COMMISSION ON UNIVERSITY SUPPORT
MEETING MINUTES
March 19, 2020
Via Zoom

ATTENDEES

Members Present: Judy Alford, Jonathan Bradley, William Dougherty *for Scott Midkiff,* Julie Farmer for *Charlie Phlegar*, Martha Glass, Debbie Greer for *Ken Miller*, Jacob Lahne, Polly Middleton, Phil Miskovic, Ryan Speer, and Robert Sumichrast, Sarah Woodward

Members Absent: John Benner, Chris Kiwus, Bradley Klein, Ken Smith, Benjamin Tracy, Stephen Webber

Guests: Denny Cochrane, Sarah Myers and Brandy Salmon

Recorder: Sarah McCoy

1. **Welcome and Roll Call**
   The Chair, Jonathan Bradley, called the meeting to order at 2:04 p.m. Roll was called by the Chair to confirm a quorum via Zoom.

2. **Approval of Agenda**
   A motion was made, seconded, and passed to accept the March 2020 agenda.

3. **Approval of the February 20, 2020 minutes**
   A motion was made, seconded, and passed to approve the February minutes.

4. **Presentation**
   Jonathan Bradley welcomed Brandy Salmon, Associate VP for Innovation and Partnerships. Brandy gave a presentation on the progress and drafted plans for the Innovation Campus. The presentation is attached.

5. **Old Business**
   No old business was discussed.

6. **New Business**
   Nomination for Chair, Vice Chair and CUS Representative to the Transportation and Parking Committee for AY2020-21.

   A motion was made to nominate John Benner for Chair. John was not present, so his nomination was tabled until he could be contacted. John accepted the nomination via email on March 23, 2020. An email was distributed to the voting members for approval. On March 27, 2020 John Benner's nomination and approval to serve as CUS Chair for AY2020-21 was confirmed via electronic voting.

A motion was made to nominate Sarah Woodward for Vice Chair. Sarah was present and accepted the nomination. The motion was seconded, and passed to approve Sarah Woodward as CUS Vice Chair for AY2020-21.

Nomination for CUS Representative to the Transportation and Parking Committee was tabled until the April meeting.

7. **Updates from Committee Representatives**
   In the interest of time, committee reports were deferred to the April 2020 meeting.

8. **Next Meeting Date**
   Thursday – April 16, 2020 – 2:00 p.m. – Via Zoom

9. **Adjourned** at 3:10 pm

Respectfully submitted,
Sarah McCoy

VIRGINIA TECH | INNOVATION CAMPUS

Innovation Campus Update

Commission of University Support | March 12, 2020

Delivery Team is supporting launch.

Leaders from across the university addressing all facets of the Innovation Campus and, in many cases, complementary efforts in Blacksburg. Strategic priorities and questions reside in each of the units and are overlapping.

1. Operations and Real Estate
2. Research & Faculty Recruitment
3. Communications
4. Government Relations
5. Business Community & Federal Relations
6. Fundraising
7. Academic Programs and College Operations
8. Leadership Structure and Staffing Plan

- Focused on strategic planning and delivery
- Led by Brandy Salmon, Managing Director
- Includes senior leaders on all major work-streams
- Reports to President Tim Sands and Executive Team

OUR VISION

Transform and sustain Northern Virginia as next biggest tech hub for talent and innovation through a new Innovation Campus and district designed to respond to the rapidly evolving high-tech sector. Working at the complex and increasingly coupled relationships between humans and technology, Virginia Tech will ignite the regional ecosystem and advance national competitiveness.

THE INNOVATION CAMPUS WILL:

- Develop leading programs in computer science, machine learning, artificial intelligence, technology policy, and data sciences that support rapid, collaborative, and real-world technological innovation.
- Deliver a robust tech talent ecosystem, including a pipeline of 750+ new Master's graduates per year, include 2,000+ students on campus, and hundreds of thousands of square feet of space dedicated to partnerships.
- Provide a platform for economic and global impact at the frontier of public and private innovation, with research and partnerships that keep pace with the digital revolution.

PRIMARY PILLARS OF THE INNOVATION CAMPUS.

A	MARKET-DRIVEN CENTERS OF EDUCATION EXCELLENCE	Deliver professional Master's degrees and undergraduate programs in computer science, software engineering, and related disciplines with focus areas informed by leading companies and market demand	Integrating **experiential learning** with **industry engagement** and a **rigorous approach to curriculum design** to create **customizable, cutting-edge educational programs in high-demand areas**
B	WORLD-CLASS FACULTY	Build a home for dozens of new world-class tenure-line, research, and instructional faculty, as well as Professors of Practice from industry	Assembling **world-class, multidisciplinary faculty who** combine **distinctive teaching skills, prominent use-inspired research portfolios, and experience in technology commercialization**
C	BREAKTHROUGH RESEARCH AT THE HUMAN – COMPUTING FRONTIER	Invest strategically to build on Virginia Tech's foundation of strong research to advance breakthrough, use-inspired research in leading areas	Influencing policy and commercial adoption through close proximity and **deep programmatic ties to the federal science and technology agencies**
D	COLLABORATIVE PARTNERS IN INNOVATION	Foster new ideas, support scaling of start-ups, and collaborate with regional corporations to transfer technologies, further enhancing the academic and research programs that will be co-located on the Innovation Campus	Combining thoughtful **design of the physical space**, a suite of **programs and services that span the innovation continuum,** and targeted **industry partnerships** to support startup creation and growth
E	COMMUNITY ENGAGEMENT & PIPELINES	Create open, flexible spaces and academic programs designed to break down traditional silos, strengthen diverse talent pipelines, and engage the community	Creating an **inclusive and diverse campus** and **engaging the broader community** beyond, including **K-12 schools, community colleges, and our 80K alumni** network in NOVA

A DISTINCTIVE APPROACH

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Integrating **experiential learning** with **industry engagement** and a **rigorous approach to curriculum design** to create **customizable, cutting-edge educational programs in high-demand areas**

Assembling **world-class, multidisciplinary faculty who** combine **distinctive teaching skills, prominent use-inspired research portfolios, and experience in technology commercialization**

Influencing policy and commercial adoption through close proximity and **deep programmatic ties to the federal science and technology agencies**

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Creating an **inclusive and diverse campus** and **engaging the broader community** beyond, including **K-12 schools, community colleges, and our 80K alumni** network in NOVA

Leadership – Vice President and Executive Director, Lance Collins

- Collins has served two terms as Dean of Engineering at Cornell University.
- Served as a key member of the leadership team that successfully bid to partner with New York City to build Cornell Tech and supported launch and scale of the campus.
- More than doubled the proportion of underrepresented minority students in engineering at Cornell from 7% to 19%, and undergraduate female enrollment increased from 28% to 47% -more than twice the national average.
- Led significant expansion of entrepreneurship programming at Cornell with establishment of new programs and incubators built to foster commercialization and help bring new technologies from bench to market.

Land and master plan update

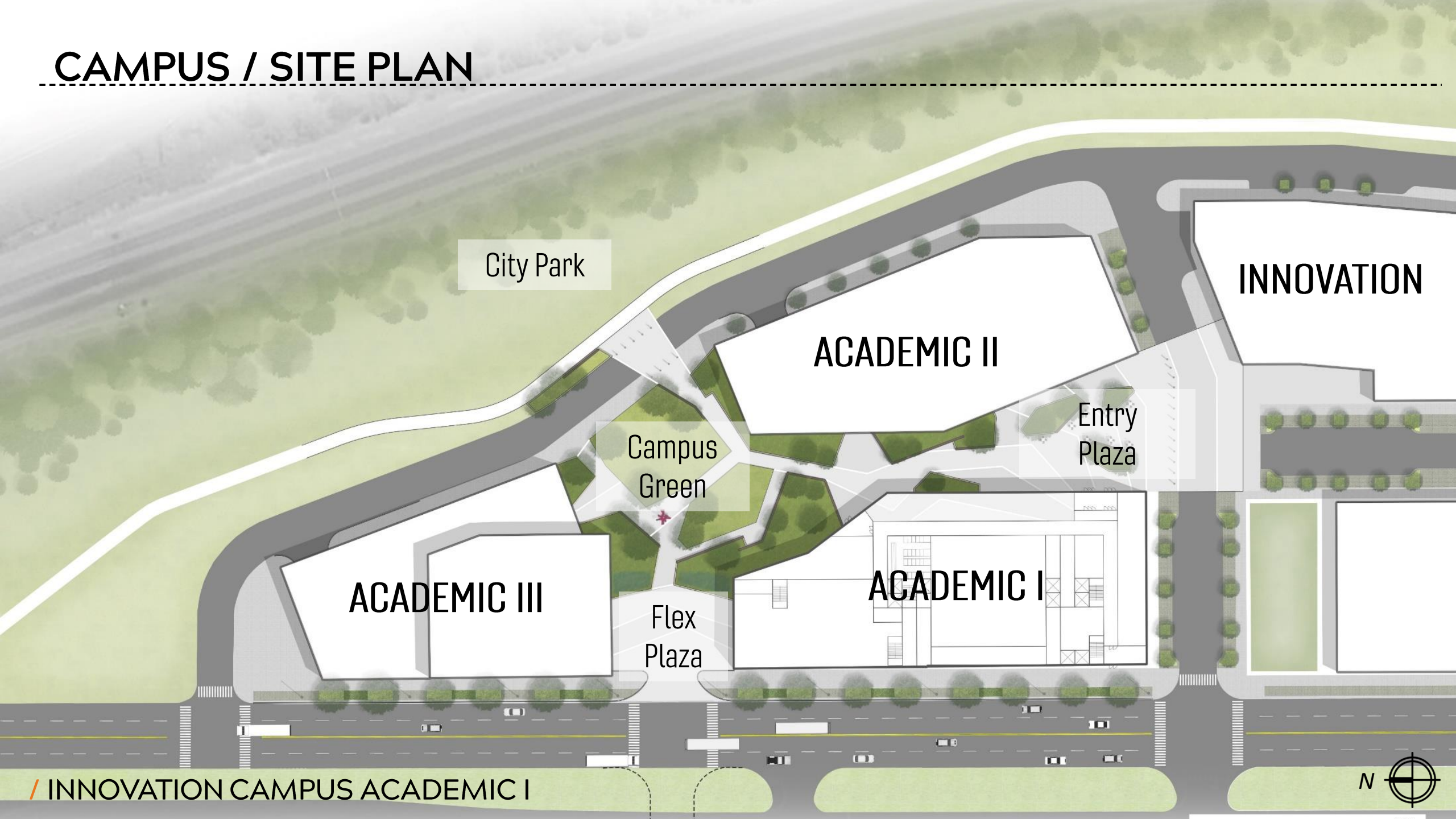
- Land acquisition
  - Subdivision application for 3.54 acres underway with target completion date of April 15, 2020 including conveyance from owner
  - Land appraisal process underway
  - Land to be acquired as a donation
- Master Plan for campus
  - Three buildings that total 600,000 GSF
  - Green spaces & parks
  - Transportation and telecommunications infrastructure

Partners and timeline

- SmithGroup hired for design services
- CMAR services selection complete with contract in process
- Exterior design concepts, sustainability, & infrastructure plans for building and site underway
- Schematics designs (target) completion by September 1, 2020
- Construction start expected July 2021
- Occupancy expected March 2024

Innovation Campus will anchor district in North Potomac Yard.

CAMPUS / SITE PLAN



/ INNOVATION CAMPUS ACADEMIC I

Academic Building I massing

Another view

VIRGINIA TECH | INNOVATION CAMPUS

NIB space planning underway

The Innovation Campus is part of a massive redevelopment project by JBG SMITH.

NATIONAL LANDING SPANS ARLINGTON & ALEXANDRIA AND INCLUDES AMAZON'S HQ2 AND VIRGINIA TECH INNOVATION CAMPUS IN NORTH POTOMAC YARD.

UNDER CONSTRUCTION ASSETS		FUTURE DEVELOPMENT PIPELINE	
CENTRAL DISTRICT RETAIL	1770 CRYSTAL DRIVE	NATIONAL LANDING PIPELINE	SUBMITTED FOR ENTITLEMENT
109K SF	272K SF	6.9M SF[(1)]	4.2M SF

KEY
- AMAZON LEASING TO DATE
- AMAZON LAND SALE
- INFRASTRUCTURE/EDUCATION (STATE & LOCAL FUNDED)
- OPERATING ASSETS
- DEVELOPMENT OPPORTUNITIES

UNDER CONSTRUCTION ASSETS (381K SF)
1. CENTRAL DISTRICT RETAIL
2. 1770 CRYSTAL DRIVE

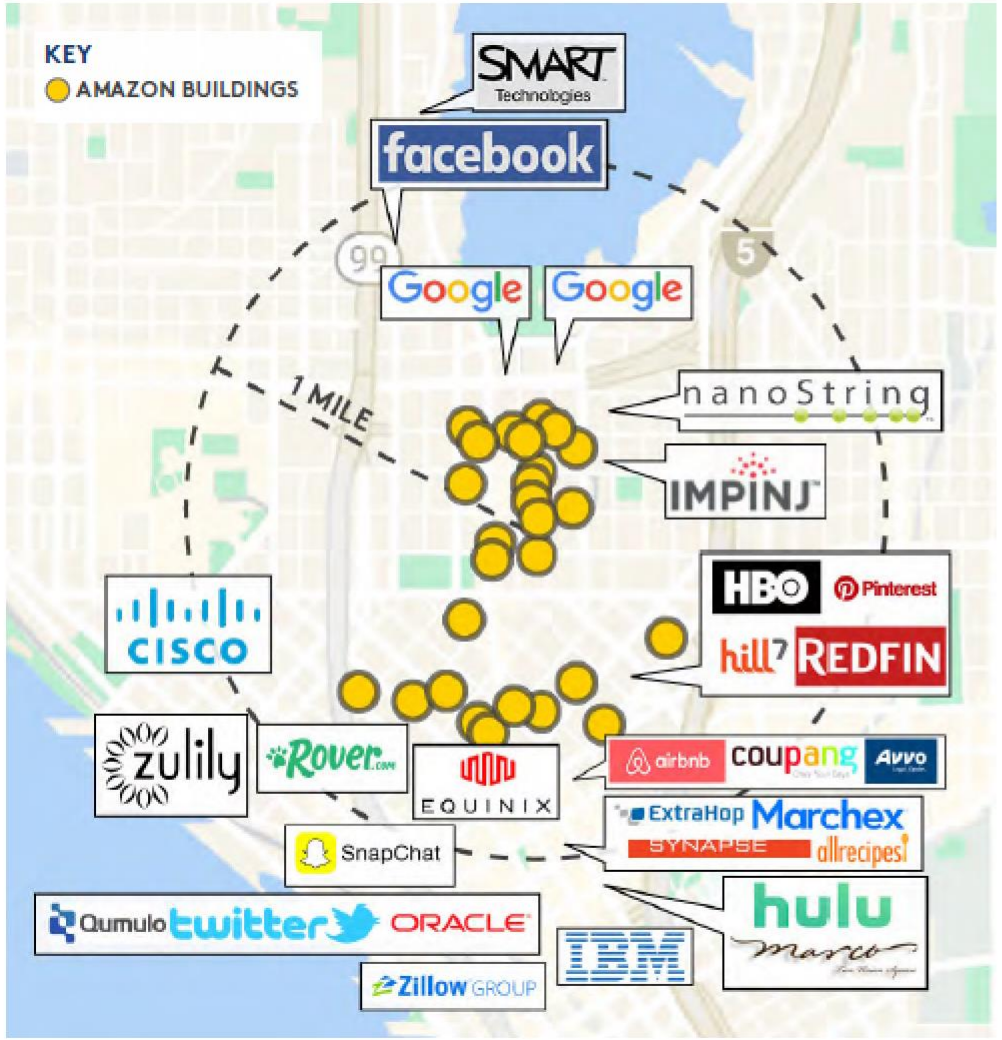
FUTURE DEVELOPMENT PIPELINE (6.9M SF)

4.2M SF SUBMITTED FOR ENTITLEMENT, AWAITING APPROVAL:
3. 1900 CRYSTAL DRIVE
4. RIVERHOUSE LAND
5. 2000 AND 2001 SOUTH BELL STREET
6. 223 23RD STREET AND 2300 CRYSTAL DRIVE
7. 2525 CRYSTAL DRIVE
8. 1800 SOUTH BELL STREET LAND
9. 101 12TH STREET
10. POTOMAC YARD

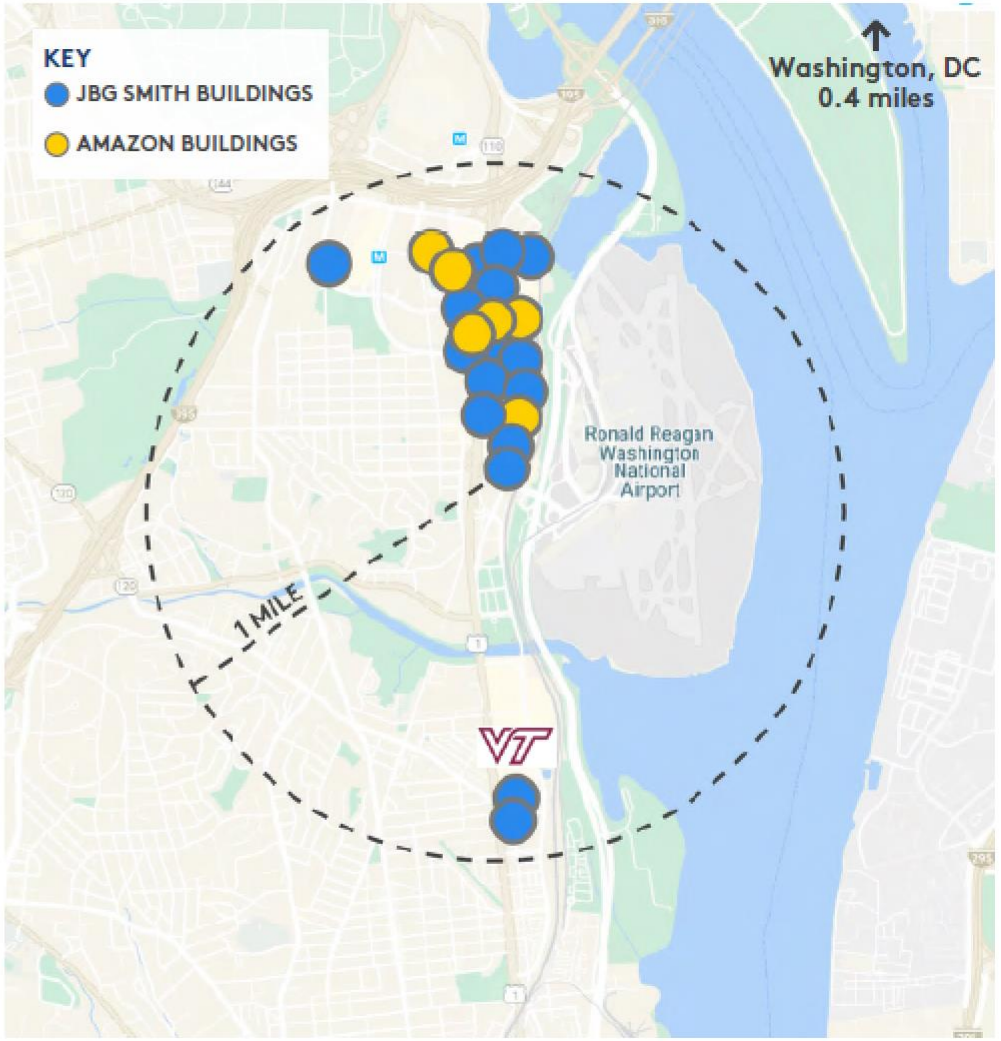
Source
JBG Smith Investor Presentation
November 2019

Amazon ecosystem partners expected.

SEATTLE



NATIONAL LANDING



Source: JBG Smith Investor Presentation
November 2019

JBG Smith Marketing Center in Arlington, Virginia

Innovation Campus Advisory Board taking shape – selected members

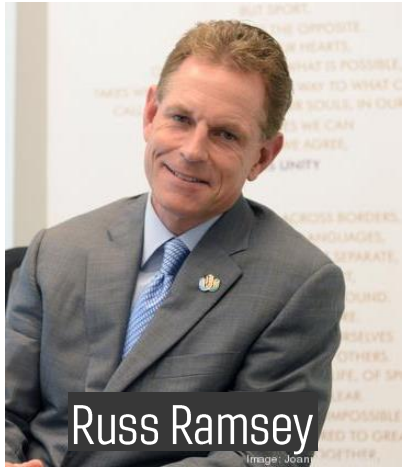

Sanju Bansal


Dave Calhoun


Ted Colbert


Lynne Doughtie


Regina Dugan

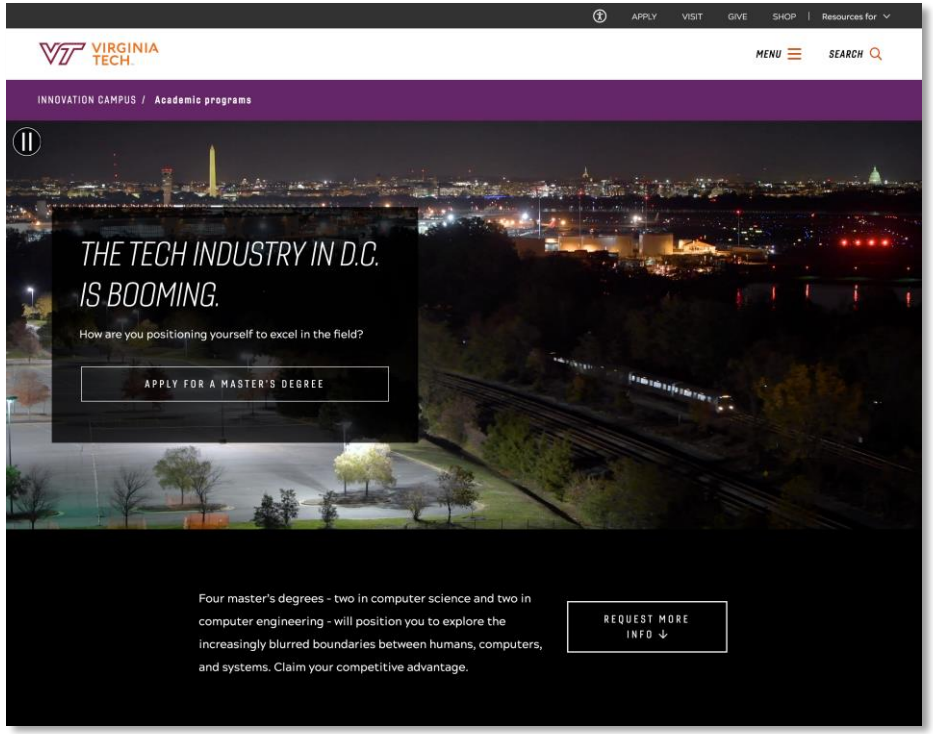

Russ Ramsey

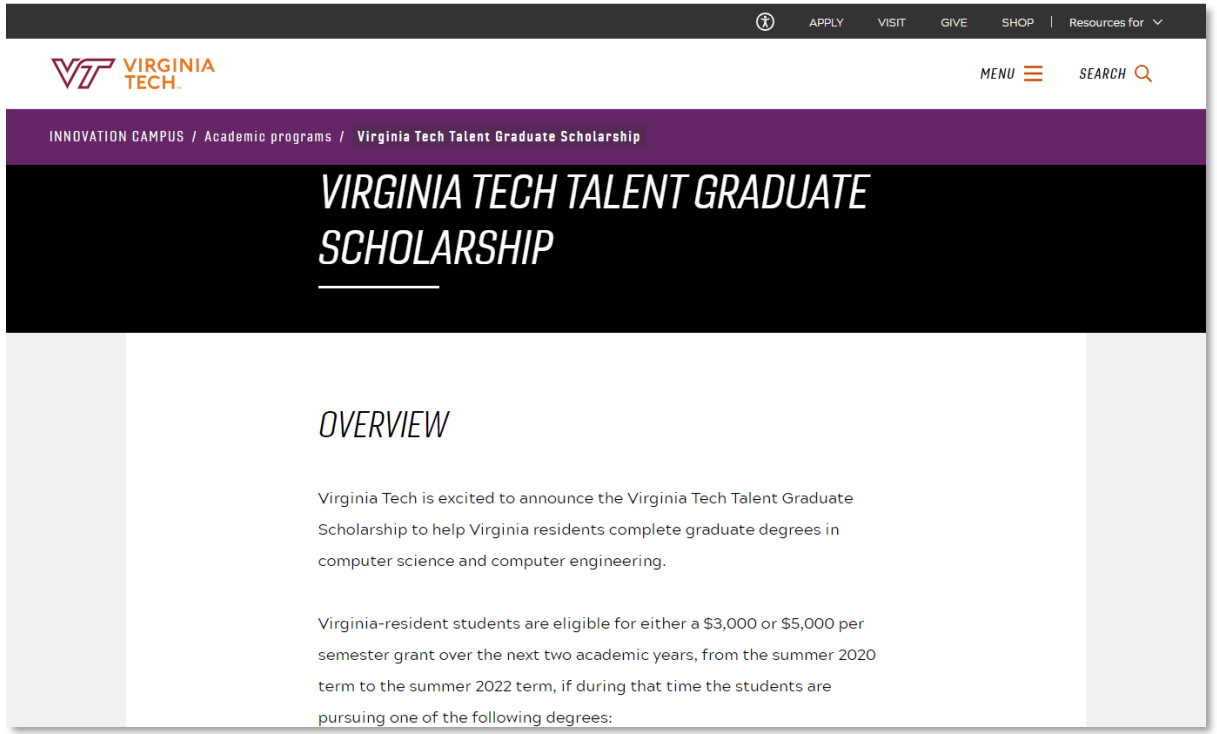

Steve Mollenkopf


Kathy Warden

In-reach strategy – Virginia Tech Talent Graduate Scholarship program

- Communications (letters and email) extended to eligible students for the regular graduate (Non-CS Majors) program and accelerated undergraduate/graduate program for scholarship opportunity
- Online portal created for students
- Corporate cohort outreach launching





Next Up: Future of Talent and Connection Roundtables

VIRGINIA TECH

Richard Ashley <ashleyr@vt.edu>

Scooters

5 messages

Phil Miskovic <philmiskovic@gmail.com> Thu, Jan 16, 2020 at 5:09 PM
To: Richard Ashley <ashleyr@vt.edu>

Rick,

Good seeing you again today at the CUS meeting, and thank you for talking with me afterwards about the scooter issue. Scooters are an issue that is gaining a lot of attention in all corners of the University, including within the Board of Visitors. Given that, I wanted to run some thoughts by you--

You mentioned the job of CUS and the Parking and Transportation Committee is twofold: identifying what happened and preventing similar issues from happening in the future. While I agree with you, I would also add another, more immediate responsibility: fixing, within our power, the ongoing issue.

As you know, there is another semester for this year-long study. The issues of safety; accessibility (scooters left blocking accessibility ramps, on sidewalks, etc); liability (no University oversight); poor communication (the answer for any problem seems to be "we'll tell the researchers and have them fix the issue," but there never seems to be any enforcement or accountability because no one is accountable); and ethical concerns (one common element to all IRB applications is that consent must be obtained from anyone with potential for harm. In this case, that would mean all of the pedestrians sharing sidewalks with the scooterist).

Knowing the issues, I'm not sure the University should wait and turn this into a post-mortem, "what should have happened." Given that CUS and Parking and Transportation have policy oversight over the issues, I believe those entities should take the following steps:

1. Request the Parking and Transportation Committee pause the study through an emergency policy prohibiting organized scooter dissemination on campus
2. Have the researchers present to CUS
3. Have a legitimate entity, such as Parking and Transportation, create policy and give regulatory oversight to the study, rather than the researchers' own ad hoc advisory committee

Please let me know your thoughts.

Thanks,
Phil

Richard Ashley <ashleyr@vt.edu> Thu, Jan 16, 2020 at 6:11 PM
To: Phil Miskovic <philmiskovic@gmail.com>, "Speer, Ryan" <rps@vt.edu>

Hi Phil (and Ryan),

Good points, although I think that the CUS should be providing most of the leadership in laying out what sorts of policies our TPC should be working out. I certainly consider that your points have merit, but I'm not sure that I (or the rest of the CUS) will completely agree. That, of course, is why we confer with one another.

These ideas should all be aired at the next CUS meeting, where everyone can weigh in. Then the CUS should invite Mike to give his presentation on the origins and current status of the project and mull over where we want to go from here: We don't want to 'blindside' Mike, so the CUS should share an outline of the kind and level of the concerns it wants to discuss with him well prior to his appearance.

Does that sound reasonable to you?

I also think that the three of us (you, me, and Ryan) should discuss what did not take place at this CUS meeting – and these concerns that you are adding to my mix -- with the rest of the TPC at our next meeting. To that end, I am sharing our correspondence with Ryan; I don't know whether or to what extent he will agree with you, but I hope and expect that sharing our conversation with him is okay with you.

Rick
[Quoted text hidden]

Phil Miskovic <philmiskovic@gmail.com> Thu, Jan 16, 2020 at 6:18 PM
To: Richard Ashley <ashleyr@vt.edu>

Response to Commission on University Support Regarding IT Procurement

The Division of IT recognizes the concerns raised by the Commission on University Support regarding the efficiency, transparency, and timeliness of software procurement requests. As one of the largest consumers of software licenses on campus, we are impacted by this process ourselves. The proliferation of apps and cloud-based services has greatly changed how we use and license software in just a few short years. Instead of executing a few long-term contracts for a handful of products that provide a variety of functionality, we now execute a larger number of short-term contracts for many products that provide specialized functionality. This revolution in software has resulted in many improvements in how the institution operates, conducts research, and provides instruction to students. However, the increased demand in software license agreement reviews has stretched our capacity to procure software in a timely manner and made it necessary for us to take actions to improve the process.

Efficiency, transparency, and timeliness issues were identified by IT Procurement and Licensing Solutions (ITPALS) prior to the charge given to the Information Technologies Services and Support Committee on November 14, 2019. In 2018, ITPALS determined that the processing time for a new software license review was averaging 115 days and that users were increasingly frustrated by the lack of available status information. Projects to improve the request process in ServiceNow and to implement Cobblestone as a software license tracking system were initiated in an effort to improve efficiency and transparency and decrease the processing time. In 2019, the average processing time for a new software license reviewed decreased to 57 days as a result of these process improvements.

Individual questions raised by the Commission on University Support in the charge document have been addressed below. These questions highlight the fact that, even though improvements have been made, there is still considerable room for improvement. Actions to be taken include:

- Promote and raise awareness of the new Cobblestone system so that users can more easily discover existing software contracts
- Improve FAQ and knowledge base articles to address common questions and issues and make sure these documents are easily discoverable

- Clearly differentiate between what software is available to students vs employees and departments
- Explore adding more open source licenses to list of approved licenses
- Continue to work with our business partners to identify bottlenecks and make improvements

The feedback provided by both the Commission on University Support and the Information Technologies Services and Support Committee is greatly appreciated. We look forward to serving you better in the future.

Original Charge from Spring 2019 (Responded to in Fall 2019)

1. Why is it necessary for the IT Procurement process to consider all requests for university-wide use? Some data and software will only be used in much smaller units.

    - This is covered in University Policy 3015 (https://policies.vt.edu/3015.pdf). Because the university is held accountable for all of its units' (departments, colleges', institutes, etc.) activities, the size of the workgroup that may plan to utilize a specific software package is immaterial to the review and approval process. Data that may be impacted by the software, regardless of its volume, is still subject to the same regulations (FERPA, HIPAA, Commonwealth of Virginia statutes, etc.) and so terms and conditions for use of such data must conform.

2. In addition to the requestor and software/data vendor, multiple Virginia Tech units may be involved in IT Procurement requests including, IT Procurement, legal, and the registrar. How can communication among these groups and the requestor be improved? Can ServiceNow adapt the requestors for a software product so they can see the questions and issues, even if a support team member enters the request? How can communication be improved between the person who needs the software and the fiscal technician or support person that often enters the request, as IT cannot tell the difference.

    - Comments are posted in the ServiceNow ticket and can be reviewed by the person who submitted the request as well as the data stewards and other groups involved in the process (IT Security Office, Registrar, Legal, etc.). The requestor will receive an email notification from Virginia Tech 4Help that includes the contents of the comment as well as a link back to the ticket for full review. The

requester can see the status of each request they created in their ServiceNow account found at https://4help.vt.edu/sp.

- ServiceNow is behind 2-Factor and communications cannot be exchanged directly from ServiceNow with the vendor. Emails can be attached in ServiceNow for reference as needed.
- ITPALS has set up automated weekly recurring emails to notify data stewards of pending requests that have been inactive for more than 7 days.
- The person who is most knowledgeable about the software being requested should be the person who answers the questions and submits the request in ServiceNow. We typically experience delays when a fiscal tech or other support person tries to answer questions and explain how a software will be used if they don't really know anything about it.
- ITPALS has the capability to add watchers to a ticket. However, ServiceNow functionality will only allow the requestor of the ticket to login and view all ticket details and attachments. Ticket status is readily available to the requestor at all times in the process. ITPALS can change the requestor on a ticket upon department request or should the requestor leave the university or change positions.

3. How has the availability of Cobblestone been promoted? What is the feedback mechanism and is there an improvement plan?

    - The Division of IT communications team will create a VT News article to raise awareness of this new service.
    - Additional knowledge base articles will be created in the ServiceNow portal and FAQ documents on the ITPALS website will be linked to more prominently.
    - ITPALS staff has included in their email signatures an announcement for Cobblestone since January 2019.
    - A direct link to Cobblestone is posted on ITPALS main webpage, https://itpals.vt.edu/.
    - A link to Cobblestone as well as a Cobblestone user guide is posted in IT Procurement's FAQs at the following link. https://itpals.vt.edu/content/itpals_vt_edu/en/itprocurement/itprocurementfaqs.html
    - ITPALS presented ServiceNow and Cobblestone to the Fiscal Bunch Lunch Group June 4, 2019.
    - Feedback is welcomed and encouraged. To date the feedback ITPALS has received has been very positive. Cobblestone replaces the old License Agreement Table which was an Excel spreadsheet with very minimal information.

- ITPALS continues to work with Cobblestone on customizations to improve system functionality.

4. What level of staffing is currently available to conduct legal reviews?

    - ITPALS defers this question to University Legal for their response. The following points should be noted.
        - Virginia Tech Legal has approved a workflow for software requests that do not require signatures and where the vendor will accept a Virginia Tech purchase order. Requests meeting this criteria do not require legal review as Virginia Tech's purchase order terms will apply.
        - ITPALS added an OSP Legal Review Task for OSP funded requests instead of routing them to Legal.

5. What are other universities doing?

    - Virginia Tech is among the leaders in addressing and being proactive in managing potential concerns (before a breach, data access dispute, etc.). Some other schools are also starting to implement systems as they have encountered issues or seen issues starting to pop up in the mainstream media. Many of these concerns came on the radar of IT professionals approximately two years ago, so solutions have been in development and will continue to improve.
    - Other universities do not share their list of software license agreements that have not been publicly competed via formal solicitation. Each institution has its own review process and requirements with varying levels of acceptance of risk. There are however cooperative contracts for reseller partners which are utilized whenever possible but even those will require Virginia Tech review for cloud hosted, FERPA/HIPAA/PCI compliance. Often times there is also the requirement to sign a publisher's license agreement which requires legal review even though the purchase is via a reseller. The software agreement itself is not managed or owned by the reseller.
    - Other universities, especially publics, are facing the same and similar challenges with software procurement as Virginia Tech. We share information and best practices through organizations such as EDUCAUSE. Through EDUCAUSE, we participated in the development of the Higher Education Community Vendor Assessment Toolkit (HECVAT) which has the potential to reduce review time by using a common assessment tool across many universities. We are, also, part of a group of four universities proposing a session on this topic for the EDUCAUSE

Annual Meeting in October 2020 with a goal to share approaches that have improved software procurement for us and to learn from other institutions.

6. What is the goal for the number of days required to process a request?

- There is not a specific goal to process a request as the nature of the requests vary. Processing time is dependent on the level of complexity of each specific request and can also depend on the responsiveness by department and/or vendor to requests for additional information.
- "How can I get my software sooner?" See IT Procurement FAQs (https://itpals.vt.edu/content/itpals_vt_edu/en/itprocurement/itprocurementfaqs.html).
    - Use software that can be obtained via contract or that has already been approved for university use.
    - When submitting your request in ServiceNow be sure to research and answer all questions correctly.
    - Ensure all supporting documentation has been attached (i.e. quote, terms and conditions, license agreement, etc.)
    - Be timely in responding to all requests for additional information and/or documentation.

7. Is ITPALS open to adding other open-source licenses?

GNU Versions 1, 2, and 3 have already been reviewed and approved for Open Source software requests. Most open-sourced applications fall under one of these GNU licenses. ITPALS is always willing to review additional open-source licenses. These requests are processed within 48 hours. A potential delay is the department's timeliness in acknowledgement of the business review.

8. Once software is procured, can students find out how to access it?

- Student software is distributed by ITPALS Software Service Center. There is a link from the ITPALS main page to Student Software. From this link one can see a list of student software available as well as student required products and student software bundles.

Questions from Commission on University Support Member Phil Miskovic

The following attempts to summarize and paraphrase your question.

- You are aware of the Student Software list (available at https://itpals.vt.edu/softwarelicensingcenter/studentsoftware/studentswproductlist.html) and realize its relative brevity (only about 20 packages). .
- You are also aware that there is software available for students in various labs located around campus, such as one in Torgersen Hall that has a useful stats package installed.
- You would like to see a list created so students would know what software packages are available for their use, where the software is loaded, any limitations (such as "must be enrolled in the College of Engineering") that exist for use, and if the owner of said package is willing to pool resources with other units to reduce costs.

While these are valid questions and worthy suggestions, the decentralized organizational structure at Virginia Tech makes accomplishing these goals challenging for the following reasons.

- Software purchased by students for their personal use is separate and independent, requiring distinct End User License Agreements (EULAs), from software purchases made by departments.
- Software purchased by departments for use in class or lab settings usually is not allowed to be downloaded or placed on personally owned (i.e., student owned) devices.
    - Different license agreements are generally required for the lab/collective settings usually restricting the number of concurrent uses, the location of use, etc.
    - This software does flow through the ITPALS software procurement system and must comply with Commonwealth of Virginia and VT guidelines and regulations.
- ITPALS may or may not have visibility into whether packages that are procured by departments are purchased for instructional, research, or administrative use. ITPALS has a limited record of packages running in labs or in use for classroom instruction.
    - The Division of IT department, Technology-enhanced Learning and Online Systems (TLOS), does manage some labs on campus (and perhaps the

one you specifically mention in Torgersen), and could provide a list of what is available at those locations, but this would not be a complete list of what is in all labs, and would require frequent updates. Having said that, it may still be a good idea to make a list available, and we will be checking with TLOS to explore the potential for providing one.