implement a new central hub (data warehouse/lake) for administrative data with an expanded scope of quantitative and qualitative data accessible to facilitate analysis and integration
- Enhance identity and access management capabilities to support internal and external collaboration, increase the ability to provide (and remove) access to data and services, and advance the implementation of IT security standards and controls
- Provide university-wide solutions to enable deployment of capabilities such as AI, process automation, and digital document management



STRATEGIC THEME #3

Improve the IT customer experience

- Expand university-wide core services to improve security, realize economies of scale, consolidate overlapping **solutions**, and provide consistent access to technology capabilities
- Deploy AI to facilitate easier access, promote efficiencies, and provide personalized service experiences
- Adopt IT Service Management methods, product management structures, and user-centered design principles to routinely and continuously evaluate and improve services
- Create a user-friendly, easy to navigate catalog of university IT services and solutions
- Consolidate general help services
- Enhance collaboration among IT professionals and improve communication with all users of IT services



STRATEGIC THEME #4

Expand capabilities to use, manage, and protect data

- Improve tools to track sensitive data, align data access to individual roles, and make data definitions transparent
- Reduce risk by consolidating IT solutions and expanding core IT services
- Enhance network segmentation and secured data environments to protect research and administrative data
- Provide role-specific training programs to build awareness of data governance and security practices
- Develop a university information security strategy to complement the IT strategy
- Improve data lifecycle management



STRATEGIC THEME #5

Strengthen technology and data governance

- Leverage the revised IT governance framework to oversee core services, prioritize changes to the application portfolio, and review/recommend guidelines and standards to improve effectiveness and enable innovation
- Establish clear frameworks, processes, and roadmaps for university IT services
- Enhance enterprise solution management by maintaining an applications inventory, establishing responsibility for service or product ownership, and providing clear standards and support to enable application development and the deployment of AI
- Strengthen data governance through strong executive sponsorship, training for data stewards, implementation of a data management tool, and promulgating data quality standards



Next 12 Months – Some Highlights

FOUNDATIONAL

- Confirm scope of core IT services and designate service owners and service delivery teams
- Develop plans (timeline, structure, tools, and terminology) for a single integrated catalog of IT solutions and services
- Update and align the information security strategy with the IT strategy
- Complete review of IT policies, including updating policies and addressing gaps
- Implement a revised IT governance framework*

OPTIMIZING

- Implement university-wide Configuration Management Database (CMDB) processes and tool*
- Continue implementing network segmentation to create additional secure data enclaves or segments that meet Cybersecurity Maturity Model Certification (CMMC) requirements
- Leverage AI capabilities to make it easier to search, request and obtain IT solutions

MODERNIZING

- Complete the implementation of the new student information system
- Move to an “Identity First” strategy that separates identity from individual systems*
- Develop a roadmap and funding plan for ERP modernization of HR/Finance

* Items that are from the IT Transformation initiatives

Future Years – Some Highlights

FOUNDATIONAL

- Develop and communicate software development guidelines, architectural reviews, and code reviews to support any software development effort for administrative and student support applications
- Integrate regular methods of assessment to evaluate the performance of core services
- Confirm the data governance model for the university and identify enabling tools and processes required to support its ongoing implementation*

OPTIMIZING

- Implement additional core services to rationalize the application portfolio*
- Leverage AI capabilities to make it easier to search, request and obtain IT solutions
- Expand consultative capabilities and expertise to provide general research consultations, data privacy and security and research application development.
- Adopt a shared IT Service Management (ITSM) approach, tool, and processes*

MODERNIZING

- Make substantive progress on ERP modernization
- Identify and plan replacement of additional enterprise applications as necessary (advancement, customer relationship management, academic applications for teaching and learning)*
- Continue to expand research computing clusters and related data center infrastructure needs

* Items that are from the IT Transformation initiatives



Takeaways

- Provide an infrastructure to increase compute-, data-, and AI-intensive research
- Improve constituents' satisfaction with IT services and solutions
- Enable intuitive, efficient, integrated, and accurate administrative processes and services
- Develop a capable and engaged community of IT professionals
- Build increased capacity for comprehensive IT security work

Resources

Additional information about the IT strategic planning process and participants:

<https://it.vt.edu/partnerships/university-partnerships/it-strategic-plan.html>

Additional information about the transition of the
IT Transformation initiatives:

<https://it.vt.edu/projects/ittransformation.html>



Board of Visitors Self-Assessment Summary

May 2025

Respondents: 13 BOV Members, 5 Constituent Representatives; 7 Administrators

Note: *Italics indicate > 0.2 gap between 2025 BOV and overall scores.*

Average Scores Per Category (descending order) (poor=1; excellent=5) Category No.		2025		2024	
		BOV Score	Overall Score	BOV Score	Overall Score
6.	Board Culture and Principles	4.33	4.00	4.80	4.83
5	Meeting Dynamics Board Meeting Effectiveness	3.51	3.86	4.23	4.44
3.	Finance and Risk: Asset and Risk Oversight	3.44	3.64	4.12	4.23
4.	Student Experience: Maintaining a Positive and Relevant Student Experience	3.39	3.28	3.95	3.94
1.	Strategic Planning	3.16	3.28	4.08	4.07
2.	Shared Governance: Board Leadership, Governance, and Engagement	3.07	3.06	3.88	4.01
Areas Possibly Needing Attention: (poor/disagree=1; excellent/agree=5) Items receiving 2025 BOV score of 3.23 or lower (listed worse to better) Item No.		2025		2024	
		BOV Score	Overall Score	BOV Score	Overall Score
2.4	The board has a succession plan in place to address the departure or absence of the president, whether planned or unplanned. <i>[Low score may be attributable to new board members being unaware of succession plan developed by the Executive Committee. 2025 BOV score is more than one point lower than 2024.]</i>	2.08	2.91	3.42	3.67
1.1	The board is actively involved in shaping and supporting the institution's mission, strategy, and direction.	3.00	3.32	3.85	4.00
2.7	The board demonstrates a commitment to freedom of expression and academic freedom and practices civil discourse, serving as a role model for the university community.	3.00	2.88	3.83	4.04
4.5	The board ensures policies and practices are in place to protect freedom of expression and inquiry and institutional autonomy.	3.00	2.83	3.85	4.04
1.2	The board ensures the university operates under a strategic plan that clearly outlines institutional strengths, challenges, and strategic priorities: the Virginia Tech Advantage and Global Distinction.	3.08	3.36	4.00	4.00
1.6	The board uses relevant data to monitor progress on strategic initiatives.	3.08	3.13	4.00	3.92

Board of Visitors Self-Assessment Summary

May 2025

Areas Possibly Needing Attention: (poor/disagree=1; excellent/agree=5)		2025		2024	
Items receiving 2025 BOV score of 3.23 or lower-continued (listed worse to better)		BOV Score	Overall Score	BOV Score	Overall Score
Item No.					
2.1	The board ensures the institution has policies and practices of shared governance that delineate the distinct responsibilities of the board, president, administration, faculty, staff, and students, and models a commitment to those policies and practices. [2025 BOV score is more than one point lower than 2024.]	3.08	3.17	4.15	4.28
2.2	The board collaborates with the president and appropriate constituent groups to gain support for established institutional goals. [2025 BOV score is more than one point lower than 2024.]	3.08	3.13	4.31	4.28
2.6	<i>The board seeks out and considers diverse and competing points of view when discussing critical issues.</i>	3.08	2.76	3.33	3.52
3.6	The board encourages an appropriate level of risk-taking to foster innovation and growth while maintaining a vigilant approach to managing associated risks.	3.08	3.24	3.92	4.00
2.3	<i>The board mutually agrees upon and approves annual performance goals for the president.</i>	3.15	3.58	4.08	4.17
2.8	<i>The board ensures both the development and implementation of strategies that foster a campus-wide culture of inclusion.</i>	3.15	2.64	3.92	4.00
3.3	<i>The board holds the administration accountable for the safeguarding of university assets and implementing robust controls, ensuring that resources are utilized effectively and efficiently.</i>	3.15	3.52	3.85	4.16
1.3	<i>The board ensures that the institution has a multi-year financial plan that is aligned with its strategic priorities. [2025 BOV score is one point lower than 2024.]</i>	3.23	3.48	4.23	4.08
1.4	The board is well informed of current issues and risks facing higher education and the associated institutional impacts, e.g., the changing regulatory environment, debt, value of college degree, enrollment cliff, mental health, technology, tension between free speech and harassment, etc.	3.23	3.12	4.15	4.24
5.6	<i>The board members participate in the coordination of board work and shaping meeting agendas.</i>	3.23	3.92	4.08	4.44
5.7	<i>Meeting agendas allocate the majority of time to the university's strategic priorities and most critical issues facing the university. [2025 BOV score is more than one point lower than 2024.]</i>	3.23	3.84	4.38	4.56

Board of Visitors Self-Assessment Summary

May 2025

Additional Areas Possibly Needing Attention:

Items receiving a score of 1 or 2 by at least 20% of BOV and/or combined respondents and not included in previous section (listed worse to better)

Item No.		2025		2024	
		BOV Score	Overall Score	BOV Score	Overall Score
5.3	<i>The board's time is allocated appropriately between the university's three missions of instruction, research, and outreach/engagement.</i>	3.31	3.64	4.23	4.36
5.5	<i>The board holds the administration accountable for providing balanced and complete information with meaningful data and metrics that is inclusive of all relevant perspectives to inform the board's decisions and for following through on action items arising from board meetings.</i>	3.31	3.76	4.15	4.36
1.5	<i>The board refers to the institutional mission, its strategic priorities, and risks to inform effective decision-making.</i>	3.33	3.29	4.23	4.20
3.4	<i>The board holds the administration accountable for identifying, monitoring, and informing the board of enterprise risks and developing plans for mitigating risks as appropriate.</i>	3.38	3.72	4.15	4.32
5.1	<i>Board meetings encourage constructive, high-quality, respectful exchanges and active engagement with robust and probing discussions.</i>	3.38	3.52	3.92	4.28
2.5	<i>The board seeks out and respects the ideas and perspectives of the faculty and staff (and students when appropriate) on major institutional issues, valuing their contributions to institutional governance.</i>	3.46	3.20	3.92	4.08
4.1	<i>The board ensures the offering of a holistic, high-quality student experience, prioritizing academic excellence, personal development, student well-being, and services/facilities expected by today's students.</i>	3.50	3.33	4.00	4.04
5.8	<i>The board holds its members accountable for reviewing materials in advance and preparing thoroughly for committee and full board meetings.</i>	3.92	3.72		
6.1	<i>The board conducts itself in ways that inspire confidence and trust of the university community, serving as a role model for integrity and ethical leadership. [In contrast, this item is also rated among the highest by the BOV. See section on highest-rated items. The discrepancy between BOV and Overall perspectives may warrant exploration.]</i>	4.46	3.84	4.62	4.80
6.10	<i>The board retains its independence from external and internal stakeholders and acts in the best interests of the institution. [In contrast, this item is also rated among the highest by the BOV. See next section on highest-rated items. The discrepancy between BOV and Overall perspectives may warrant exploration.]</i>	4.54	3.52	4.85	4.68

Board of Visitors Self-Assessment Summary

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Highest-rated Items: (descending order) (poor/disagree=1; excellent/agree=5) Item No.		2025		2024	
		BOV Score	Overall Score	BOV Score	Overall Score
6.2	<i>The board respects the confidentiality of board and committee materials and discussions.</i>	4.69	4.48	4.92	4.96
6.9	<i>The board takes reasonable care to ensure the institution is legally and ethically compliant with its mission, the law (e.g., freedom of information and conflict of interest statutes, etc.), and all institutional policies.</i>	4.62	4.58	4.92	4.96
6.4	<i>The board understands and respects who may speak on behalf of the board or the institution.</i>	4.54	4.24	4.92	4.96
6.10	<i>The board retains its independence from external and internal stakeholders and acts in the best interests of the institution. [Special Note: 2025 Overall Score is more than one point lower than the 2025 BOV Score and the 2024 Overall Score.]</i>	4.54	3.52	4.85	4.68
6.1	<i>The board conducts itself in ways that inspire the confidence and trust of the university community, serving as a role model for integrity and ethical leadership. [2025 Overall Score is nearly one point lower than 2024.]</i>	4.46	3.84	4.62	4.80
6.8	<i>The board acts in good faith with appropriate diligence, care, and skill.</i>	4.46	4.16	4.92	4.96
6.12	<i>My time, energy, and expertise are put to good use.</i>	4.31	4.22	4.77	4.80
6.5	<i>Board members speak openly during board meetings but after a vote is taken support the decision of the board.</i>	4.23	4.00	4.62	4.76
6.6	<i>The board adheres to and appropriately addresses violations of the board's Code of Ethics.</i>	4.23	4.12	5.00	4.87
3.5	<i>The board stays abreast of legal and other issues affecting the national landscape for intercollegiate athletics and exercises appropriate oversight of VT's intercollegiate athletics program.</i>	4.08	4.12	4.46	4.46
6.3	<i>The board promotes trust among board members through a culture based on openness and respect. [2025 Overall Score is more than one point lower than 2024.]</i>	4.08	3.72	4.62	4.76
5.2	<i>The committees are properly structured and perform their delegated roles, reporting back clearly and fully to the board.</i>	4.00	4.36	4.38	4.56

Board of Visitors Self-Assessment Summary

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Top Challenges Facing the University (predominant themes)

Public Perception of Higher Education

- Need to demonstrate the value proposition in terms of education and research
- Need to reverse the skepticism about the ROI for a college degree and growing public distrust in higher education
- Need to demonstrate ROI for college degree – focus on career paths, ensuring graduates have necessary skills for the work place.

Enrollment Management – Plan for Strategic Growth

- Affordability
- Aligning growth with regional demand
- Aligning on-campus undergraduate student housing with strategic growth
- Achieving the appropriate in-state/out-of-state undergraduate student ratio recognizing revenue impacts and price elasticity for out-of-state students.

Financial Stability – Impact on University Overall and Research Mission in Particular

- Research federal funding – grants being terminated; F&A rates cut to 15% or lower
- Need for revenue diversification
- Balancing cost-cutting with ability to continue to attract quality faculty, student, and staff talent.
- Potential for long-term U.S. economic decline and concomitant reductions in discretionary spending, which would severely impact the research mission.

Shifting Priorities and Regulatory Changes at the Federal and State level - Politicization of the University from Both Political Poles

- Compliance with ongoing series of federal/state regulatory changes, anticipating future policy changes.
- Can the university adapt with sufficient speed to this dynamic environment?
- Impact on revenues and culture and creation of an environment of uncertainty
- Impact on university's priorities: VT Advantage and Global Distinction
- Impact on ability to maintain a cohesive culture at Virginia Tech amid tensions created by conflicting views on DEI initiatives, freedom of expression, academic freedom.
- Impact on ability to maintain a diverse and inclusive community for all
- Culminating in the impact on the university's continuing ability to attract quality faculty, student, and staff talent and to preserve the university's core missions of teaching, research, and service.

Athletics - Funding, Competitiveness, Governance