BOARD OF VISITORS INFORMATION SESSION MINUTES
November 7, 2021

An information session (open session) for the Board of Visitors was held on Sunday, November 7, 2021, at 1:15 p.m. in the Latham Ballroom A/B at The Inn at Virginia Tech, in Blacksburg, Virginia. There was no public comment period.

Board Members Present
Letitia Long (Rector)
Ed Baine (Vice Rector)
Shelley Barlow
Greta Harris
C. T. Hill
Anna James
Sharon Martin
Melissa Nelson
L. Chris Petersen
Mehul Sanghani
Horacio Valeiras
Jeff Veatch
Preston White

Absent
Carrie Chenery

Constituent Representatives Present:
Paolo Fermin, Undergraduate Representative to the Board
Phil Miskovic, Graduate/Professional Representative to the Board
Serena Young, Staff Representative to the Board
Robert Weiss, Faculty Representative to the Board

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Beth Armstrong, Callan Bartel, Lynsay Belshe, Rosemary Blieszner, James Bridgeforth, Eric Brooks, Greg Carter, Charlene Casamento, Cyril Clarke, Lance Collins, Al Cooper, David Crotts, Jon Deskins, Corey Earles, Jeff Earley, Juan Espinoza, Kari Evans, Ron Fricker, Rachel Gabriele, Rebekah Gunn, Miles Guth, Kay Heidbreder, Rachel Holloway, Robin Jones, Chris Kiwus, Sharon Kurek, Lee Learman, Jack Leff, Erin McCann, Elizabeth McClanahan, Nancy Meacham, Scott Midkiff, Ken Miller, Laurel Miner, Justin Noble, Kelly Oaks, Mark Owczarski, Charlie Phlegar, Dwayne Pinkney, Ellen Plummer, Katie Polidoro, Menah Pratt-Clarke, Robin Queen, Chris Rahmes, Julie Ross, Rick Sparks, Dan Sui, Aimee Surprenant, Don Taylor, Judy Taylor, Jon Clark Teglas, Tracy Vosburgh, Lisa Wilkes, a number of students from the _____and representatives of the media.

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Rector Long convened the meeting and welcomed everyone to the Information Session. She thanked the students from the United Feminist Movement, who were attending in silent protest to call attention to the issues of sexual assault and sexual violence. The agenda included:

- Update on the Innovation Campus – Lance Collins, Vice President and Executive Director of the Innovation Campus, briefed the Board on recent activities, including plans for students, faculty, curriculum, facilities, and staffing (see attached presentation). Specifically, there is a goal of having 50 faculty by 2028; Dr. Collins is in negotiations with 14 faculty from the departments of computer science and computer engineering, and he expects to make faculty announcements in the next few months. He also plans to hire two collegiate faculty and recently hired a K-12 programming director. Three research themes are emerging: Machine learning/artificial intelligence; wireless, next-generation technology; and quantum information science. The Center for Excellence in Teaching held a workshop for them on September 15 to delve into what it means to have a project-based curriculum; this curriculum differentiates VT from other universities. By 2025, the pilot projects will conclude and the project-based curriculum will be at scale. As enrollment grows, the student body will pivot from mostly international students currently to a larger proportion of domestic students that meets diversity goals. The groundbreaking was held on September 14, and construction is on time and on budget.
- Strategic Plan Annual Progress Report – Menah Pratt-Clarke, Vice President for Strategic Planning and Diversity, delivered a presentation (attached) on the metrics contained in the online strategic planning dashboard. Some of the metrics have been modified, such as the one about experiential learning, and some new metrics have been added, such as a new metric about commercialization. While good progress is being made on most of the metrics, a few are in the red zone. She went on to discuss continuous strategic planning efforts and an initiative launched over the summer called the Diversity and Innovation Think Tank Conversation Series, the purpose of which is to gather feedback on strategies and priorities for accelerating the achievement of the Beyond Boundaries vision in light of the changing higher education landscape, global pandemic, increasing economic disparity, political climate, and social justice movement. Groups of faculty, staff, and students are asked to answer the question: If you could wave a magic want and make one key change to help Virginia Tech actualize its potential in light of the changing higher education landscape, what would that change be and why? In contrast to Beyond Boundaries, which was focused on 2047, this initiative has a more compressed perspective of 2027 based on the premise that due to what we have learned from the pandemic, some of our initiatives are accelerated. Feedback will continue to be gathered through spring 2022 and synthesized over the summer. The Board will be asked to help determine priorities. The importance of aligning priorities with budget allocations was noted.
- Enrollment Management – Juan Espinoza, Associate Vice President for Enrollment Management and Director for Undergraduate Admissions, delivered an enrollment management update (presentation attached). The undergraduate admissions office reopened in mid-June and has experienced a high number of visitors to campus. In contrast to the national situation in which college enrollment nationwide is at its lowest level in 50 years, Virginia Tech received over 42,000 applications last year, a 36 percent increase over the prior year. VT's admissions process was test-optional last year and will be test-optional again this year (for 2022 admission). Discussions are under way with faculty as to whether the test-optional process will continue in the future, and information will be shared with the Board in the spring. There was

considerable discussion about financial aid and in particular that some aid is not based on financial need but rather merit (if that is the donor's wish). Beth Armstrong, Director of University Scholarships and Financial Aid, will provide a more detailed breakdown of need met by various "financial need" ranges.

- Constituent Reports –The report of the undergraduate student representative, Paolo Fermin, focused on the issue of sexual assault and sexual violence on campus, and the report of the graduate/professional student representative, Phil Miskovic, focused on the need to promote community on campus. In response, President Sands noted that the work group he has appointed on sexual assault/violence is comprised of people who are responsible for the various areas involved in addressing the problem; although only two students are a part of the work group, many people outside the work group will be involved in the conversation. The focus initially will be on undergraduate students and particularly entering students because it is thought that that is where the greatest impact can be made the quickest. Then it will be expanded. The intention is that this will follow the InclusiveVT model in which the issue becomes owned by everyone. A recommendation was made to include more underrepresented minority students on the work group. Rector Long added that as an alumna, she had a very different experience when she was a student and is saddened to hear about the current problems. She reiterated the administration's and the Board's commitment to address the issue. Due to time constraints, the reports of the staff and faculty representatives were postponed until the full Board meeting the following afternoon.

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The meeting was adjourned at 3:10 p.m.

(Copies of the presentations and reports are filed with the permanent minutes and attached.)

Virginia Tech Board of Visitors Meeting

Information Session

Sunday, November 7, 2021
1:15 p.m. – 2:45 p.m.

The Inn – Latham Ballroom
Virginia Tech Campus

Innovation Campus Update

- Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus

Strategic Plan Dashboard Update

- Dr. Menah Pratt-Clarke, Vice President for Diversity, Inclusion, and Strategic Affairs

Enrollment Management presentation

- Dr. Luisa Havens Gerardo, Vice Provost for Enrollment & Degree Management
- Mr. Juan Espinoza, Associate Vice Provost for Enrollment Management and Director of Undergraduate Admissions

Constituent Reports

- Mr. Paolo Fermin, Undergraduate Student Representative to the Board
- Mr. Phil Miskovic, Graduate Student Representative to the Board
- Ms. Serena Young, Staff Representative to the Board
- Dr. Robert Weiss, Faculty Representative to the Board

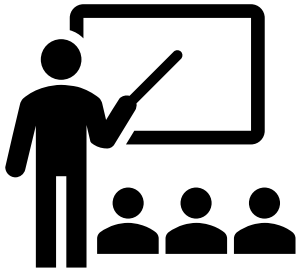
INNOVATION CAMPUS

UPDATE TO BOARD OF VISITORS

Lance Collins, Vice President and Executive Director

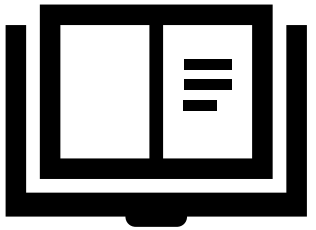
November 7, 2021

Innovation Campus Progress Report

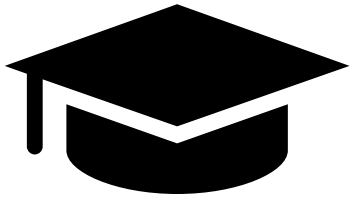


Faculty

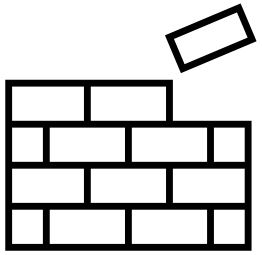
Research



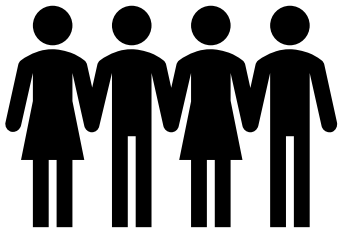
Curriculum



Students



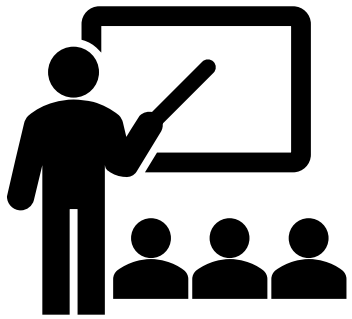
Facilities



Staffing

INNOVATION CAMPUS

Our Goal: 50 Faculty by 2029



Faculty

- Completed review of transfer applications from Virginia Tech computer science and computer engineering faculty; first announcements expected by Jan. 1.
- Conducting external searches for faculty this fall.
  - Two senior faculty, one in AI/ML and one to be determined in collaboration with Boeing.
  - Two collegiate faculty to focus on curricular innovations.

INNOVATION CAMPUS

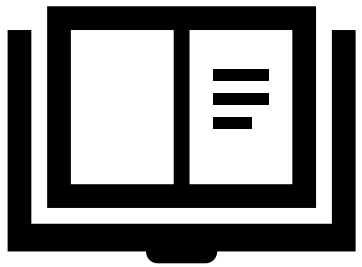
Innovation Campus Research

Research

- Faculty will be clustered around research areas that build upon existing strengths of the university and research interests of our partners.

- Emerging themes include:
  - Machine Learning/Artificial Intelligence
  - Wireless/Next Gen Technology
  - Quantum Information Science

INNOVATION CAMPUS



Curriculum

Transition to Project-Based Learning

- Held a training in project-based learning attended by 20 faculty and administrators, Sept. 15-16.
- Pilot projects happening this spring in ECE.
- Reviewing M.Eng curriculum and developing plan to transition over the next three years.

INNOVATION CAMPUS

Enrollment Growth

Our focus: Grow M.Eng programs in the DC region.

Current Enrollment: 192 Master's-Level Students Based in Falls Church.

Students

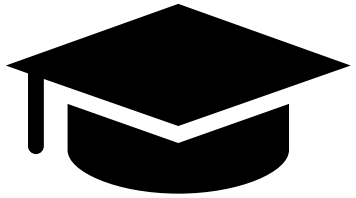
- First Class of Boeing Scholars.
- Last year, 108 enrolled in DC-based CS/CPE programs.

INNOVATION CAMPUS

Enrollment Marketing

- Advertising Campaign – Driving Prospects for M.Eng
  - Digital Ads Running from Oct. 2021-May 2022
  - Stressing 1 year M.Eng, Northern VA location, Scholarship Opportunities
  - Expected total impressions = 11 million

- Enrollment team visiting regional Master's recruitment fairs



Students

INNOVATION CAMPUS

Groundbreaking – Sept. 14

- Groundbreaking for Academic Building 1 attended by more than 250 people with remarks from the Governor, Alexandria Mayor, Rector Long, President Sands and other VT BOV members and leadership.

- Design and Construction continue on time and on budget.

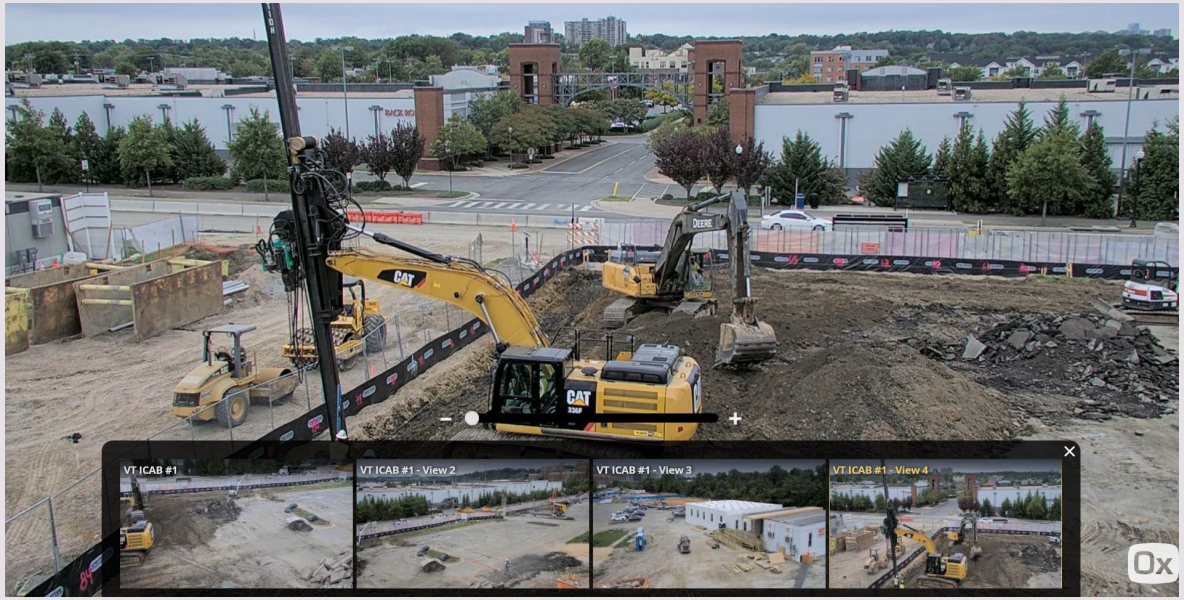
- Site work, streets and infrastructure for district is underway.

Facilities

INNOVATION CAMPUS

Academic Building 1 – Construction

Opening set for Fall 2024



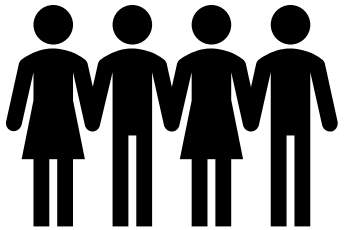
View the livestream of our construction site at:
https://vt.edu/innovationcampus/about/campus-location-and-construction.html

Facilities

INNOVATION CAMPUS

Growing Team

We are continuing to fill key leadership positions.



Staffing

- K-12 Programming Director, funded by Boeing gift.
- Communications and Marketing Director, shared with University Relations.
- Divisional HR Director, shared with Human Resources Office.
- Principal Partnerships Officer, shared with Link, License, and Launch.

INNOVATION CAMPUS

Thank You!

We appreciate your continued support of the Virginia Tech Innovation Campus.

www.vt.edu/innovationcampus

INNOVATION CAMPUS

Attachment A

Continuous Strategic Planning Annual Milestones Report:
The Virginia Tech Difference

BOARD OF VISITORS

NOVEMBER 7, 2021

VIRGINIA TECH™

Strategic Priority 1: Advance Regional, National, and Global Impact	*Progress*
Extramural Research Expenditures	
Wall Street Journal/Times Higher Education (WSJ/THE) US College Rankings	
Times Higher Education (THE) World University Rankings	
Experiential Learning	
Undergraduate Student Enrollment	**Under review***
Graduate Student Enrollment	
Internationally and Nationally Recognized Faculty Awards	
Internationally and Nationally Recognized Faculty Publications	
Internationally and Nationally Recognized Faculty Citations	
Countries Represented by International Faculty	
International Student Representation	
Vibrant Virginia Initiative	
Invention Disclosure	
License Agreements	
Start-up Companies	
Fully Online Programs	**New/updated**

*New goal/timeline in development

Strategic Priority 2: Elevate the Ut Prosim *(That I May Serve) Difference*	*Progress*
Underrepresented Minority Students	
Underrepresented Minority or Underserved Students	
Corps of Cadets Enrollment	
Underrepresented Minority Graduate and Professional Students	
Underrepresented Minority Faculty	**Under review***
Female Faculty	
New Underrepresented Minority Faculty Hires	**Under review***
New Female Faculty Hires	
Graduate Education Programs That Have Incorporated an Inclusion and Diversity Education Component	
Undergraduate Students (Enrolled Since 2018) Who Have Completed Two or More Critical Analysis of Equity and Identity Pathways Courses	
Undergraduate Students (Enrolled Since 2018) Who Have Completed Two or More Intercultural and Global Awareness Pathways Courses	**Achieved****
Underrepresented Minority Staff and Administrative and Professional Faculty	

*New timeline in development

**Accomplished

Strategic Priority 3: Be A Destination for Talent	*Progress*
Instructional Faculty Salaries	
Staff and Administrative and Professional Salaries	
Four-Year Graduation Rates for Entering Freshmen	
Three-Year Graduation Rates for Transfer Students	
Average Student Loan Debt Per Graduating Senior	**Under review***
Human Resources: Career Advancement	
Human Resources: Work-Life Balance	
Undergraduate Student Participation in Hokie Mentorship Connect	
Students in Living Learning Programs	

*New goal(s)/timeline(s) in development

Strategic Priority 4: Ensure Institutional Excellence	*Progress*
College and Unit-Level Strategic Plans	**Achieved****
Auxiliary Maintenance Reserve Funding	
Debt Rating – Moody's and Standard & Poor's (S&P)	
University Debt Ratio	
University Unrestricted Net Assets	
SWaM Expenditures – Small Business or Woman Owned or Minority Owned	**New/updated**
Endowment	**Achieved***
Alumni Giving	
New Gifts and Commitments	**Achieved***
Solar Energy	**New/updated**
Recycling Rate	**New/updated**
Percent Reduction of Greenhouse Gas Emissions	**New/updated**

*New goal/timeline in development
**Accomplished/retired

Diversity and Innovation Think Tank - Summer Conversation Series

Objective

To regularly convene faculty, staff, and students to discuss the future of higher education and to explore how Virginia Tech might actualize its potential within the rapidly-evolving higher education landscape, in the context of the Beyond Boundaries vision, key initiatives, and the university strategic plan.

Series of Conversations with Participants from the Following University Groups:

- **College of Agriculture and Life Sciences**
- **College of Architecture and Urban Studies**
- **College of Engineering**
- **College of Liberal Arts and Human Sciences**
- **College of Natural Resources and the Environment**
- **College of Science**
- **Pamplin College of Business**
- **Virginia Tech Carilion School of Medicine**
- **VA-MD College of Veterinary Medicine**
- **Institute for Critical Technology and Applied Science**
- **Fralin Life Sciences Institute**
- **Center for Communicating Science**
- **Center for Humanities**
- **Office for Inclusion and Diversity**
- **Office for Enrollment Management**
- **Office for State Government Relations**
- **Office for Strategic Alliances**
- **Office for the Senior Vice President and Chief Business Officer**
- **Office for Student Affairs**

Diversity and Innovation Think Tank - Summer Conversation Series

If you could wave magic wand to help Virginia Tech be ready for the future in five years, what would it be and why?

- **Diversify faculty and staff** through expanded recruitment efforts of underrepresented tenure/tenure-track faculty, increased female representation among tenure/tenure-track faculty, and improved workplace and community culture for diverse populations.
- **Revisit curricular offerings and curricular delivery** based on distance-learning opportunities and challenges made apparent by the Covid-19 pandemic and relevant to new global realities.
- **Develop innovative funding and administrative approaches** that prioritize institutional capacity, remove barriers within hiring and tenure processes, and expand the endowment.

Top Milestones that, if achieved, would be transformational for Virginia Tech

- Increase **URM faculty** to 15% by 2024
- Increase **URM faculty new hires** to 25% annually by 2022
- Achieve 20% representation of **URM graduate and minority professional students** by 2024
- Increase representation of **URM staff and AP Faculty** to 25% by 2024
- Increase **female faculty representation** to 50% by 2024
- Increase **female faculty new hires** to 50% annually by 2022
- Ensure 50% of academic degrees have a **required experiential learning component** by 2026-2027

Diversity and Innovation Think Tank - Fall Conversation Series

Conversations to Date have engaged with representatives from the Following University Groups:

- President's Cabinet & Council
- Academic Affairs Council
- Student Affairs Leadership Team
- Undergraduate Education Leadership Team
- Inclusive Excellence Core and Leads
- Student Life Council
- Order of the Gavel
- Diversity Directors
- University Senates
- University Commissions
- University Committees
- University Caucuses
- Department Chairs

Additional Conversations in Development:

- Office of the Senior Vice President and Chief Business Officer
- Commission on Faculty Affairs
- Fralin Biomedical Research Institute at VTC
- School of Performing Arts
- Women's Alliance and Caucus
- Athletics Department

Diversity and Innovation Think Tank – Fall Conversation Series

If you could wave magic wand to help Virginia Tech be ready for the future in five years, what would it be and why?

- **Recruitment and Retention of Diverse Faculty, Staff, and Students:** flexible hiring timelines, visibility of diverse perspectives among mentors and mid-career faculty, expanded recruitment pipelines

- **Commitment and Dedication to the Success of Students:** growth of endowment-funded financial aid, redefined and equitable standards for defining success, ensure students are informed/encouraged to seek support for health and well-being

- **Intentional Goal-Setting at the University Level:** small set of critical initiatives driven by clearly defined university values

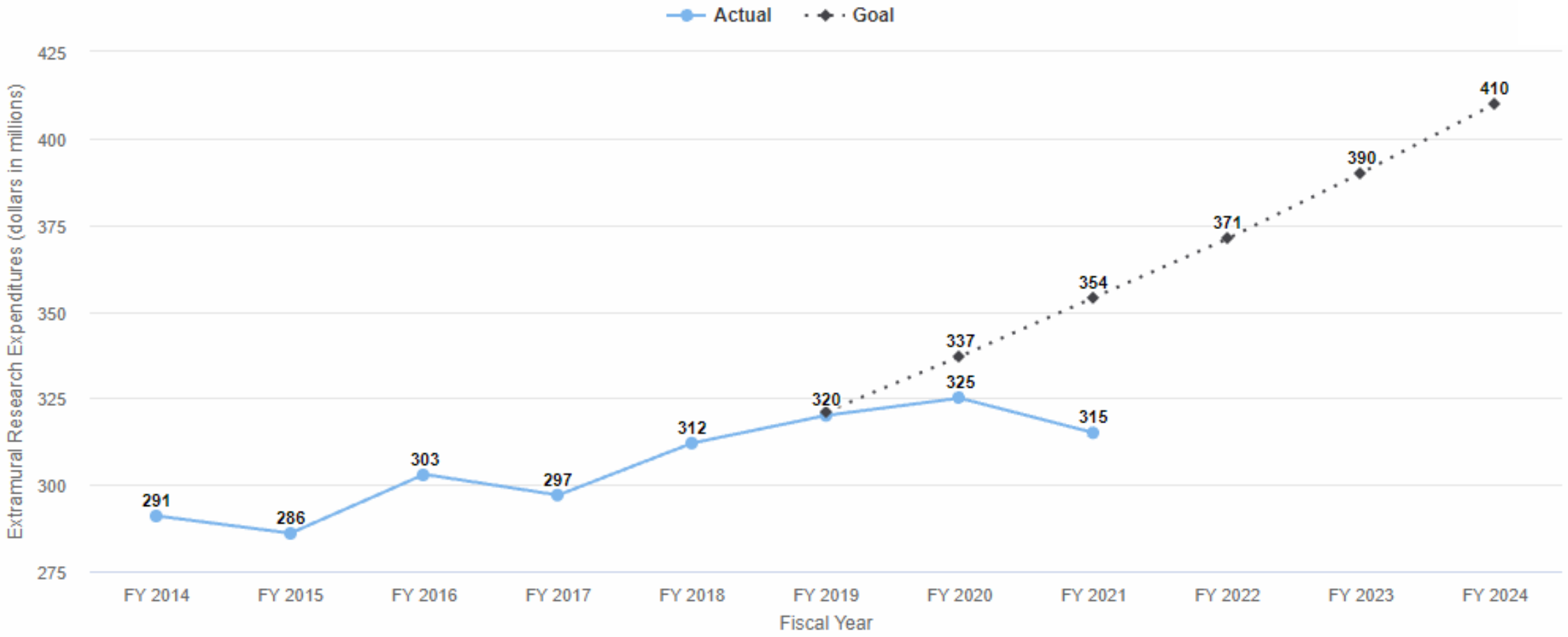
- **Collaboration and Partnership Among Faculty:** incentivized by equitable budget models, encouraged by transdisciplinary undergraduate and graduate degree-programs, implemented within course design and approval

- **Innovation and Transformation using Lessons Learned from the Pandemic:** accelerate the expansion of distance learning and telework options, update IT operations and infrastructure, streamline administrative process

Strategic Priority 1 Milestones

Key Performance Indicator (KPI):

Increase Extramural Research Expenditures to $410M by 2024

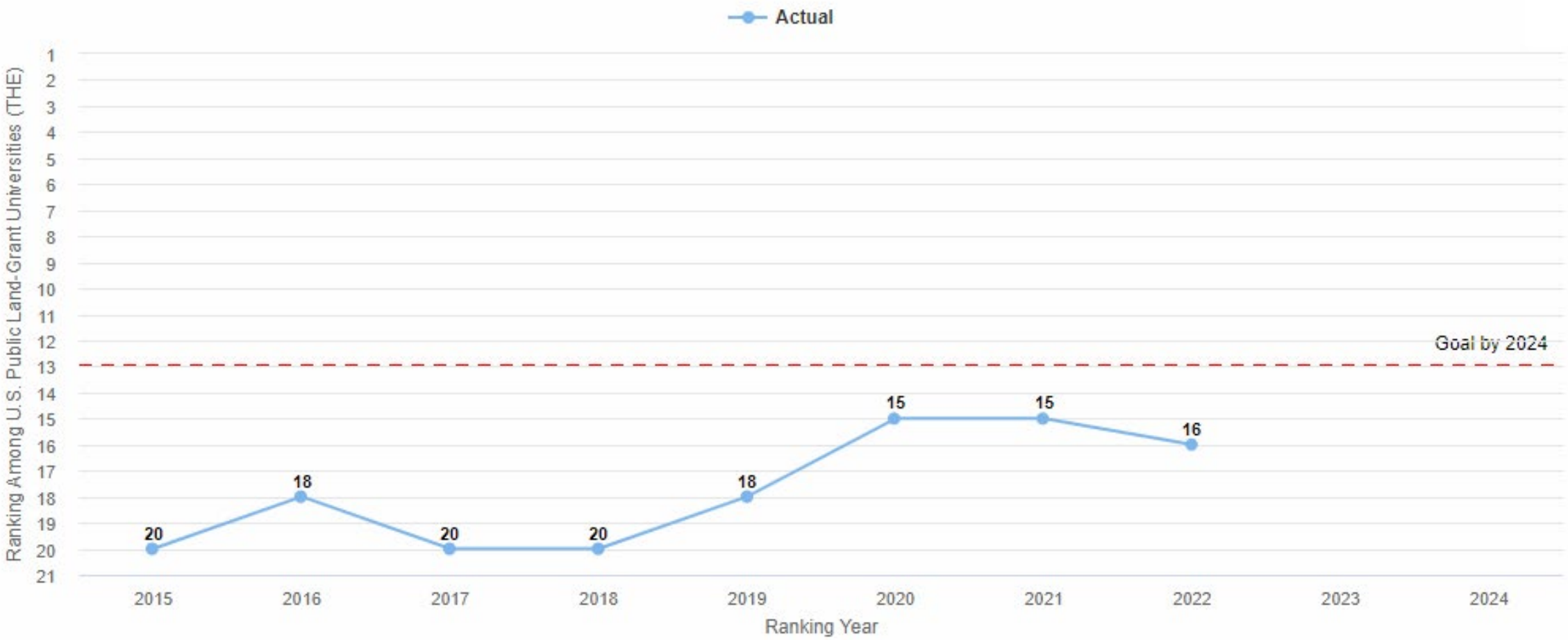


Key Performance Indicator (KPI):

Achieve Top 10 US Public Land-Grant (Wall Street Journal/Times Higher Education US College Rankings) by 2024

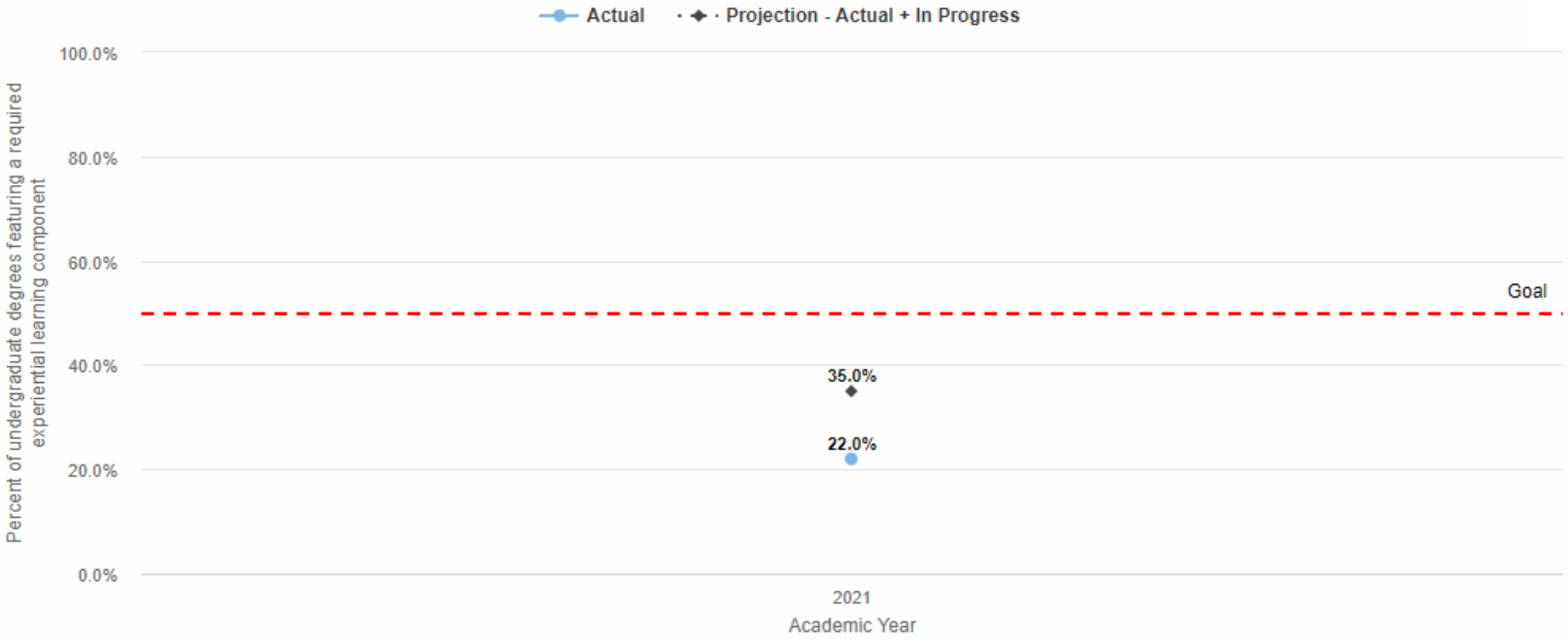
Key Performance Indicator (KPI):

Achieve Top 13 US Land-Grant Times Higher Education (THE) World University Rankings by 2024



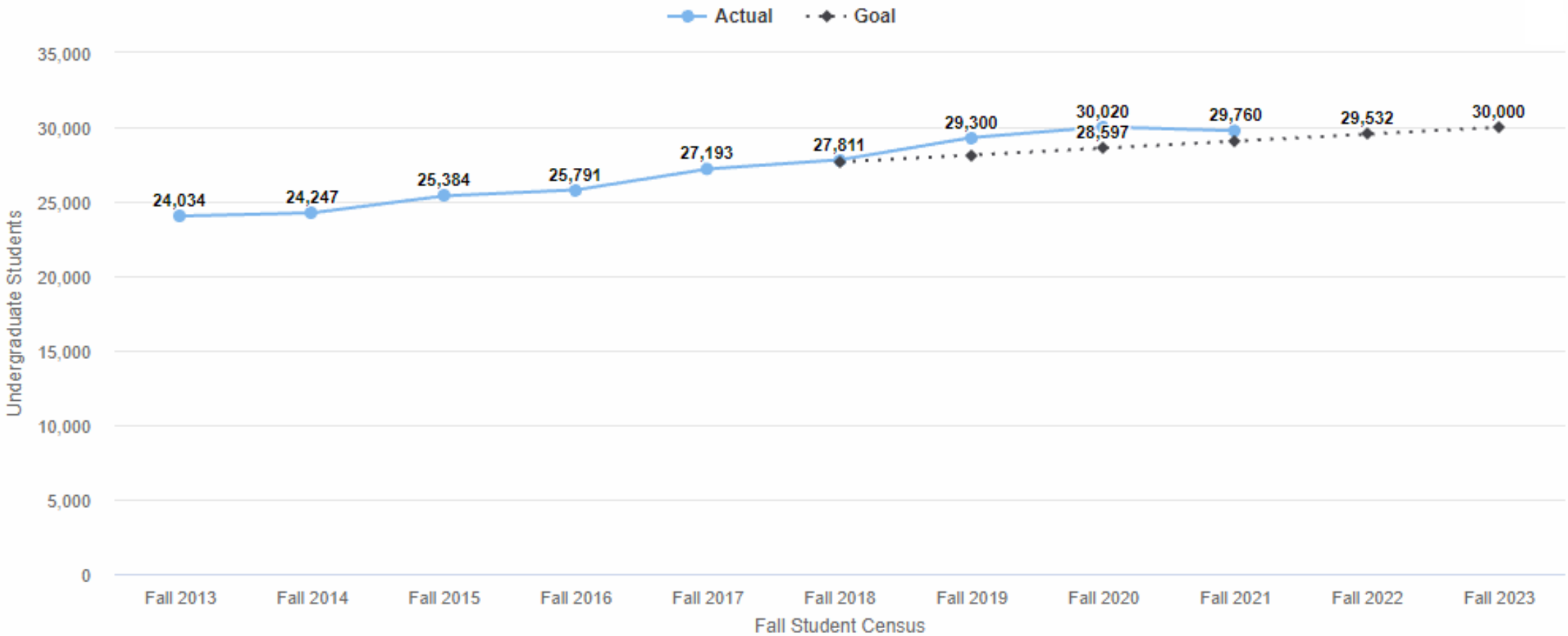
Key Performance Indicator (KPI):

Ensure 50% of Academic Degrees Have A Required Experiential Learning Component by 2026-2027



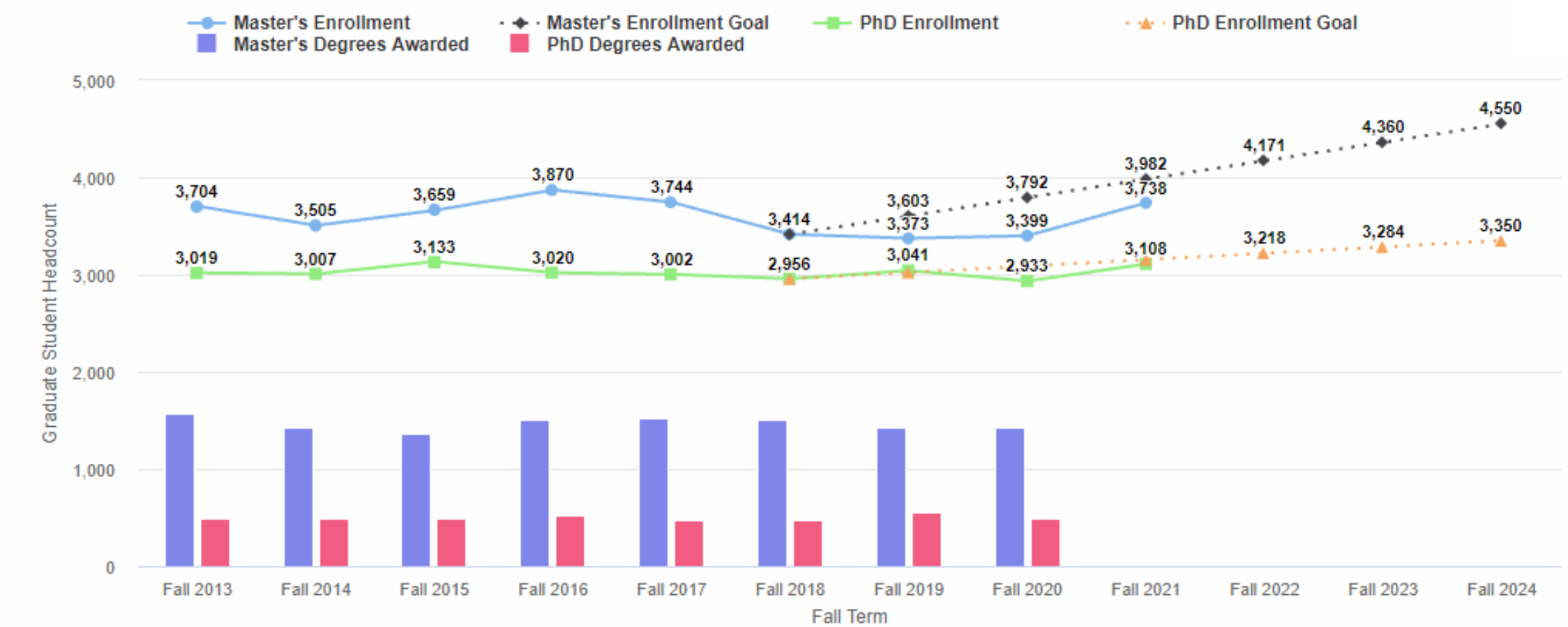
Key Performance Indicator (KPI):

Reach 30,000 Undergraduate Students by Fall 2023



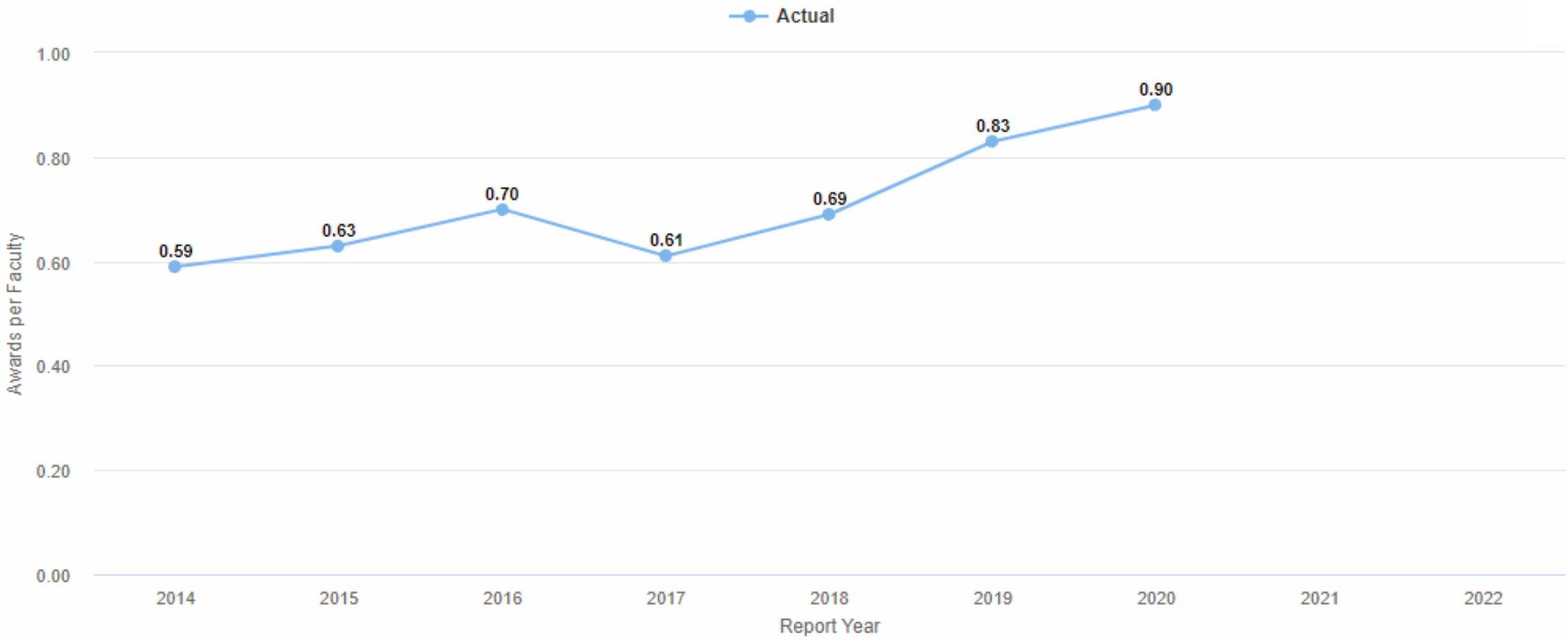
Key Performance Indicator (KPI):

Reach 7,900 Graduate Students by 2024, Including 4,550 Master's and 3,350 PhD Students



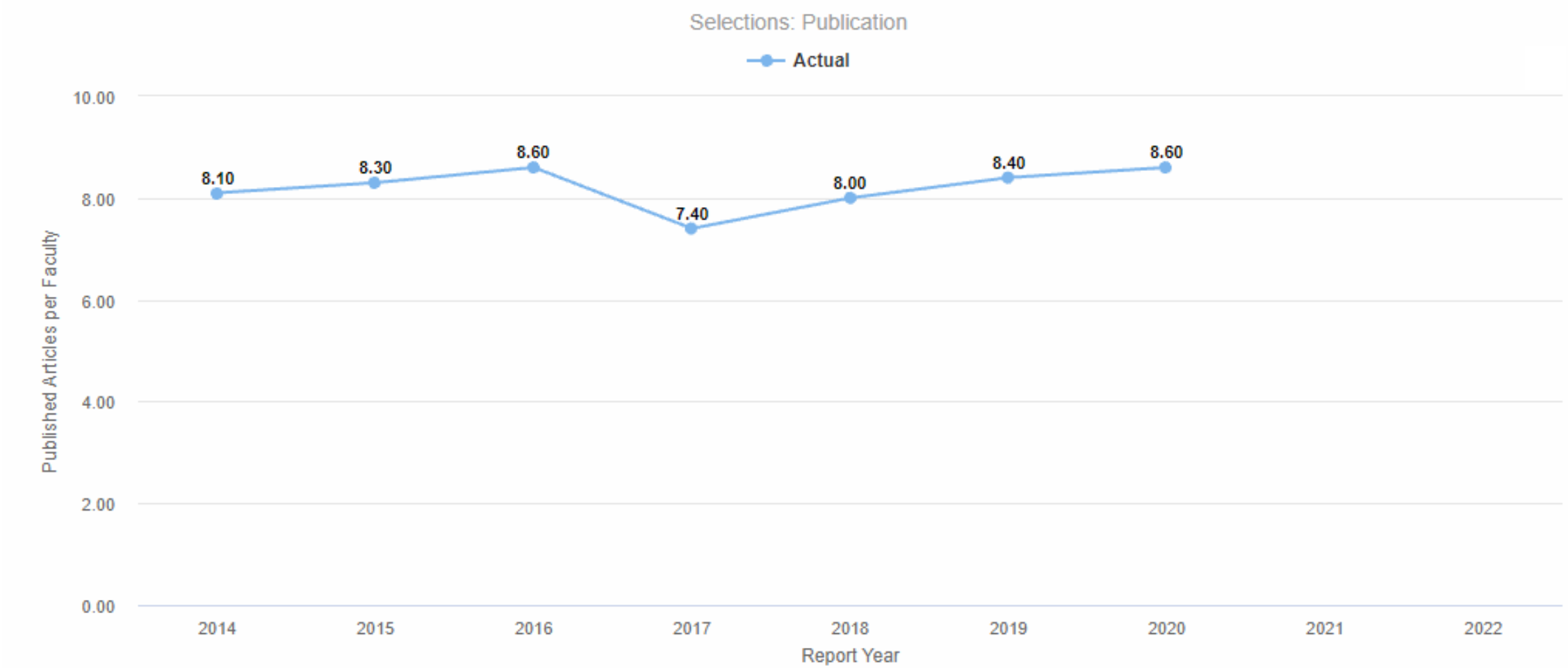
Key Performance Indicator (KPI):

Achieve Top 1/3rd (66th Percentile) of Internationally and Nationally Recognized Faculty Awards by 2022



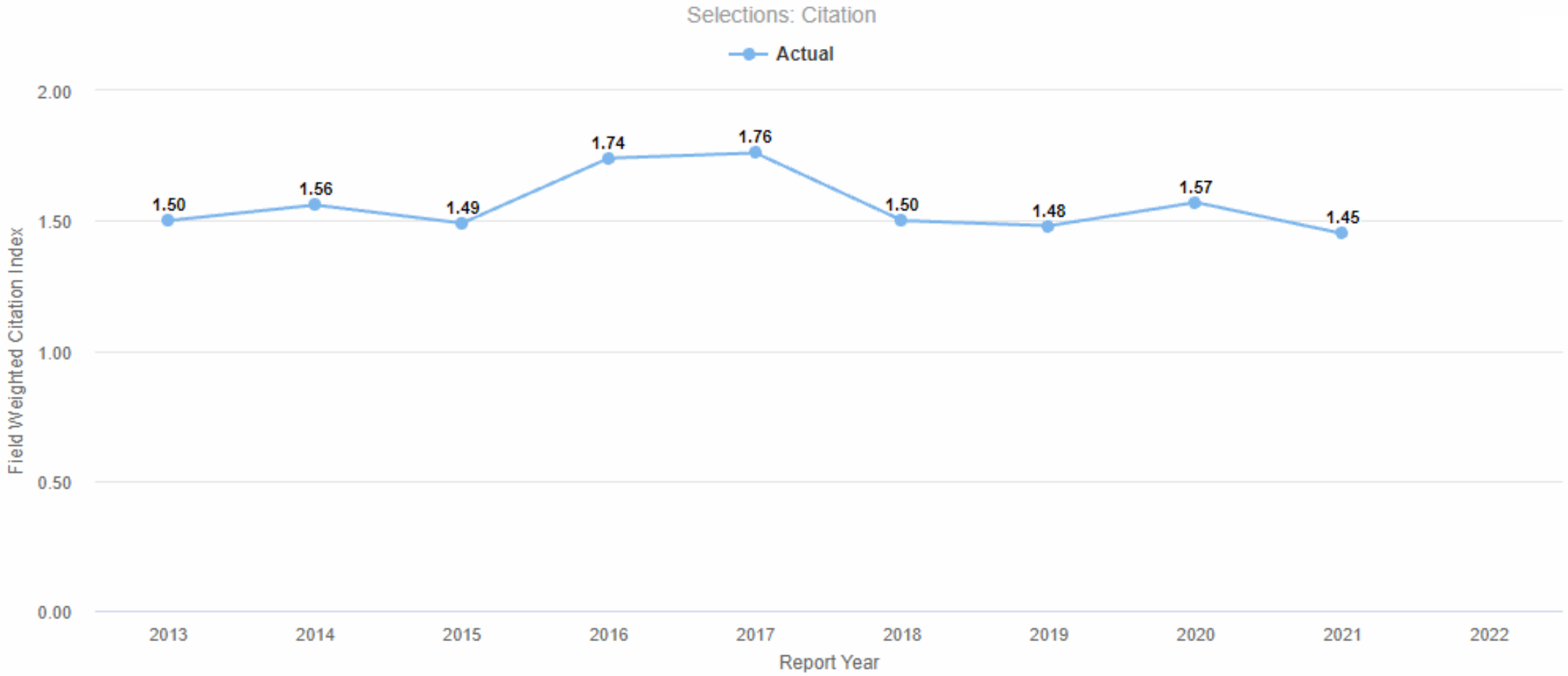
Key Performance Indicator (KPI):

Achieve Top 1/3rd (66th Percentile) of Internationally and Nationally Recognized Faculty Publications by 2022



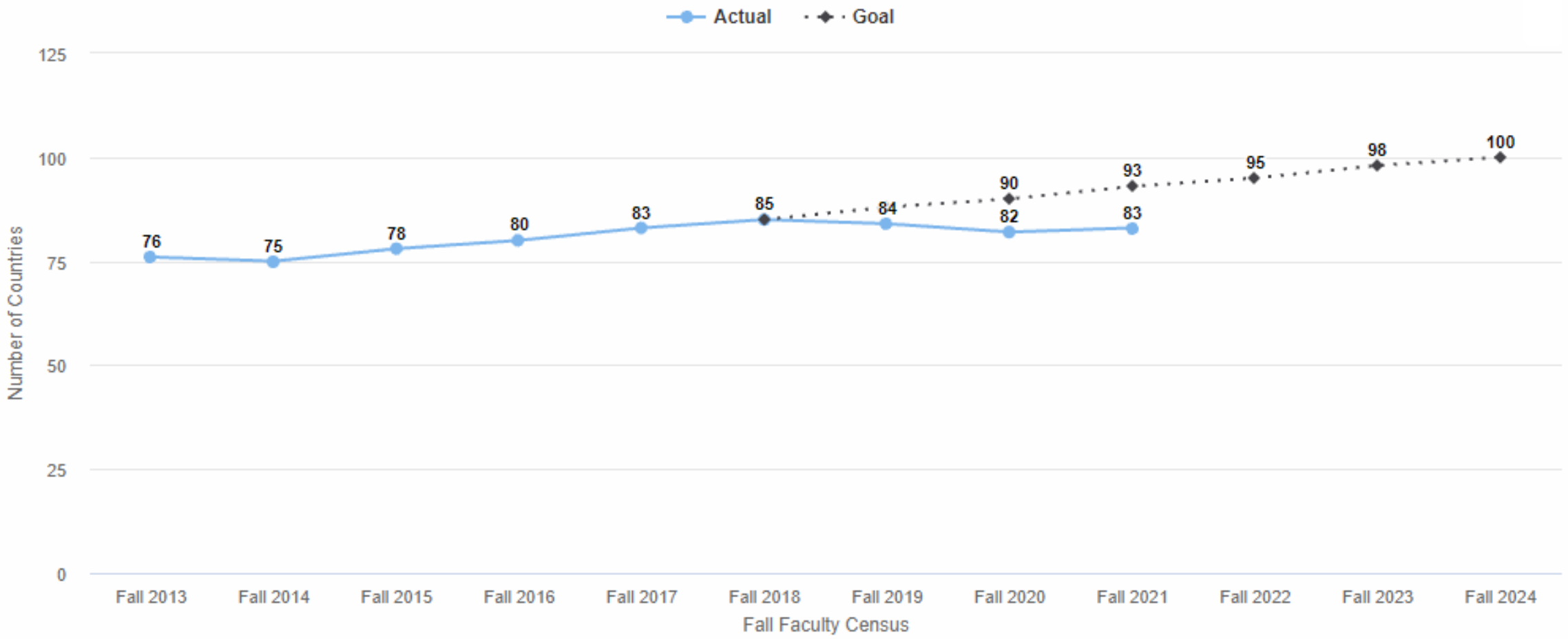
Key Performance Indicator (KPI):

Achieve Top 1/3rd (66th Percentile) of Internationally and Nationally Recognized Faculty Citations by 2022



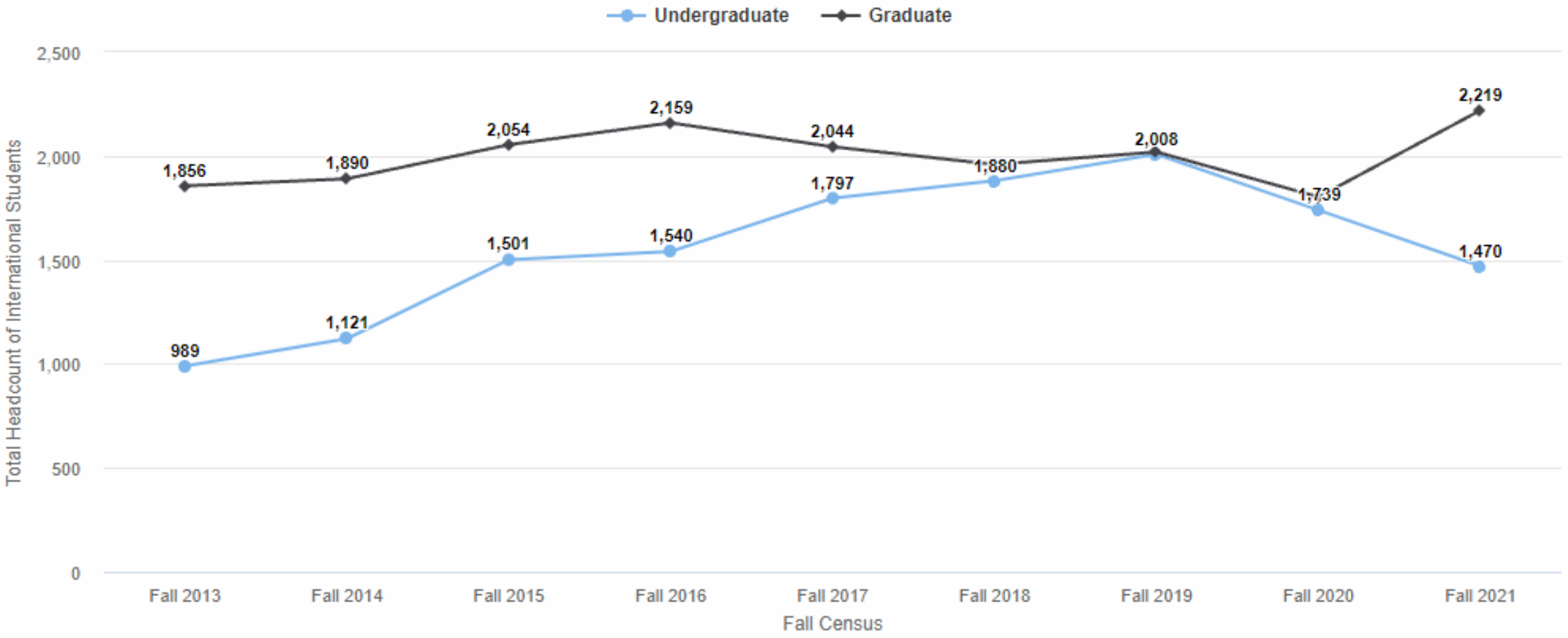
Key Performance Indicator (KPI):

Increase the Diversity (Number of Countries Represented) of International Faculty to 100 by 2024



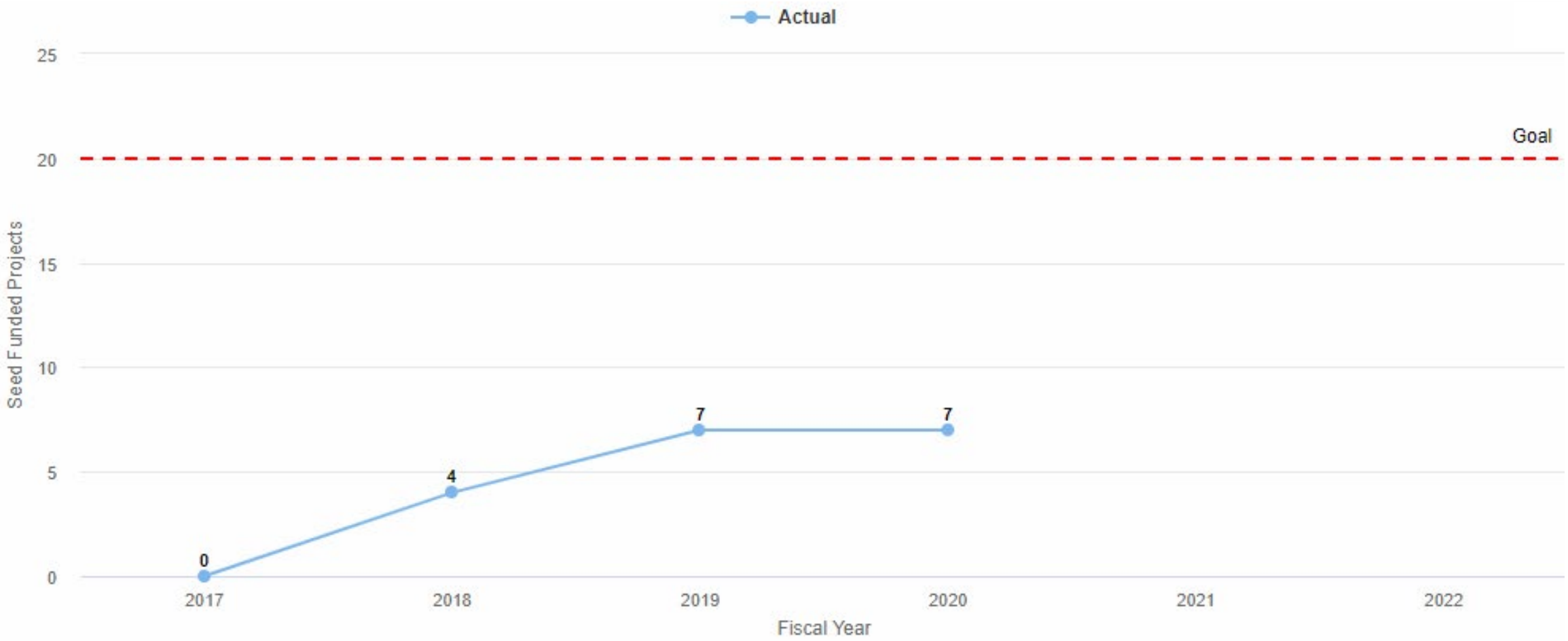
Key Performance Indicator (KPI):

Maintain the Level of International Undergraduate and Graduate Student Enrollment Achieved with the Entering Cohort of 2020 for the Next Three Consecutive Cycles



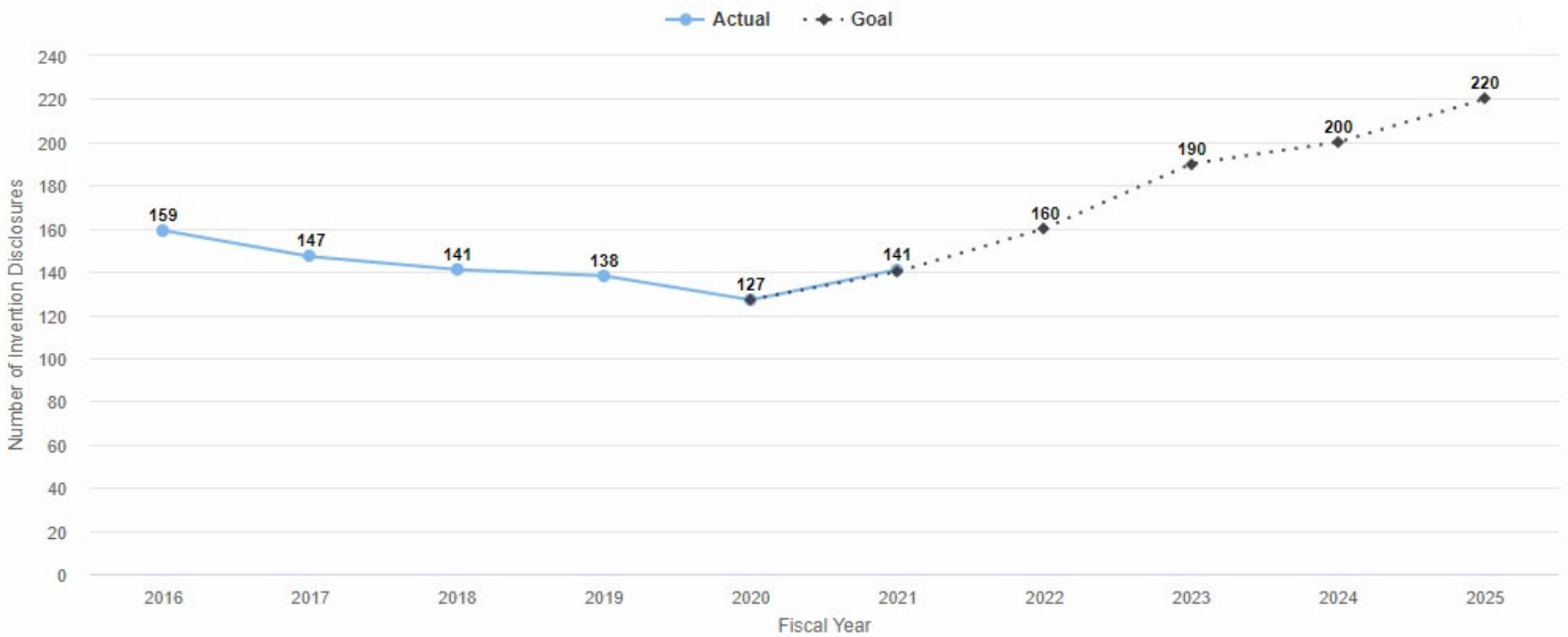
Key Performance Indicator (KPI):

Advance the Vibrant Virginia Initiative with 20 Seed Funded Projects by 2022



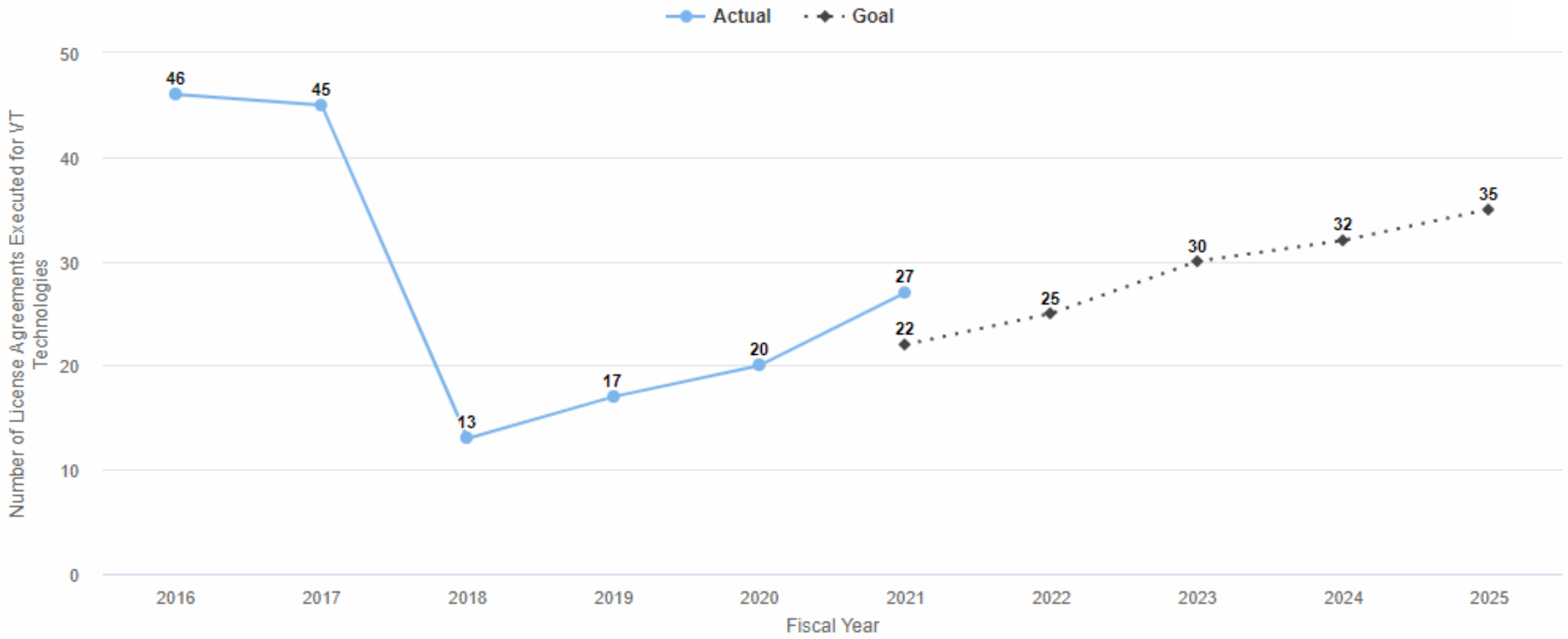
Key Performance Indicator (KPI):

Increase Invention Disclosures Output by 70% by FY2025



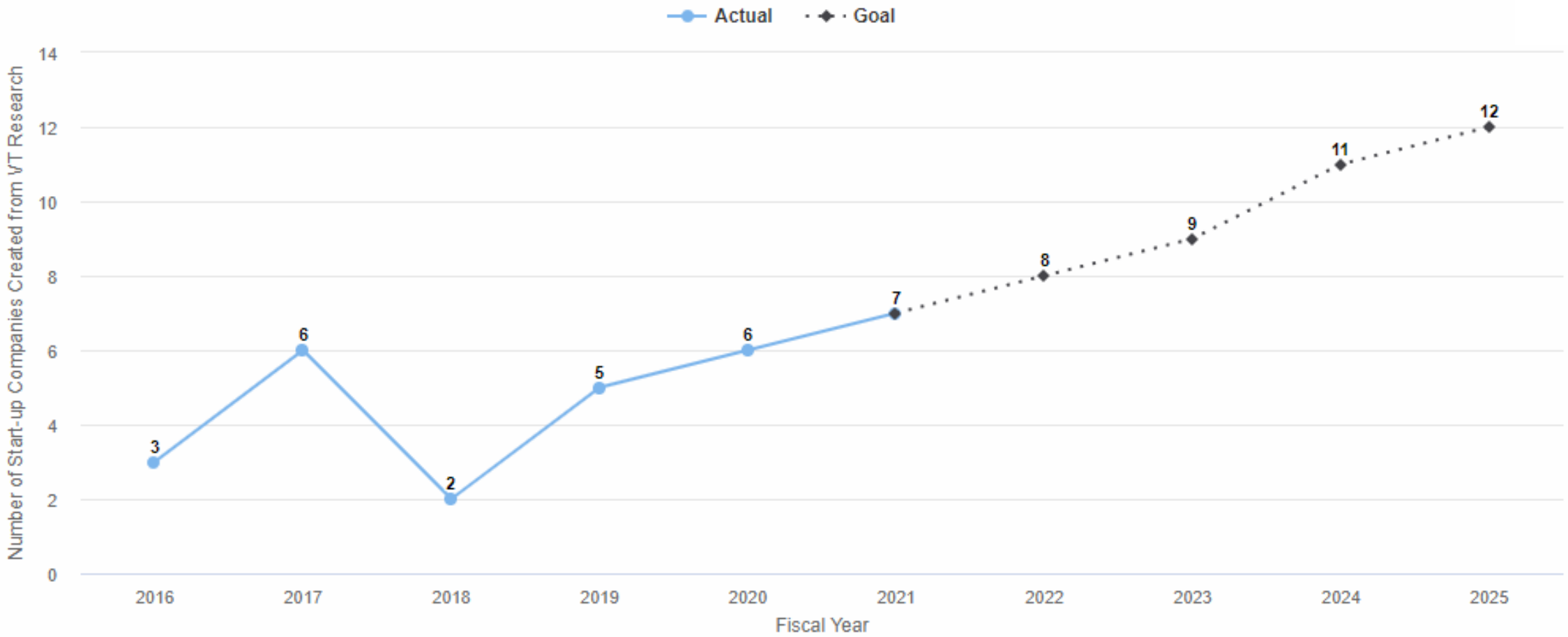
Key Performance Indicator (KPI):

Increase the Number of License Agreements Executed for VT Technologies by 75% by FY2025



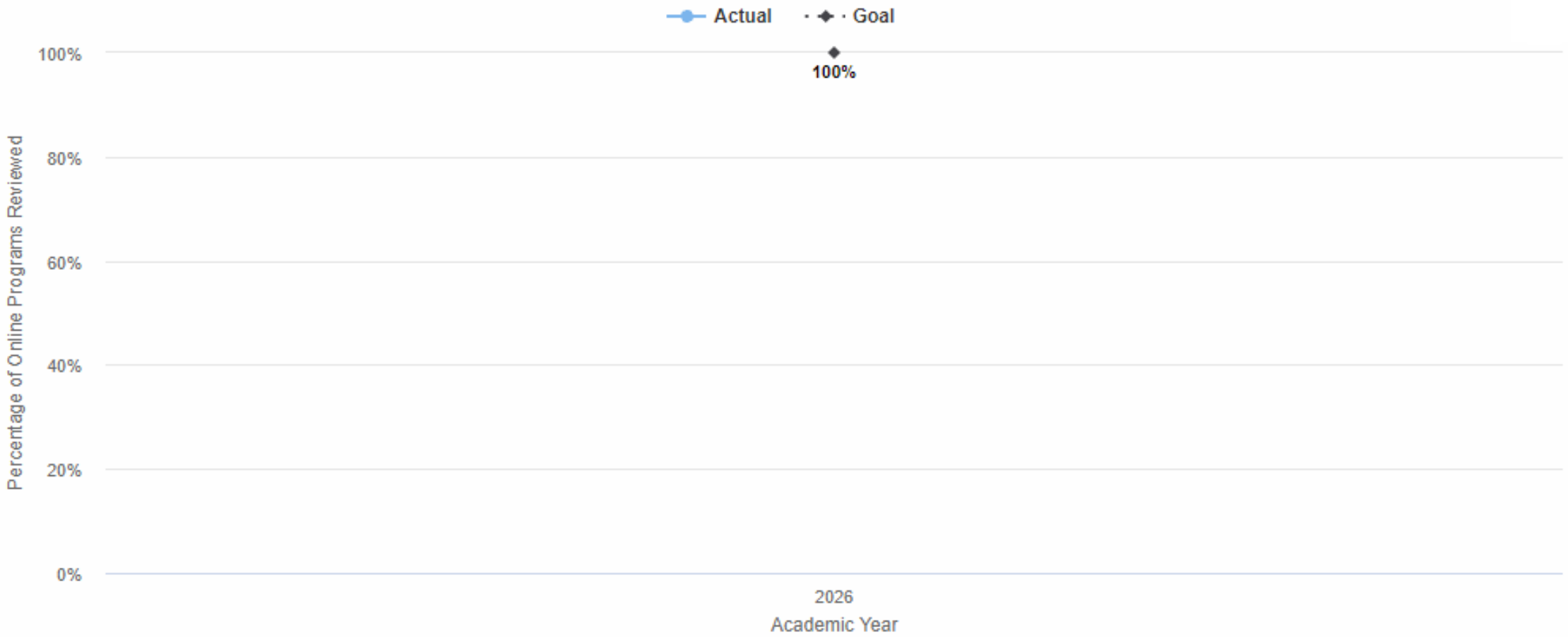
Key Performance Indicator (KPI):

Double the Number of Start-up Companies Created from VT Research by FY2025



Key Performance Indicator (KPI):

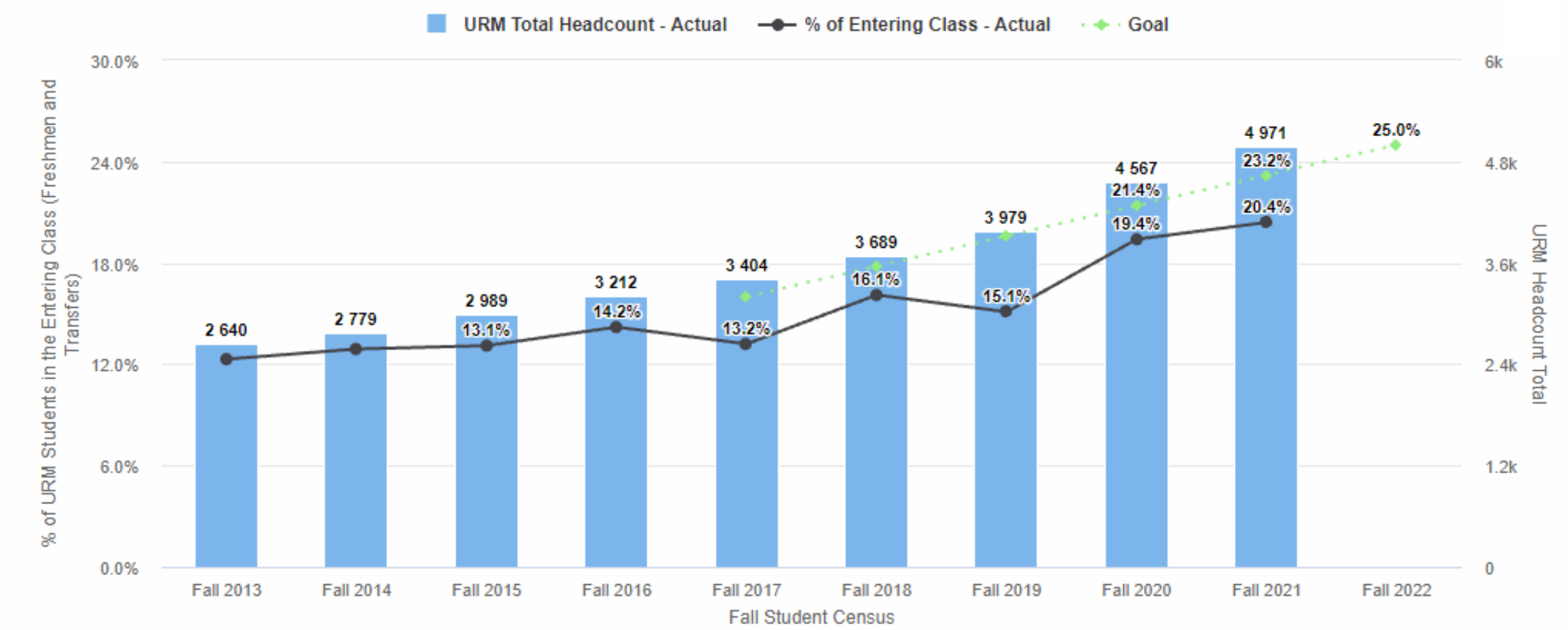
100% of All Programs Formally Pursuing a Fully Online Modality Would Be Reviewed at the Time of Submission to the Institutional Planning Committee Over the 2021-2026 Time Period



Strategic Priority 2 Milestones

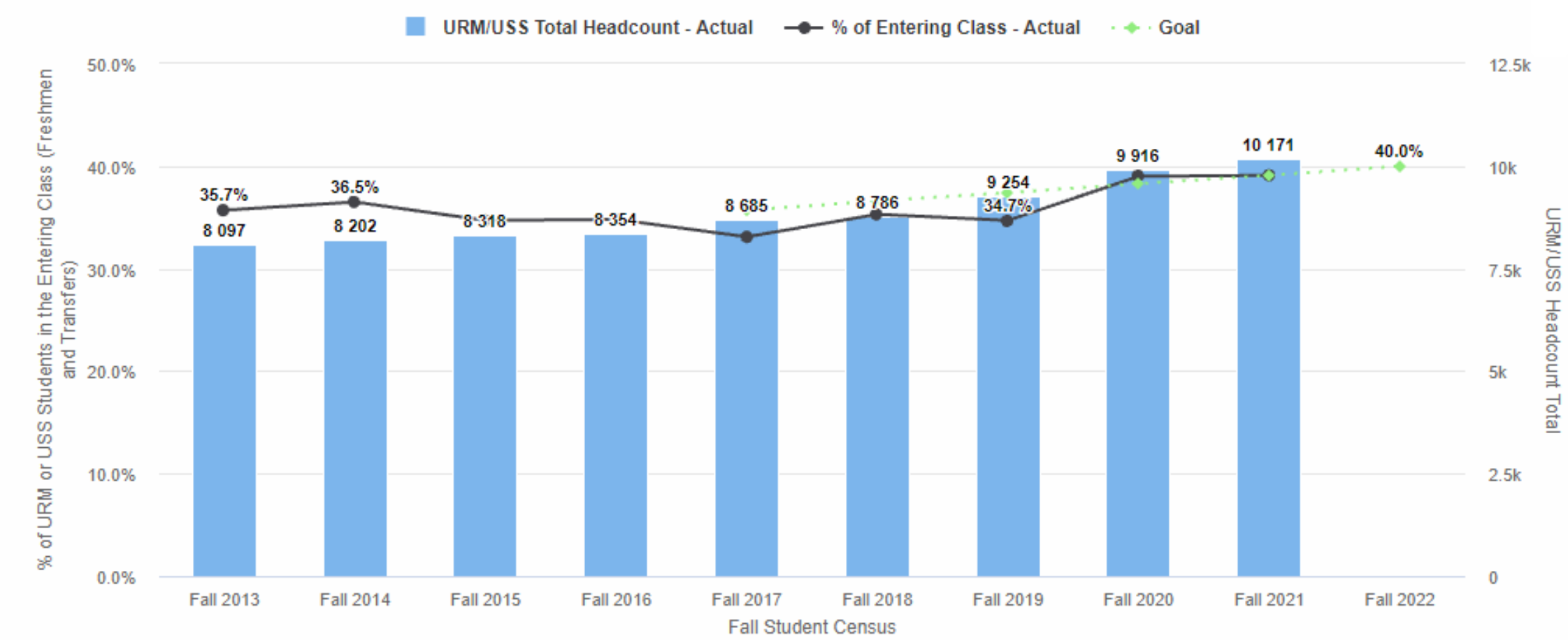
Key Performance Indicator (KPI):

Achieve 25% Representation of Underrepresented Minority Students in the Entering Class (Freshmen and Transfers) by 2022



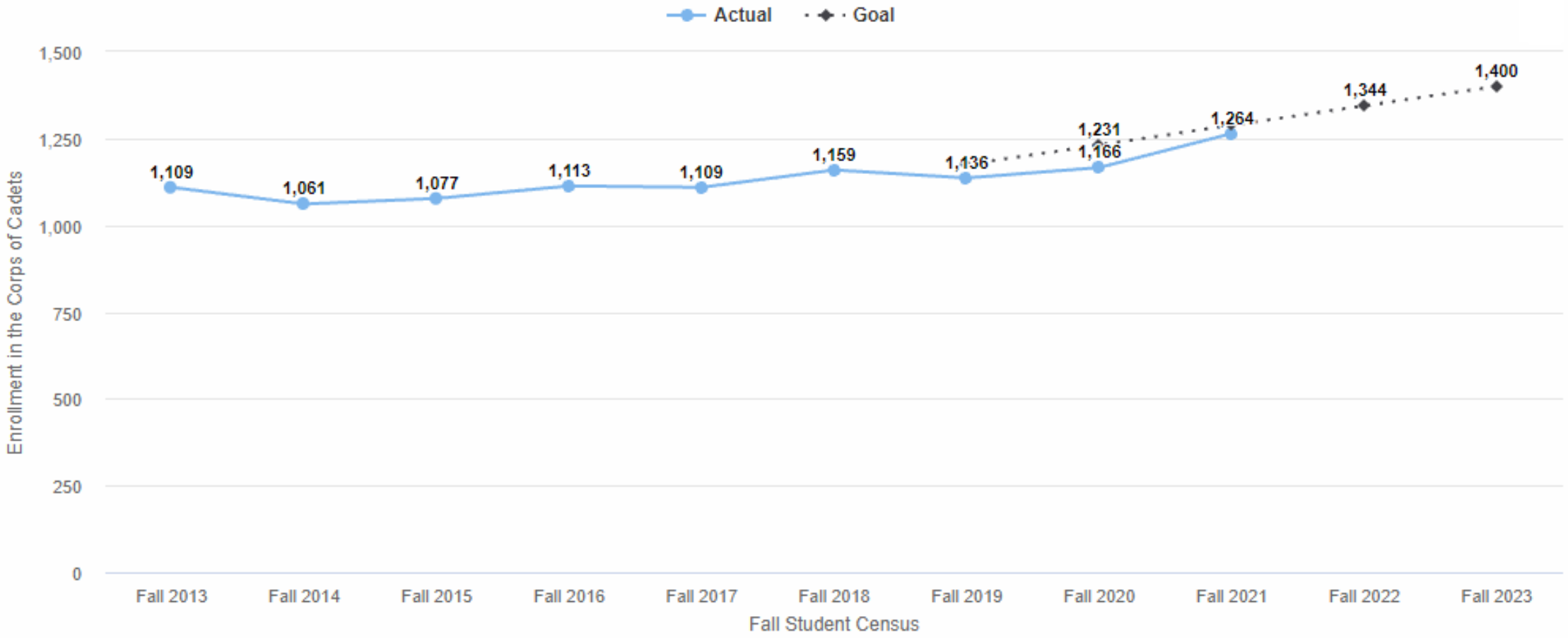
Key Performance Indicator (KPI):

Achieve 40% Representation of Underrepresented Minority or Underserved Students (Pell-Eligible, First Generation, and Veterans) in the Entering Class (Freshmen and Transfers) by 2022



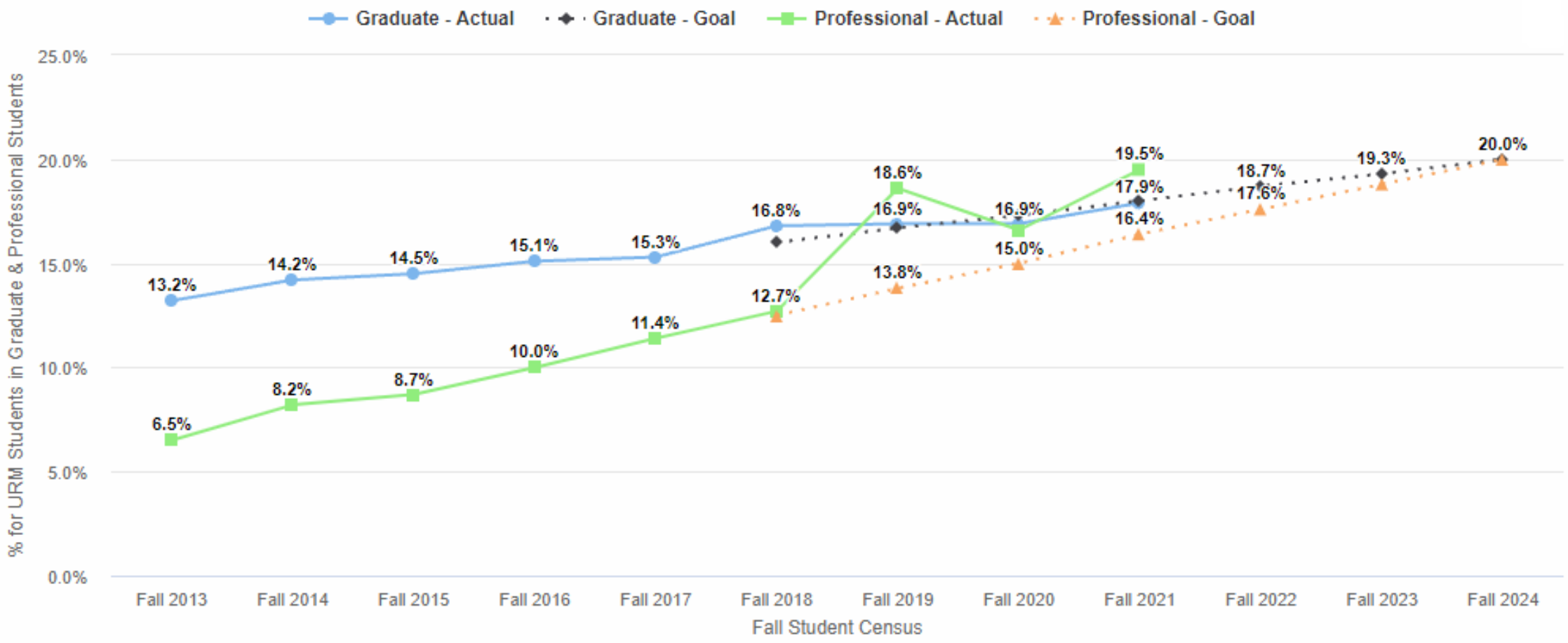
Key Performance Indicator (KPI):

Increase the Total Enrollment in the Corps of Cadets to 1,400 by 2023



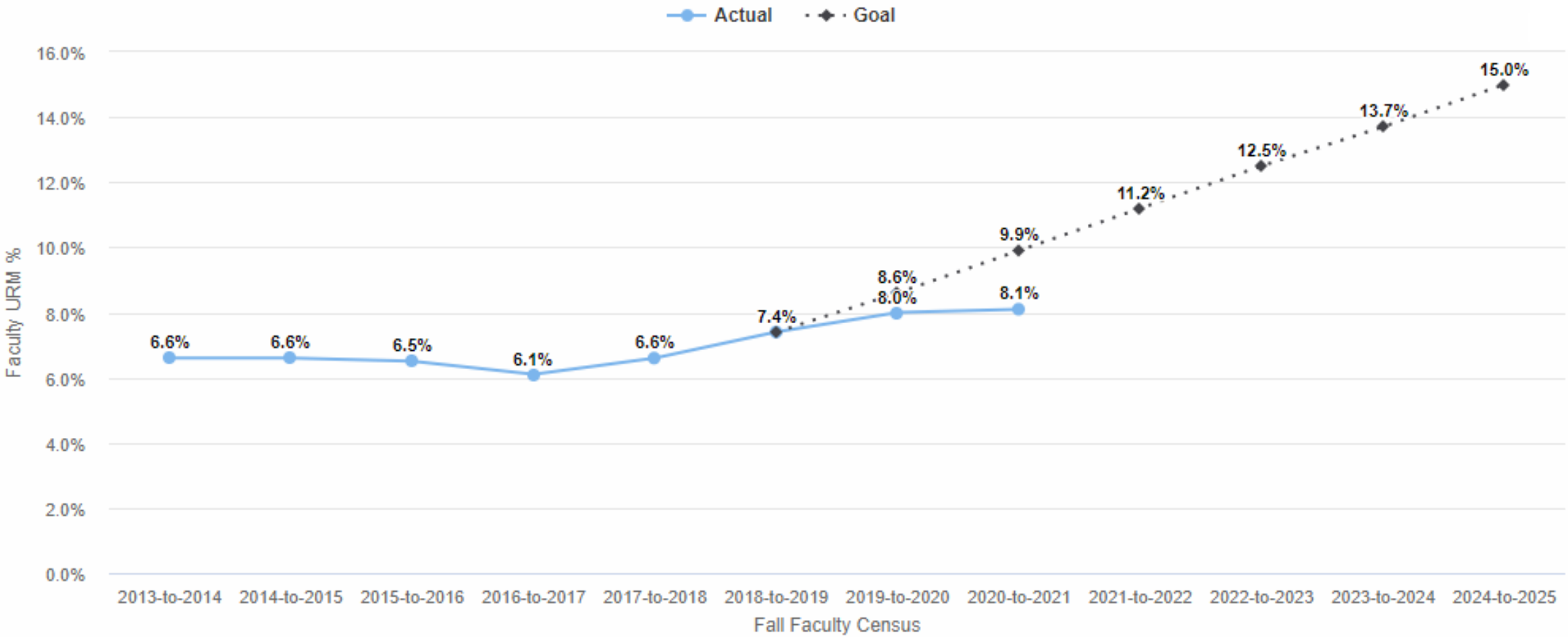
Key Performance Indicator (KPI):

Achieve 20% Representation of Underrepresented Minority Graduate and Minority Professional Students by 2024



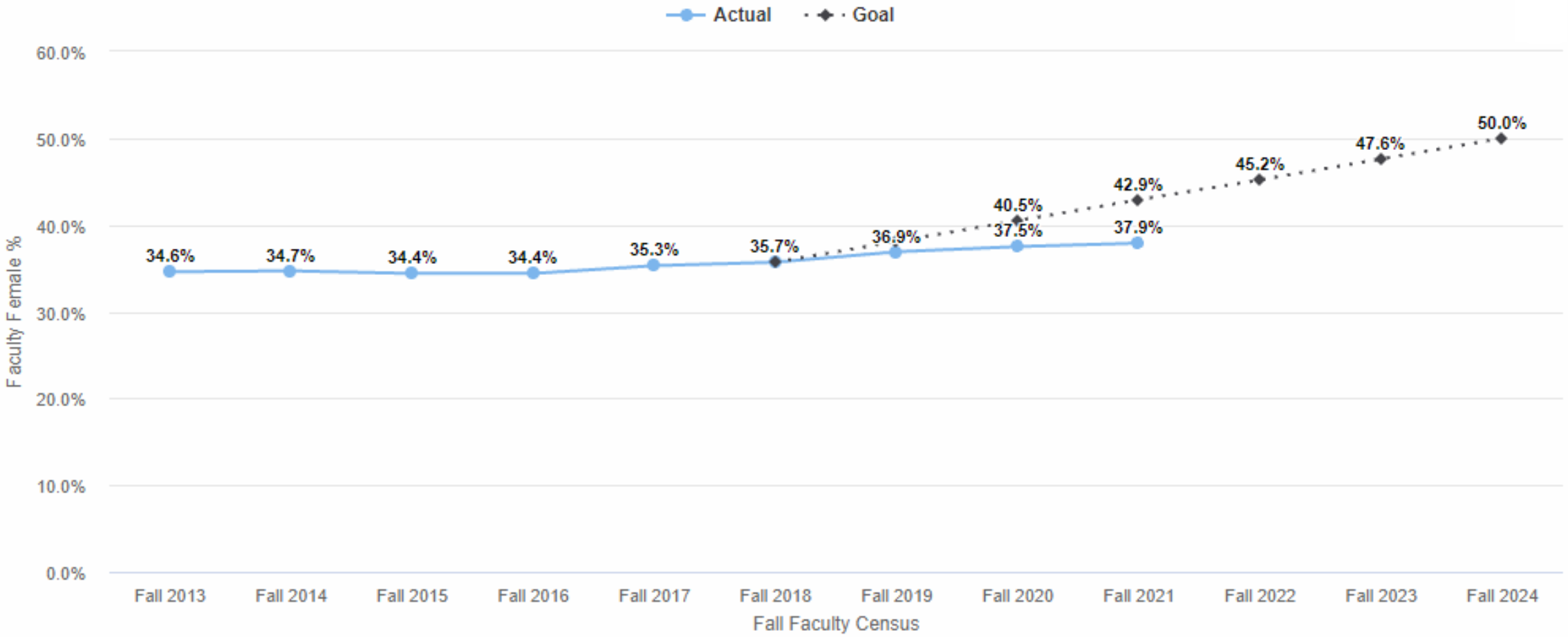
Key Performance Indicator (KPI):

Increase Underrepresented Minority Faculty to 15% (Which is Equal to or Greater Than the Mean Research (R1) Public Land-Grant Universities) by 2024



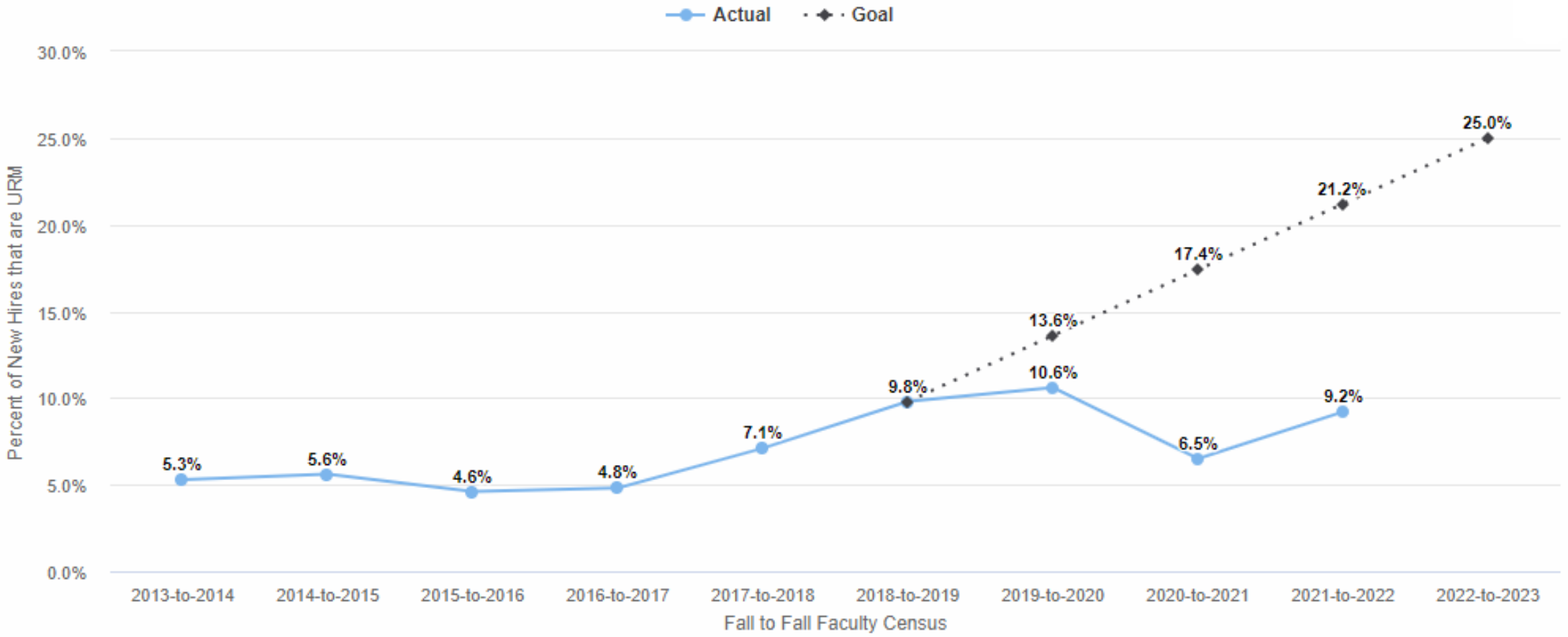
Key Performance Indicator (KPI):

Increase Female Faculty Representation to 50% (Which Is Equal to or Greater Than the Mean Research (R1) Public Land-Grant Universities) by 2024



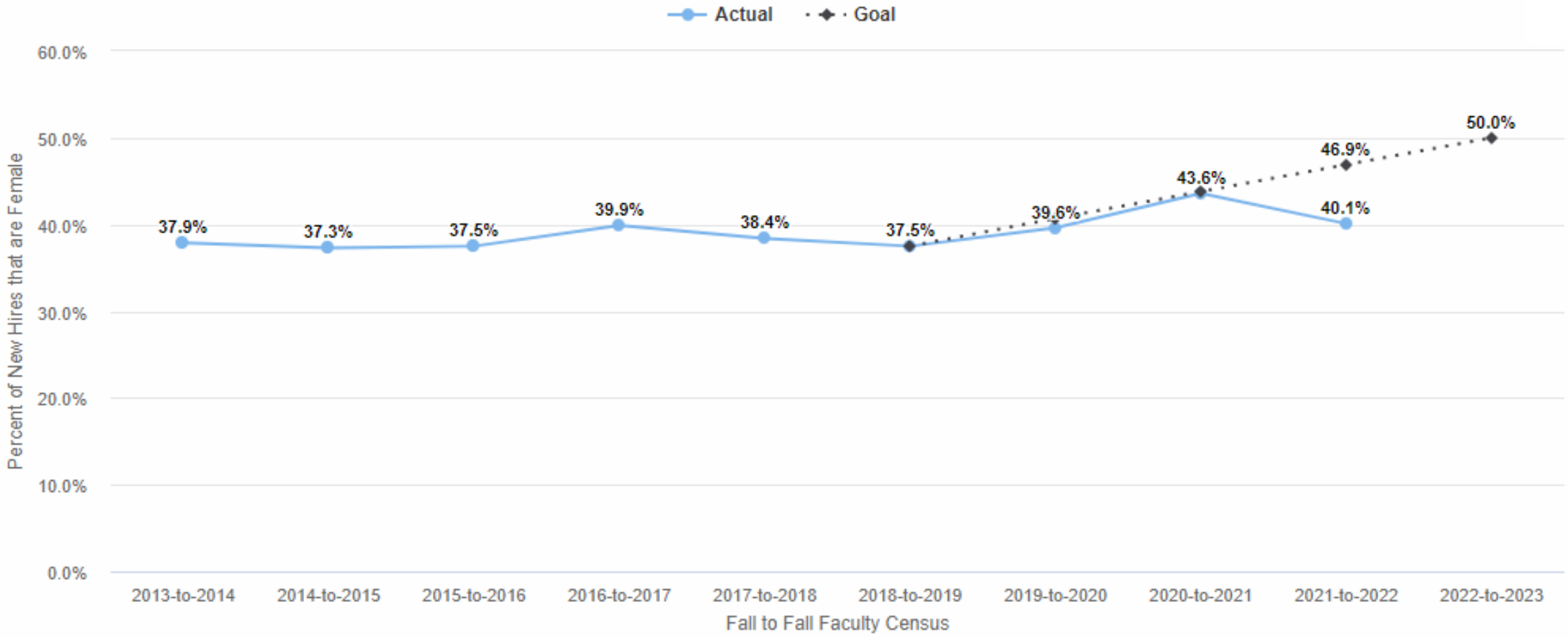
Key Performance Indicator (KPI):

Increase Underrepresented Minority Faculty New Hires to 25% Annually by 2022



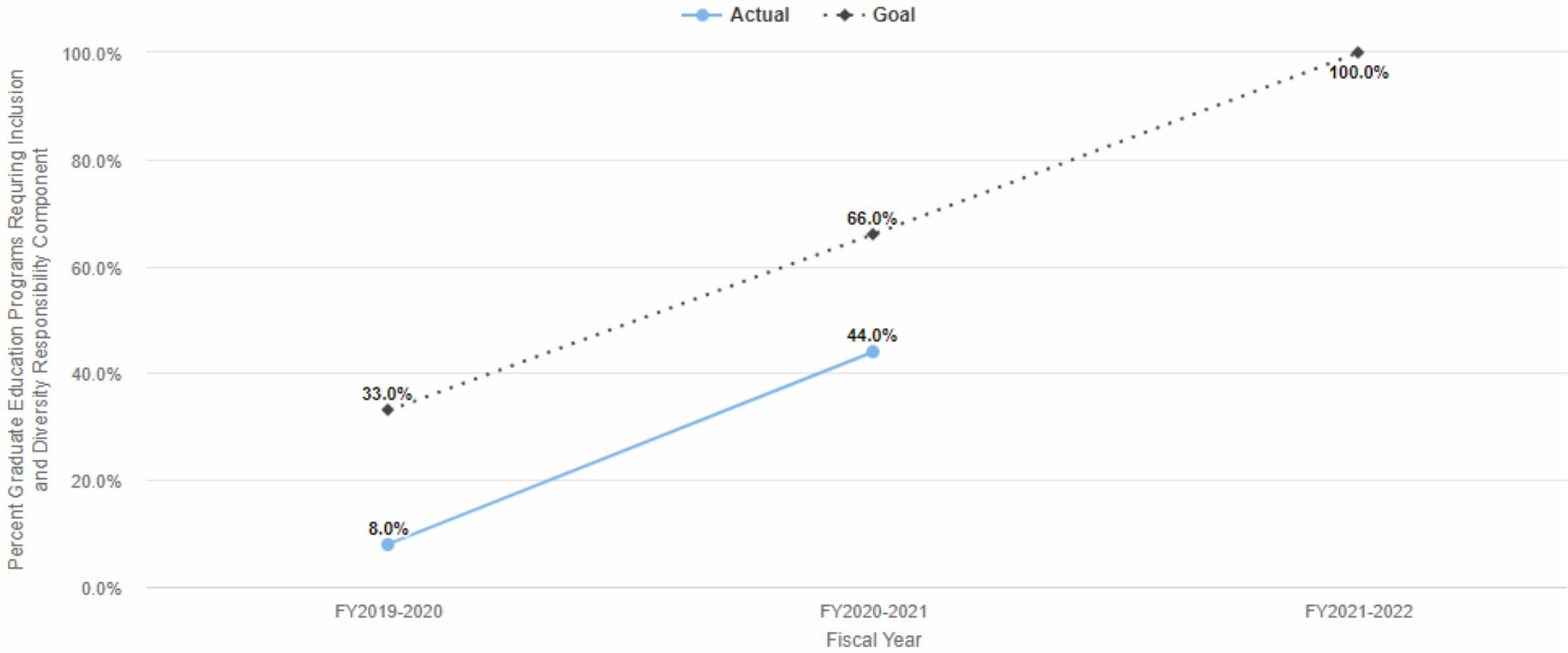
Key Performance Indicator (KPI):

Increase Female Faculty New Hires to 50% annually by 2022



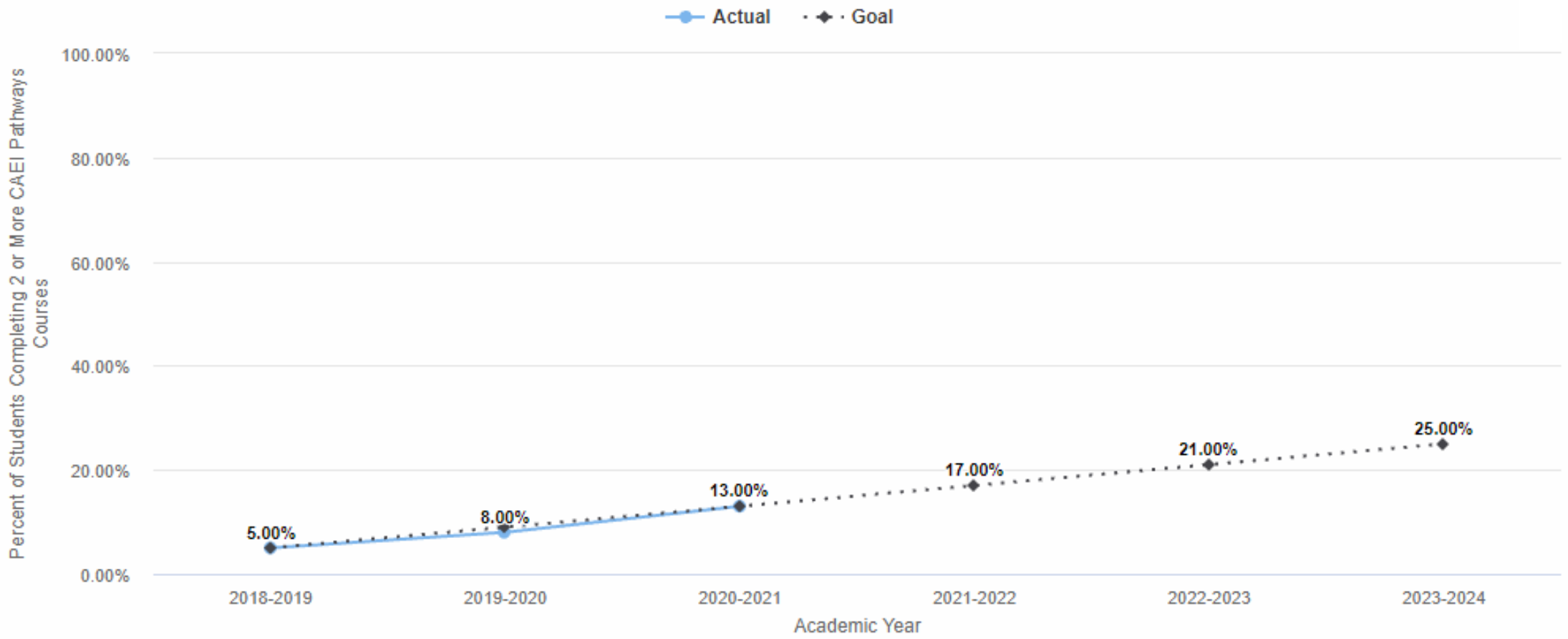
Key Performance Indicator (KPI):

Ensure 100% of Graduate Programs Include a Required Inclusion and Diversity Responsibility Component by 2022



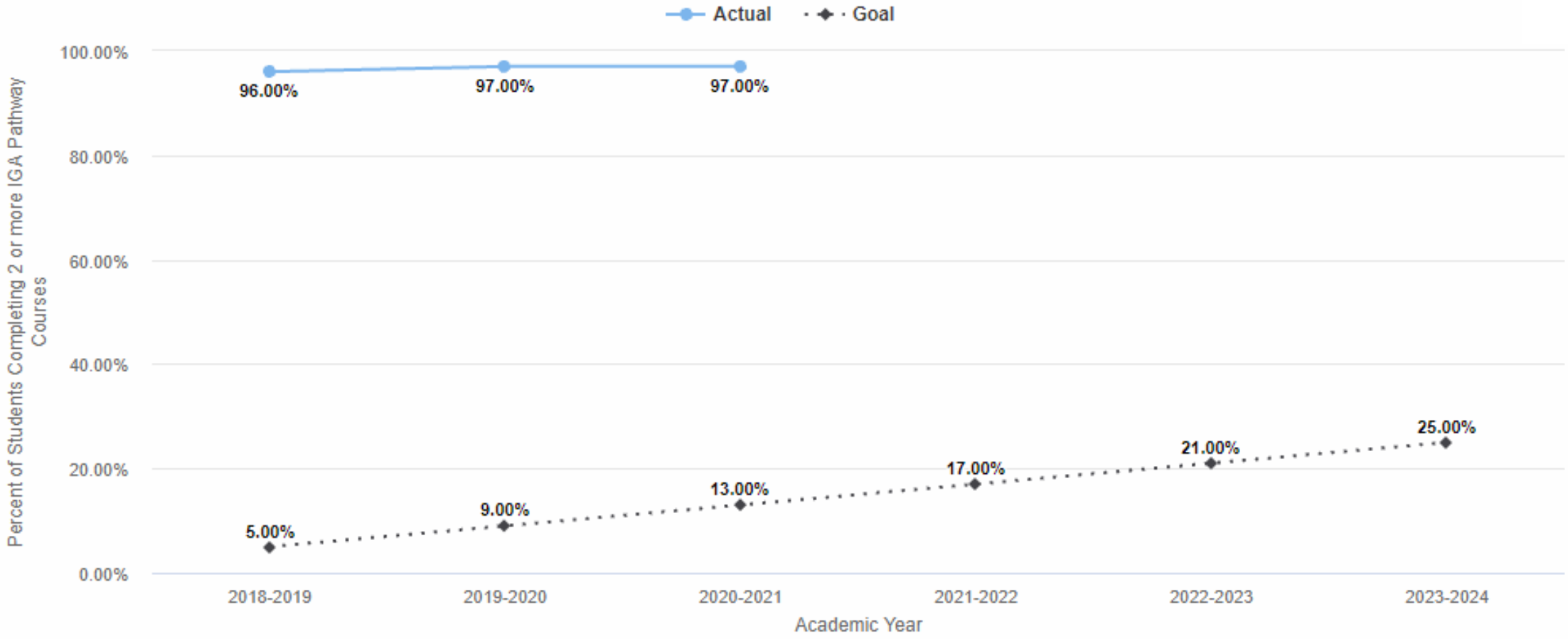
Key Performance Indicator (KPI):

Increase Undergraduate Students Graduating with at Least Two Pathways Courses That Satisfy the Critical Analysis of Equity and Identity in the United States Core Concept to 25% by 2024



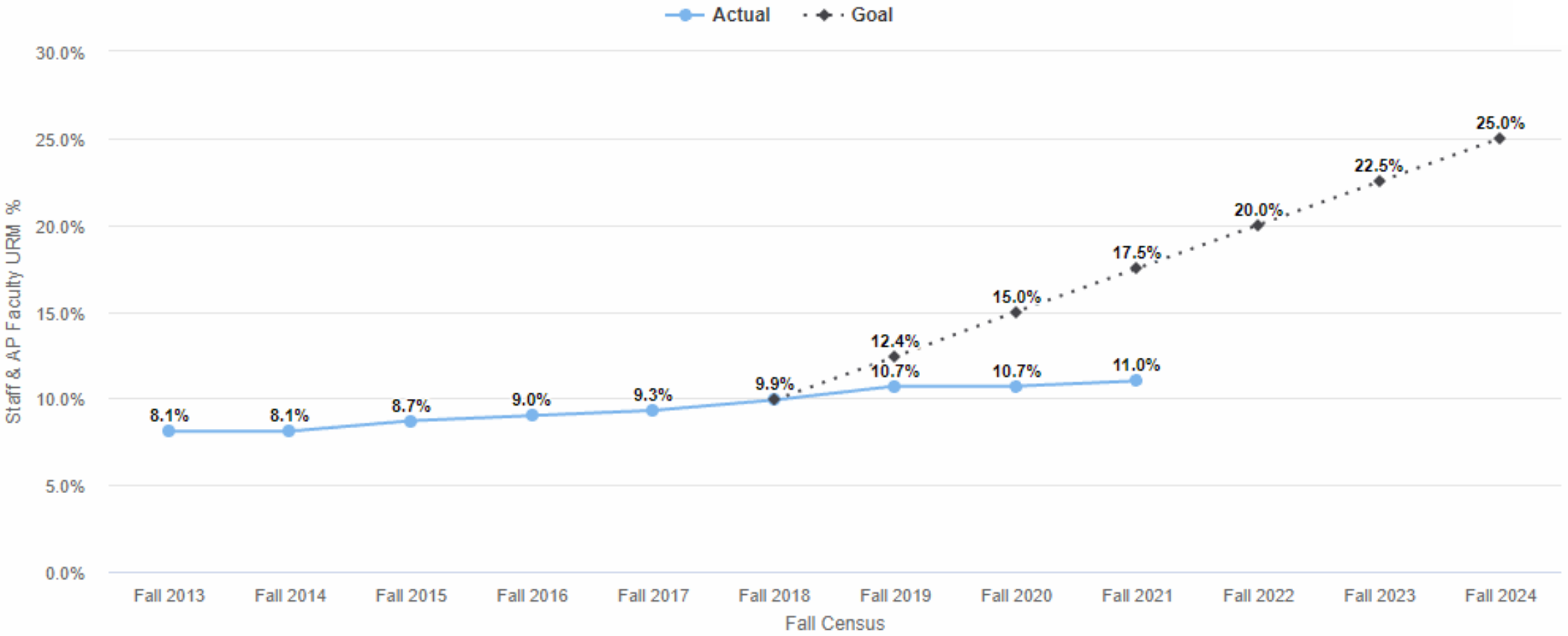
Key Performance Indicator (KPI):

Increase Undergraduate Students Graduating with at Least Two Pathways Courses That Satisfy the Intercultural and Global Awareness Integrated Concept to 25% by 2024



Key Performance Indicator (KPI):

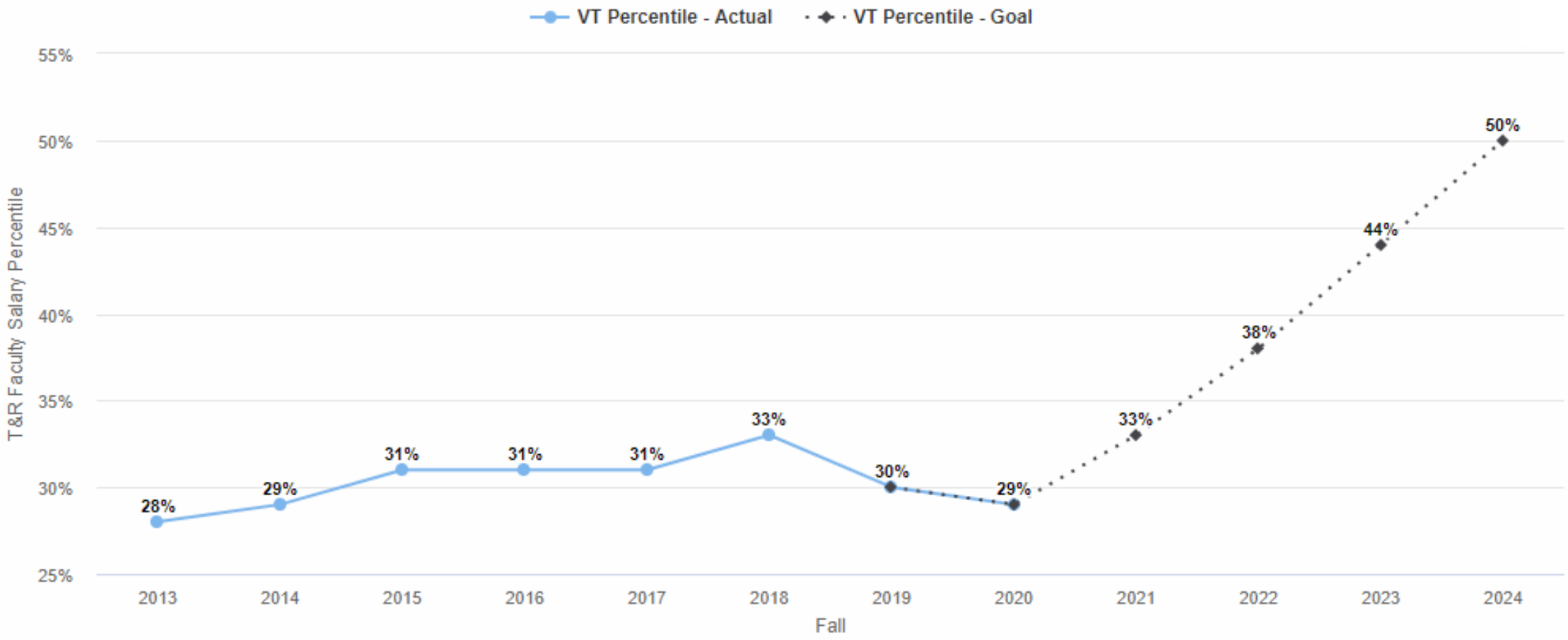
Increase Representation of Underrepresented Minority Staff and Administrative and Professional Faculty to 25% by 2024



Strategic Priority 3 Milestones

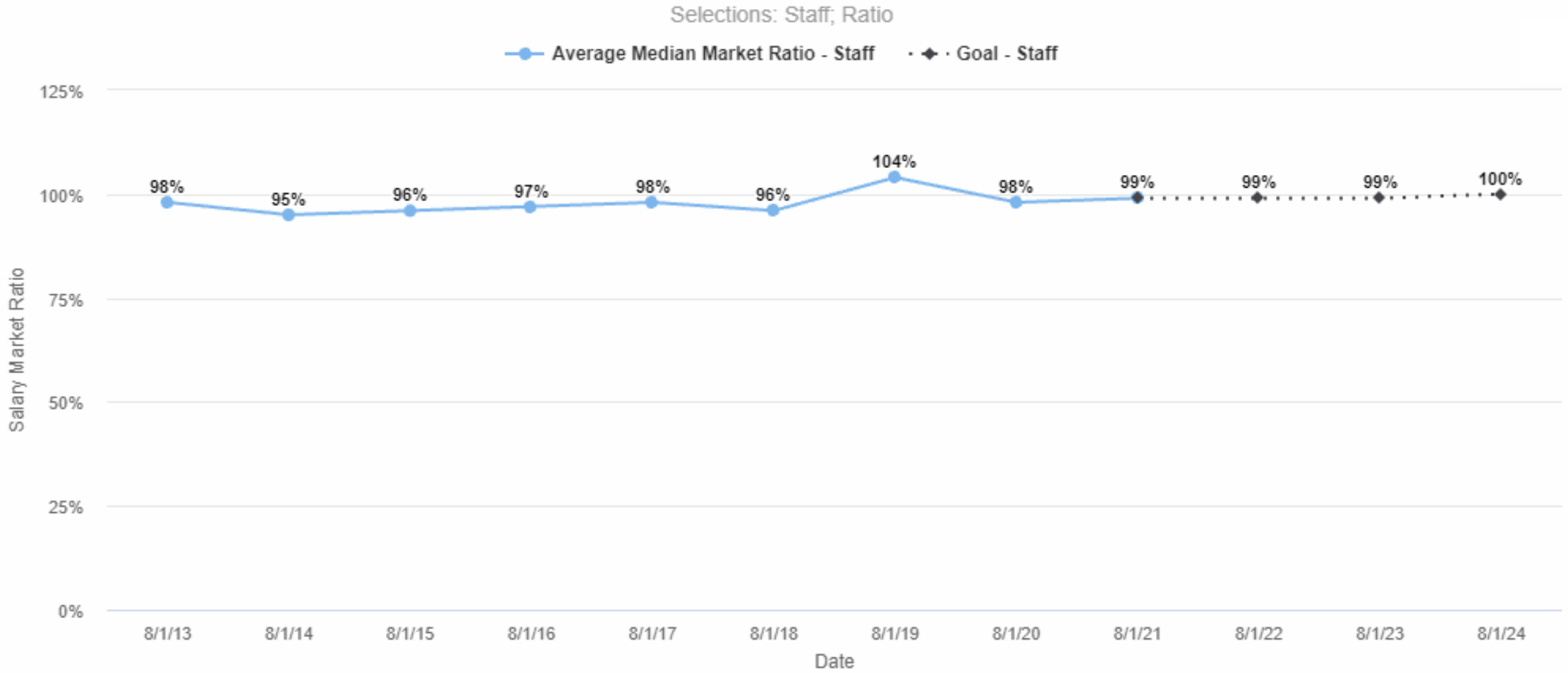
Key Performance Indicator (KPI):

Achieve Progress in Competitive Faculty Salaries Toward 50th Percentile of Research (R1) Public Land-Grant Universities by 2024



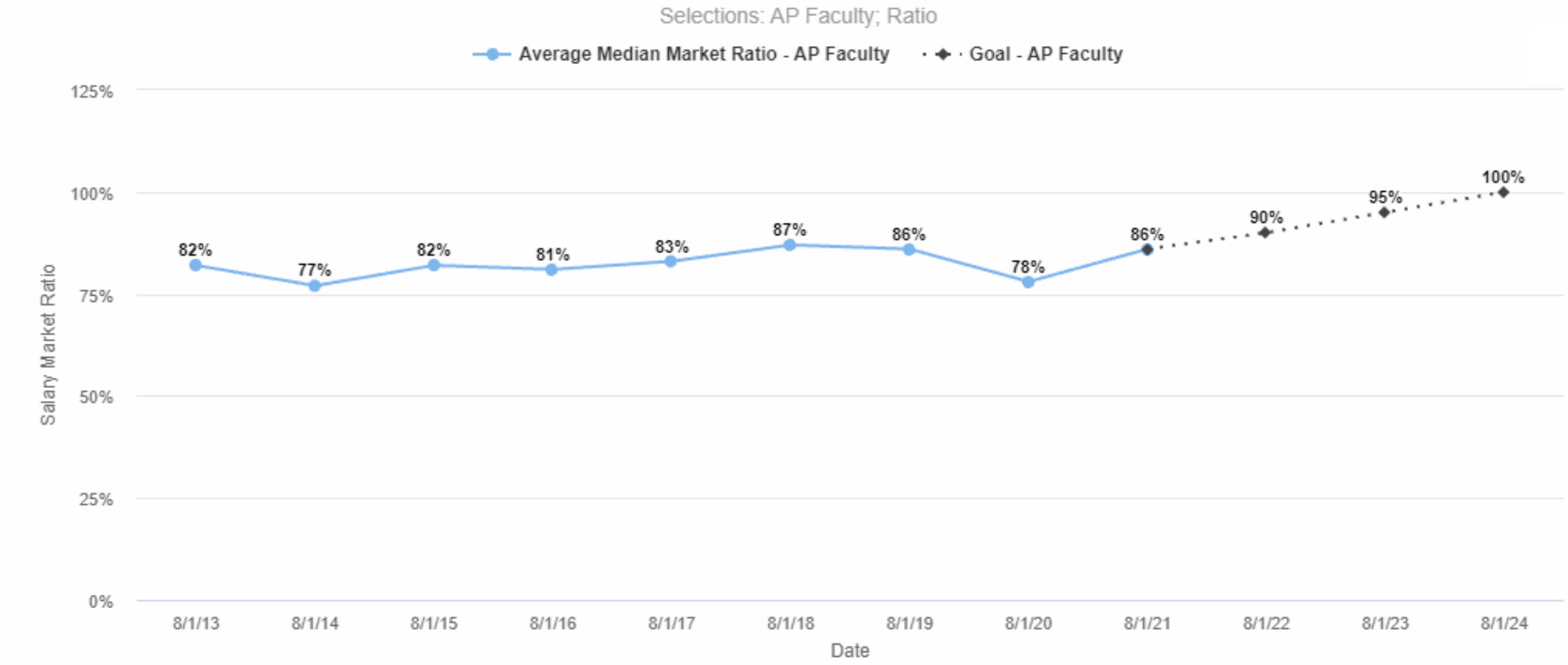
Key Performance Indicator (KPI):

Achieve Progress in Competitive Administrative and Professional and Staff Salaries Toward the Average Median Market Salary by 2024 (Staff Ratio)



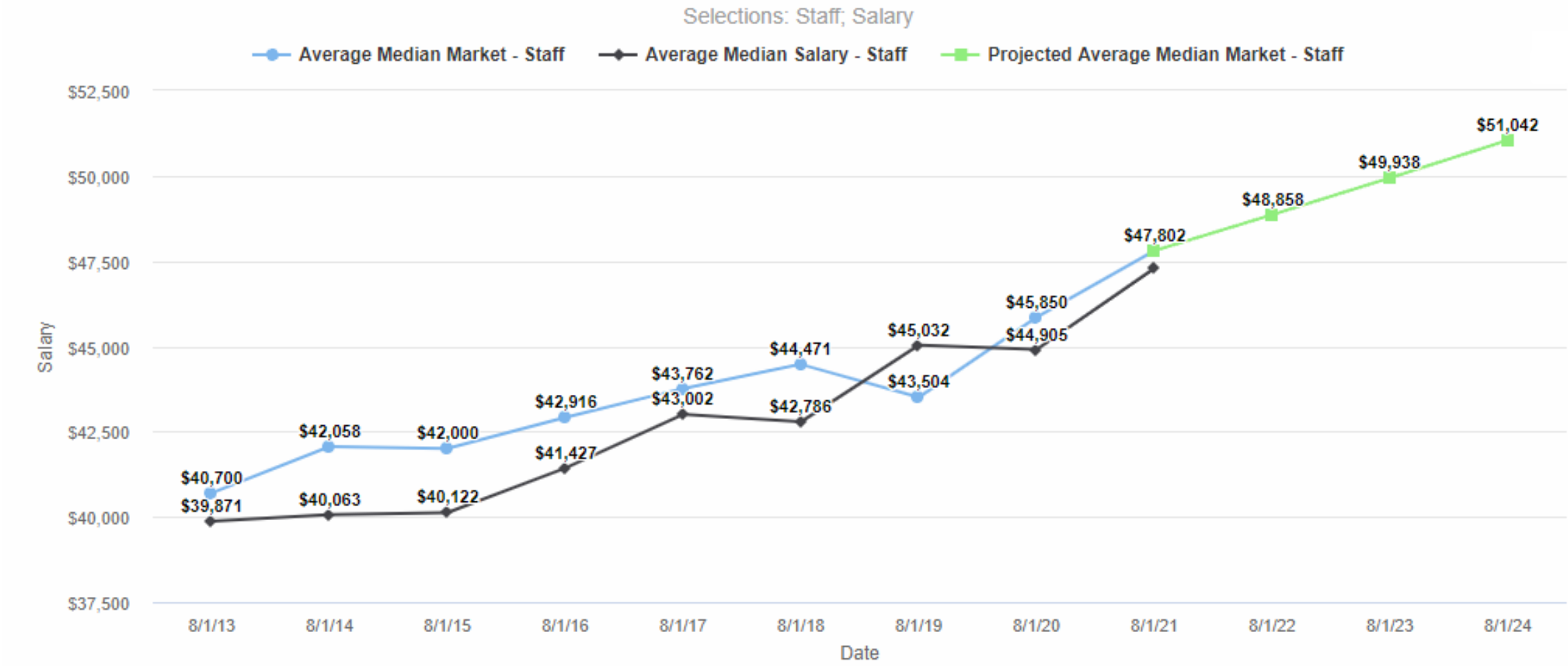
Key Performance Indicator (KPI):

Achieve Progress in Competitive Administrative and Professional and Staff Salaries Toward the Average Median Market Salary by 2024 (AP Faculty Ratio)



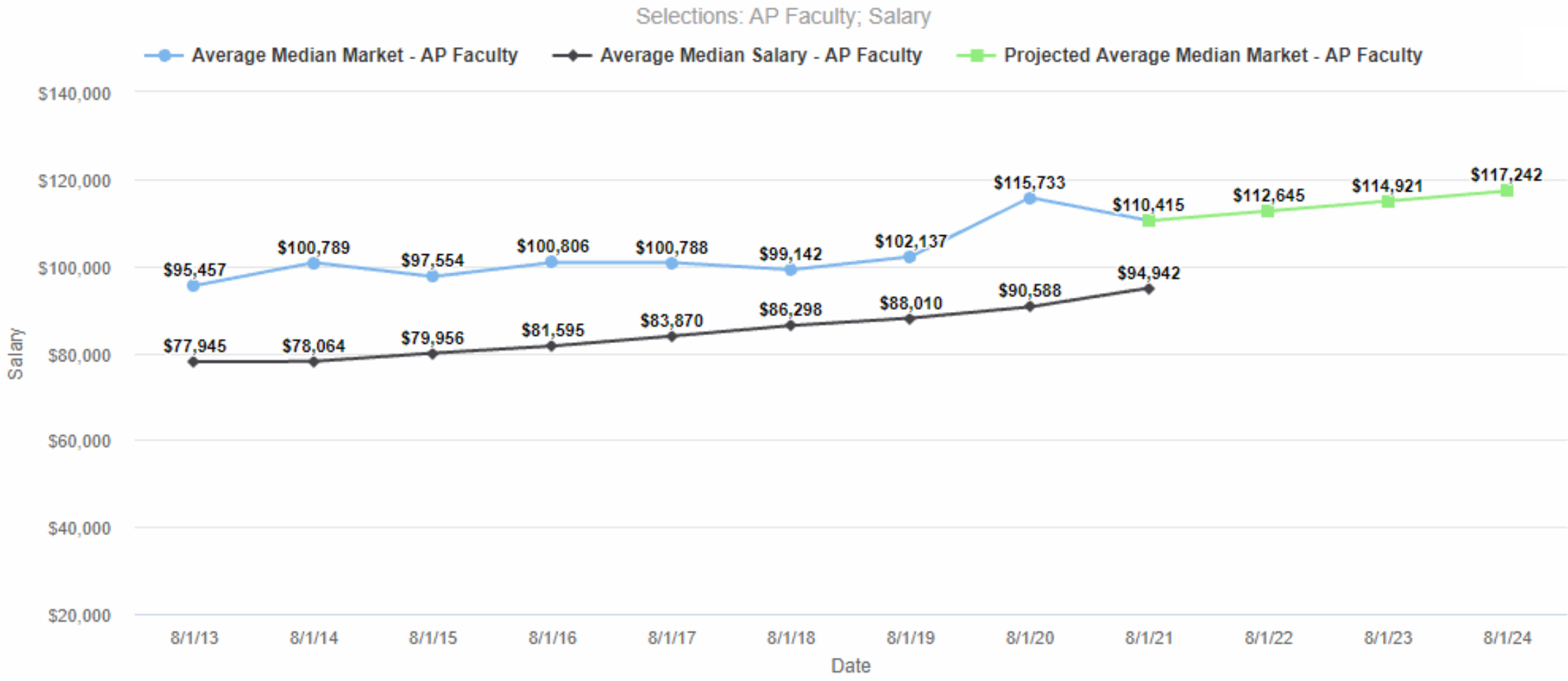
Key Performance Indicator (KPI):

Achieve Progress in Competitive Administrative and Professional and Staff Salaries Toward the Average Median Market Salary by 2024 (Staff Salary)



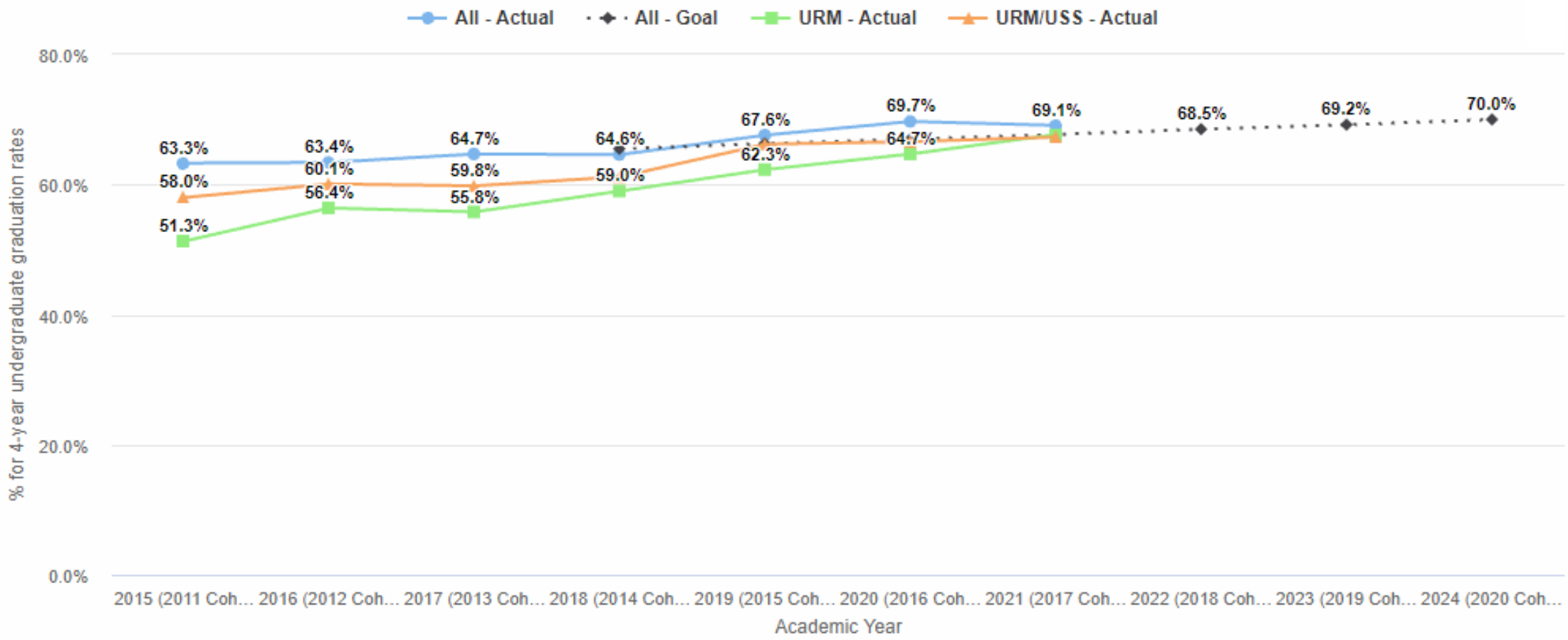
Key Performance Indicator (KPI):

Achieve Progress in Competitive Administrative and Professional and Staff Salaries Toward the Average Median Market Salary by 2024 (AP Faculty Salary)



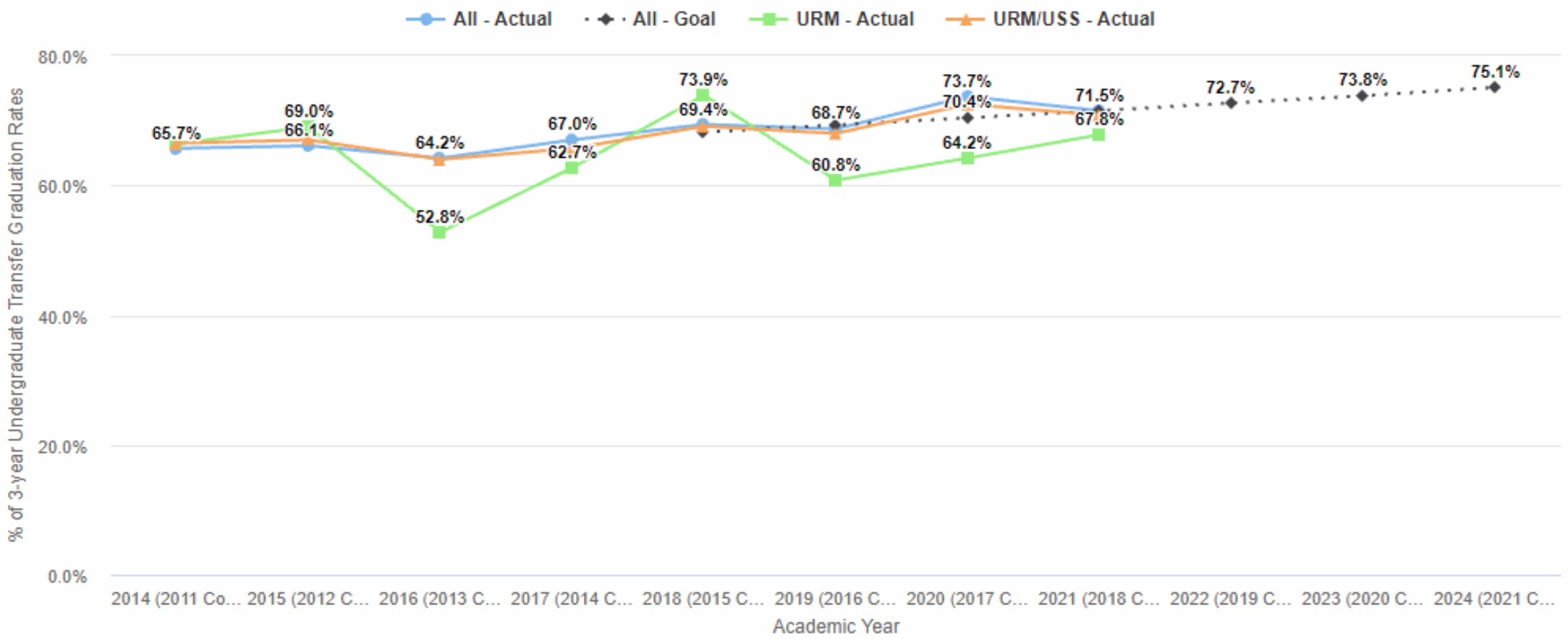
Key Performance Indicator (KPI):

Increase the Four-Year Graduation Rates for All Undergraduate (Entering Freshmen) Students to 70%



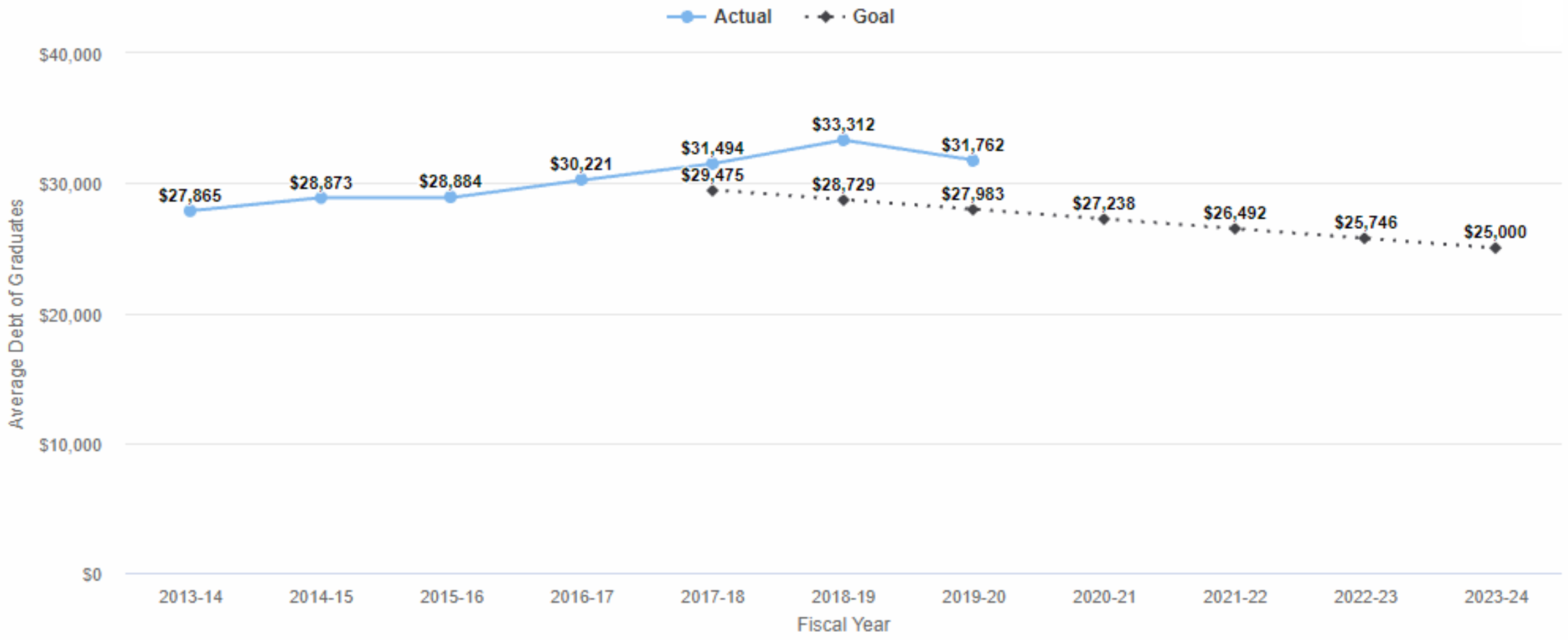
Key Performance Indicator (KPI):

Increase the Three-Year Graduation Rates for All Undergraduate Transfer Students to 75%



Key Performance Indicator (KPI):

Reduce the Average Student Loan Debt Per Graduating Senior to $25K by 2024



Key Performance Indicator (KPI):

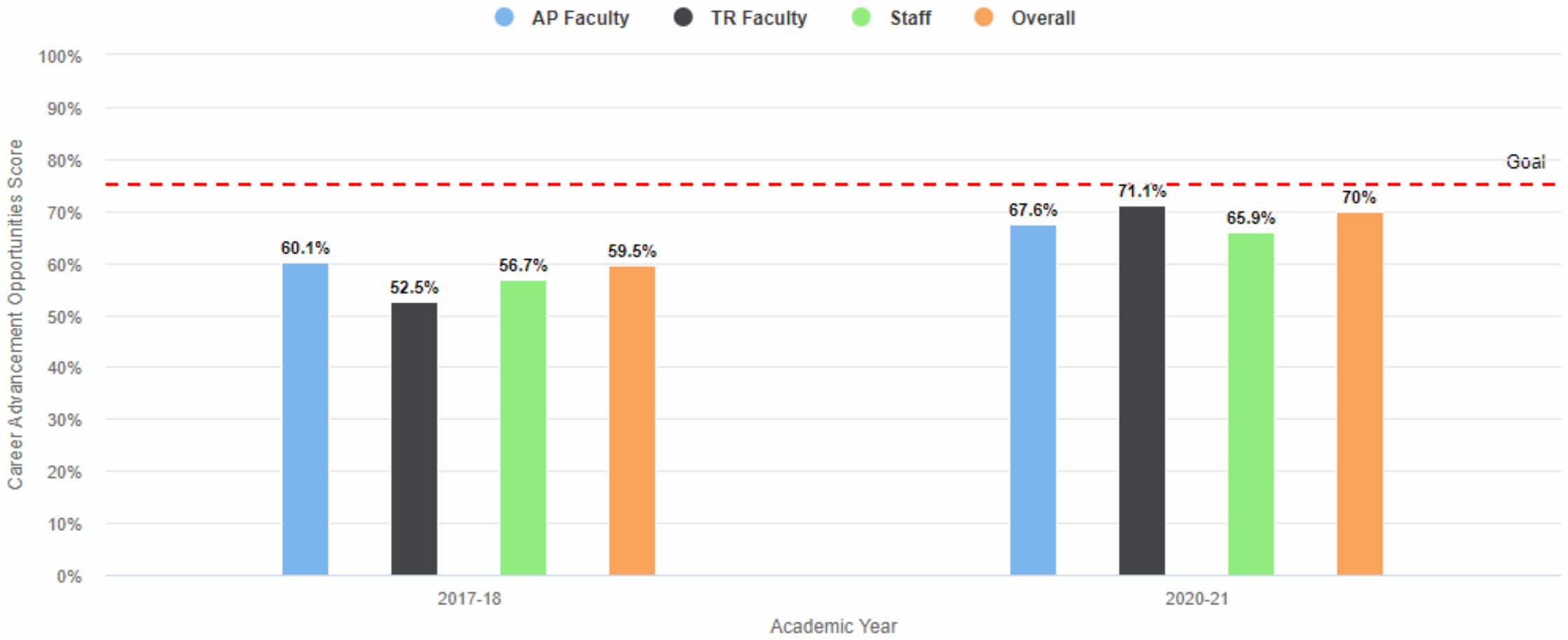
Proposed New Milestones

Increase the proportion of overall bachelor's degree seeking undergraduate students who are Pell-eligible to 20% by 2026

Increase the total proportion of need met for IS full time undergraduate students with demonstrated need at the point of entry by 5% by 2026

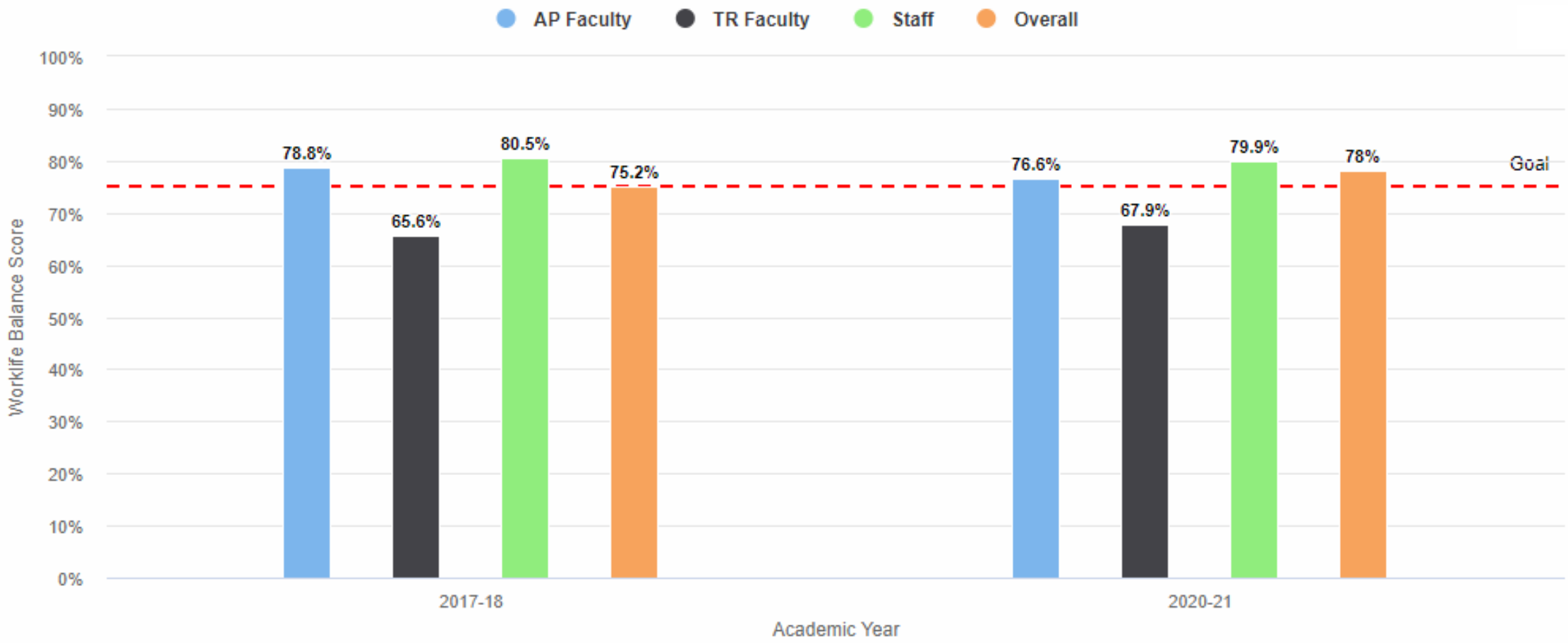
Key Performance Indicator (KPI):

Increase Faculty and Staff Satisfaction with Career Advancement Opportunities to at Least 75% as Reported in Employee Climate Survey by 2024



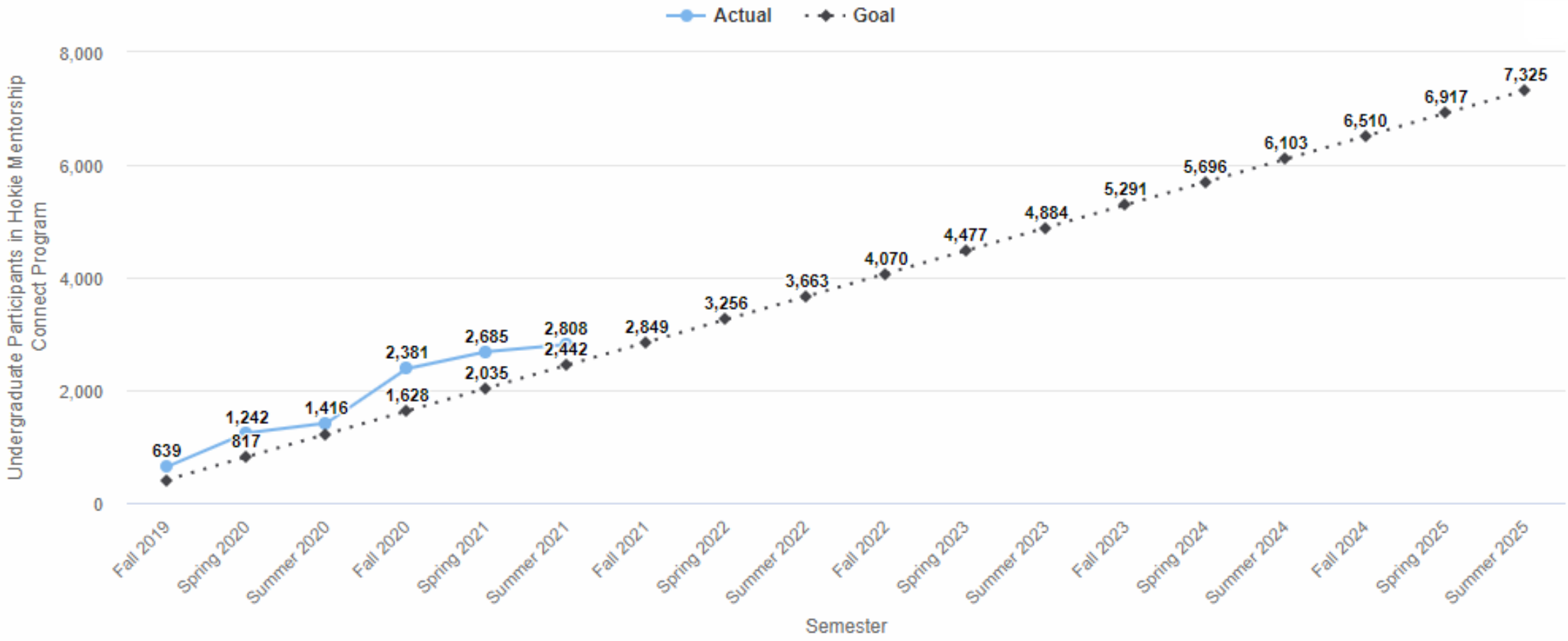
Key Performance Indicator (KPI):

Increase Faculty and Staff Satisfaction with Work-Life Balance to at Least 75% as Reported in the Employee Climate Survey by 2024



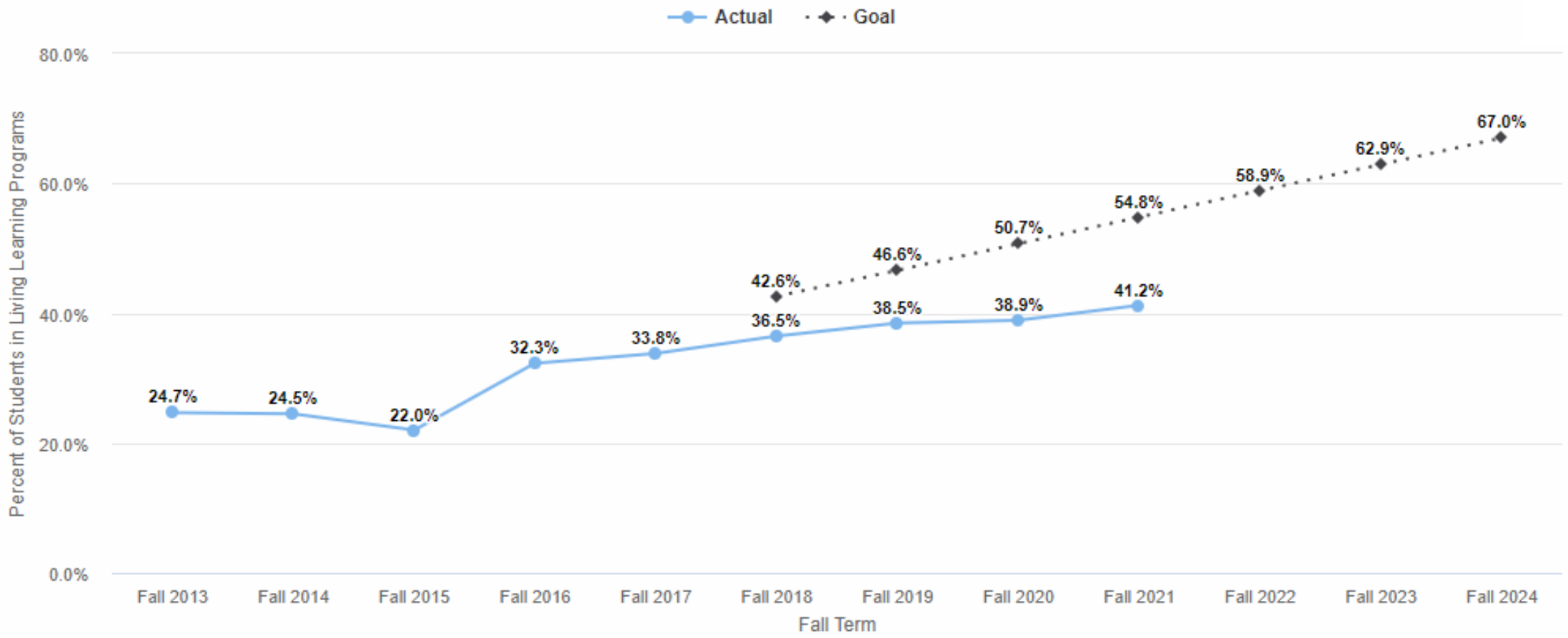
Key Performance Indicator (KPI):

Increase Undergraduate Student Participation in Hokie Mentorship Connect to 7,325 Cumulative Unique Participants by Summer 2025



Key Performance Indicator (KPI):

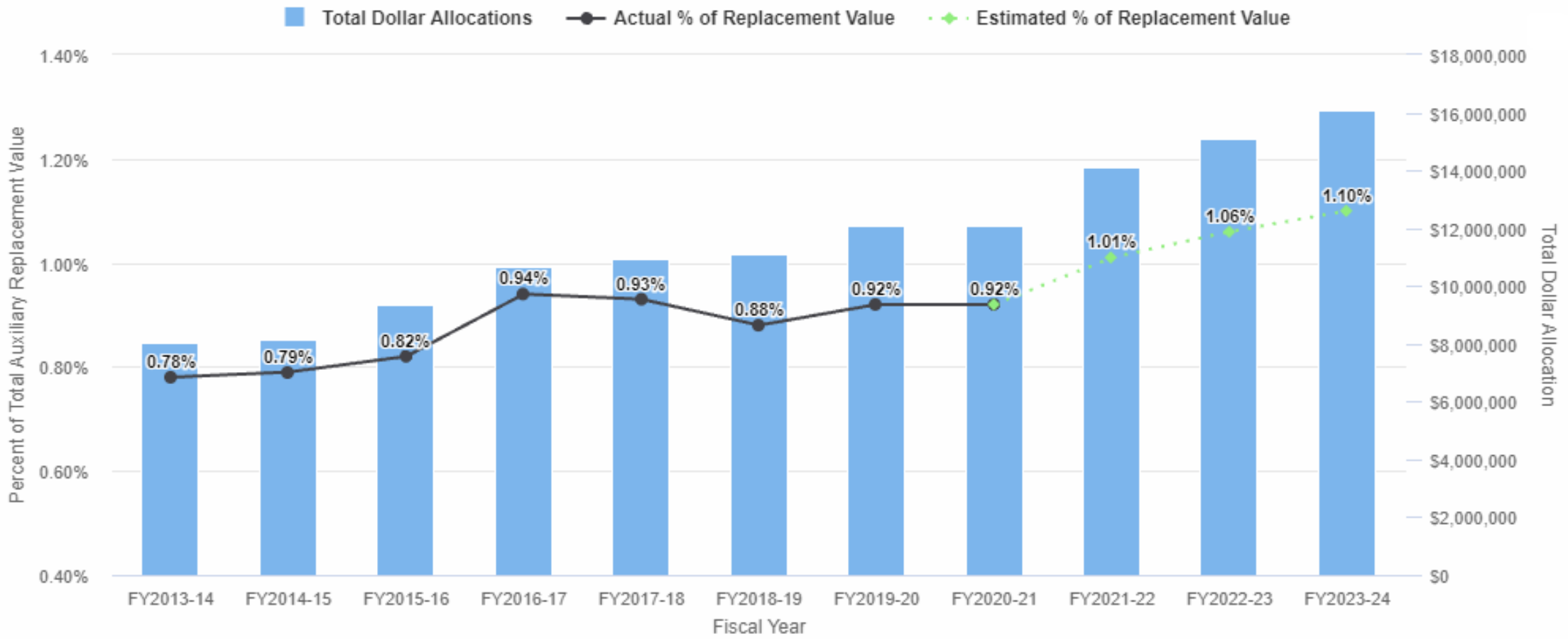
Increase On-Campus Students Living in Living Learning Programs to 67% by 2024



Strategic Priority 4 Milestones

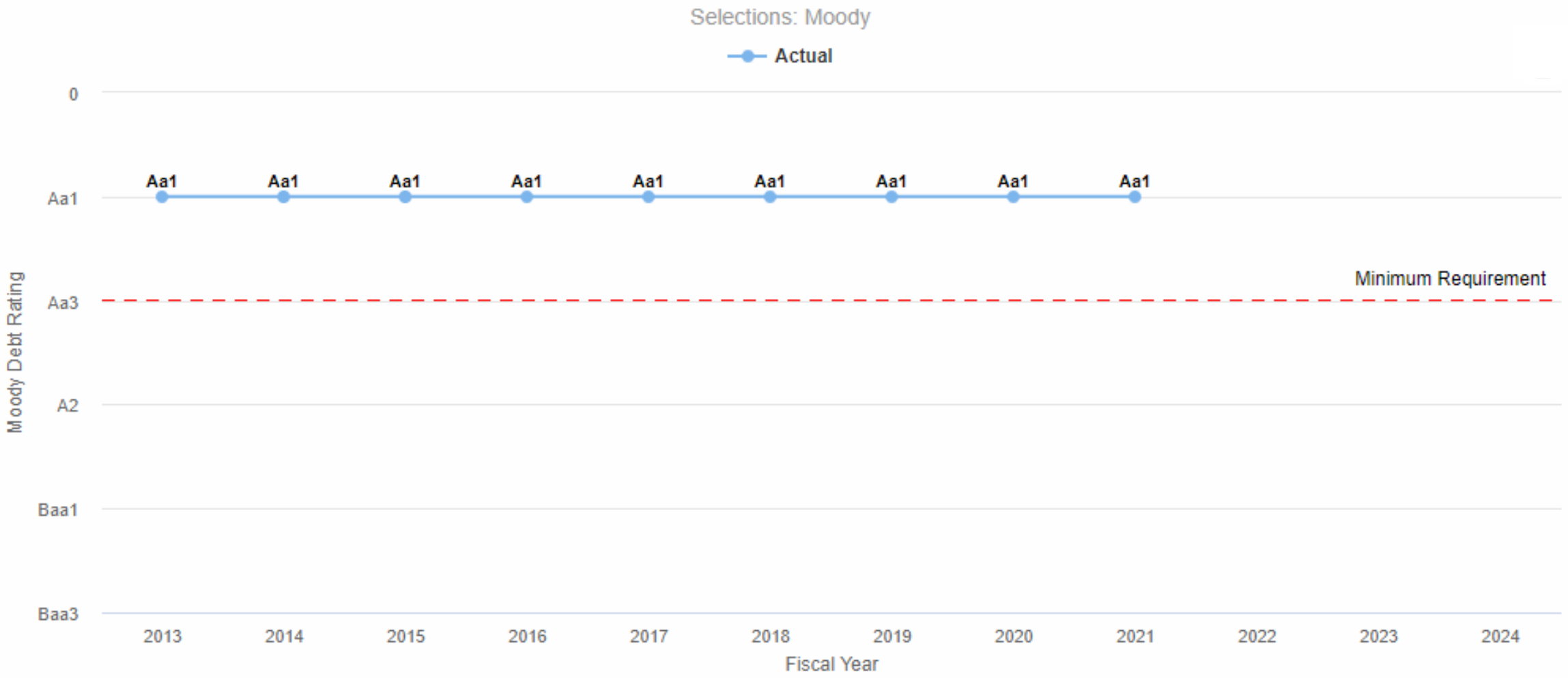
Key Performance Indicator (KPI):

Achieve Maintenance Reserve Funding in the Range of 1-1.5% of Facility Values for Auxiliary Enterprises



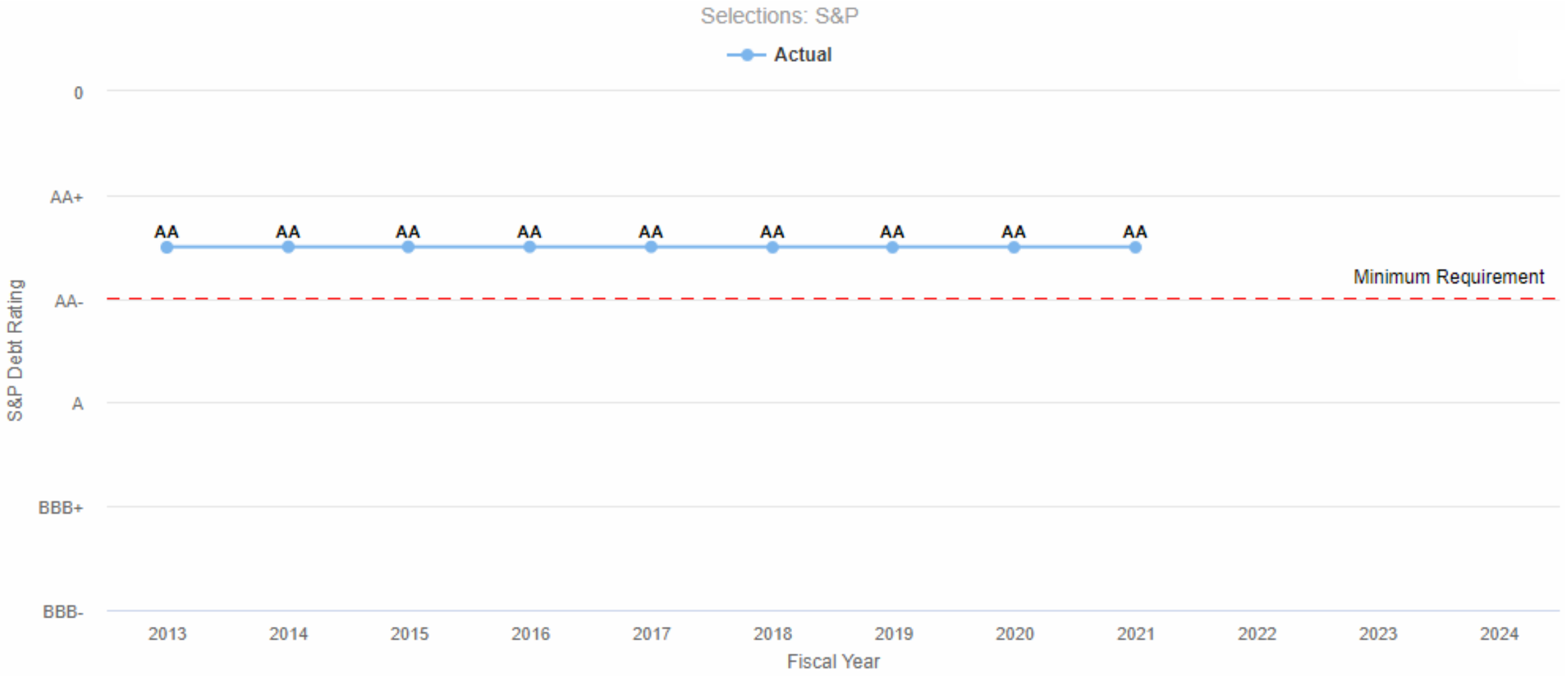
Key Performance Indicator (KPI):

Maintain Debt Rating in the AA or Aa Range



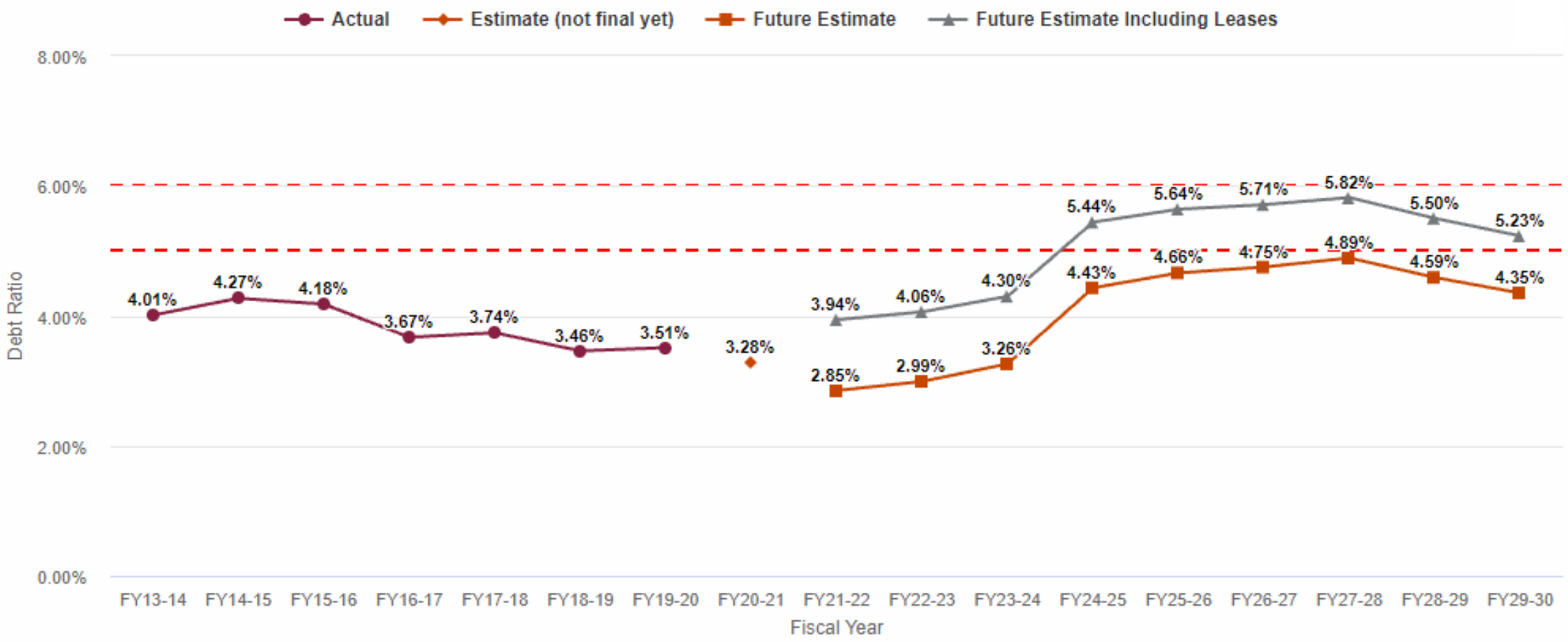
Key Performance Indicator (KPI):

Maintain Debt Rating in the AA or Aa Range



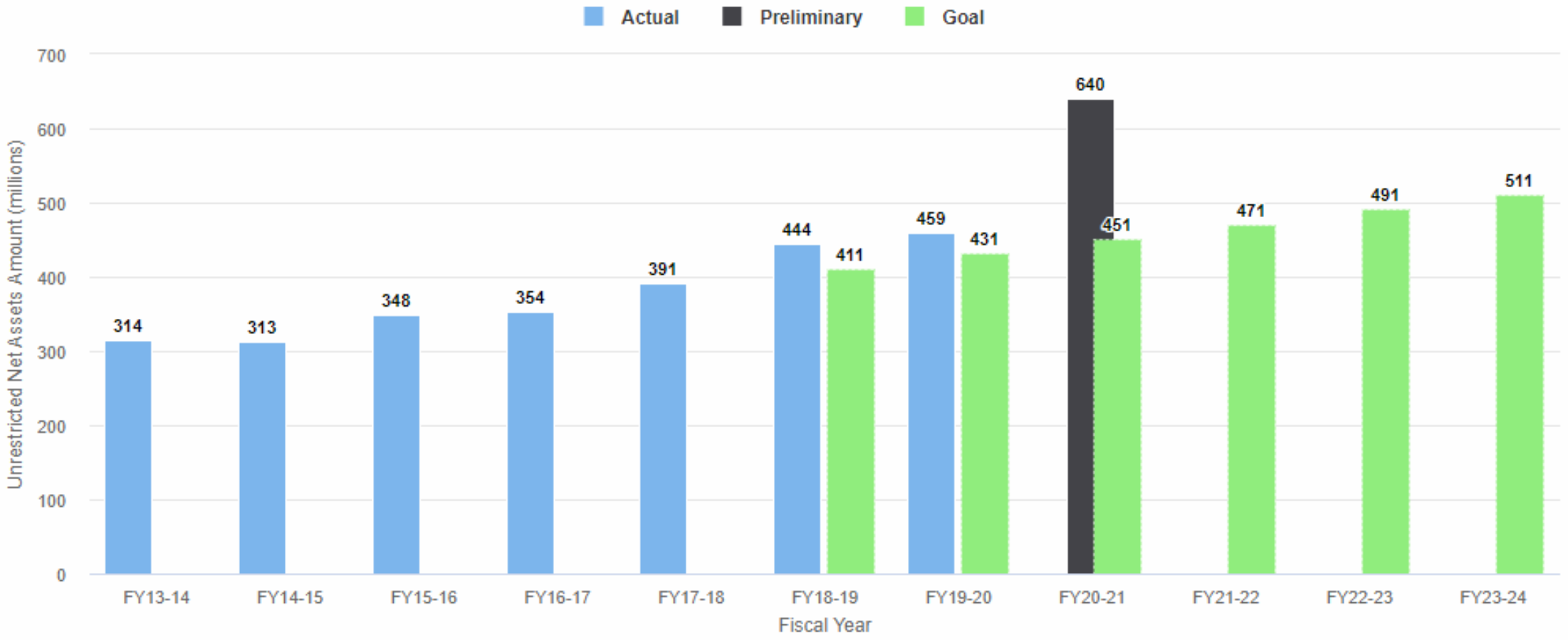
Key Performance Indicator (KPI):

Maintain =or<5% University Debt Ratio



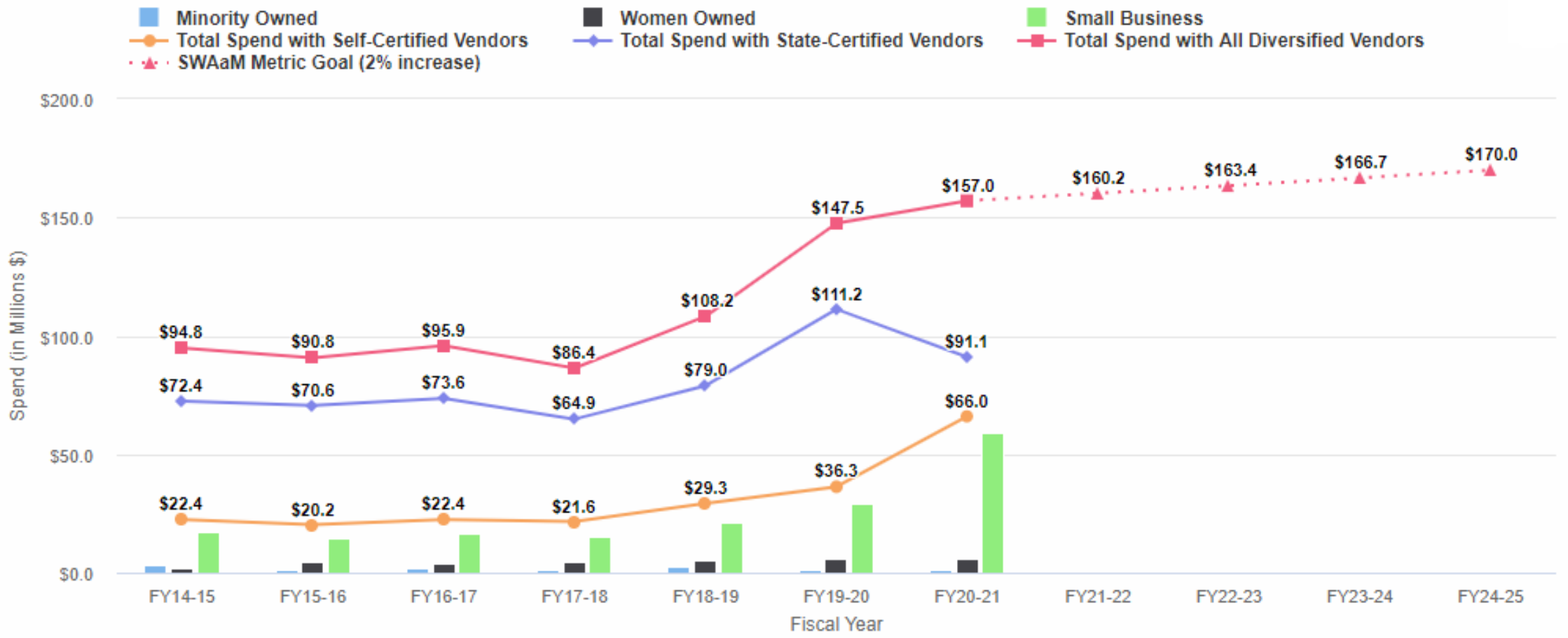
Key Performance Indicator (KPI):

Increase the University's Unrestricted Net Assets by $20 Million Annually by 2024



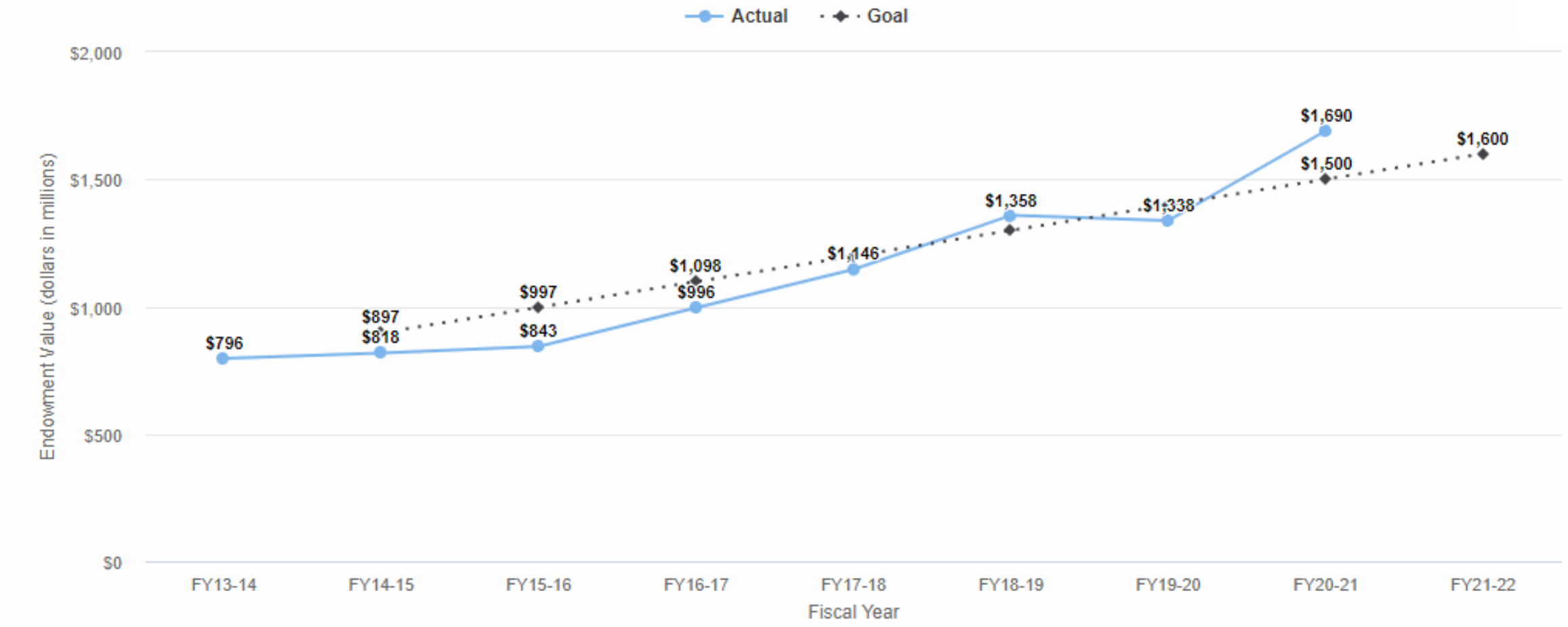
Key Performance Indicator (KPI):

Grow direct spend with diverse vendors by at least 2% per year by 2024



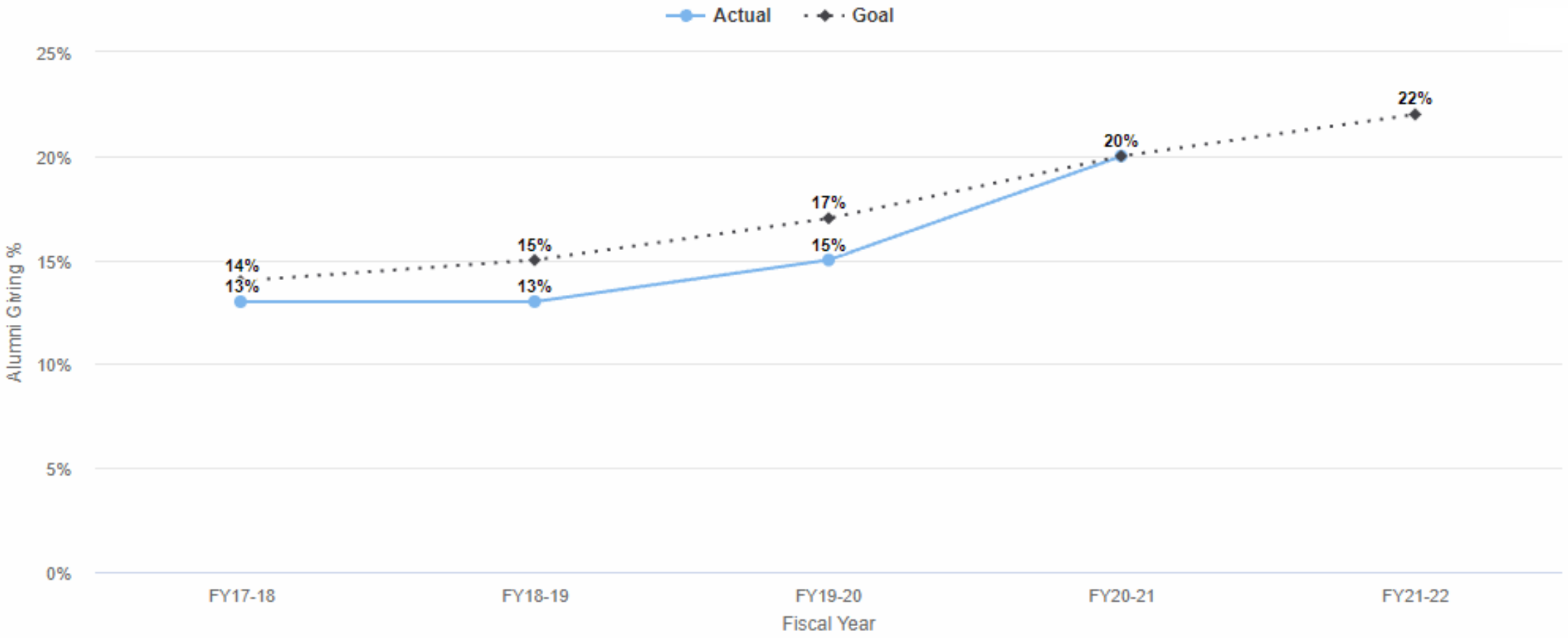
Key Performance Indicator (KPI):

Increase the Endowment to $1.6B by FY2022



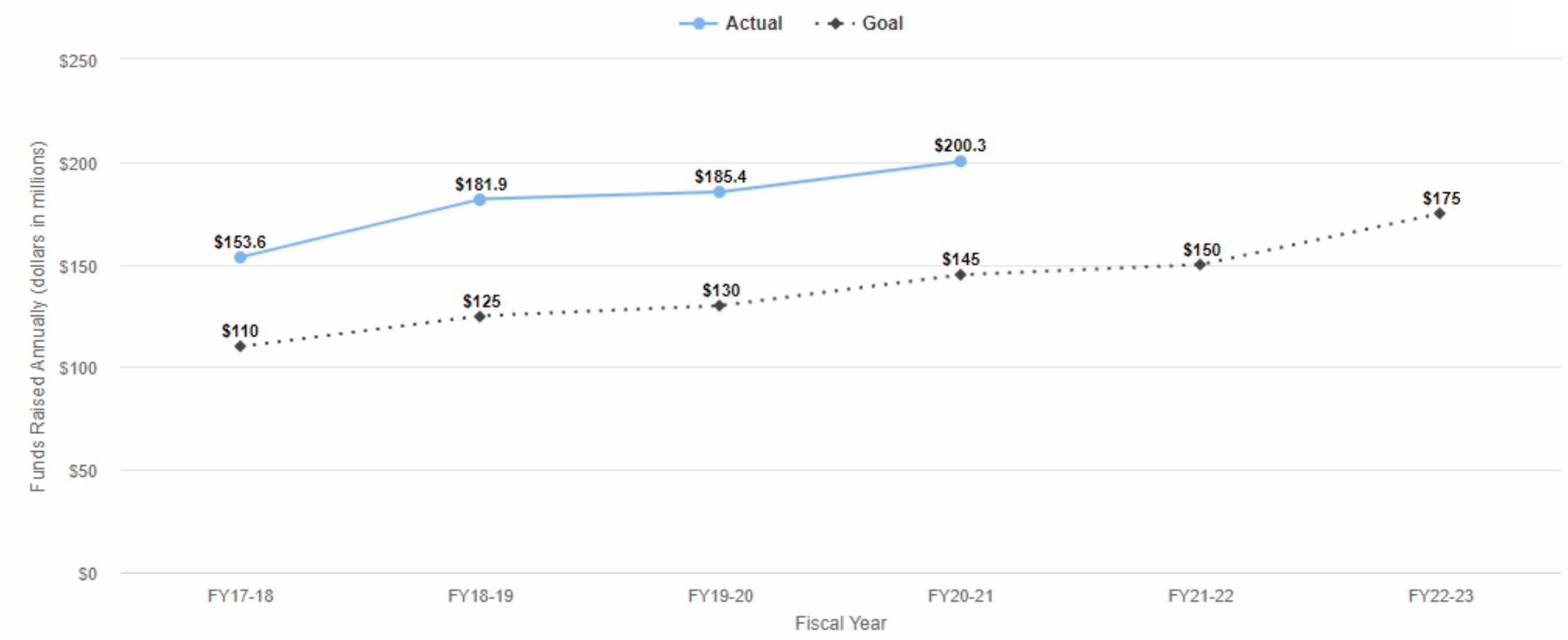
Key Performance Indicator (KPI):

Increase Alumni Giving to 22% by FY22



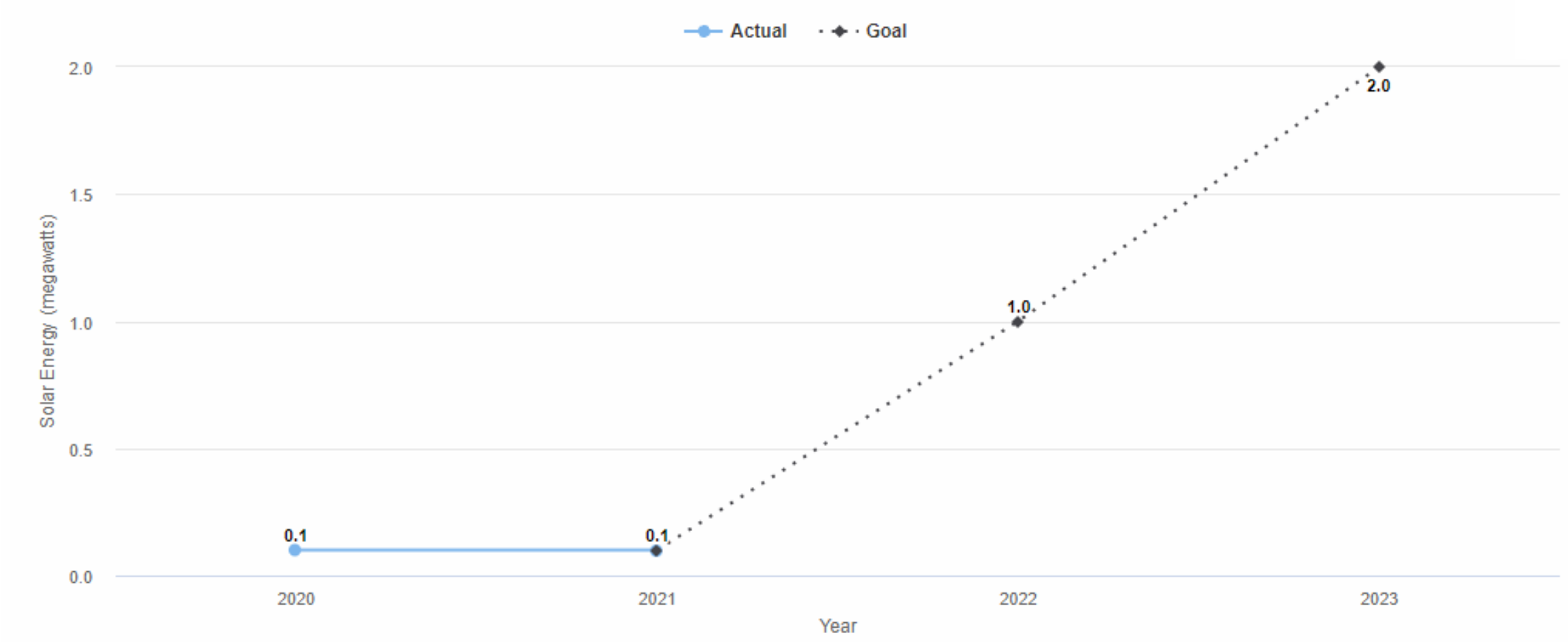
Key Performance Indicator (KPI):

Increase Funds Raised Annually to $175 Million by FY23



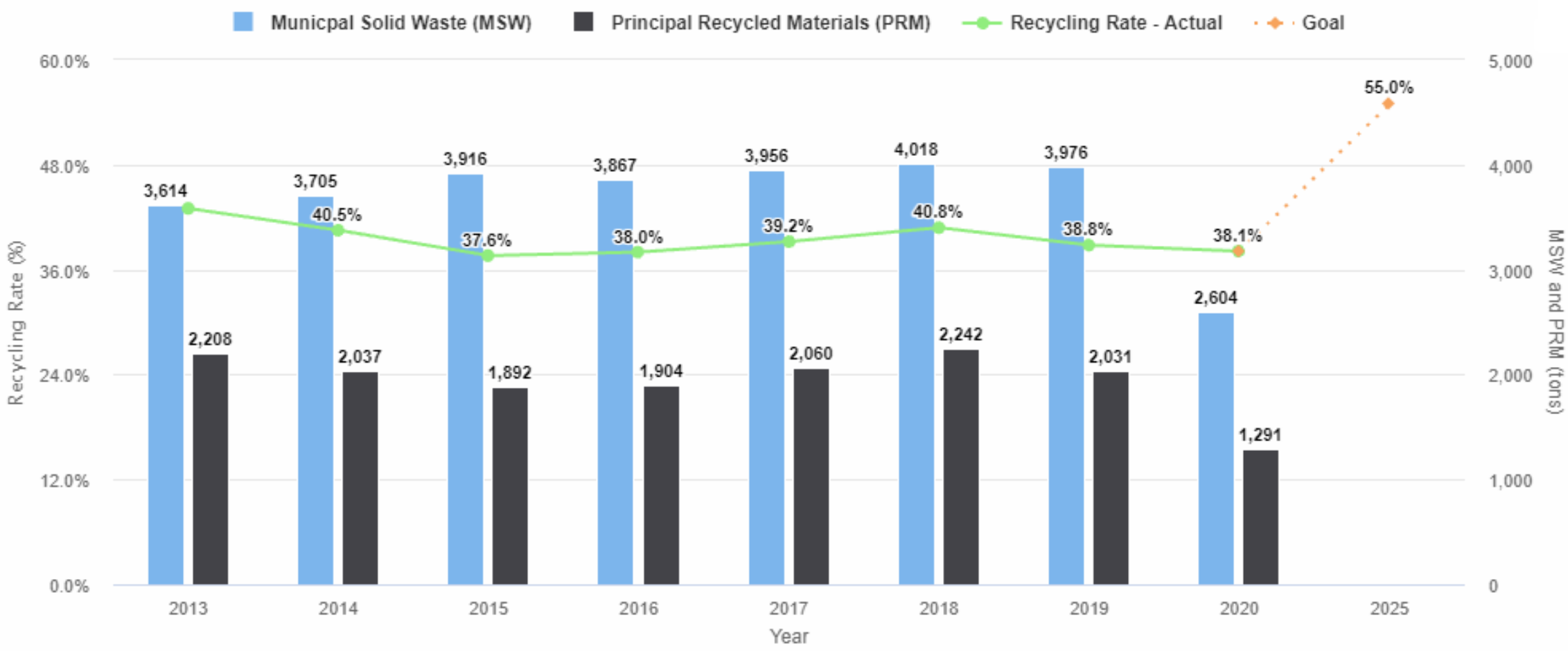
Key Performance Indicator (KPI):

Develop Two Megawatts of Solar Energy on Campus by 2023



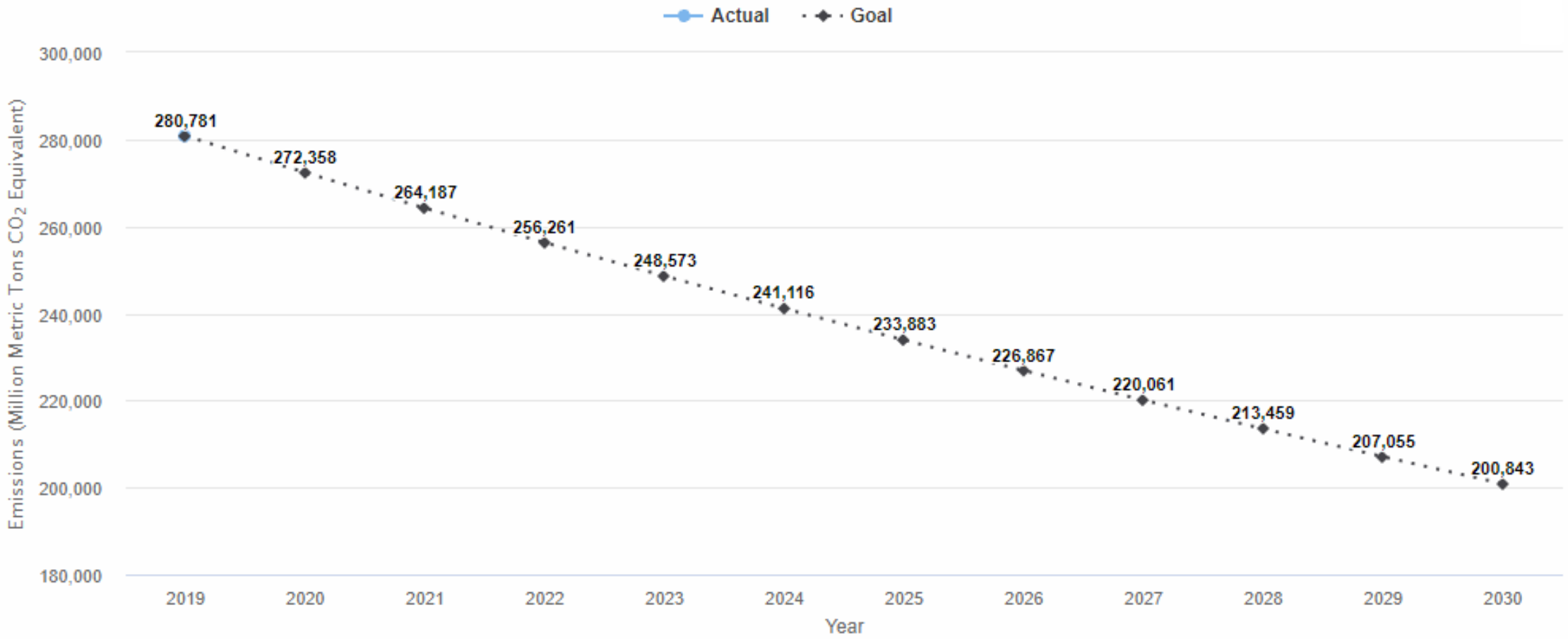
Key Performance Indicator (KPI):

Achieve a Recycling Rate of 55% by 2025



Key Performance Indicator (KPI):

Achieve an Annual Net Reduction of Campus Greenhouse Gas (GHG) Emissions of 3% Through 2030

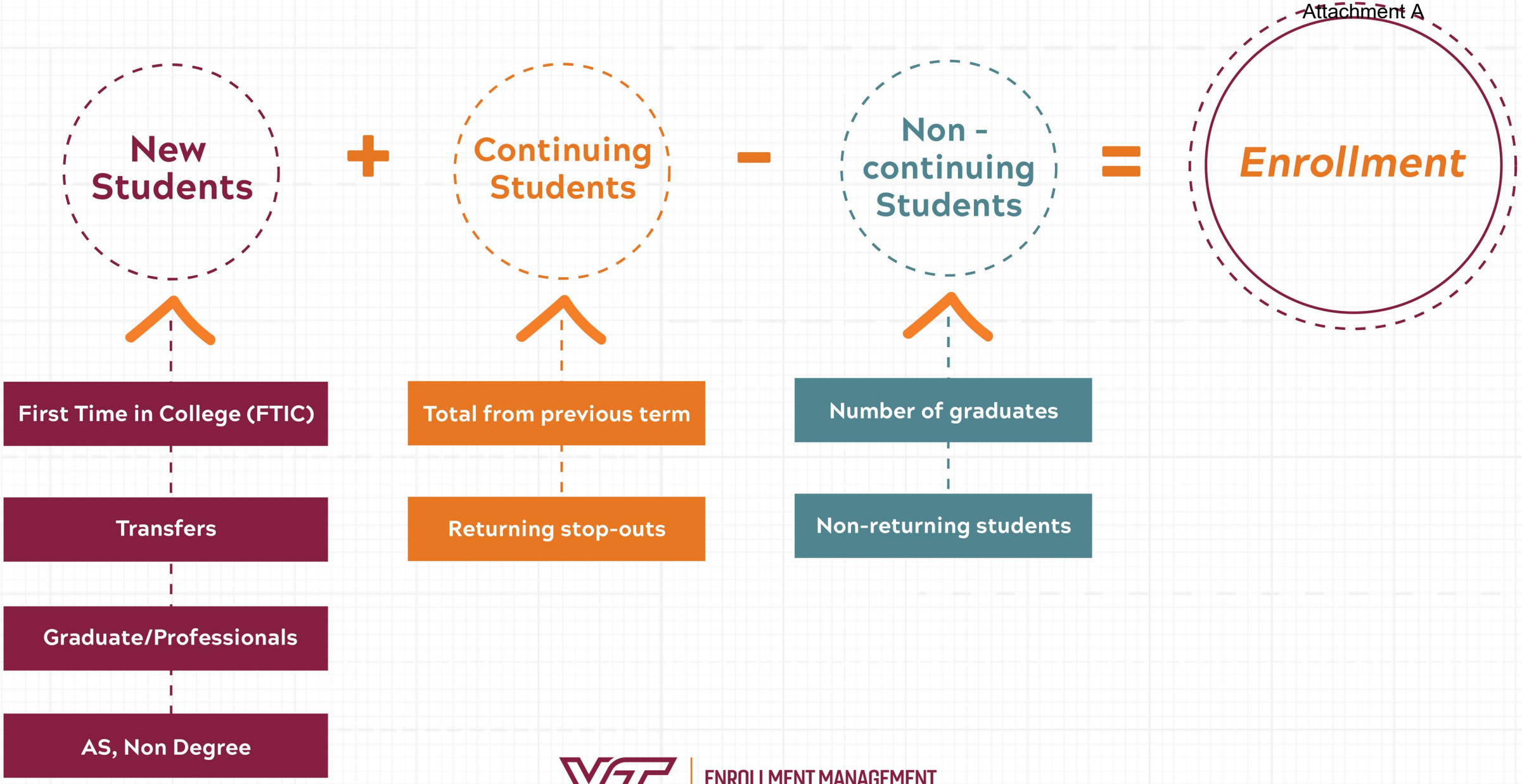


Enrollment Management Update

Luisa M. Havens Gerardo, Ph.D.
Vice Provost for Enrollment Management

Juan P. Espinoza
AVP for Enrollment Management and Director for Undergraduate Admissions

VIRGINIA TECH™



ENROLLMENT MANAGEMENT
VIRGINIA TECH

Attachment A

2021 New Undergraduate Applicants

2020-2021 Admissions Cycle

First Time in College (FTIC)

Applicants	42,100*
Offered	23,804
Enrolled	6,802

** Record Number of Applicants*

Transfers

Applicants	3,083
Offered	1,479
Enrolled	941

2021 Incoming Class (FTIC + Transfers)

7,743

ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Undergraduate Applications

Overall Profile: FTIC

GPA: Up
.01
from 2020 Cohort

SAT: Up
36 pts
from 2020 Cohort

Non-Cog: Down
.1
from 2020 Cohort

Avg. GPA
3.98

Avg. SAT
1306

Avg. Non-Cognitive
9.1

ENROLLMENT MANAGEMENT
VIRGINIA TECH

Attachment A

2021 New Undergraduate Applicants

FTIC Test Optional Status

With Test

Applicants	20,193
Offered	12,387
Enrolled	2,986

With test offer rate: **61.3%**

With test yield rate: **24.1%**

Without Test

Applicants	21,907
Offered	11,417
Enrolled	3,816

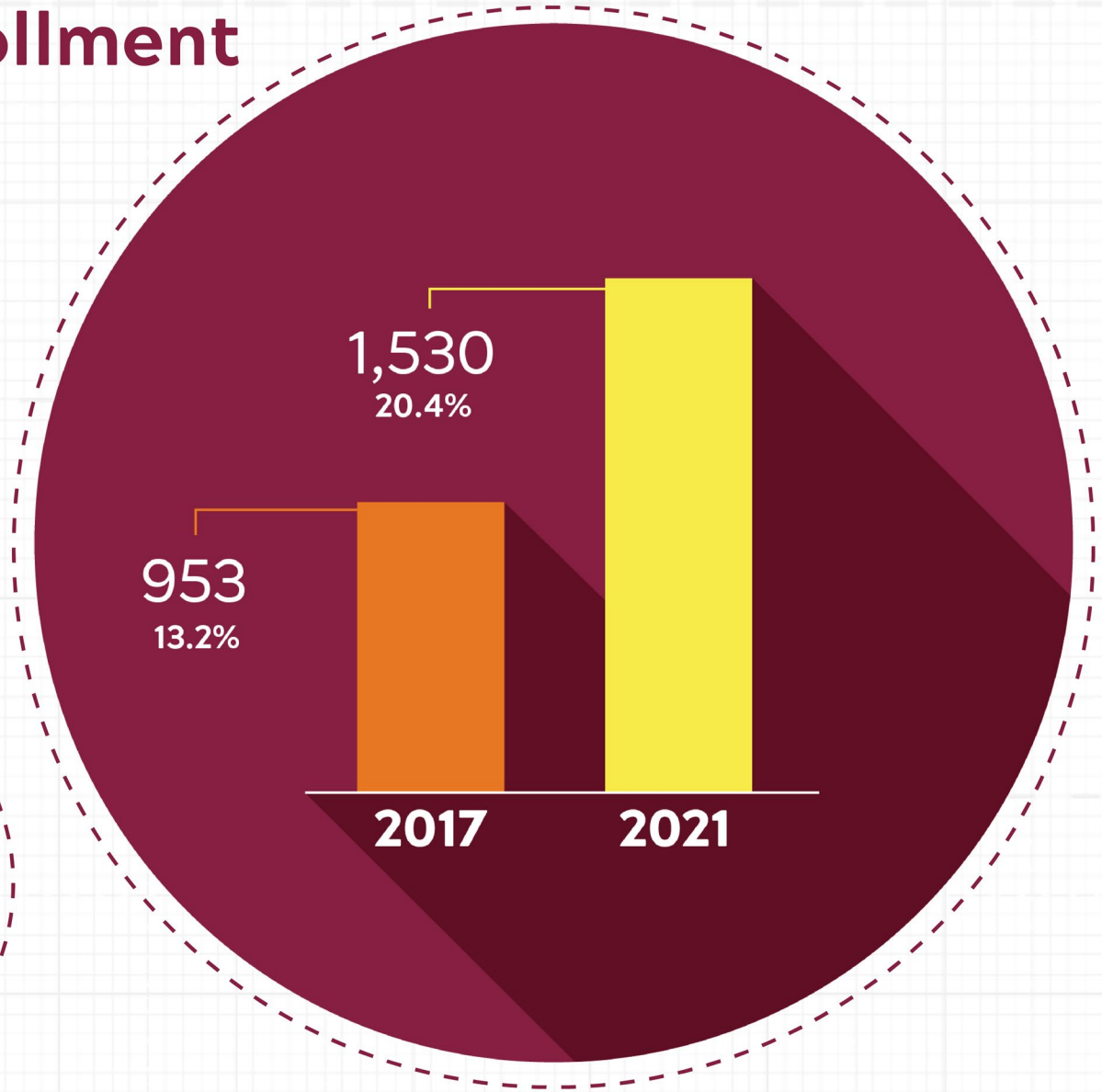
Without test offer rate: **52.1%**

Without test yield rate: **33.42%**

ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Undergraduate Enrollment

Demographic Benchmark:
Total Underrepresented Minority
(FTIC + Transfers)



***Goal:**

Achieve 25% representation of URM students in the entering class (FTIC and transfers) by 2022.

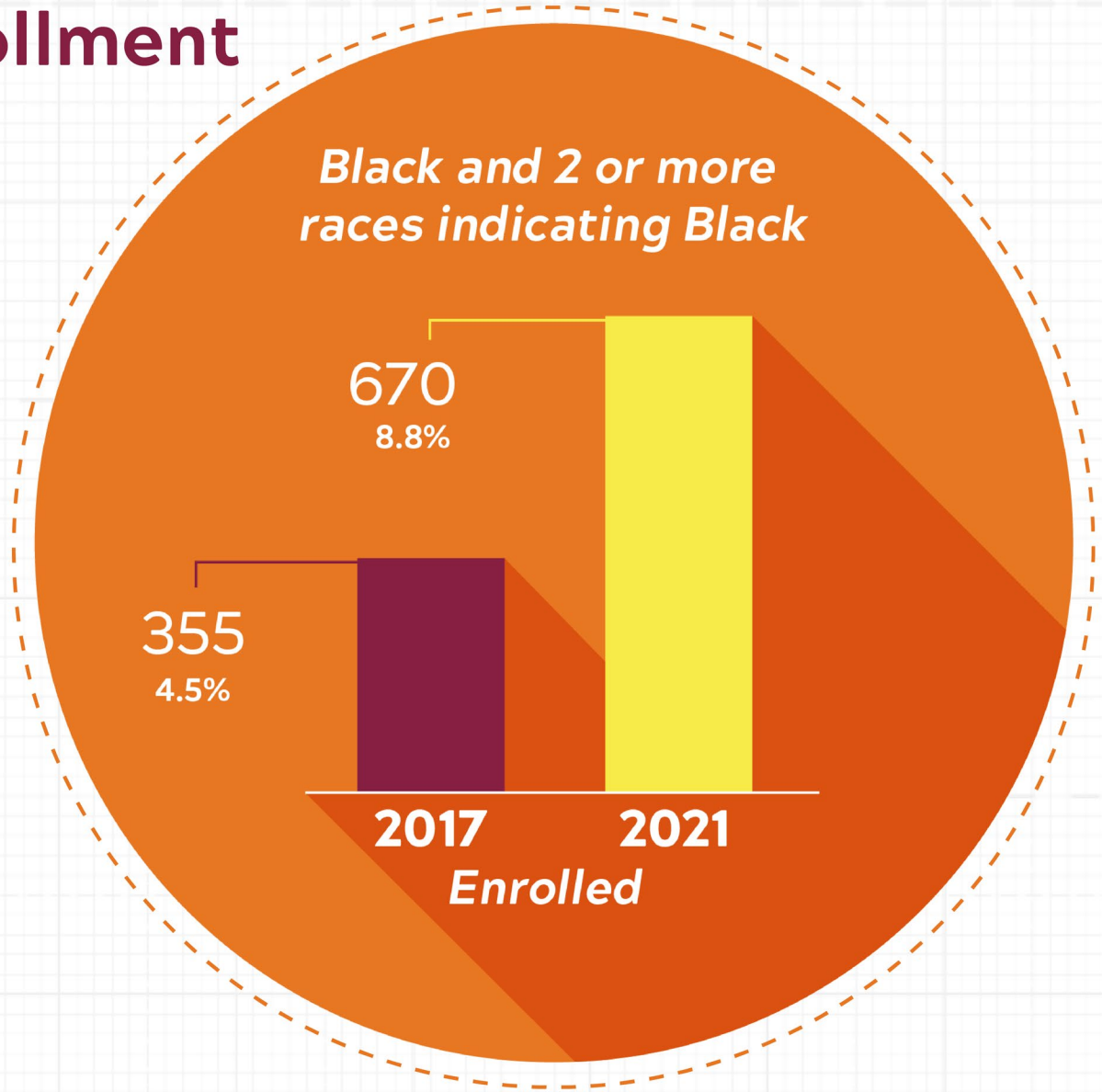
60.5%
Headcount Increase

ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Undergraduate Enrollment

Demographic Benchmark:
Black Enrollment (FTIC + Transfers)

88.7%
Headcount Increase

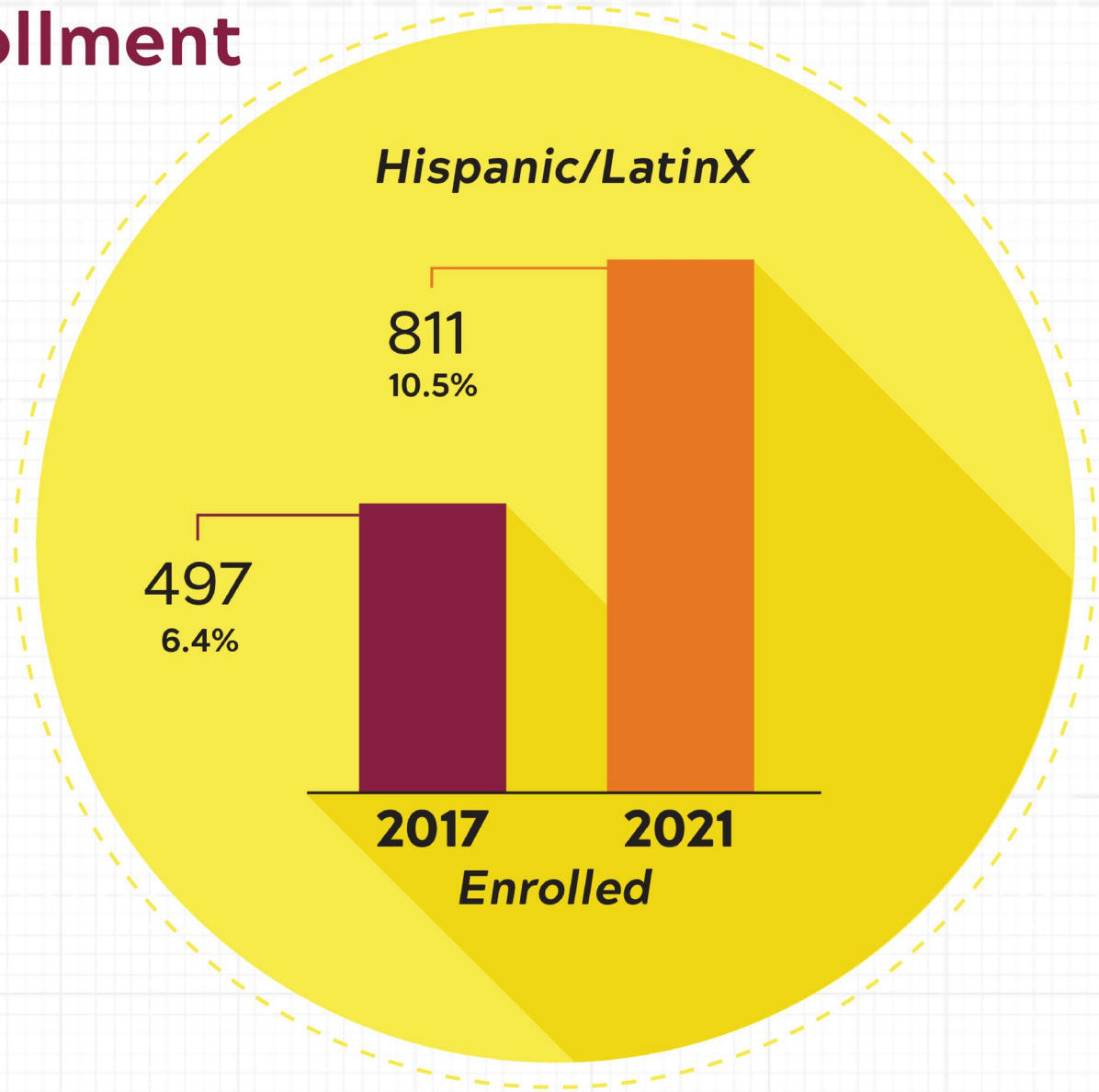


ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Undergraduate Enrollment

Demographic Benchmark: Hispanic/LatinX Enrollment (FTIC + Transfers)

63%
Headcount Increase



ENROLLMENT MANAGEMENT
VIRGINIA TECH

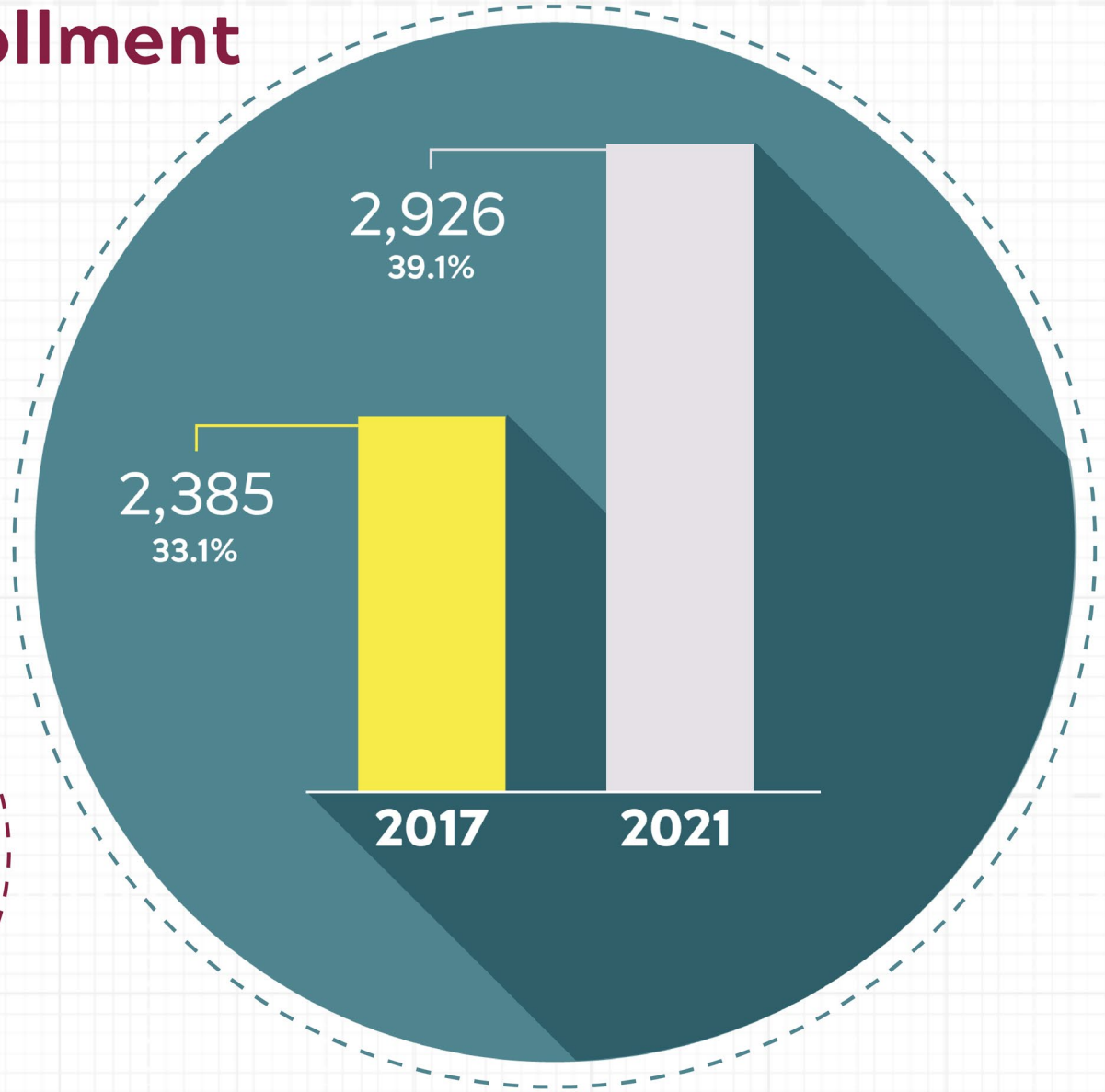
Attachment A

2021 New Undergraduate Enrollment

Demographic Benchmark:
URM/USS (FTIC + Transfers)

***Goal:**

Achieve 40% representation of underrepresented or underserved (Pell-Eligible, first-generation, and veterans) in the entering class (FTIC and transfers) by 2022.



22.6%
Headcount Increase

ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Undergraduate Enrollment

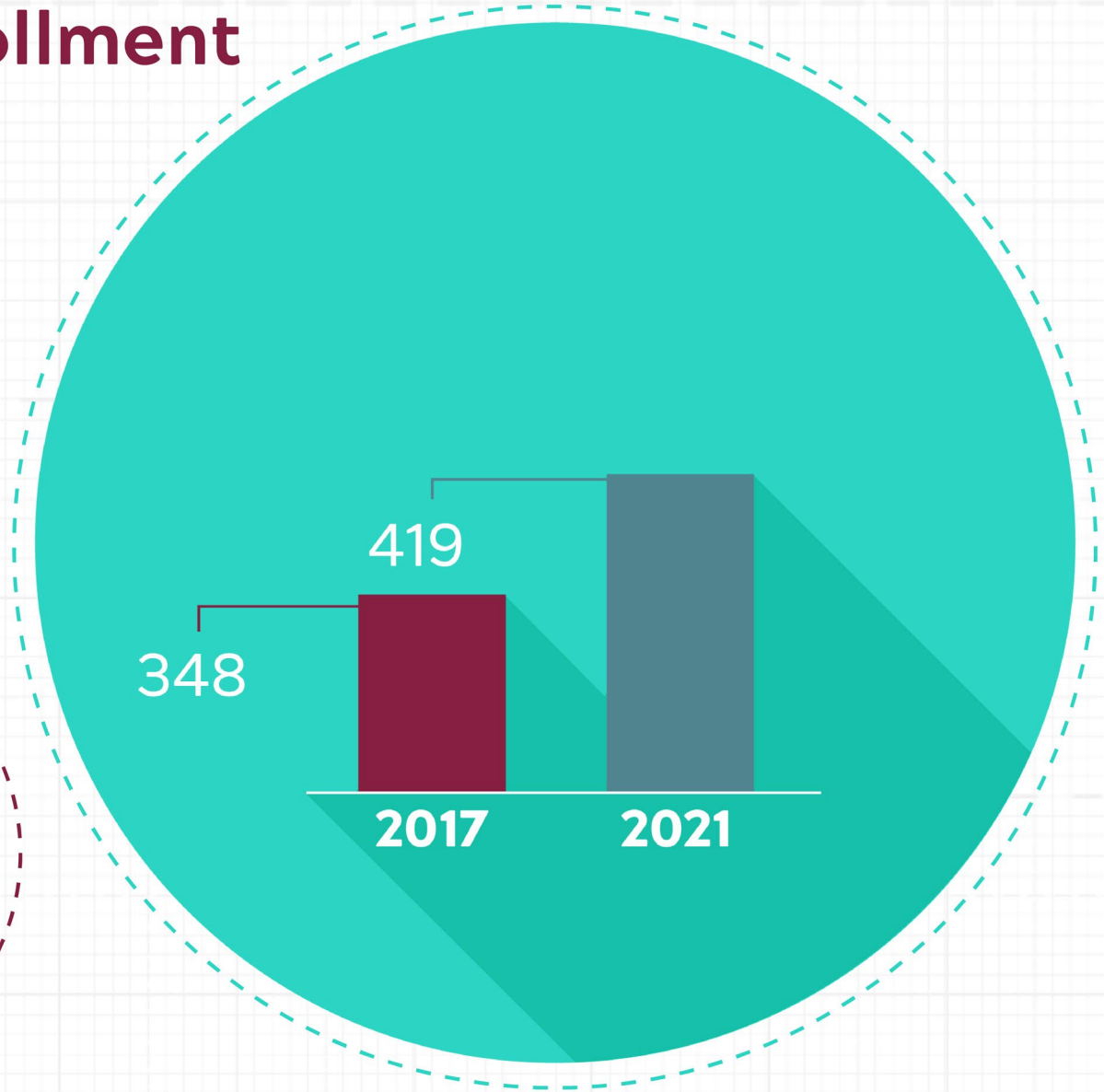
Corps of Cadets (FTIC + Transfer)

***Goal:**

Increase the total enrollment on the Corps of Cadets to 1,400 by 2023.

2021 Total Corps Enrollment:

1,264



ENROLLMENT MANAGEMENT
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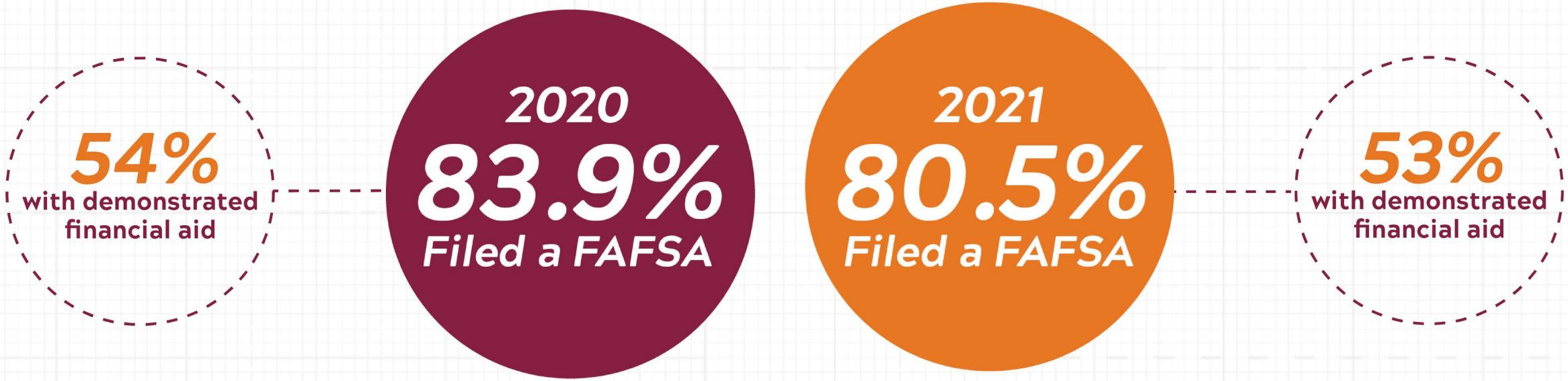
Financial Aid Profile

All New Undergraduates

FAFSA Filers



ENROLLMENT MANAGEMENT
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Financial Aid Profile

All New Undergraduates

Average Parent Income

	2020	2021
All	$206,589 (n=6,546)	$211,672 (n=6,231)
Most Need	$40,537 (n=1,243)	$40,191 (n=1,105)
No Need	$402,665 (n=632)	$364,126 (n=904)

Financial Aid Profile

All New Undergraduates

Average Institutional Gift

Percentage of need met:

All 35%

Most need 37%

2020	
All	$1,833
Most Need	$2,713
No Need	$3,120

2021	
All	$2,223
Most Need	$3,513
No Need	$3,173

Percentage of need met:

All 39%

Most need 38%

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Graduating Students

4-Year Graduation Rates: 2017 FTIC Cohort

***Goal:**

Increase the four-year graduation rates for all FTIC students to 70%.

ALL: Down **0.86%** from 2016 Cohort

URM: Up **4.6%** from 2016 Cohort

URM/USS: Up **1.05%** from 2016 Cohort

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Graduating Students

3-Year Graduation Rates: 2018 Transfer Cohort

***Goal:**

Increase the three-year graduation rate for all undergraduate transfer students to 75%.

ALL: Down **2.98%** from 2017 Cohort

URM: Up **5.6%** from 2017 Cohort

URM/USS: Down **2.34%** from 2017 Cohort

ENROLLMENT MANAGEMENT
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Graduating Students

Students Awarded Bachelor's Degrees

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2021 New Graduate Applications - Master's

2020 - 2021 Admissions Cycle

2020
Offer rate:
65.2%

2020
Yield rate:
39.9%

2020	
Applied	4,696
Offered	3,061
Enrolled	1,220

2021	
Applied	4,552
Offered	3,523
Enrolled	1,524

2021
Offer rate:
77.4%

2021
Yield rate:
43.3%

ENROLLMENT MANAGEMENT
VIRGINIA TECH

2021 New Graduate Applications - Doctorate

2020 - 2021 Admissions Cycle

2020 Offer rate: 44.7%

2020 Yield rate: 31.2%

2020	
Applied	2,749
Offered	1,229
Enrolled	383

2021	
Applied	2,896
Offered	1,177
Enrolled	471

2021 Offer rate: 40.6%

2021 Yield rate: 40%

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2021 Graduate Students

Overall Enrollment

2020 - 2021

Master's	3,399
Doctorate	2,933
Total	6, 332

2021 - 2022

Master's	3,738
Doctorate	3,108
Total	6,846

***Goal:**

Reach 7,900 graduate students by 2024

(4,550 master's and 3,350 doctorates).

2021 Graduate Students

Demographic Benchmarks:

Total URM Graduate and Professional

2020

Graduate	16.9% (766)
Professional	13.8% (92)

2021

Graduate	17.9% (828)
Professional	19.5% (95)

***Goal:**

Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024.

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Looking Ahead

2022 Cycle

Undergraduate Enrollment Goals

- 250 transfer students admitted in Spring 2022
- 6,780 FTIC and 1,060 New Transfers
- Total Enrollment for Fall 2022: 30,298

Planning Underway with Academic Colleges

Current Application Numbers

- Spring 2022 Transfer Applications: 691

Up 25.6% from Spring 2021 (550)

- Fall 2022 Undergraduate Applications: 11,989

Up 19.1% from Fall 2021 (10,064)

- Fall 2022 Early Decision Applications: 2854

Up 21.7% from Fall 2021 (2,345)

ENROLLMENT MANAGEMENT
VIRGINIA TECH

Enrollment Management Update

Luisa M. Havens Gerardo, Ph.D.
Vice Provost for Enrollment Management

Juan P. Espinoza
AVP for Enrollment Management and Director for Undergraduate Admissions