

# **Board of Visitors Information Session**

**Sunday, March 20, 2016**

**1:00 – 4:15 p.m.**

**The Inn—Solitude  
Virginia Tech Campus**

- 1:00 p.m.      Envisioning Virginia Tech Beyond Boundaries Presentation**
- Dr. Timothy Sands, President
  - Beyond Boundaries Faculty Panel
- 1:45 p.m.      Destination Areas Presentation**
- Dr. Thanassis Rikakis, Executive Vice President and Provost
- 2:30 p.m.      Break**
- 2:45 p.m.      InclusiveVT Presentation**
- Dr. Menah Pratt-Clarke, Vice Provost for Inclusion and Diversity and Vice President for Strategic Affairs
- 3:00 p.m.      Revision of the Undergraduate Honor Code**
- Dr. Rachel Holloway, Vice Provost for Undergraduate Academic Affairs
  - Dr. James Orr, Assistant Provost and Director of Undergraduate Honor System
- 3:15 p.m.      2016-17 Tuition and Fee Recommendations**
- Dr. Timothy D. Sands, President
  - Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer

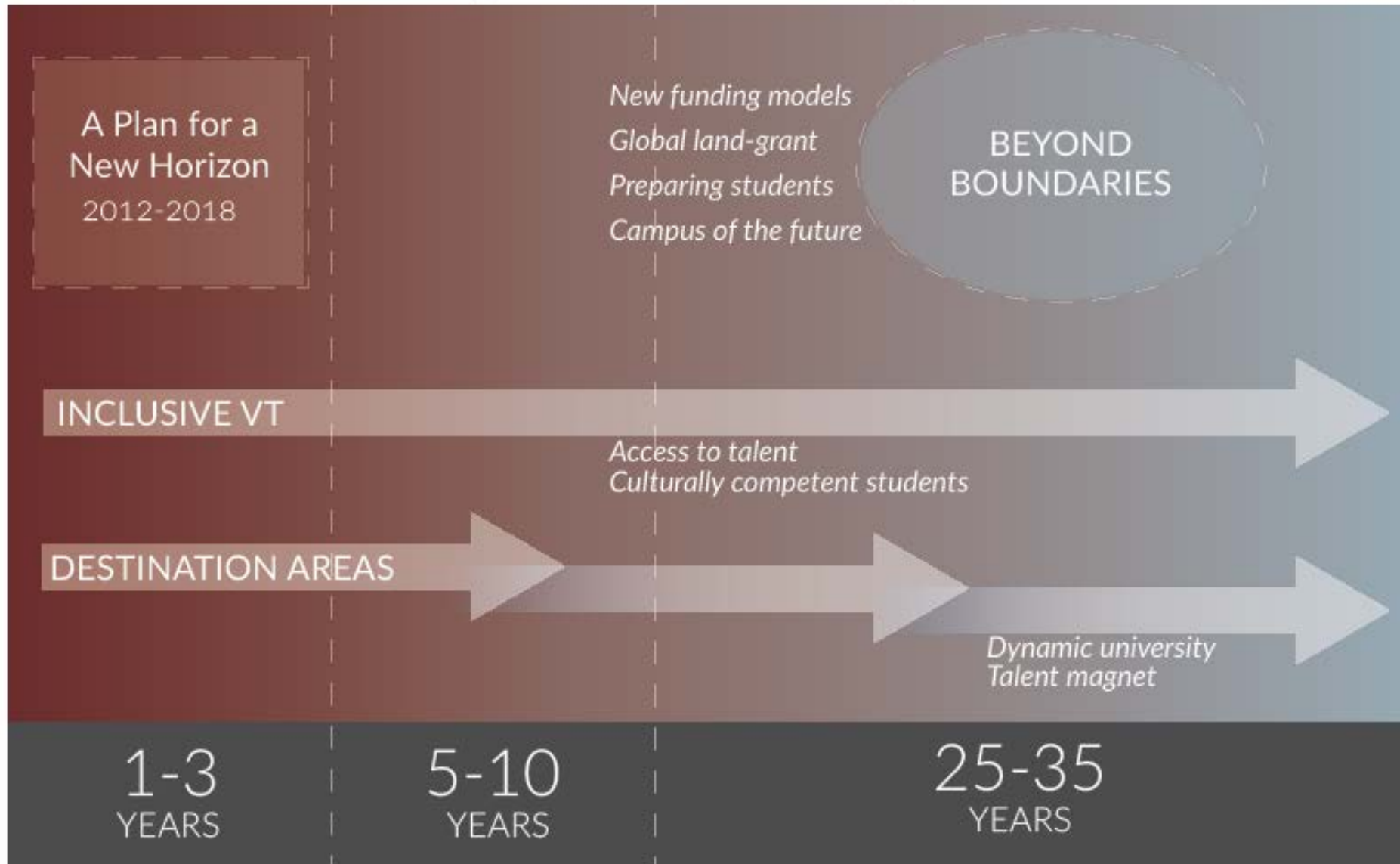
ENVISIONING VIRGINIA TECH

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**BEYOND** BOUNDARIES

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A Plan for Continuous Innovation at Virginia Tech



# GOALS AND FOUNDATION

1. To advance as a global land-grant university with international distinction.
2. To strategically address the challenges and opportunities facing higher education institutions.





# A GENERATION FROM NOW

## Life and work will be

more global, mobile, technology-mediated, specialized, interconnected; less steady/stable

## Students will seek

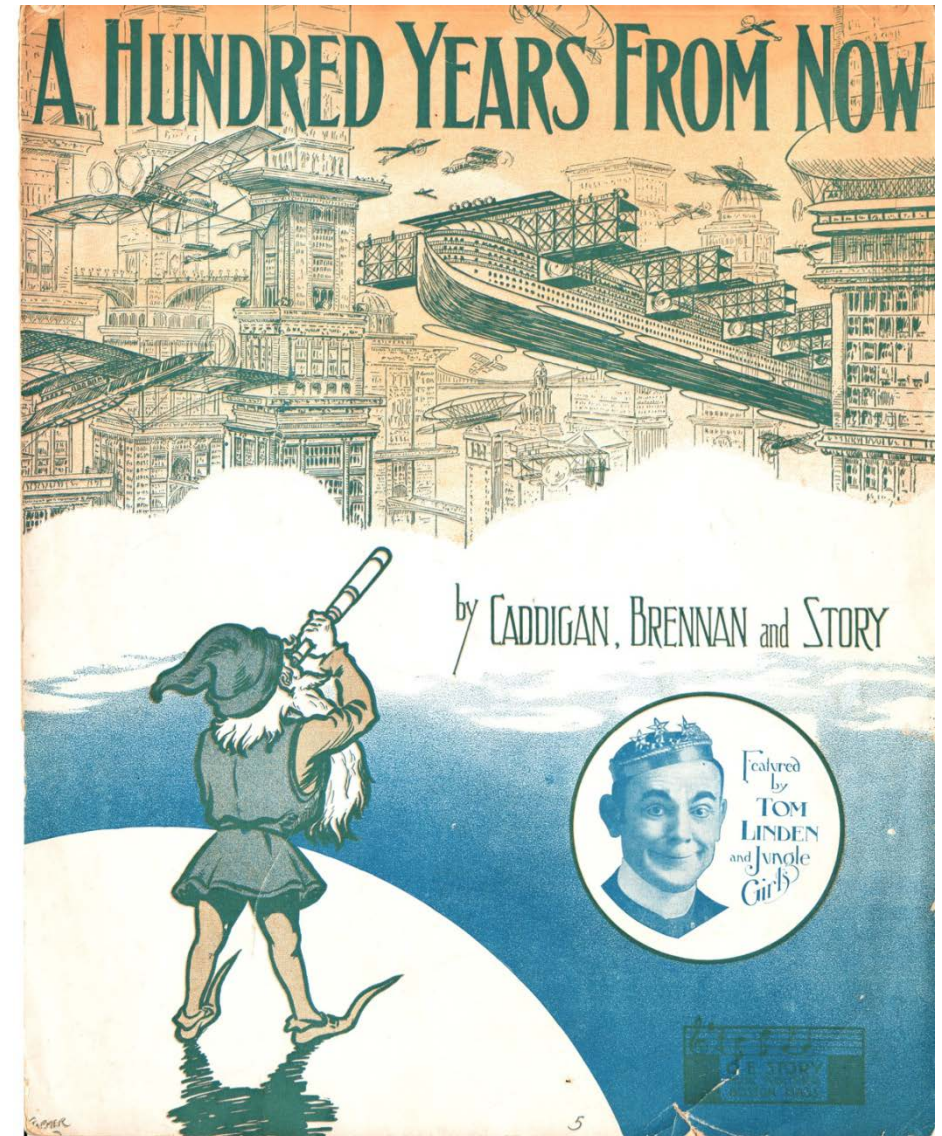
knowledge, expertise, opportunity, flexibility, *jobs*;  
but also *purpose* and *meaning*

## The campus will

comprise heterogeneous networks and innovation hubs  
facilitated by technology

## Virginia Tech must

reflect the world in which students live and work, differentiate itself with unique value and personalized education; be sustainable, adaptable, and reflexive



Brennan Caddigan, *A Hundred Years from Now*, 1914



# VT-SHAPED PEOPLE

‘VT-shaped’ students with:

Disciplinary depth

Interdisciplinary capacities

Purpose-driven engagement



# COMMUNITIES OF DISCOVERY

## Human-centered environments

Engage the whole person, cultivate empathy, inclusive, a culture of mentoring

## Empowering opportunities

Flexible, experiential, interdisciplinary

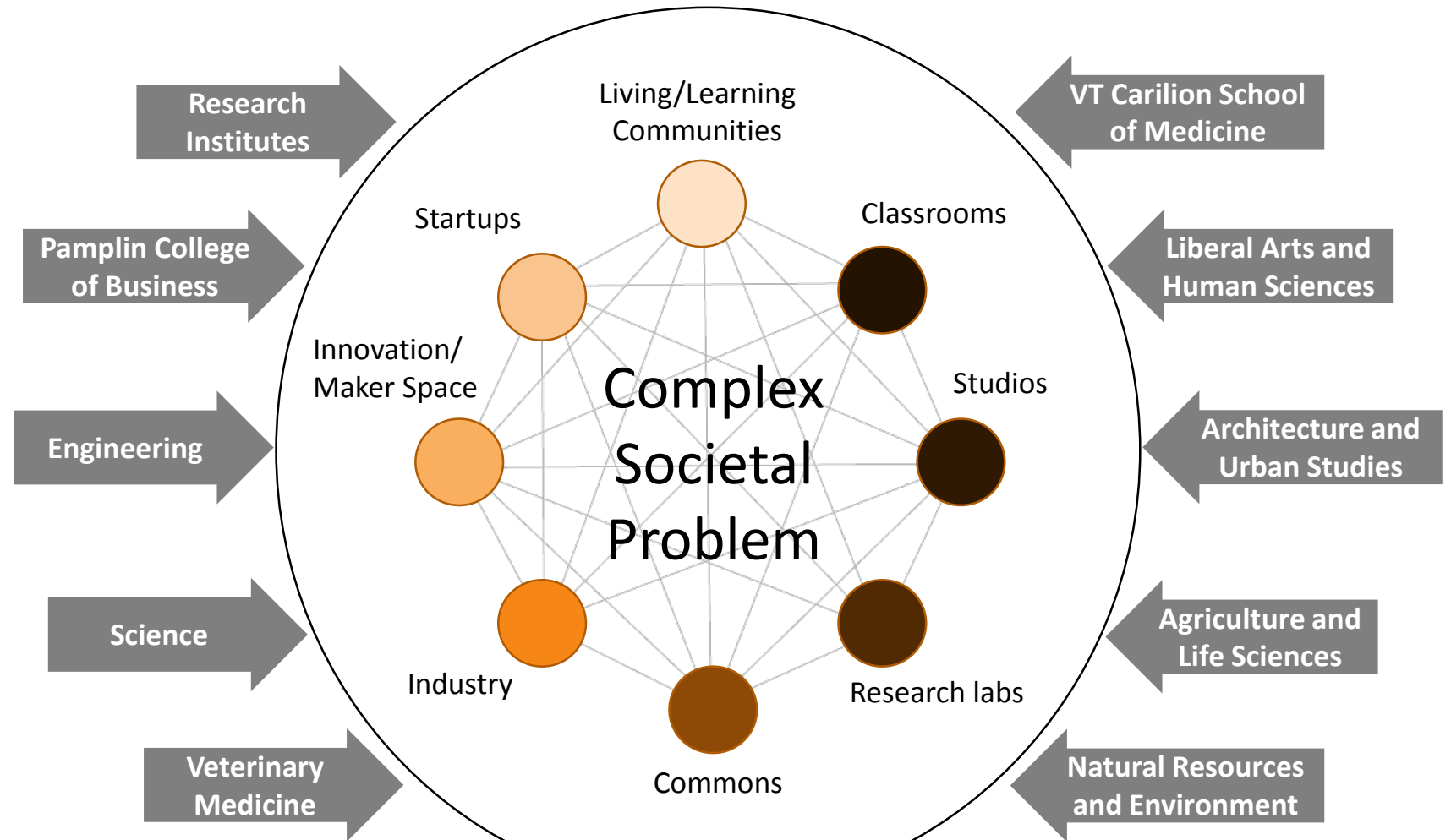
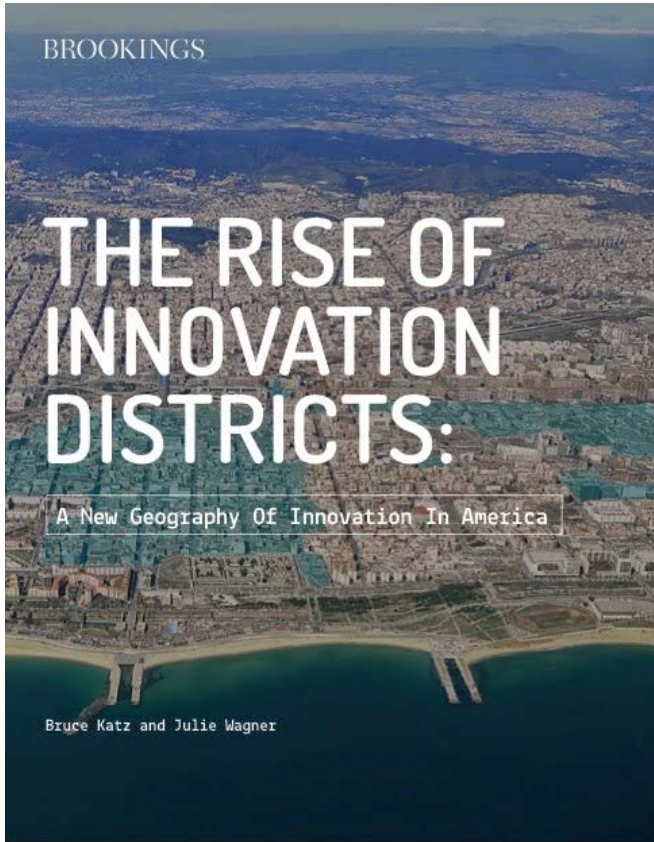
## Purpose-driven learning

Real-world projects on matters of concern in collaboration with multiple stakeholders





# INTEGRATIVE INNOVATION HUBS



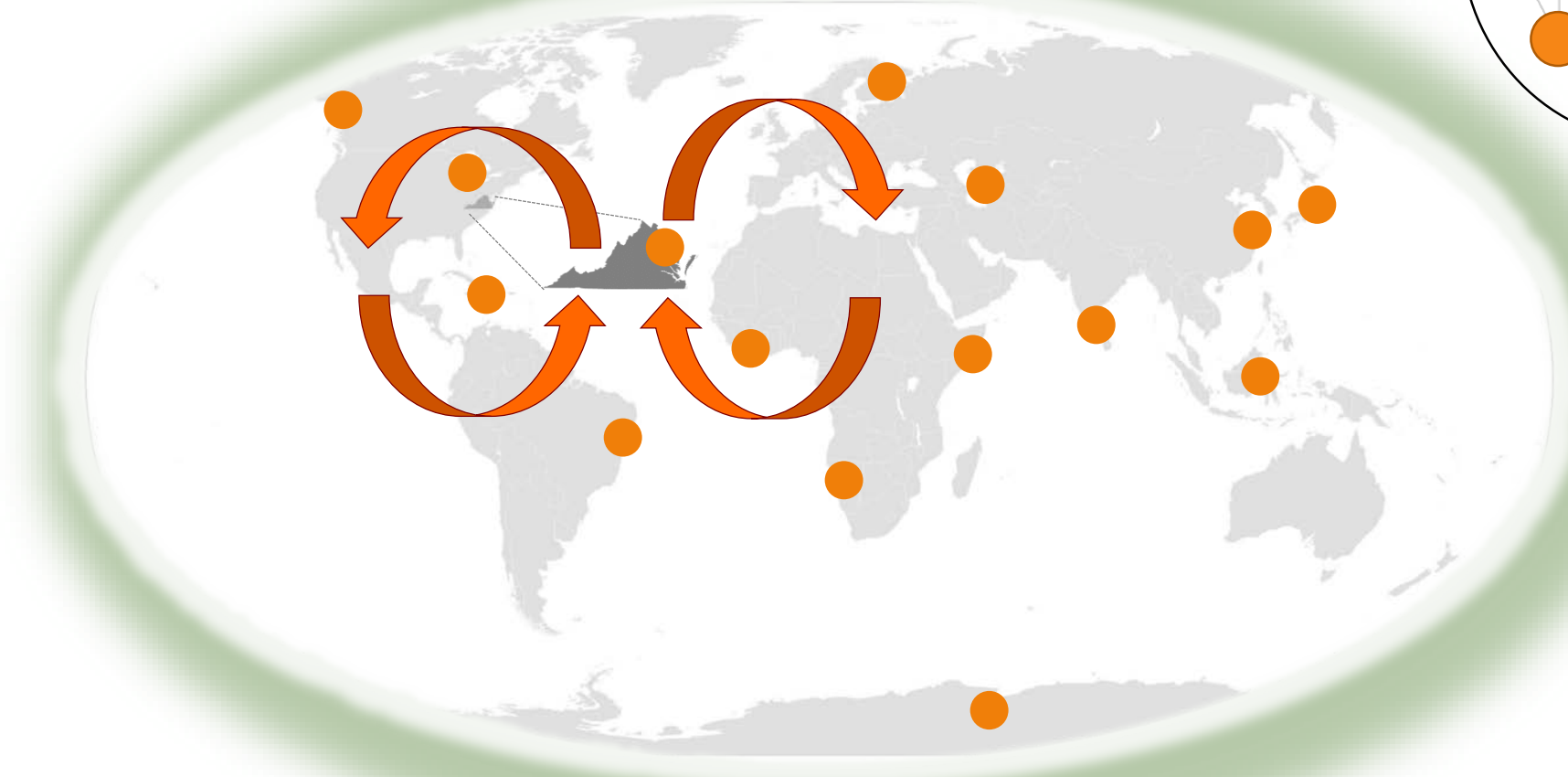
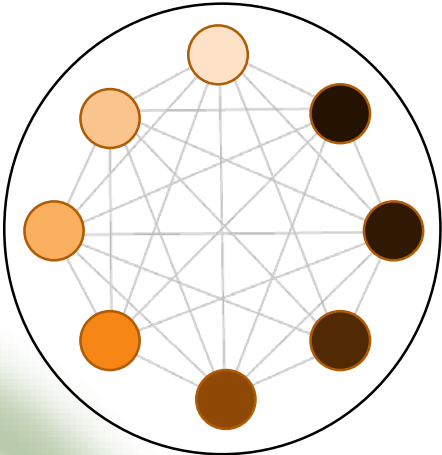
Human-Centered  
Smart Environments





# GLOBAL ENGAGEMENT HUBS

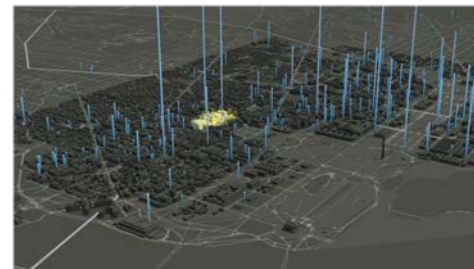
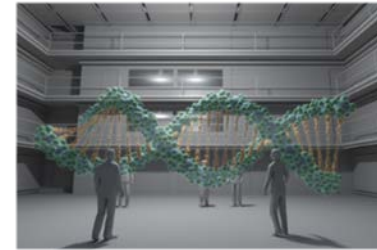
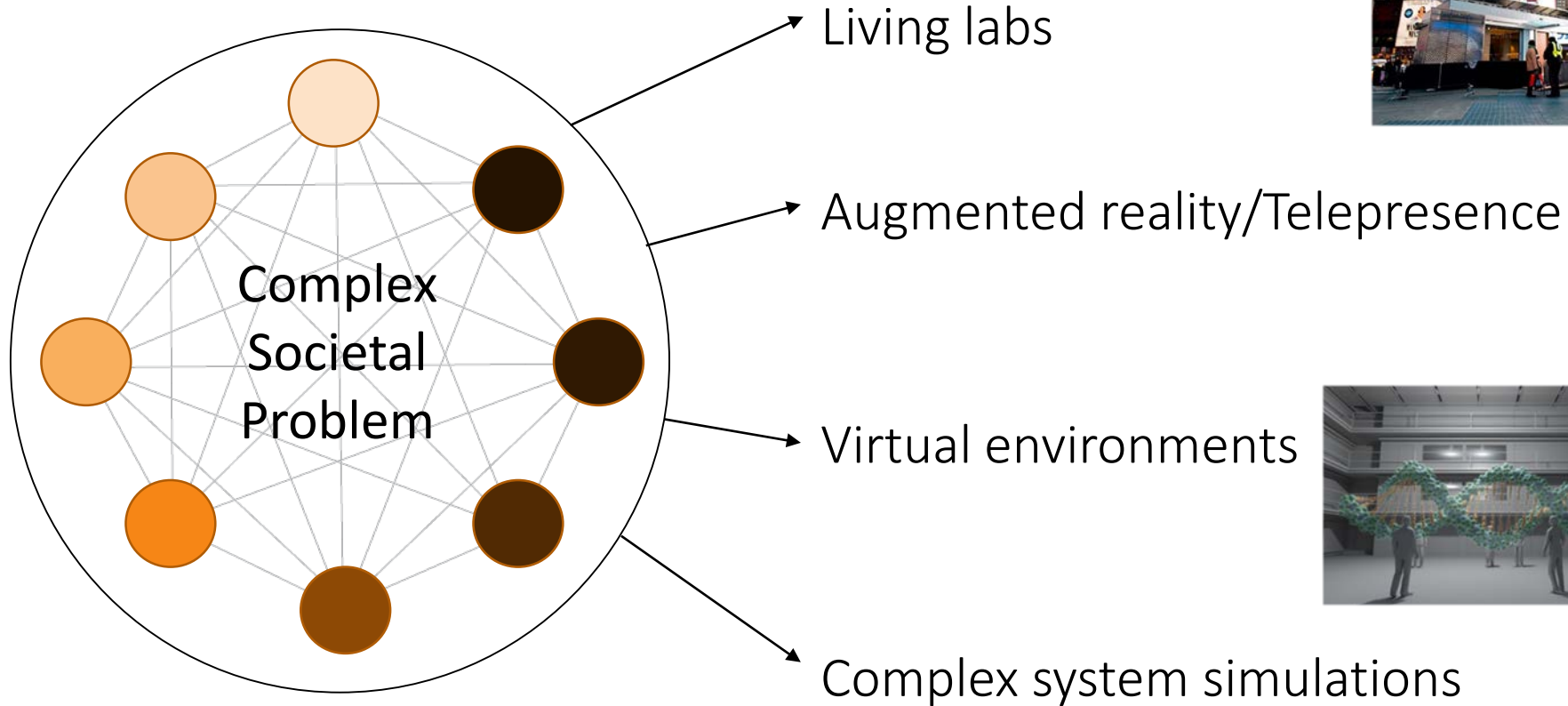
PROJECTED UNIVERSITY



HUMAN-CENTERED SMART ENVIRONMENTS



# HUMAN-CENTERED SMART ENVIRONMENTS

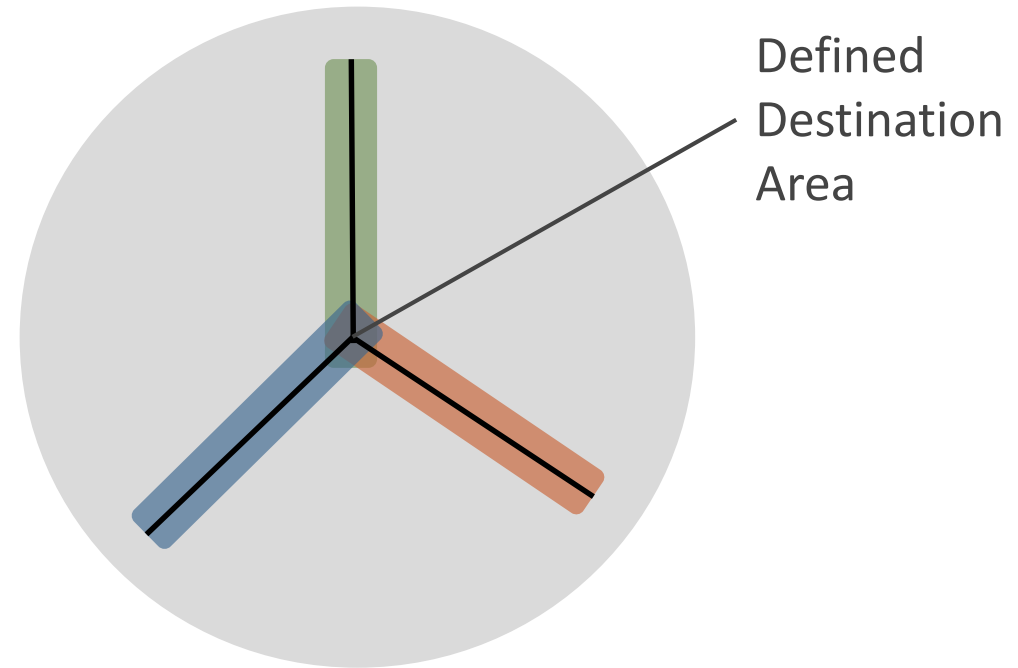


# APPLYING DISCIPLINARY EXCELLENCE TO COMPLEX PROBLEMS

Specific disciplinary envelopes occur with the academic factoring of complex problems.

Disciplinary excellence and important problems thus yield destination areas.

Complex Properties  
of a Societal Problem

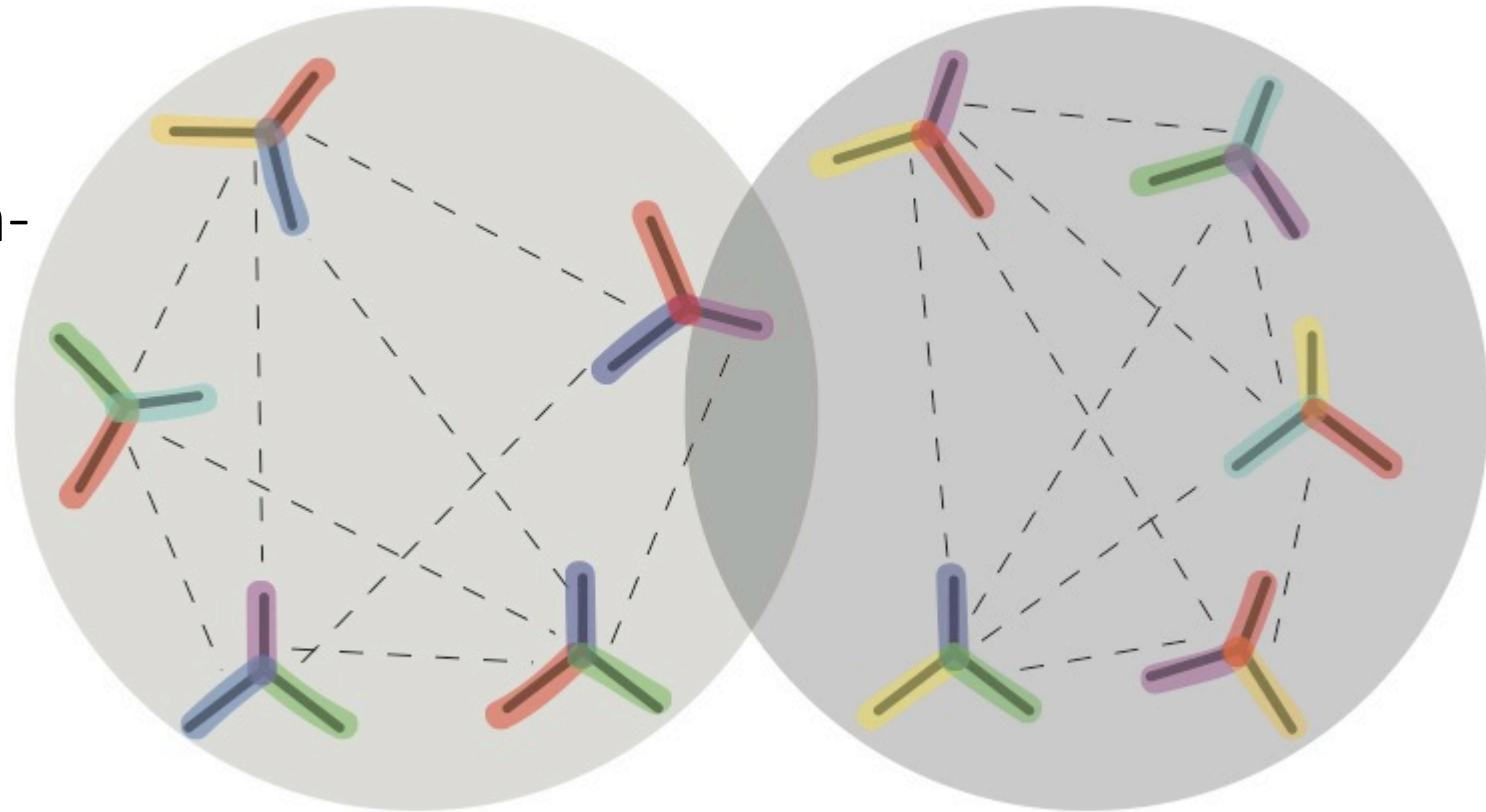


Feed the World



# GLOBAL LIVING LABORATORY

Network of many actual problem-situated disciplinary institutions, forming a “living laboratory” of distributed institutions.



Feed the World

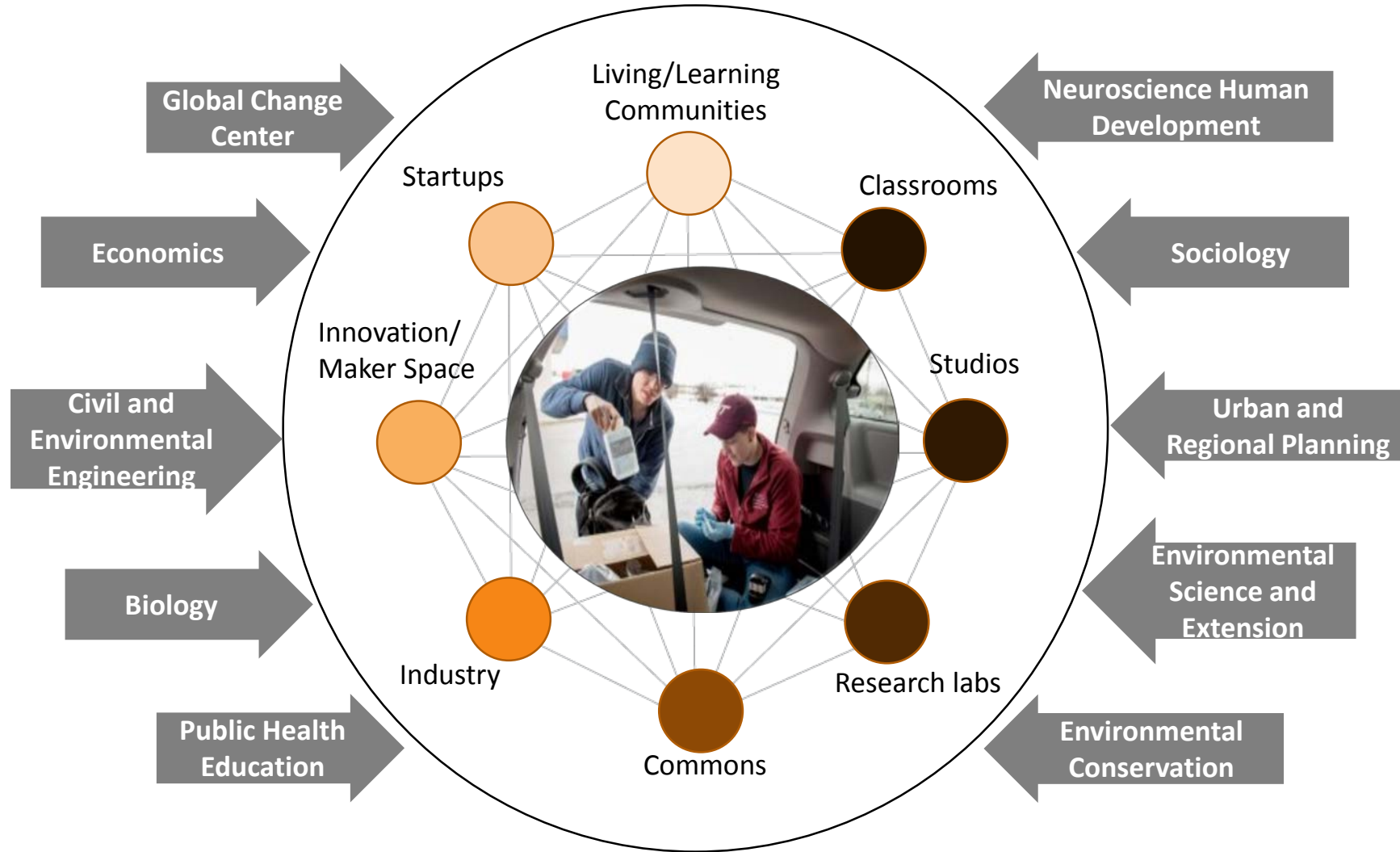
Build the World





# INNOVATION HUB

## Water Systems



Human-Centered  
Smart Environments



# A CONTEMPORARY FUNDING VISION

Moving forward as a global land-grant university, Virginia Tech will develop and implement innovative and agile financial models dedicated to academic excellence, world-class research, and *Ut Prosim*, while advancing access and affordability.



# 2047 FUNDING MODEL

## Agile funding strategies

- Generating new learner-centered revenues
- Developing world-class philanthropy
- Creating new partnerships
- Evaluating Value to Experience (VTX)



World-class  
research

*Ut Prosim*

Academic  
excellence



# 2016 → 2026 → 2047

## We are always students

VT cultivates discovery from childhood throughout lifetime

## Whole world is the campus

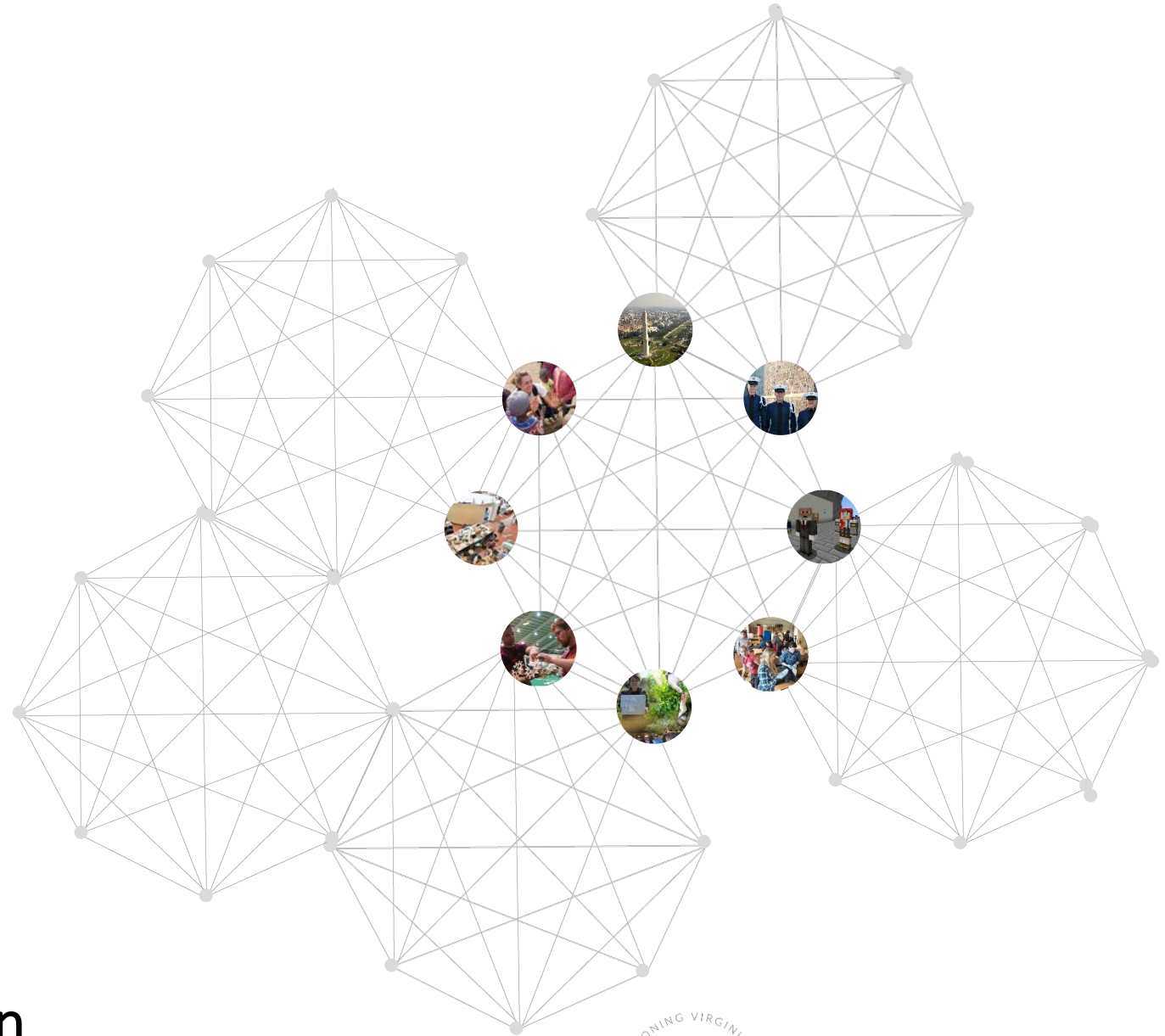
students access learning wherever and whenever they need it

## Evolving pathways

curriculum is adaptive, customizable, inclusive, to each learner; unbound from grades and credit hours

## Framework for continuous innovation

incubator to challenge faculty





ENVISIONING VIRGINIA TECH

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**BEYOND** BOUNDARIES

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# DESTINATION AREAS



**Thanassis Rikakis**

*Provost*

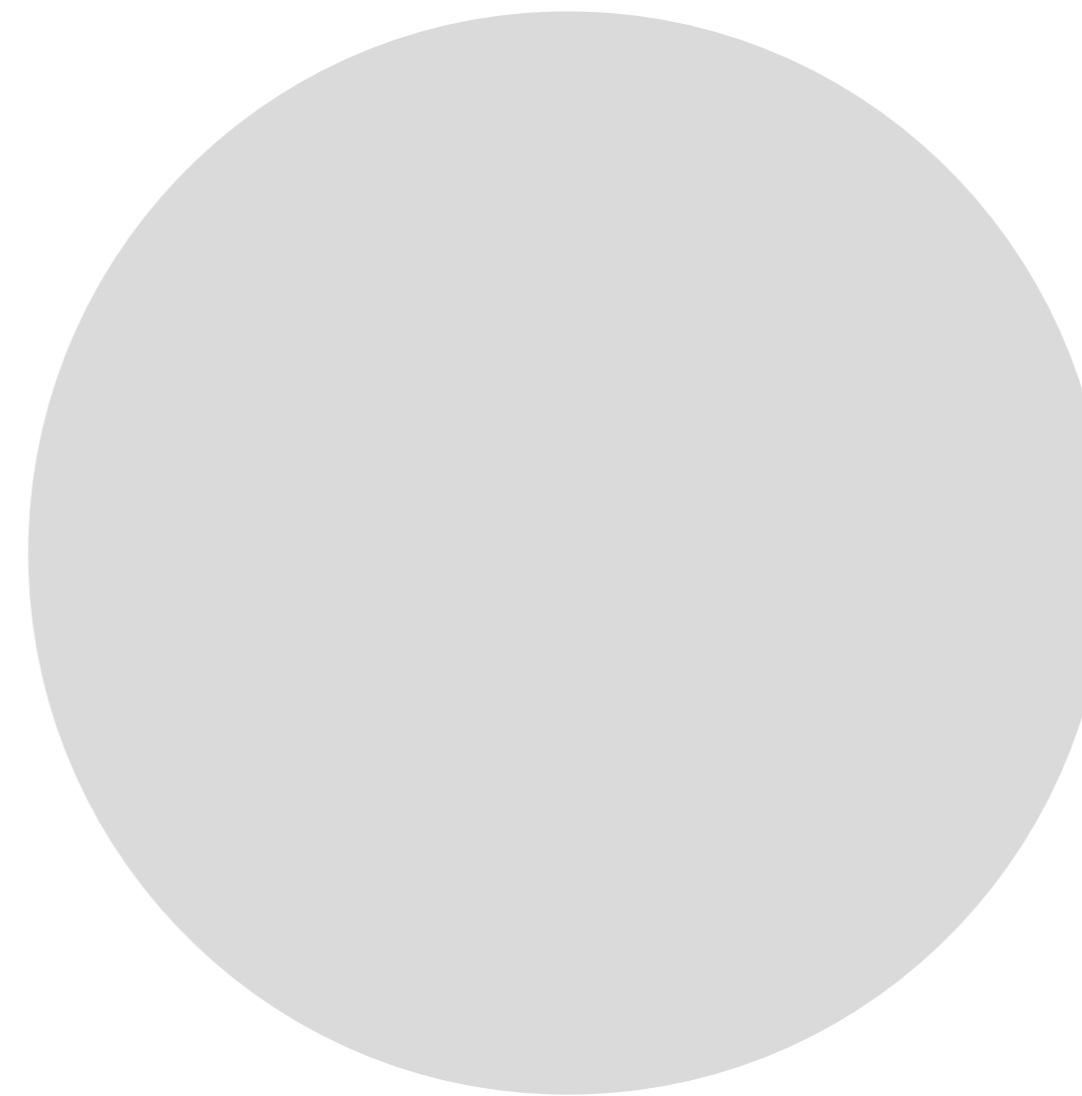
*Board of Visitors*

*1 p.m., March 20, 2016*





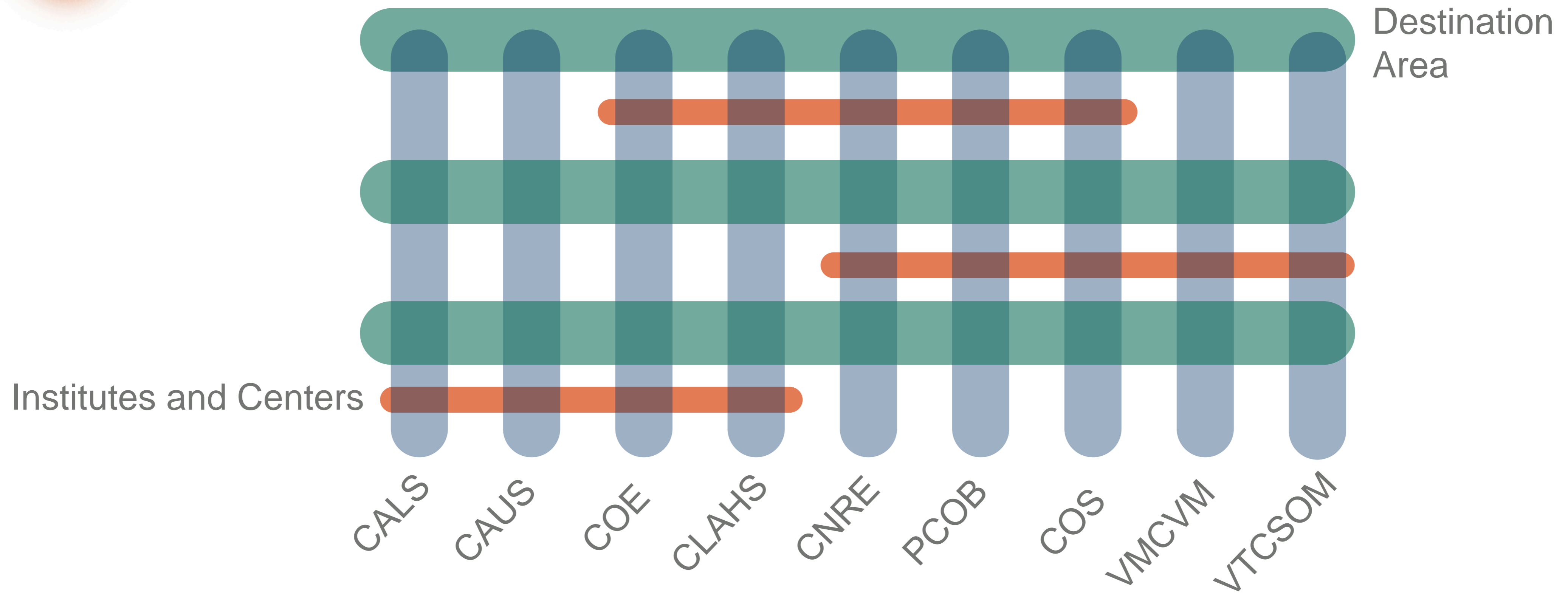
# Disciplines and Complex Problems



Complex Problem



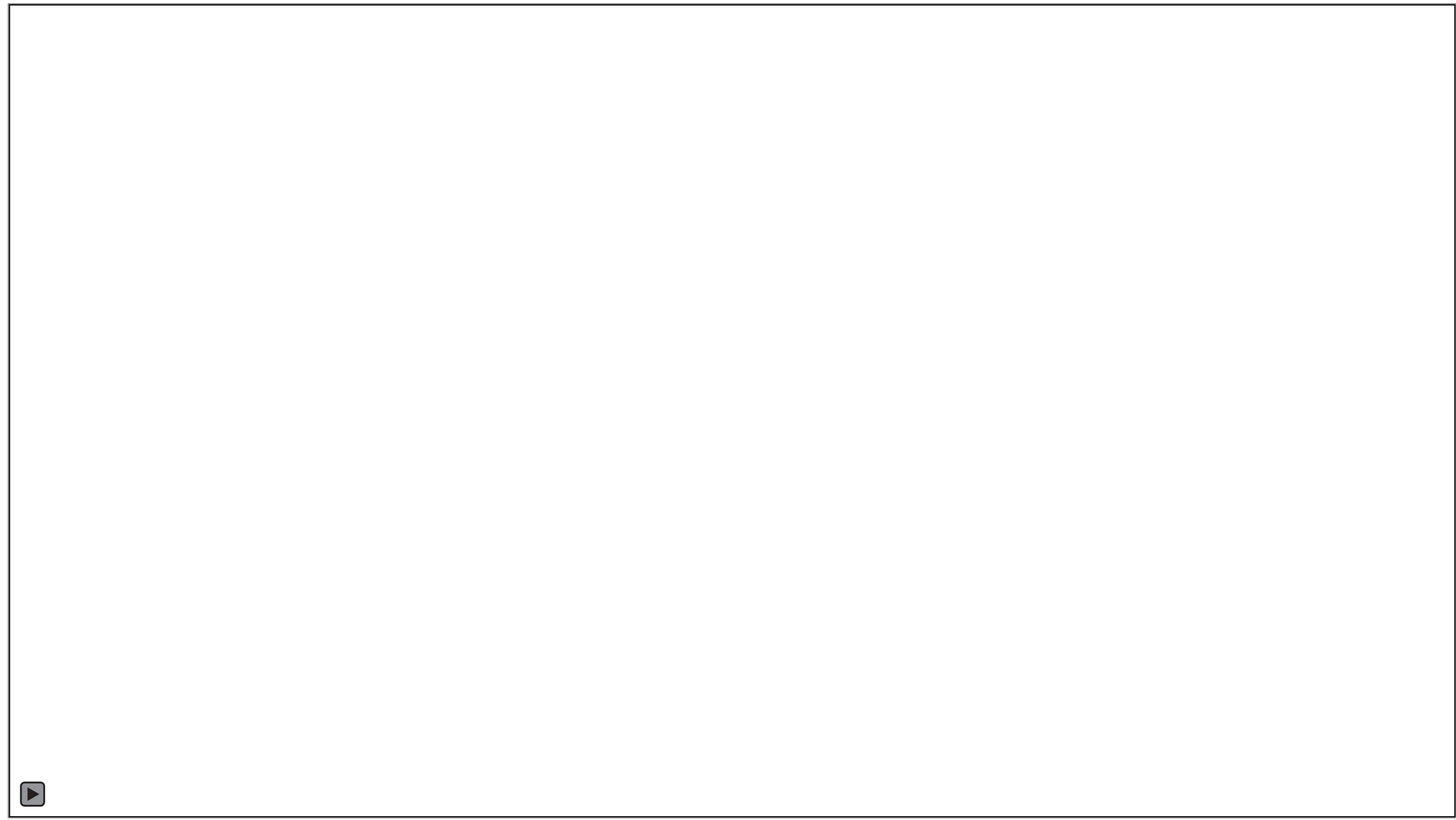
# Existing Foundations







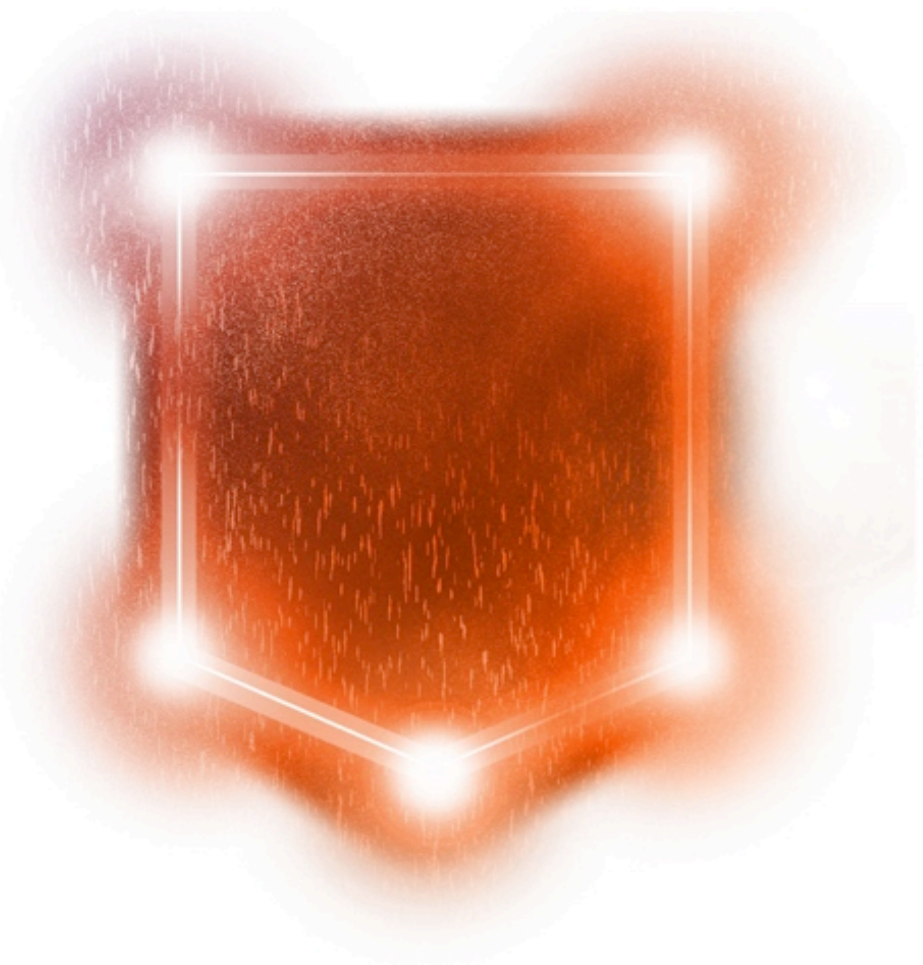
# The VT-shaped Individual





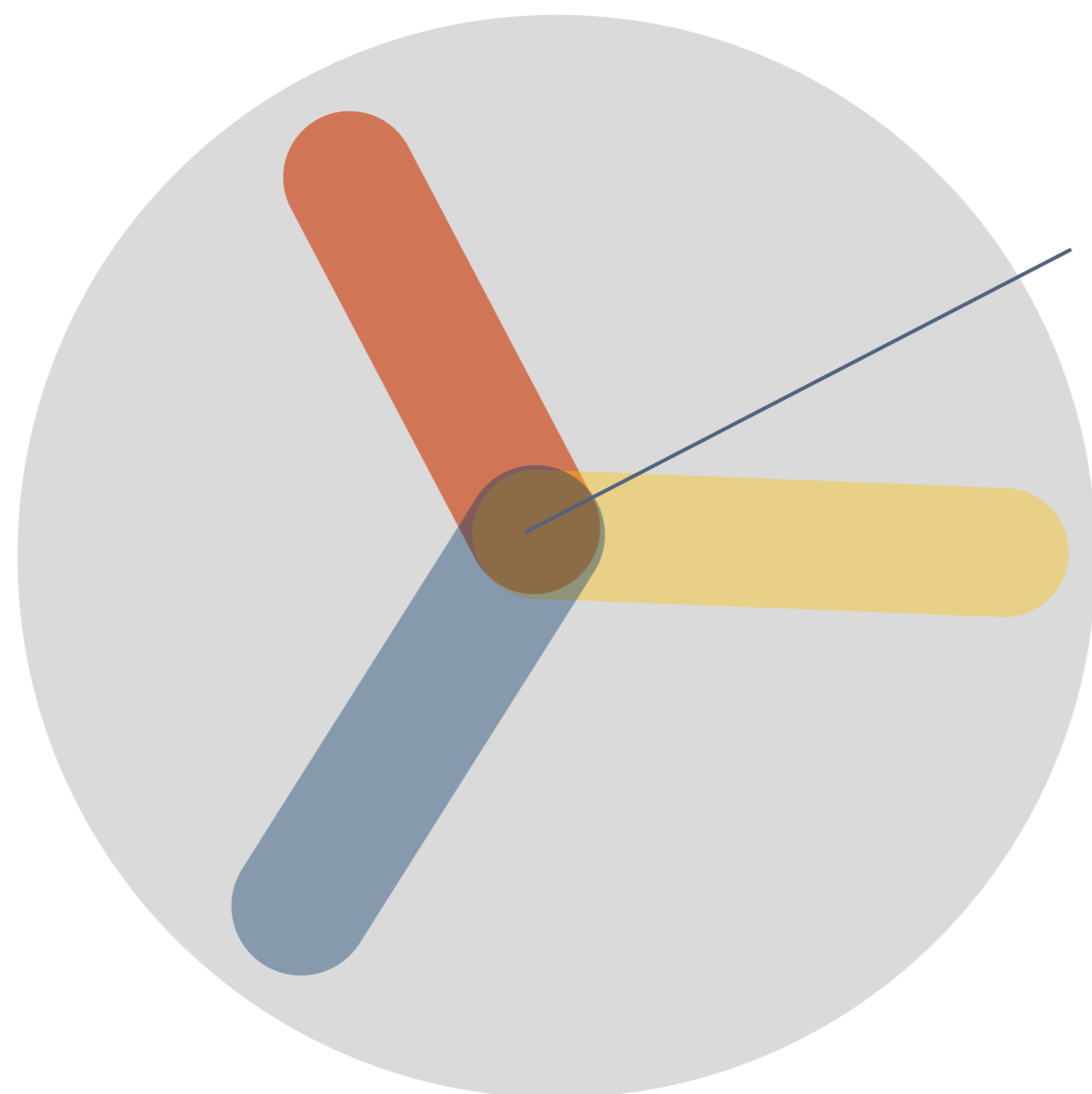
# Destination Areas

- Faculty cluster develops crosscutting curriculum and research
- Students and industry partners participate
- Thematic facilities around big problems
- Solve complex problems
- Continuous evolution



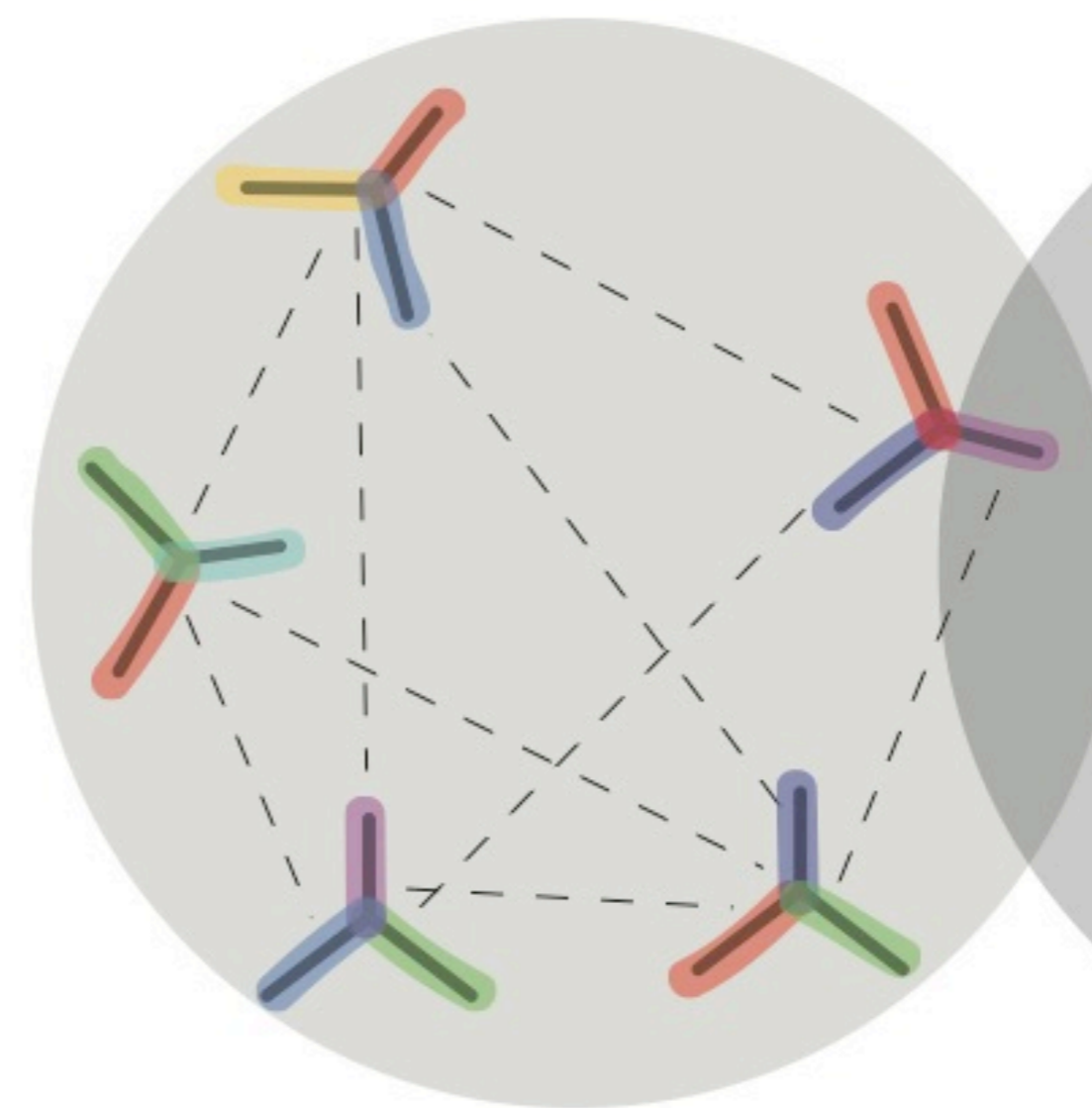
# Destination Areas

Complex Properties  
of a Societal Problem

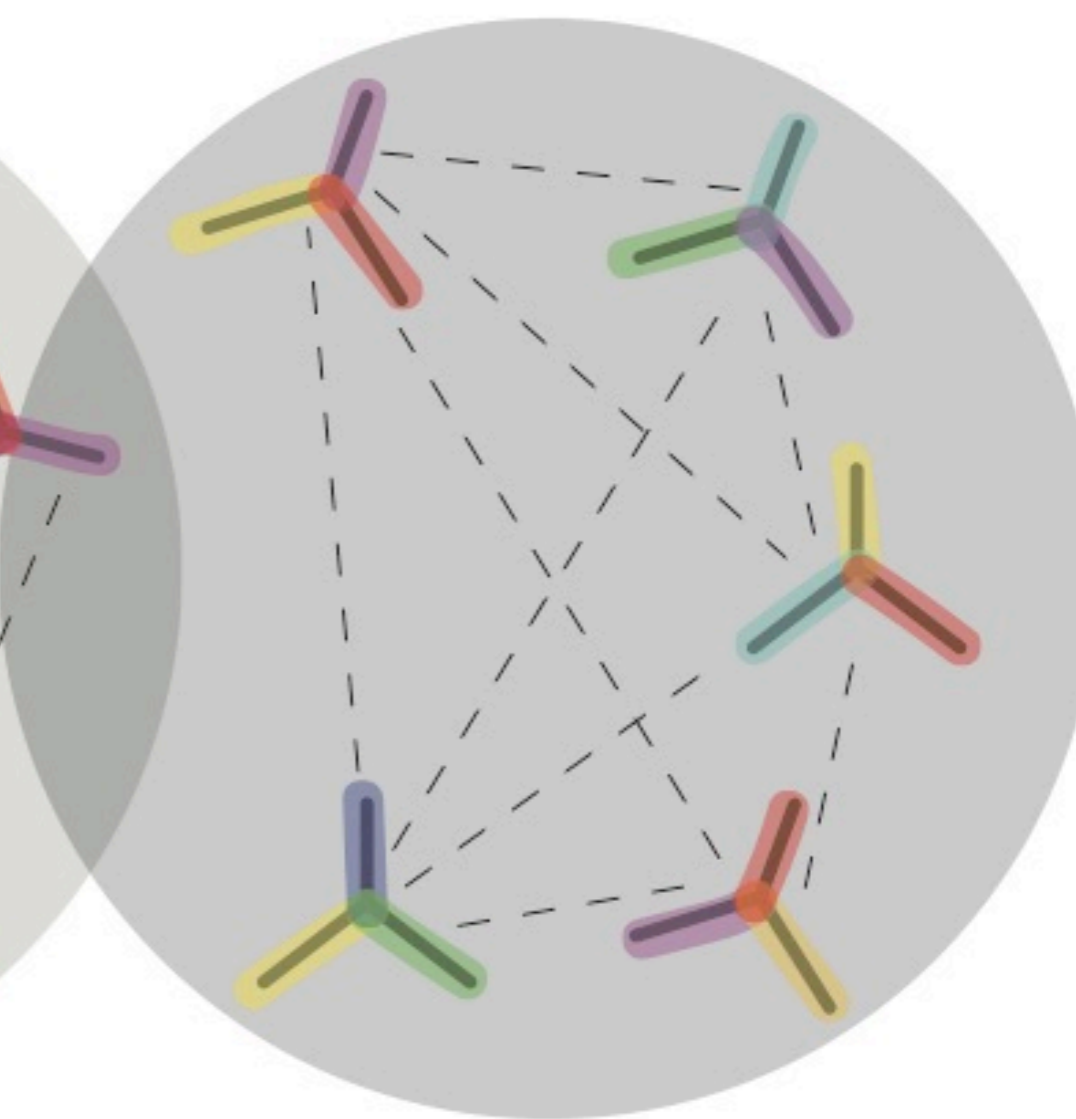


Defined  
Destination  
Area Component

Feed the World



Feed the World



Build the World

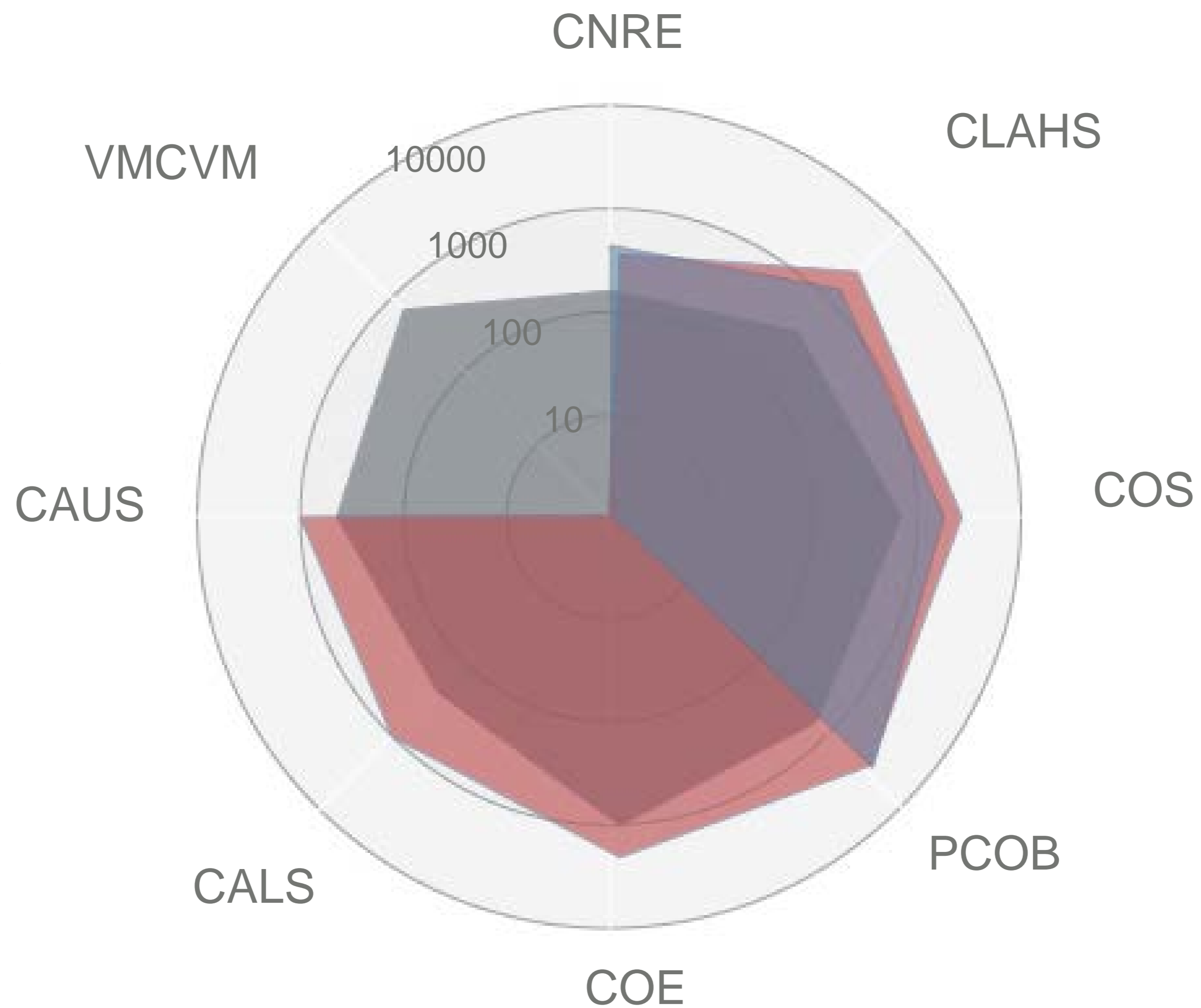




# Destination Areas: *research results*

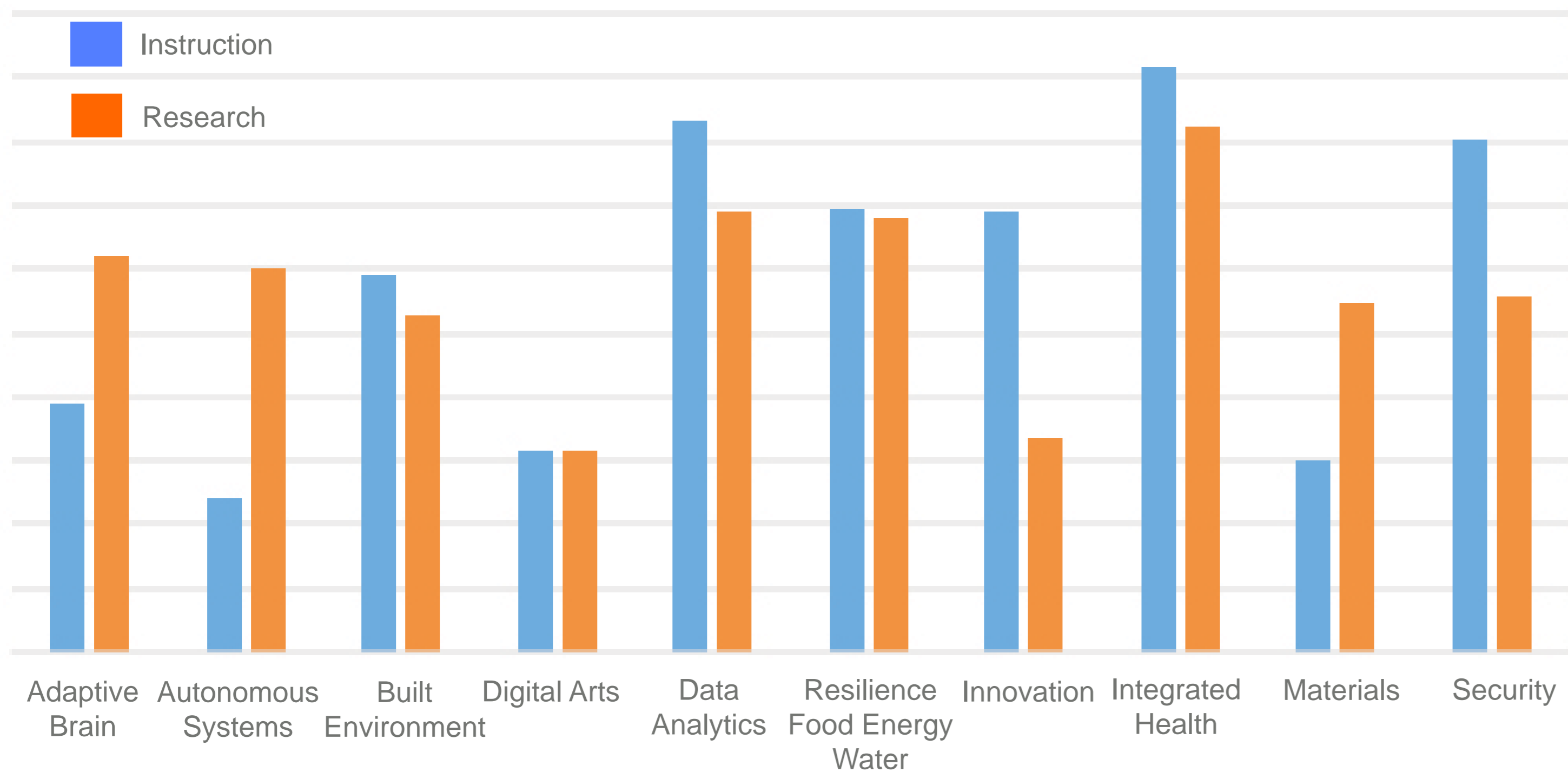
*Number of students actively pursuing data analytics*

- Major
- Minor
- Graduate

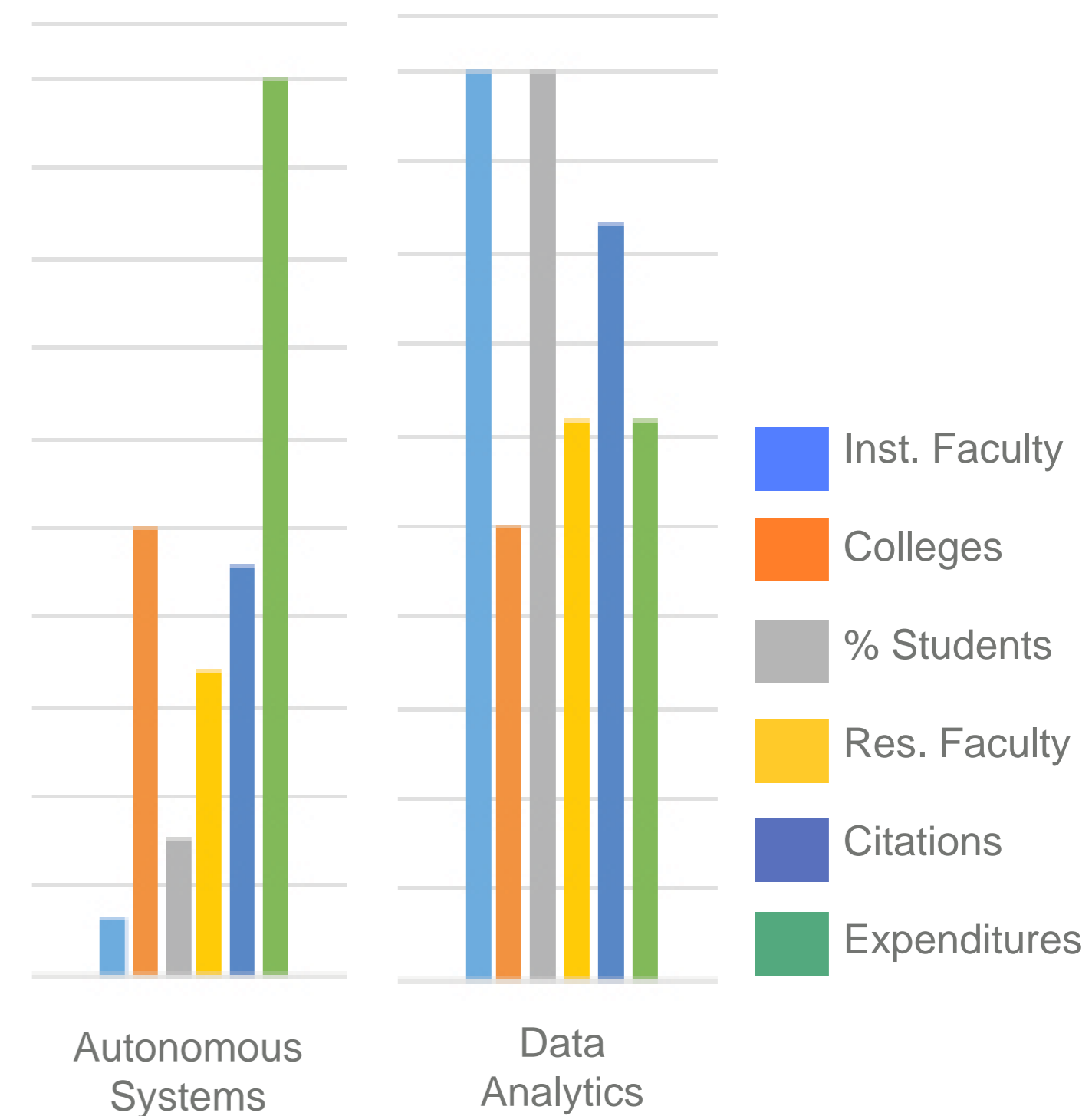




# Destination Areas: *research results*



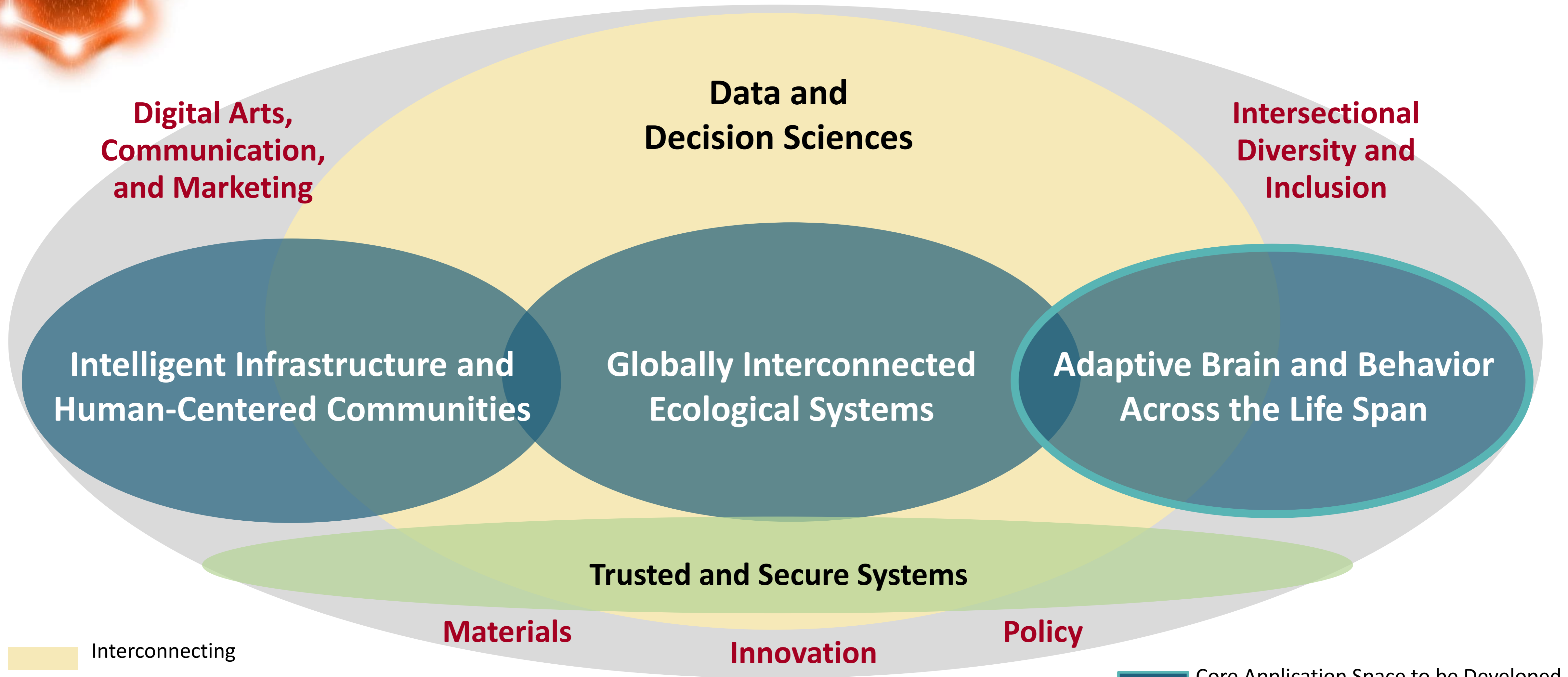
*Data normalized from six criteria into two criteria: instruction and research*



*Data of two DAs showing all six criteria (i.e., why data rose above autonomous systems)*



# Destination Areas: *visualization*



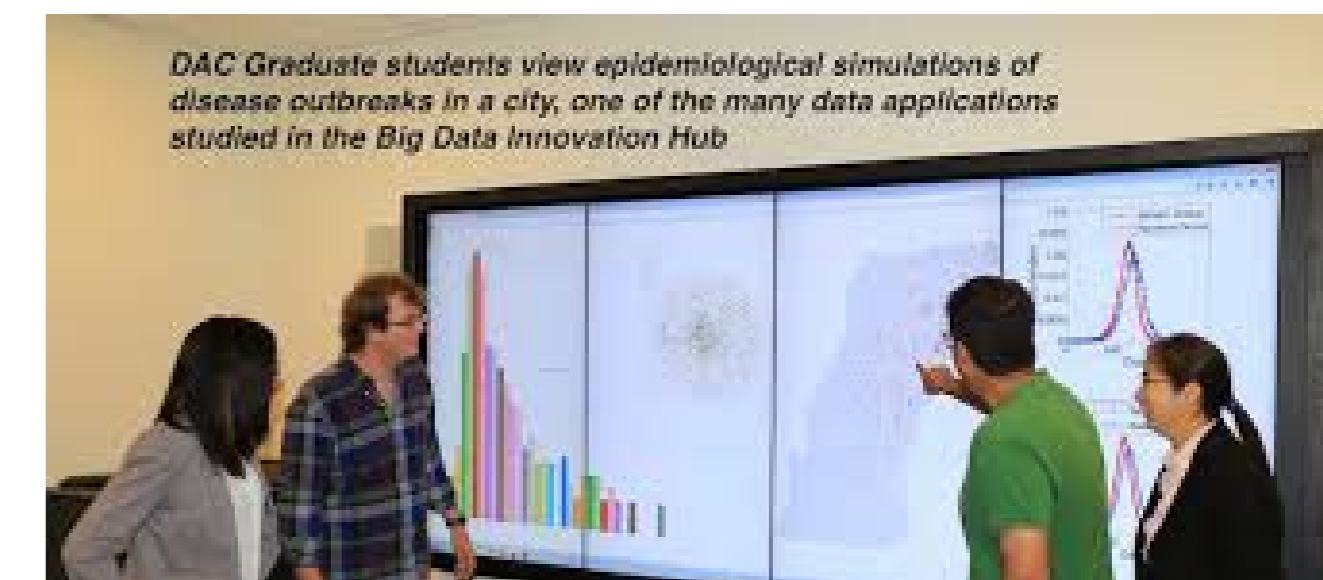
- Interconnecting
- Core Application Space Ready to Launch
- Interconnecting and Embedded

- Core Application Space to be Developed
- Supportive Requiring Development



# Data and Decision Sciences

Visualize, explain, and predict the response of massively interacting systems to address pressing challenges in health, habitat, and well-being

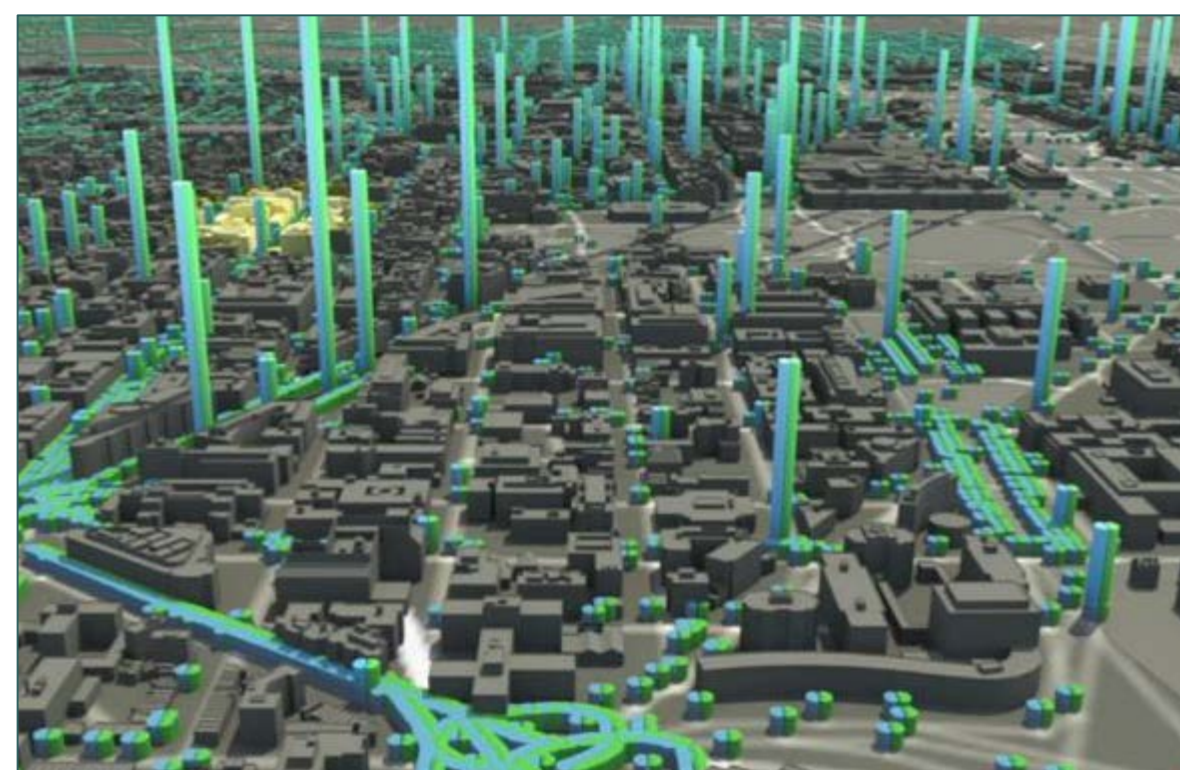
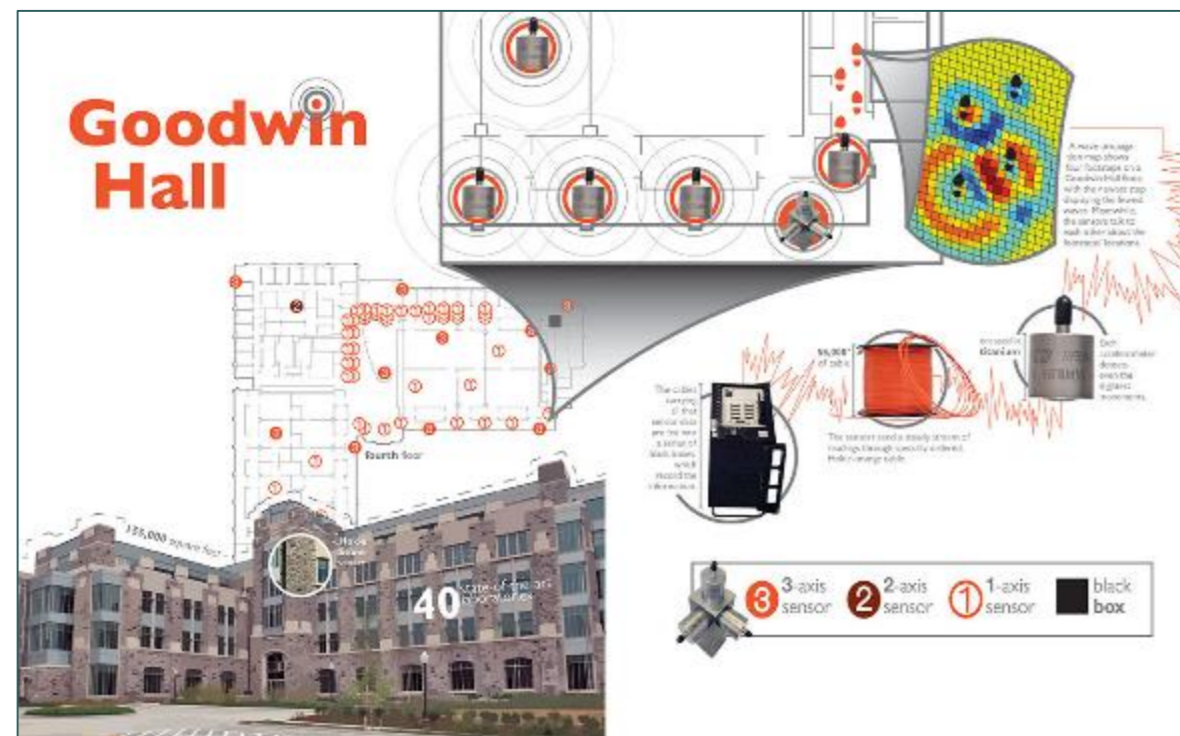






# Data and Decision Sciences

## Differentiators for Virginia Tech



- One-of-a-kind instrumented facilities and testbeds
- Partnerships with local, state, federal agencies
- Contextual data from disparate sources
- Human-in-the-loop analytics
- Synthetic information to simulate global populations
- Integrated framework for decision making
- NSF interdisciplinary grad training program

All graduates will be data scientists:  $X + \text{data}$





# Intelligent Infrastructure and Human-Centered Communities

Create human-centered communities with the mobility and communication systems that connect them, the power systems that energize them, and the built environments that house them in the presence of limited natural and economic resources, rapid population growth, and uncertain climates







# Intelligent Infrastructure and Human-Centered Communities

## Differentiators for Virginia Tech

- Large-scale experimental test sites
- Socio-technical system simulation environment
- Connected and automated vehicles, safety, infrastructure
- Wireless and power electronics
- Human-centered building design and construction
- Service to the public, policy, and ethical implications
- Integrated environmental impact and climate

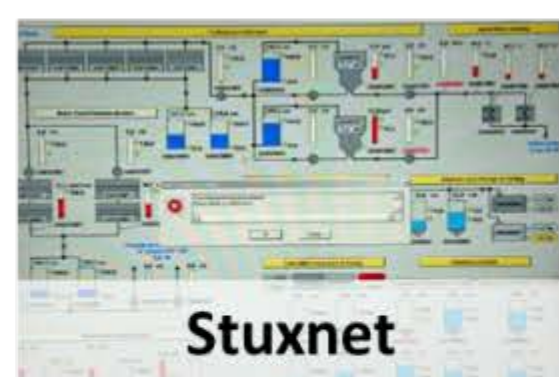
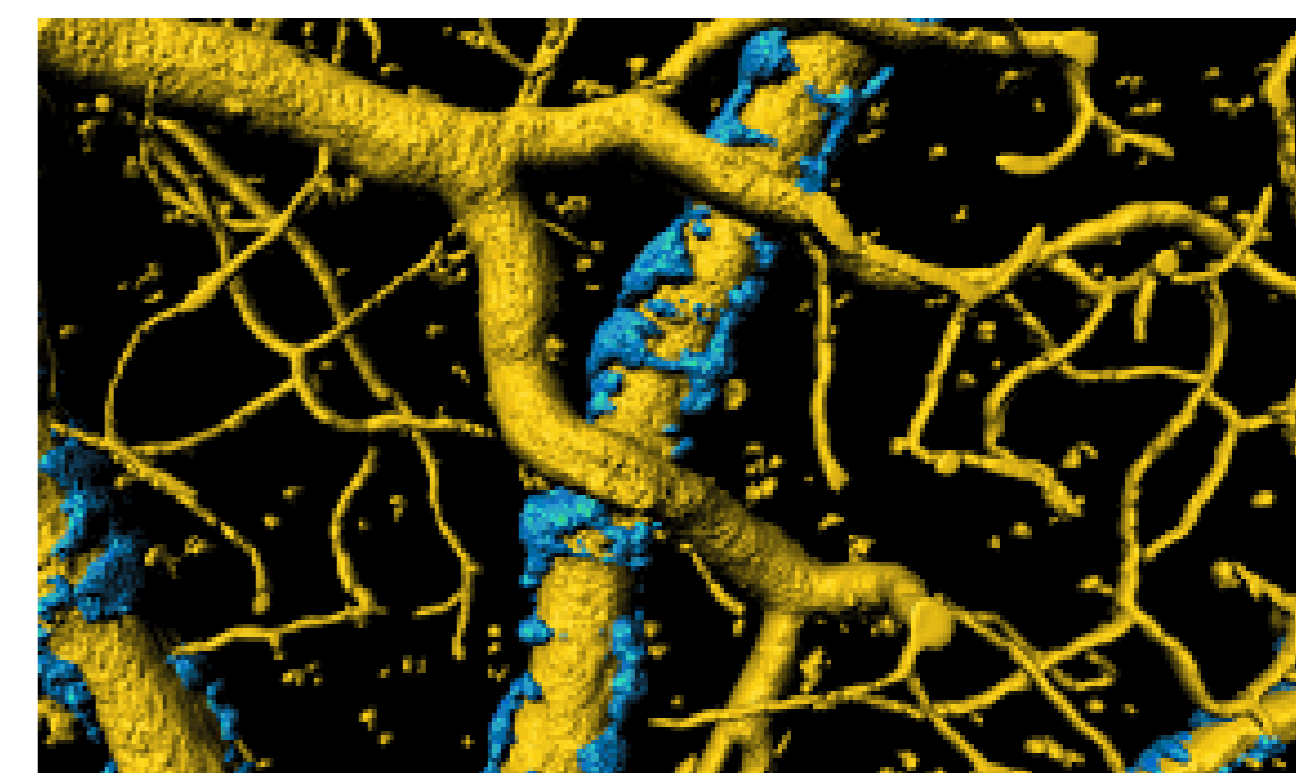






# Trusted and Secure Systems

Reduce vulnerability to emerging threats in cyber-physical systems, information systems, health and life sciences, and personal data by creating and deploying privacy and security solutions informed by public needs and policy



**Stuxnet**

*Iranian nuclear facilities degraded by malware*



**Shodan**

*Search engine for IoT devices*



**Thingbots**

*Botnet attacks smart refrigerators*



**Pacemakers**

*Dick Cheney refuses wireless pacemaker*



**Carshark**

*UCSD hacks car via tire pressure gauge*



**Insecam**

*Russian site stream 73,000 hacked cameras*

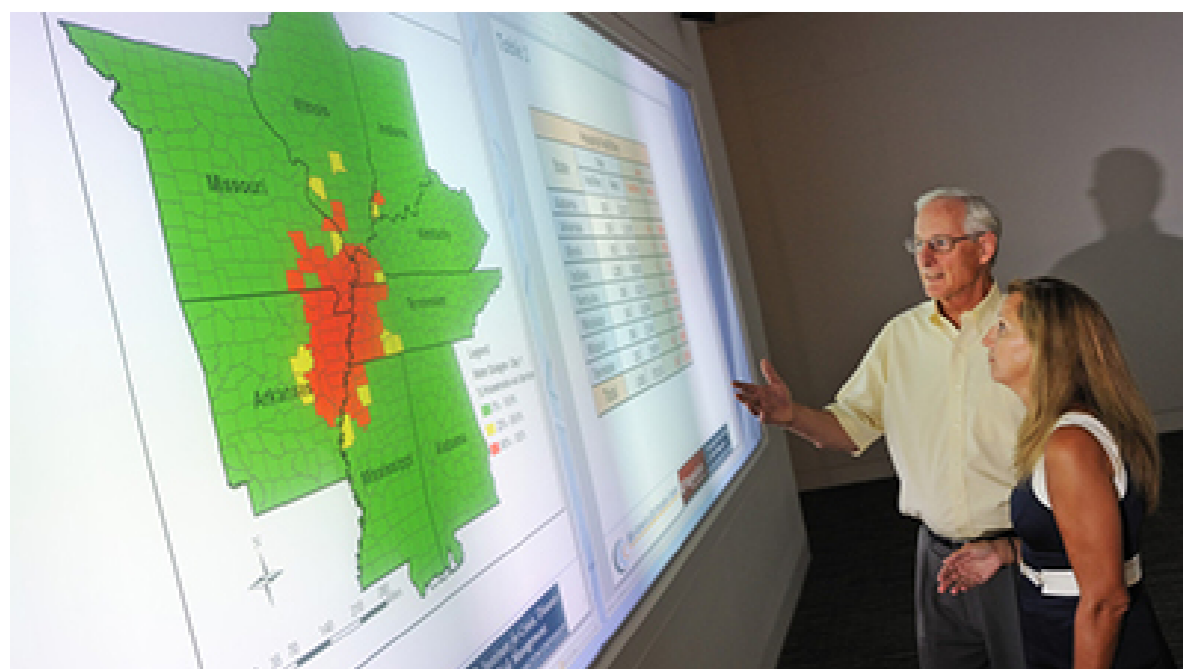




# Trusted and Secure Systems

## Differentiators for Virginia Tech

- Critical transportation and energy system protection
  - Embedded control systems through effective regulation
- Cybersecurity technology and governance
  - Human factors in cybersecurity
  - Personal data and metadata
  - Regulatory and policy frameworks for digital privacy
- Defense technology and strategy
  - Technologies and strategies for military platform security
  - National security policy
- Developing nexus around social and health systems

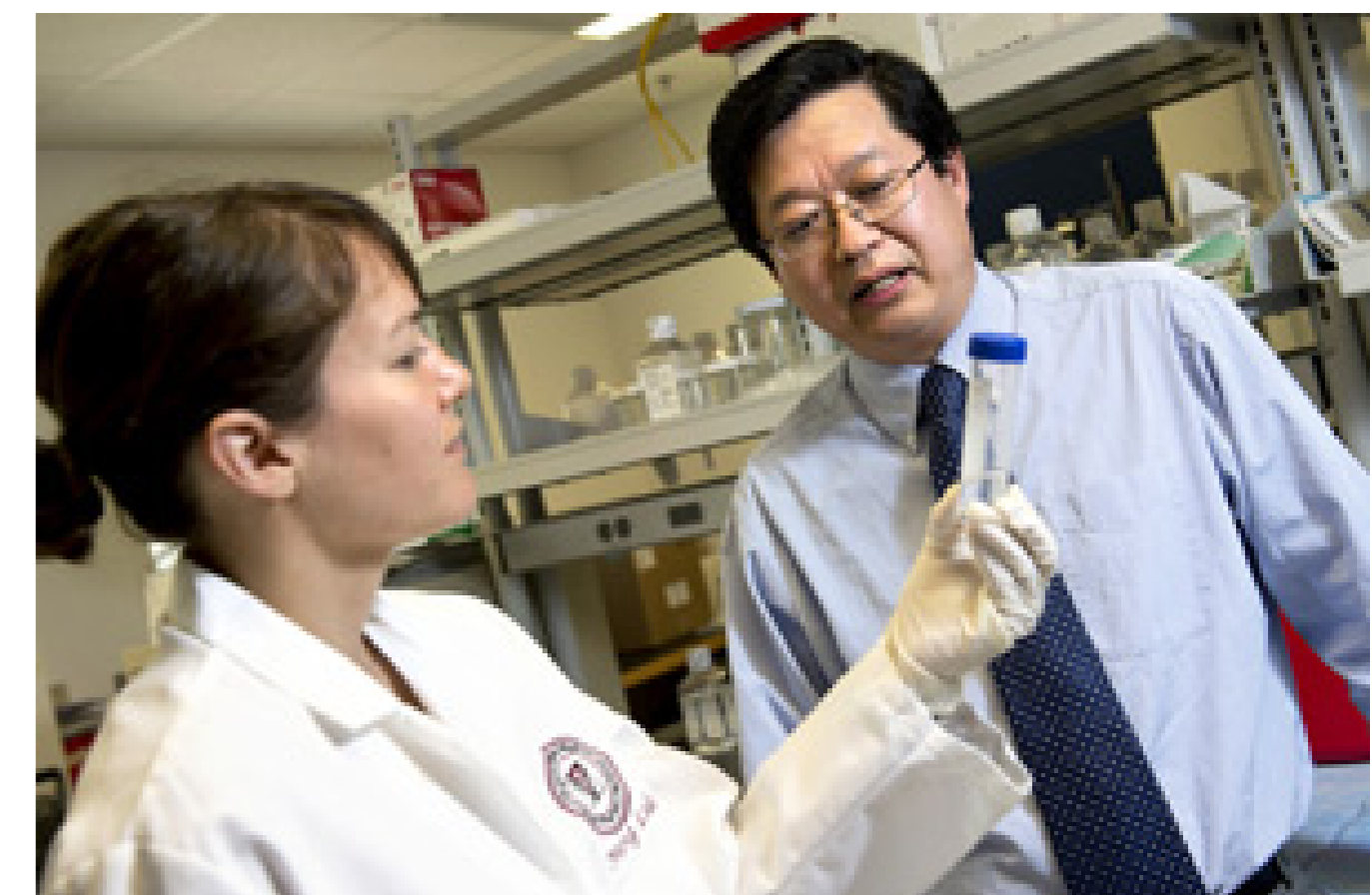
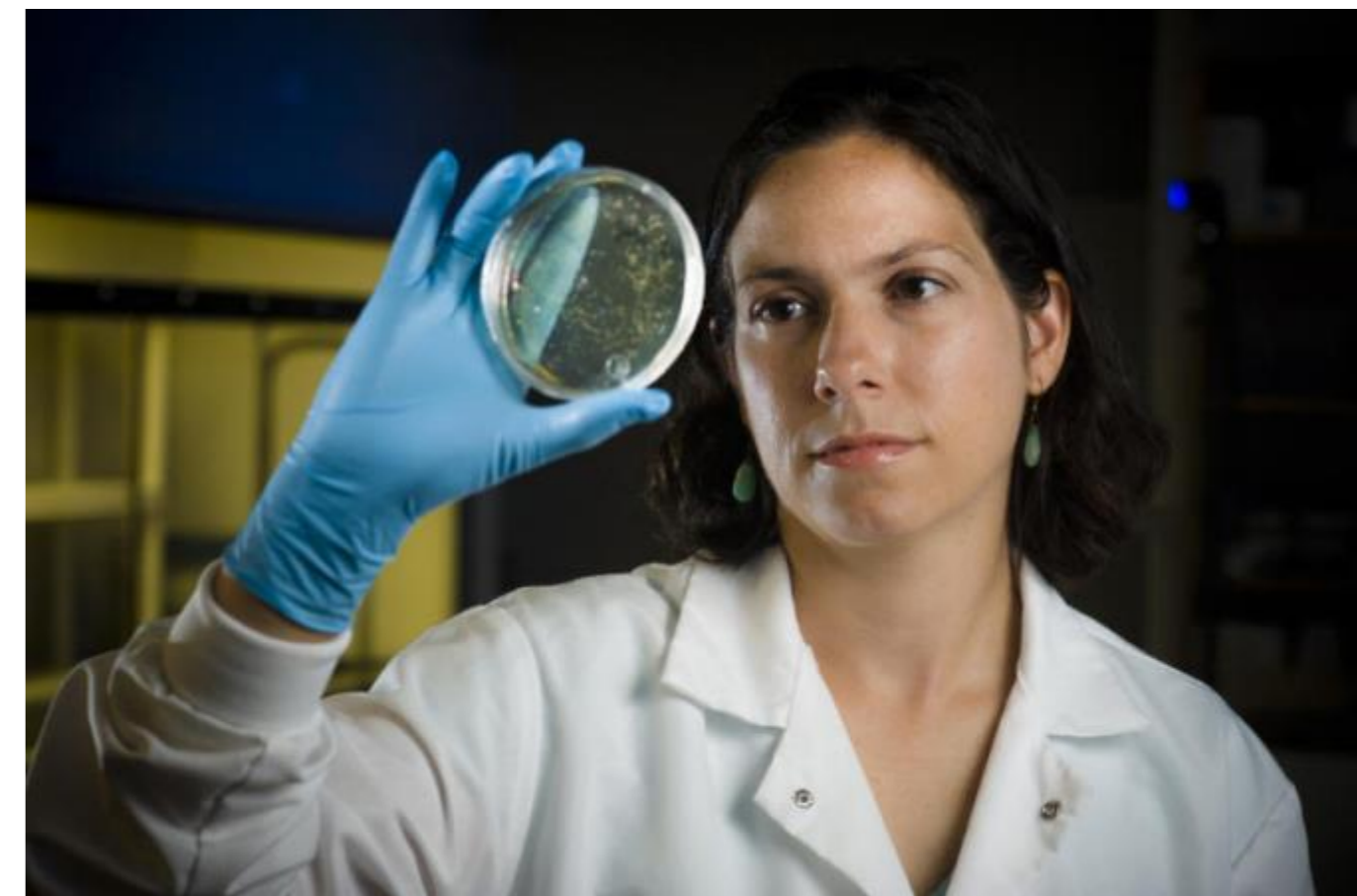






# Globally Interconnected Ecological Systems

Create practical solutions to pressing ecological challenges in the presence of a highly interconnected and rapidly changing global system at the interface between food, water, energy, and health







# Globally Interconnected Ecological Systems

## Differentiators for Virginia Tech



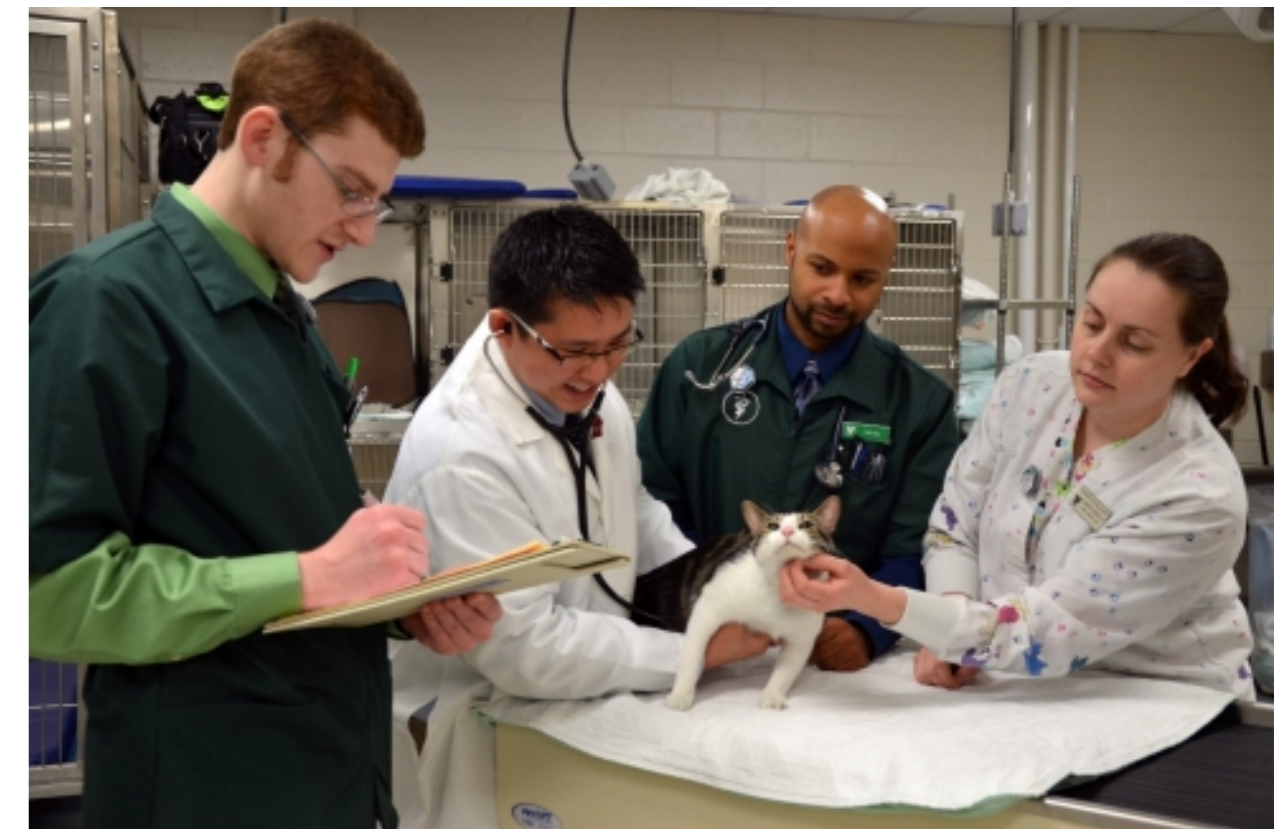
- Water quality and environmental science
- Host-pathogen-environment interactions
- Water-food-animal-human interfaces and diseases
- Physics and chemistry of near-earth space environment
- Agriculture, biodiversity, bio-invasions in a changing climate
- Socio-technical system simulation environment
- Four interdisciplinary graduate programs





# Adaptive Brain and Behavior Across the Lifespan

Produce a clear dynamic picture of the brain to provide new scientific insights that enable treatments of disorders to improve human health across the lifespan







# Adaptive Brain and Behavior Across the Lifespan

## Differentiators for Virginia Tech



- Biomarkers that support dysfunctional behaviors
- Functional brain imaging of multiple interacting individuals
- Developmental health and aging from biology to sociology
- Animals as patients to study and treat disease
- Traumatic brain injury and recovery
- Therapeutics, drug discovery, and translation
- Implementation science and public policy/public opinion



# Destination Areas

- Faculty cluster develops crosscutting curriculum and research
- Students and industry partners participate
- Thematic facilities around big problems
- Solve complex problems
- Continuous evolution

## Questions

# Inclusion and Diversity

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BOARD OF VISITORS PRESENTATION,  
MENAHI PRATT-CLARKE, JD, PHD



# Overview

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## Early Assessment

- Areas of Strengths
- Areas of Challenges
- Areas of Opportunities

# Diversity Leadership and Management Approach

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Initiating and building **relationships and trust**;

Engagement to enhance **understanding and knowledge**;

Validating the engagement and trust through **follow through**;

Documenting **accountability** through the analysis of outcomes.



# Building Relationships and Trust

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Meetings with College Deans and Senior College Leadership

Meetings with Vice Presidents

Meetings with Vice Provosts

Meetings with Commission on Equal Opportunity and Diversity

Meetings with Student Leaders and Student Organizations

Meetings with Diversity Caucuses

Meetings with Alumni

Meetings with Community Organizations

# Enhancing Understanding

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January 1999: Diversity Strategic Plan 2000-2005

2003: Narrow Tailoring Review

2003: Commission on Equal Opportunity

2003: ADVANCEVT

2005: Principles of Community

2006: Task Force on Race and the Institution

2009: Diversity Strategic Plan 2010-2013

2010-2013: Virginia Tech Diversity Strategic Plan

January 2012: 2013-2018 Diversity Strategic Plan

05/31/2013: Virginia Tech Peer Institution Diversity and Inclusion

Comparative Study

05/30/2014: Strategies for the Recruitment and Retention of  
Underrepresented Minority Faculty: A Former Chair's Perspective

03/27/2015: InclusiveVT: Past, Present, Future

05/05/2015: 2014-2015 InclusiveVT Initiatives and Progress Reports

10/08/2015: 2014-2015 Report on Inclusion and Diversity

10/12/2015: LGBTQ Climate Survey



# Enhancing Understanding: Strengths

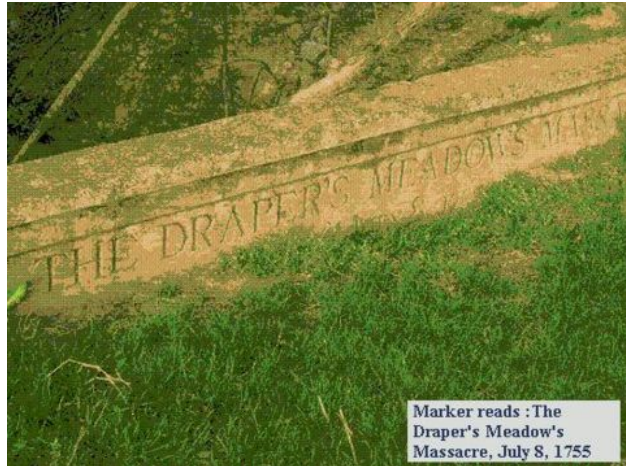
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Investment in diversity work for many years by many individuals

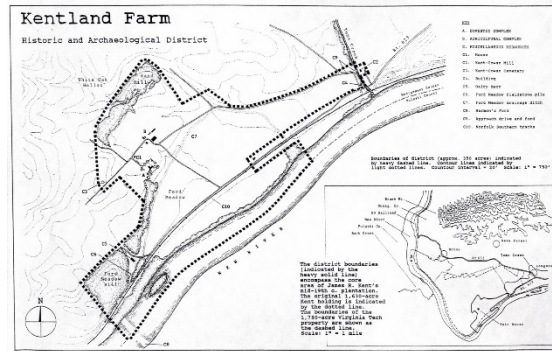
Core Foundational values

- Ut Prosim
- Principles of Community
- Aspirations for Student Learning

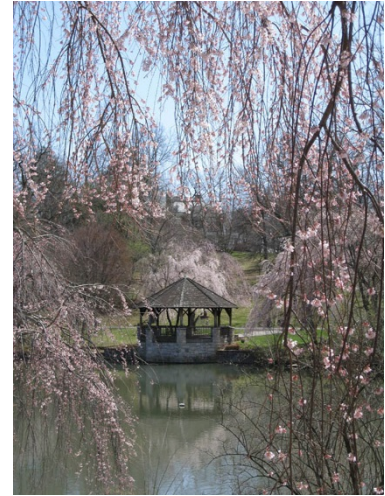
# Enhancing Understanding: Powerful History at VT



Marker reads : The Draper's Meadow's Massacre, July 8, 1755







# Enhancing Understanding: Areas of Challenge

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Decentralized Diversity Structures

Representational Diversity

Curricular/Co-Curricular Diversity

Climate and Inclusion

InclusiveVT organizational structure



# Enhancing Understanding Areas of Opportunity: Clarity of Vision

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Definition of InclusiveVT

Integration of Ut Prosim and Principles of  
Community

Review of Organizational and Operational Structure

# Enhancing Understanding Areas of Opportunity: Engagement

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- Executive Council, Caucuses and Commission on Equal Opportunity and Diversity Engagement
- Inclusion Coordinators and Academic Professionals Engagement
- Faculty Engagement
- Student Engagement
- Alumni Engagement
- College Engagement
- Curricular and Co-Curricular Engagement
- Community Engagement
- Communications Engagement
- Strategic Planning Engagement
- ADVANCEVT Engagement



# Enhancing Understanding Areas of Opportunity: Strategic Focus Areas for Transformation

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Emphasize and reinforce **the K-20 pipeline** for underrepresented groups (URPGs)

**Rethink the search process** for faculty to dramatically improve hiring of faculty from URPGs

**Introduce experiential learning opportunities, curriculum items** (formal courses, especially within general studies) and **rethink orientation structures** so that we can advance inclusiveness as a learning and cultural outcome at Virginia Tech

**Facilitate and reward the participation of faculty and staff in InclusiveVT**

**Resource the caucuses**, in a coordinated manner so as to provide support for URPG on campus

# Enhancing Understanding Areas of Opportunity: Beyond Boundaries

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## Intersectional Diversity and Inclusion

- Destination Area
- Area of Investment



# Follow Through & Action Items: Fall 2016

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Implementation of On-Line Diversity 101 module for all freshmen and graduate students

- Collaboration with Student Affairs and Graduate School

Curricular and Co-Curricular Discussions about Diversity as a Learning Outcome

Student Recruitment and Retention

- Pipeline Programs

Faculty Recruitment and Retention

- ADVANCEVT and College Liaison model
- Collaboration with Faculty Affairs

Implementation of modified InclusiveVT operations/organizational structure

- InclusiveVT Representatives
- Faculty, Staff, and Student Engagement
- Office Staffing

# Accountability

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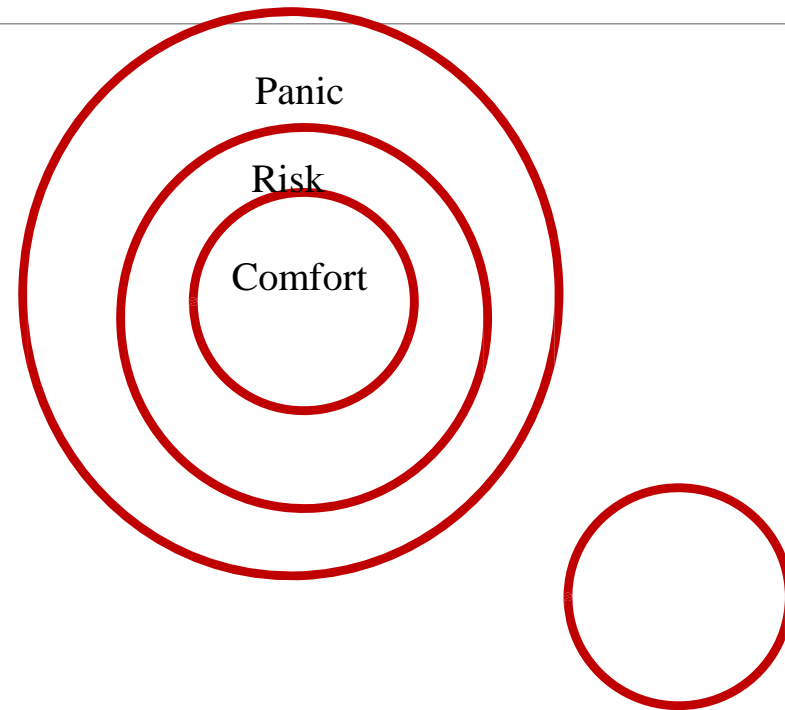
Defining Roles and Responsibilities

Setting Clear Expectations

Collaborating with Colleges,  
Departments, Units, and Programs

# Preparing for Transformation

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# Questions for Transformation

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- What is the safe zone, risk zone, panic zone, and out in left field zone for our units and our campus around diversity and inclusion in hiring, admissions, and the curriculum?
- What new policies, practices, and procedures can be implemented?
- What will be the resistance?
- How much determination and commitment is there to overcome the resistance?

# Poised for Transformation

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Senior Leadership Commitment

Large-scale Engagement, Enthusiasm, and Excitement

Areas of Strength

Areas of Opportunities

# Inclusion and Diversity

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BOARD OF VISITORS PRESENTATION,  
MENAHI PRATT-CLARKE, JD, PHD





# Revision of the Undergraduate Honor Code

Dr. Rachel Holloway  
Vice Provost for Undergraduate Academic Affairs

Board of Visitors  
March 20, 2016

Dr. James Orr  
Assistant Provost and Director of Undergraduate Academic Integrity



# Development

- September 2014 Provost appointed Undergraduate Honor System Constitution Revision Committee
- Student and faculty participation
- Benchmarking
- External review and campus assessment
- Draft policy and manual presented to university community for review August 2015



# Reviews and Approvals

- Students, faculty, administration discussions
- Approved:
  - Undergraduate Honor System Review Board August 2015
  - Provost and General Counsel
  - Commission on Undergraduate Studies and Policies October 2015
  - University Council November 2015
- Presented to Board of Visitors March 21, 2016 for final approval





# Proposed Changes

## Replace

**Undergraduate Honor System  
Constitution**

**Honor System Review Board**

## New

**Honor Code Policy, No. 6335**

**Honor Code Manual (procedures)**

**Honor Council**



# Improvements

- Clarified definitions of policy violations
- Improved student and faculty involvement
  - Student leadership
  - Additional faculty participation
  - Student-faculty resolution processes
- Efficiency in responding to and resolving complaints
- Compliant with current law and best practice
- Appeal process



## **2016-17 Tuition and Fee Recommendation**

Board of Visitors  
March 20, 2016

M. Dwight Shelton, Jr. VP for Finance and Chief Financial Officer



# Overview

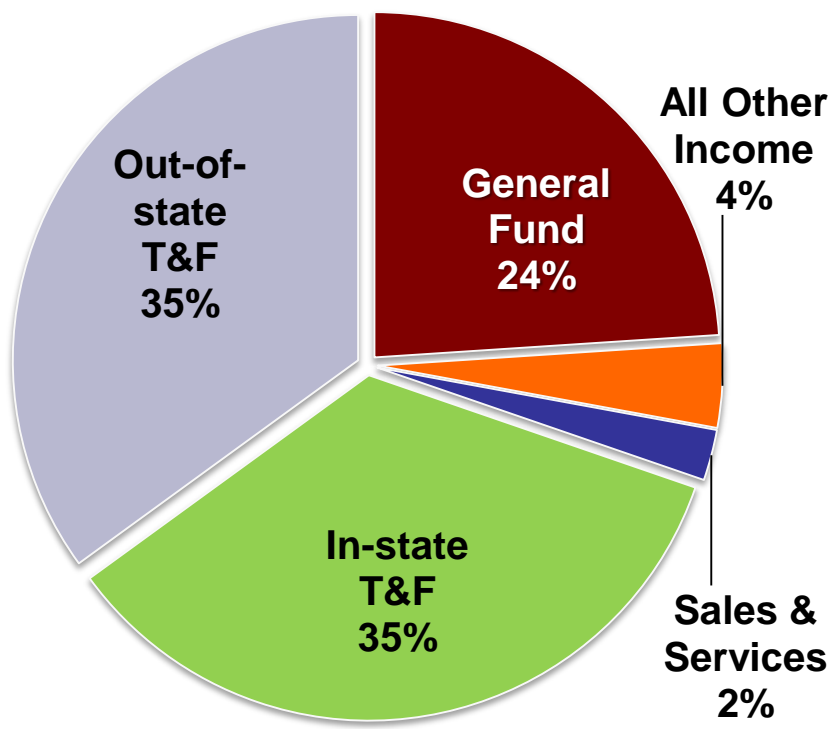
- University Budget Update
- 2016-17 Budget Planning
- Competitive Market Benchmarking
- Tuition and Fee Development Considerations
- 2016-17 Tuition and Fee Recommendations
- Questions

# University Budget Update

# University Division Revenue Sources

## Educational & General Program

### 2015-16

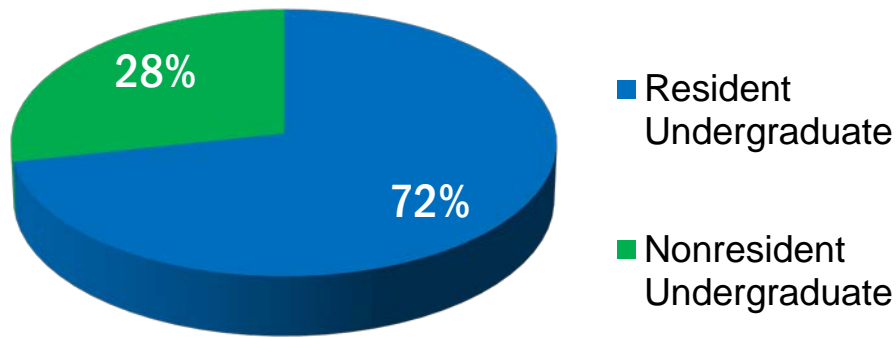


Components	\$ Millions	%
In-state T&F	\$221.7	35%
Out-of-state T&F	223.6	35%
General Fund	153.1	24%
All Other Income	25.1	4%
Sales & Services	15.2	2%
<b>Total</b>	<b>\$638.7</b>	<b>100%</b>

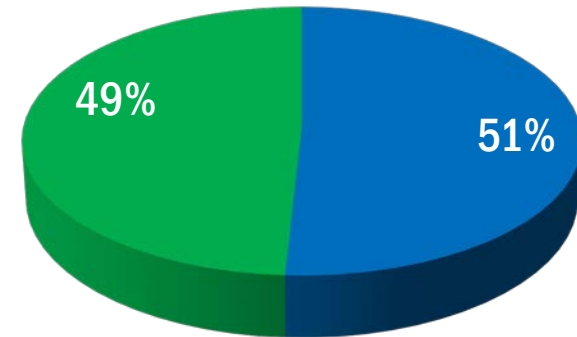


# Nonresident Undergraduates

Fall 2015 Enrollment



2015-16 Net Tuition Revenue

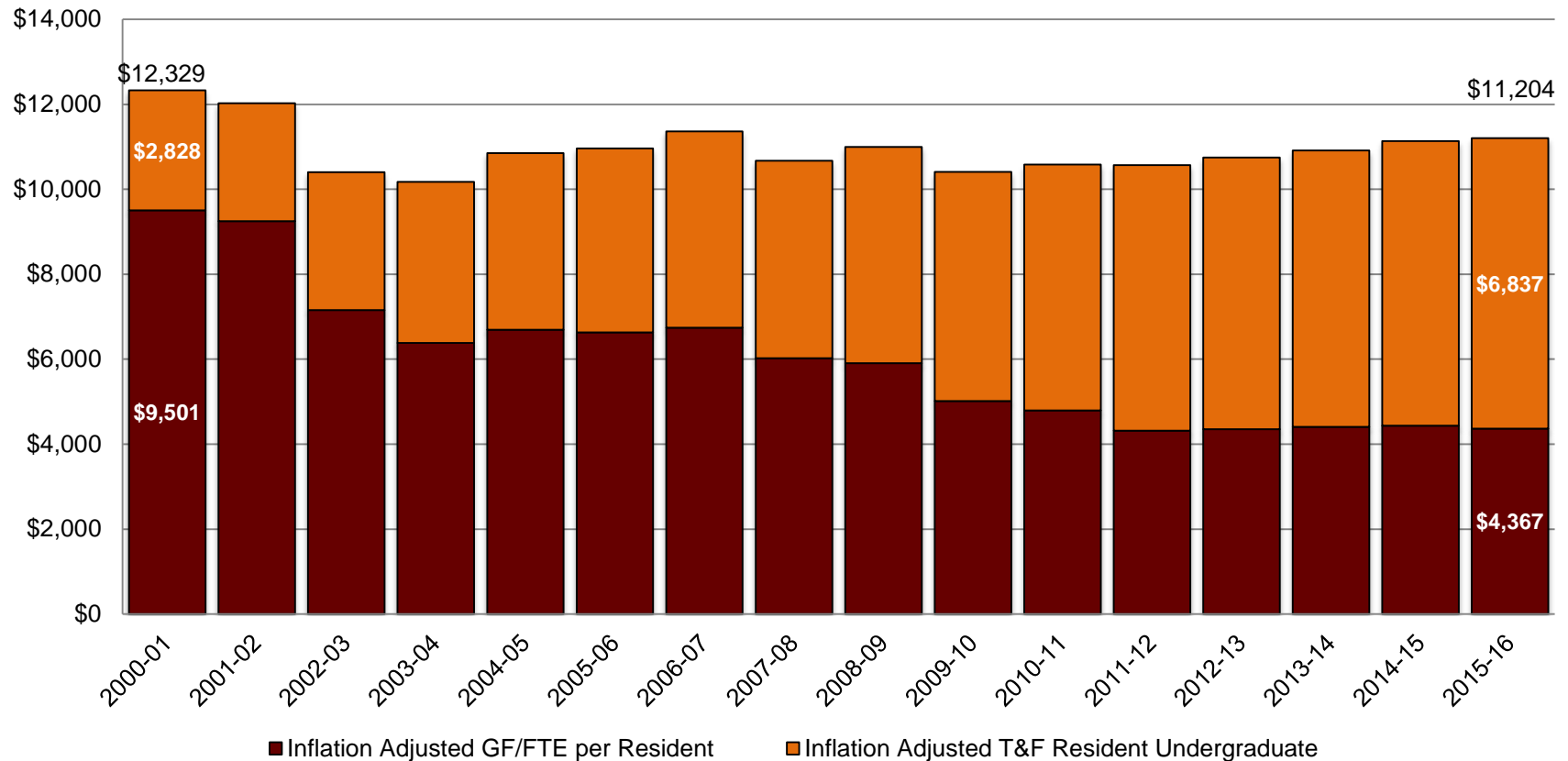


- Though only **28%** of undergraduate enrollment, nonresidents provide **49%** of net undergraduate tuition revenue.

# Resources Per Student

- Tuition and General Fund per student combine to generate fewer resources per student than in 2000-01.

**GF and T&F per Resident FTE**  
**Inflation Adjusted to 2000s**



# 2016-17 Budget Planning





# Factors Considered in Budget and Tuition & Fee Planning

- **Level of state General Fund Support**
- **2016-17 Known Cost Drivers**
  - Compensation, fringe benefits, state systems, other
  - Other Costs (fixed costs, utilities, health & safety)
- **University Budget Priorities**
  - Financial Aid to support unmet need in Low- to Middle-Income families
  - Six-Year Plan Academic and Operating Priorities
  - Strategic Initiatives
- **Market Considerations**
  - Benchmarking & Studies
- **State Guidance**
  - Appropriation Act language
  - Six-Year Plan feedback

# State Support

## Incremental E&G Instructional Budget Support for the University Division As of March 11, 2016 2016-17

General Fund  
\$ in millions

Access, Affordability, Quality and Increased Degrees	<b>\$ 2.9</b>
Enrollment growth of Virginia Undergraduates	<b>2.2</b>
<b><i>Subtotal Unrestricted E&amp;G Operating</i></b>	<b><i>5.1</i></b>
Restricted Operating Support for Cybersecurity Test Range	<b>2.0</b>
<b><i>Total New Direct GF Appropriation</i></b>	<b><i>7.1</i></b>
<i>Funded Centrally</i> – E&G Interest Earnings and Credit Card Rebate	0.4*
<i>Funded Centrally</i> – Annualization of 2016 Faculty and Staff Salary Increase	0.6*
<i>Funded Centrally</i> - 3% Faculty and Staff Salary Increase	3.1*
<i>Funded Centrally</i> - State share of Health, Fringe, and VRS Rate Changes	1.8*
<b><i>Net Change in Total GF for 2016-17 E&amp;G Instructional Budget</i></b>	<b><i>\$ 13.0</i></b>

# 2016-17 Known Cost Drivers

**Major Known Components of the Budget include:**

**Mandatory State/Federal Cost Assignments**

- Compensation increases for faculty and staff
- Health care: increase of 9.6%
- **State/Federal Requirements** (Title IX, Commuter Choice, Statewide Accounting System)



# 2016-17 Known Cost Drivers

**Major Known Components of the Budget include:**

## Unavoidable Costs

- Fixed costs
  - Lease escalation, insurance
- Operation & Maintenance of New Buildings
  - Classroom Building
- Student Financial Aid

## Major Known Components of the Budget include:

### Institutional Priorities

- Enrollment Growth and Quality Support
- Destination Area Investments
- K-12 Pathways Program
- High Performance Computing
- Faculty Startup
- Distinction Pool
- Student Financial Aid Enhancements

# 2016-17 E&G Cost Drivers

(\$s in millions)

## Compensation

	Fund Split		
	Total	State	University
Annualization of 2015-16 Statewide Faculty and Staff Increase	\$ 1.4	\$ 0.6	<b>\$ 0.8</b>
Statewide Faculty Merit Increase	6.0	2.4	<b>3.6</b>
Statewide Staff Salary Increase	1.8	0.7	<b>1.1</b>
Wage and Entry Level Staff Increase	0.2	0.0	<b>0.2</b>
Total	\$ 9.4	\$ 3.7	<b>\$ 5.7</b>



# 2016-17 E&G Cost Drivers

(\$s in millions)

## Fringe Benefit and Other State Costs

### Fund Split

	Total	State	University
Health Insurance Increase – 9.6%	\$ 4.6	\$ 1.7	<b>\$ 2.9</b>
Fringe Rate Increases	0.9	0.3	<b>0.6</b>
VRS Rate Reduction	(0.6)	(0.2)	<b>(0.4)</b>
Other State Cost Assignments (Title IX Compliance, Commuter Choice, Cardinal Accounting System)	0.2	0.0	<b>0.2</b>
Cybersecurity Test Range	2.0	2.0	<b>0.0</b>
<b>Total</b>	<b>\$ 7.1</b>	<b>\$ 3.8</b>	<b>\$ 3.3</b>

# 2016-17 E&G Cost Drivers

(\$s in millions)

## Unavoidable Costs

	Fund Split		
	Total	State	University
Fixed Costs (Leases , Worker's Compensation, Contract Escalation)	\$ 1.1	\$ 0.0	<b>\$ 1.1</b>
O&M of New Facilities	0.6	0.0	<b>0.6</b>
Financial Aid – Prior Commitments	0.2	0.0	<b>0.2</b>
<b>Total</b>	<b>\$ 1.9</b>	<b>\$ 0.0</b>	<b>\$ 1.9</b>

# 2016-17 E&G Cost Drivers

(\$s in millions)

## Institutional Priorities

### Fund Split

	Total	State	University
Instructional Quality Investments	7.2	2.2	<b>5.0</b>
K-12 Pathways Initiative	0.8	0.8	<b>0.0</b>
Distinction Pool	3.5	0.0	<b>3.5</b>
Destination Area Investments	2.6	0.6	<b>2.0</b>
High Performance Computing	1.9	1.9	<b>0.0</b>
Data Analytics	0.2	0.0	<b>0.2</b>
<b>Total</b>	<b>\$ 16.2</b>	<b>\$ 5.5</b>	<b>\$ 10.7</b>



# 2016-17 E&G Cost Drivers

(\$s in millions)

## Institutional Priorities, cont.

	Fund Split		
	Total	State	University
Enhance Student Financial Aid Programs	2.0	0.0	<b>2.0</b>
Faculty Startup	2.2	0.0	<b>2.2</b>
Library Enhancements	0.7	0.0	<b>0.7</b>
Prior Commitments	0.7	0.0	<b>0.7</b>
Academic Budget Process	2.4	0.0	<b>2.4</b>
Critical Needs Allowance	2.3	0.0	<b>2.3</b>
<b>Total</b>	<b>\$ 10.3</b>	<b>\$ 0.0</b>	<b>\$ 10.3</b>

# 2016-17 E&G Cost Drivers

(\$s in millions)

## Total Cost Drivers

	Total	Fund Split	
		State	University
Compensation	\$ 9.4	\$ 3.7	<b>\$ 5.7</b>
Fringe Benefit and Other State Costs	7.1	3.8	<b>3.3</b>
Unavoidable Cost Increases	1.9	0.0	<b>1.9</b>
Institutional Priorities	26.5	5.5	<b>21.0</b>
<b>Total</b>	<b>\$ 44.9</b>	<b>\$ 13.0</b>	<b>\$ 31.9</b>

# Resourcing the Institution

(\$s in Millions)

	<u>2015-16</u>
Previously Identified Known Costs	\$ 44.9
<u>Resource Plan</u>	
Incremental Operating General Fund Support	7.5
State Support for Fringe Rate and Compensation Increases	5.5
Reallocation of Existing Resources	0.7
Alternative Revenue Strategies (Library Fee)	0.7
Enrollment Growth	19.2
Tuition Rate Increase	11.3
	<hr/> Subtotal
	44.9
	<hr/> <b>Remaining Surplus/(Deficit)</b>
	<b>\$0.0</b>

# Enrollment Growth Initiative

- To meet demand for undergraduate enrollment, particularly in the STEM-H disciplines, the university expanded the Freshman class targeted enrollment for 2015-16 by 500 students.
  - *This resulted in actual growth of more than 800 freshmen.*
- The university continues to experience significant demand for a Virginia Tech education. Applications have once again reached a new high for fall 2016; an increase of more than 12% as compared to the previous year.
- The university plans to maintain the growth of 500 Freshman seats in fall 2016, as the expanded fall 2015 freshman class advances to their sophomore year.
- This overall undergraduate growth will allow Virginia Tech to better serve the needs of the Commonwealth in the global economy (students, employers).



# Competitive Market Benchmarking

# Market Considerations- Tuition and Mandatory Fees

## Benchmarking

	2015-16		
	VT	Average	VT Rank
<b>In-state Undergraduate</b>			
Public SCHEV Peers	\$12,485	\$11,770	<b>10 out of 24</b>
Virginia Institutions	\$12,485	\$11,790	<b>6 out of 15</b>
UVA	\$12,485	\$14,468	
CWM	\$12,485	\$19,372	
<b>Out-of-state Undergraduate</b>			
Public SCHEV Peers	\$29,129	\$30,460	<b>13 out of 24</b>
Virginia Institutions	\$29,129	\$28,651	<b>6 out of 15</b>
Regional Competitive Peers (a)	\$29,129	\$28,878	

(a) Regional competitive peers: Pennsylvania State, Rutgers University, University of Maryland, Ohio State, University of Pittsburgh, and North Carolina State.

# Market Considerations-

## *Total Cost*

### Benchmarking

	2015-16		
	VT	Average	VT Rank
<b>In-state Undergraduate</b>			
Public SCHEV Peers	\$20,711	\$22,901	<b>17 out of 24</b>
Virginia Institutions	\$20,711	\$21,577	<b>9 out of 15</b>
<b>Out-of-state Undergraduate</b>			
Public SCHEV Peers	\$37,355	\$41,590	<b>19 out of 24</b>
Virginia Institutions	\$37,355	\$38,438	<b>6 out of 15</b>
<b>In-state Graduate</b>			
Public SCHEV Peers	\$14,116	\$14,029	<b>9 out of 24</b>
Virginia Institutions	\$14,116	\$11,726	<b>2 out of 12</b>
<b>Out-of-state Graduate</b>			
Public SCHEV Peers	\$26,981	\$28,028	<b>14 out of 24</b>
Virginia Institutions	\$26,981	\$24,793	<b>6 out of 12</b>

# Nonresident Undergraduate Market Update

## ■ Net Price

- Total cost of attendance less average institutional financial aid package.
- Key component of the economic decision faced by a student/family.

	<u>Cost of Attendance</u>	<u>Net Price</u>	<u>Difference</u>
Virginia Tech	\$ 40,363	\$ 36,363	\$ 4,000
SCHEV Peer Average	<u>46,767</u>	<u>35,723</u>	<u>11,044</u>
Advantage/(Disadvantage)	\$ 6,404	\$ (640)	\$ (7,044)

	<u>Cost of Attendance</u>	<u>Net Price</u>	<u>Difference</u>
Virginia Tech	\$ 40,363	\$ 36,363	\$ 4,000
Regional Competitive Peers	<u>44,271</u>	<u>34,589</u>	<u>9,682</u>
Advantage/(Disadvantage)	\$ 3,908	\$ (1,774)	\$ (5,682)



# Tuition and Fee Development Considerations

## ■ 2016 General Assembly

- The Assembly considered a cap on tuition increases, but instead maintained the Board of Visitors authority to set institutional rates. Language provided in the Appropriation Act clarifies that incremental General Fund support was intended to minimize the need to increase in-state undergraduate tuition and fees.

## ■ Undergraduate student cost share

- Residents currently charged 63% of the cost of education
- Nonresidents currently charged 159% of the cost of education
  - Compliance with 100% state requirement

## ■ Consider six-year plan

- Six-Year plan utilized a placeholder of 3.9% across-the-board increase with expectation of significant GF support.

- State support
  - Primarily targeted towards new costs and state goals.
  - Utilized to minimize tuition increase
- Enrollment growth
  - Targeted programs
  - Summer & Winter Sessions
- Differential Rates
  - Review discipline differentials
- Reallocation of existing resources

# Undergraduate Financial Aid

## Funds For the Future

- Shields returning students from tuition increases based upon income.
- Ensures that students with need are not priced out due to tuition increases.
- In 2015-16, income levels were expanded to provide 100% coverage from tuition increases to families with incomes of up to \$49,999.
- For 2016-17, the university plans to again increase protection, providing 100% coverage to families with incomes up to \$74,999.

Family Income (AGI)	Tuition & Fee Increase Protection	Example Impact of FFF Protection for Undergraduate Student	
		Tuition & E&G Fee Increase	Net Impact
\$0 - \$74,999	100%	2.9%	0%
\$75,000 - 87,499	50%	2.9%	1.5%
\$87,500 - 99,999	25%	2.9%	2.2%



# Undergraduate Financial Aid

## Additional enhancements include:

- **Presidential Scholarship Initiative**
  - Provides full scholarship to incoming freshmen for four-years
  - For 2016-17, an additional 30 students are added to the annual cohort bringing the total number of scholarships available to 85
  
- **VT Grant – Reduction of Undergraduate Unmet Need**
  - Refocused program being developed to provide additional aid to Virginia resident families in the 1<sup>st</sup>-3<sup>rd</sup> income quintiles, reducing Net Price for Virginia families with low to middle-income.
  
- **Targeted Enrollment Growth Support**
  
- **In total, the university plans to enhance undergraduate student financial aid by at least \$2.5 million**

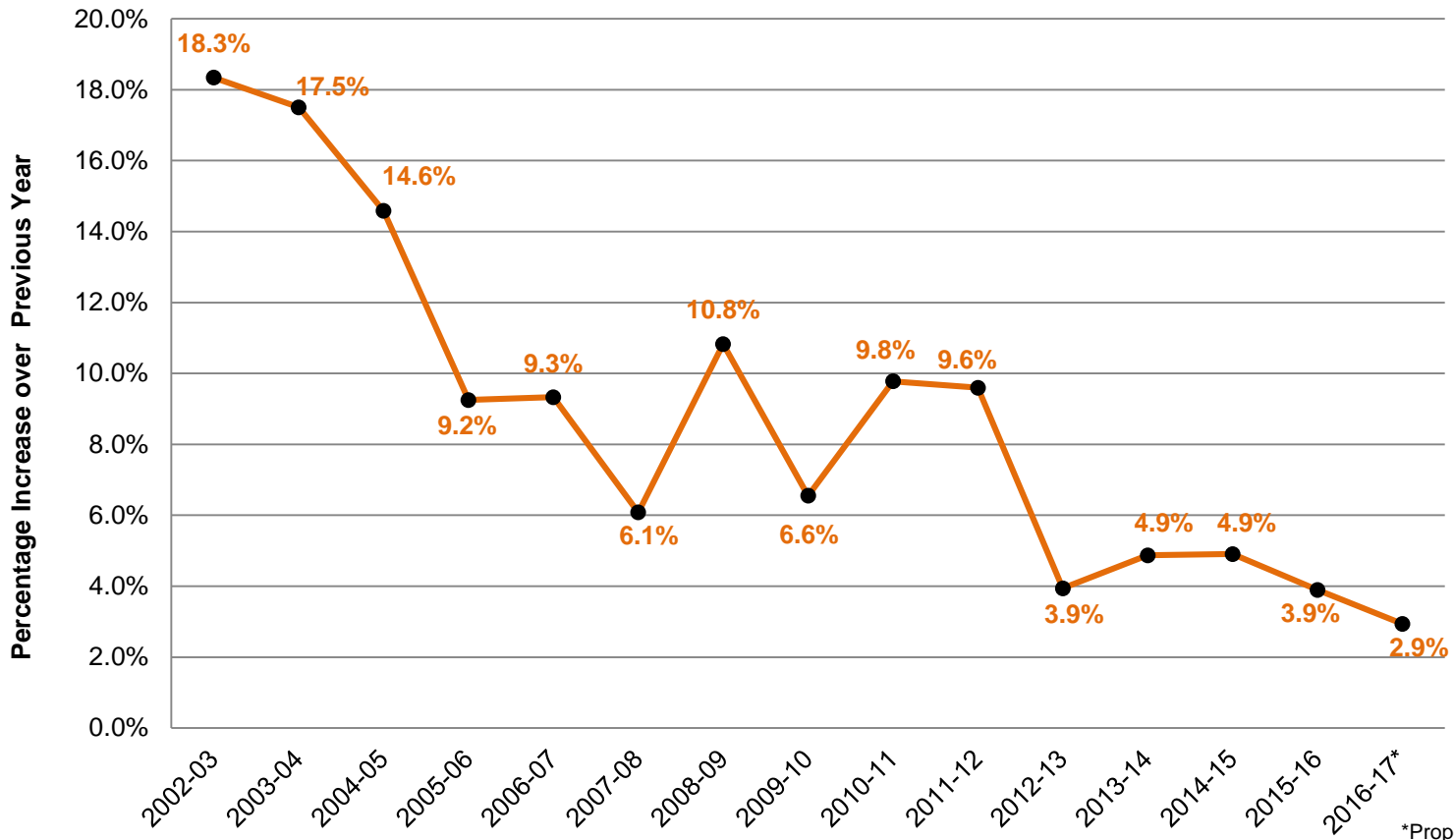
# Tuition and Fee Recommendation

## Key Elements of Recommendation

- Proposed rates balance the resource needs of the university with price sensitivity
- Increases are driven largely by compensation, fringe benefit rate changes, and unavoidable costs
- Allows the university to make modest progress in support of university and Commonwealth goals
- Continues to support access for low and middle-income Virginia resident undergraduates in accordance with the university's commitment under the Higher Education Restructuring Act.
- Includes updated differential rates and modified pricing strategies to increase revenues outside of general tuition increase
- Consistent with General Assembly guidance on tuition increases

# Virginia Undergraduate Tuition and Fee Increase History

*2016-17 Recommendation continues the trend of slowing increases, and is the lowest increase proposed since tuition was frozen in 2001-02.*





# Average Cost of Education

	2015-16		Proposed 2016-17	
	Amount	% of Average	Amount <sup>(1)</sup>	% of Average
Average Cost of Education	\$16,770		\$17,278	
<u>Undergraduates</u>				
Residents	10,628	63%	10,941	<b>63%</b>
Nonresidents	26,668	159%	27,460	<b>159%</b>
<u>Graduates</u>				
Residents	12,259	73%	12,633	73%
Nonresidents	24,520	146%	25,249	146%
<u>Residency</u>				
Residents		64%		64%
Nonresidents		155%		155%

(1) Average Cost of Education for 2016-17 is estimated. For Tuition and E&G fees the nonresident facility and equipment fee is not comparable to the Average Cost of Education.

# Components of Total Cost

- Tuition
- E&G Fees
- Comprehensive Fee
- Room & Board

TUITION &  
E&G FEES

TUITION &  
MANDATORY FEES

TOTAL COST

- Student Engagement & Campus Life: Student Budget Board Increase, Virginia Tech Union and Black Student Alliance Programming Support Personnel, Production Services Box Truck, Squires Student Center Facility Maintenance
- Recreational Sports: Expand Facility Hours for Open Recreation, Increase Housekeeping and Facility Maintenance Support, Online Registration System, Increase Intramural and Summer Programming, Facility Planning
- Health Services: Cook Counseling Center Counselors and Wage Support, Health Center Practitioner, Health Center Licensed Practical Nurse (LPN), Facility Planning
- Dining Services: Inflation of Food Costs, Increase Facility Hours and Wage Support, Food Trucks
- Residential Halls: Electronic Door Access, East Eggleston Renovation, Facility Upgrades, Living Learning Program Coordinator, Housing Assignments System, Residential Mail Support