

Review and Approval of Revisions to the 2018-2024 Six-Year Plan
FINANCE AND RESOURCE MANAGEMENT COMMITTEE
September 21, 2018

Summary

The university received instructions for developing revisions to the 2018-2024 Six-Year plan on June 8, 2018. An initial submission of the plan was submitted to the state on July 12, 2018. The university received feedback from the state on August 31, 2018 and submitted its response on October 1, 2018. This report will allow the Board to evaluate the key assumptions of the plan before the final submission.

Background

The Higher Education Opportunity Act of 2011 codified a set of goals and objectives for higher education in Virginia, and outlined an annual planning process. This process requires submission of academic, financial, and enrollment plans for the future three biennia or six years. The focus of the plan, submitted each odd-year, is the first biennium of the planning period. Even-year submissions may revise these plans as necessary. The Six-Year plan submission begins a discussion with the commonwealth about the university's planned progress towards the goals of the state's Virginia Plan for Higher Education, and how the university can partner with the state to advance shared outcomes. Separate plans are submitted for both the University Division (Agency 208) and the Cooperative Extension & Agricultural Experiment Station Division (Agency 229). This process is also an important step in positioning the university to seek state support during the Executive Budget development process each fall.

Planning Assumptions

Academic and Support Service Strategies

The primary goals of the Six-Year plan are to:

- a) Summarize major strategies that impact academic, student support, research, and operations areas,
- b) Project financial resources needed to support these initiatives in the first biennium, including non-binding placeholders of tuition rates and student financial assistance,
- c) Provide an enrollment projection to assist the State Council on Higher Education for Virginia (SCHEV) in its planning and reporting responsibilities.

The university develops the academic initiatives in a manner consistent with the university's long-range plan. A summary of the strategies envisioned in the plans for the University division and the Cooperative Extension and Agricultural Experiment Station division is provided below. The second year of the plan is cumulative (includes costs of the first year of the plan).

University Division

Academic Initiatives	\$s in Millions			
	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Increase Access for Virginia Undergraduates and Support the Production of STEM-H Degrees in the Commonwealth	\$ 8.3	\$ 11.0	\$ 8.3	\$ 11.4
Develop Destination Areas of Market-Centered Instruction and Research Clusters	3.6	7.3	2.0	5.7
Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem	5.0	10.0	-	5.0
Establish a Learning Systems Innovation and Effectiveness Initiative	0.5	1.0	0.5	0.9
Ensure Access for Low and Middle-Income Families	2.0	4.1	2.1	4.1
Expand Access to a Virginia Tech Education Through Development of Pathway Opportunities for Underserved Virginia Residents	1.1	1.1	0.5	1.0
Enhance Degree Completion and Instructional Sharing with Other Institutions	0.6	0.7	0.3	0.5
Support Faculty Startup Packages	2.0	4.0	0.7	2.2
Increase Support for Unique Military Activities	0.5	0.5	-	0.2
Increase Graduate Enrollment in Strategic Areas	2.9	3.3	1.0	1.1
Integrate Virginia Tech-Carilion School of Medicine as Ninth College of Virginia Tech	14.1	14.3	14.4	14.5
Advance Institutional Efficiencies and Effectiveness	1.5	2.5	1.3	2.4
Subtotal Academic Initiatives	\$ 42.1	\$ 59.8	\$ 31.1	\$ 49.0

Financial and Operating Initiatives	\$s in Millions			
	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Increase Faculty Salaries	\$ 4.6	\$ 13.3	\$ 7.5	\$ 21.3
Increase Staff Salaries	0.5	1.5	1.2	4.8
Library Inflation	0.3	0.5	0.3	0.5
Fixed Cost Increases	0.9	1.7	0.6	1.2
Operations & Maintenance for New Facilities	0.8	2.4	0.3	1.0
Fringe/Health Insurance Increases	3.4	5.7	3.8	9.5
Additional Financial Aid for In-state Students	0.2	0.3	0.6	0.8
Annualization of Prior Year Costs	0.8	0.8	0.8	0.8
Subtotal Financial and Operating Initiatives	\$ 11.5	\$ 26.2	\$ 15.1	\$ 39.9

University Division Summary	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Academic Initiatives	\$ 42.1	\$ 59.8	\$ 31.1	\$ 49.0
Financial/Operating	11.5	26.2	15.1	39.9
Total	\$ 53.6	\$ 86.0	\$ 46.2	\$ 88.9

Cooperative Extension and Agricultural Experiment Station Division (CE/AES)

Academic Initiatives	\$s in Millions			
	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Advance Virginia Agriculture and Natural Resources Initiative to Grow the Future of the Commonwealth's Economy with Public-Private Partnerships	\$ 2.5	\$ 5.0	-	\$ 2.5
Improve Compensation Levels for Extension Agents to Reduce Turnover and Enhance Service Levels to Commonwealth	0.8	1.7	-	1.1
Subtotal Academic Initiatives	\$ 3.3	\$ 6.7	-	\$ 3.6

Financial and Operating Initiatives	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Increase Faculty and Staff Salaries	\$ 0.1	\$ 0.1	\$ 1.2	\$ 3.6
Operations & Maintenance for New Facilities	0.8	1.3	0.5	0.5
Utility Cost Increases	0.6	1.1	0.1	0.2
Fringe/Health Insurance Increases	-	0.1	0.6	1.8
State Initiative: Soil Scientist Assistance Program	-	-	0.2	0.2
Subtotal Financial and Operating Initiatives	\$ 1.5	\$ 2.6	2.6	6.3

CE/AES Division Summary	Original (2017)		Revised (2018)	
	2018-19	2019-20	2018-19	2019-20
Academic Initiatives	\$ 3.3	\$ 6.7	\$ 0.0	\$ 3.6
Financial/Operating	1.5	2.6	2.6	6.3
Total	\$ 4.8	\$ 9.3	\$ 2.6	\$ 9.9

Compensation

Faculty

A strategic goal of the university is to recruit and retain world-class faculty by ensuring faculty salary competitiveness with peer institutions. The state approved a 2.0 percent faculty salary increase for 2019-20, which is below the 2.8 percent increase of peer salary averages projected by SCHEV. The state maintains a codified goal of the 60th percentile of peer salary averages, and the university continues to plan progress towards this goal over a multi-year period. Based upon this long-range goal, and utilizing SCHEV's projected peer increase of 2.8 percent per year, the university projects a needed faculty salary increase of 4.5 percent in 2018-19 and 2019-20. The university's Six-Year plan includes the nongeneral fund share of the targeted 4.5 percent, plus the state's General Fund share of the statewide 2.0 percent merit-based increase for 2018-19. Through both state and university resources, the university envisions a 3.6 percent merit-based salary increase for 2019-20.

Staff

The state also approved a 2.0 percent staff salary increase in 2019-20, and an additional 2.0 merit-based increase for Classified Staff only (for a total of 4 percent). For planning purposes, the staff compensation process envisions a 3.0 percent increase for University Staff and a 4.0 percent salary increase for Classified Staff for 2019-20.

Access and Affordability

Included in the Academic initiatives above, the university's student financial aid goals include maintaining and expanding existing need-based scholarships for undergraduates. The university envisions continued enhancements to the Funds for the Future program, which provides relief from tuition increase for students from low and middle-income families and helps students and parents plan for the costs of education over multiple years. The VT Grant initiative cohort is growing to include additional first-generation undergraduate Virginia students. Additionally, the university will seek to further reduce the net price for Virginia residents from low to middle-income families.

Enrollment

The university submitted its six-year enrollment plan to SCHEV, known as the 2B, in the spring of 2017. The 2B is the basis for the enrollment figures included in the Six-Year Plan. The university is currently undergoing a multi-year growth strategy, which will include growth in both undergraduate and graduate students. Success in achieving the annual growth targets will inform future enrollment decisions, and may require adjustments to out-year enrollment assumptions. State support will be important for growth in Virginia undergraduates.

Funding and Cost Containment

The commonwealth's process discourages initiatives funded solely through incremental General Fund support, except in limited initiatives such as research or public service. This process is designed to focus on goals, costs, and nongeneral fund resources so that General Fund support may be determined later through the state budget process. However, the university assumes the traditional state share of costs consistent with long-

standing and codified funding principles. The university is planning for the nongeneral fund share of these costs in accordance with state policies, as summarized in the table below:

<i>Fund Split Methodology</i>	State Share (GF)	University Share (NGF)
University Division E&G	38%	62%
Cooperative Extension E&G	95%	5%
Research	100%	0%
Public Service	100%	0%
Unique Military Activities	100%	0%
Targeted Student Financial Aid	0%	100%

In addition to the deployment of incremental revenue, the university also seeks to implement efficiencies that allow the repurposing of resources. To ensure sensitivity to overall cost, the university projects some reallocation of existing resources to help advance top priorities while mitigating the pressure on tuition.

Tuition and E&G Fee Revenue

A key part of the Six-Year plan submission is a discussion with the commonwealth regarding resources for the university's instructional division. The initiatives envisioned in the plan include both state General Fund support and nongeneral fund self-generated revenue. Traditionally, Virginia Tech's plan is not balanced; the university cannot generate adequate resources to fund all of the included initiatives through self-generated revenue alone. To balance the plan, the university has assumed a state partnership to fund a portion of the expenses included, utilizing traditional fund split methodologies. The university's share of the revenue is based upon tuition and other E&G revenue placeholders.

It is important to recognize that the university is not recommending nor committing to a specific set of tuition rates through the Six-Year plan submission. Establishment of tuition and fee rates for future years remains under the purview of the Board of Visitors, and will be informed through an annual discussion of needs, the state budget process (which has not yet begun), and market capacity. However, the state's planning process and template require a placeholder for future tuition and fee rates.

Placeholder tuition and fee rates and revenue are outlined as part of the iterative planning process established by the Higher Education Opportunity Act of 2011. These placeholders are expected to provide a basis for discussion of potential investments and costs/fund split between institutions and the state. The plan reflects the already approved 2018-19 tuition and fee rates. While increases in tuition and mandatory fees for 2019-20 and beyond have not yet been set by the Board of Visitors, the university currently envisions the use of the following placeholders for the state's six-year planning purposes.

Planning Placeholders	2018-19		2019-20	
	<i>Resident</i>	<i>Nonresident</i>	<i>Resident</i>	<i>Nonresident</i>
Undergraduate	2.9%	2.9%	2.9%	2.9%
Graduate	2.9%	2.9%	2.9%	2.9%
Veterinary Medicine	2.0%	2.0%	2.5%	2.5%
Medical Students	N/A	N/A	2.5%	2.5%

Next Steps

The university submitted the Six-Year plan to the Commonwealth on July 12, 2018. The submission began an iterative review process that culminated with a state review and response from the university. The Six-Year plan will now serve as a guide for the university's budget submissions for the Executive budget development process in the fall of 2018.

RECOMMENDATION:

That the Board of Visitors approve the revisions to the 2018-2024 Six-Year plan.

November 5, 2018

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)													
	Biennium 2018-2020 (7/1/18-6/30/20)						Biennium 2020-2022 (7/1/20-6/30/22)						Biennium 2022-2024 (7/1/22-6/30/24)	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation								Strategies	Strategies		
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)					
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue					
3	Increase Access for Virginia Undergraduates and Support the Production of STEM-H Degrees in the Commonwealth.	1,2	Incremental:	\$8,251,000	\$5,784,333	\$10,970,500	\$6,037,167	\$8,327,689	\$7,977,689	\$11,402,757	\$5,836,877	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas including STEM-H degree production as financial support and instructional/residential space permit. Utilizes cost of education and 2B enrollment projections. Initiative includes new GF provided in Chapter 2.	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas including STEM-H degree production as financial support and instructional/residential space permit. Utilizes cost of education and 2B enrollment projections.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0	\$350,000		\$350,000				
4	Develop "Destination Areas": Invest in Strategic Market-Centered Instruction and Research Clusters including Adaptive Brain and Behavior, Data Analytics and Decision Sciences, Global Systems Science, Integrated Security, and Intelligent Infrastructure for Human-Centered Communities.	3,4	Incremental:	\$3,633,952	\$2,180,371	\$7,351,975	\$3,411,185	\$2,035,014	\$1,435,014	\$5,743,137	\$2,960,745	Invest in world-leading instruction and research clusters that are focused on addressing complex (regional, national and global) problems that intersect with Virginia Tech's core strengths, while engaging industry, supporting faculty, and preparing our students to be the next generation of leaders and doers. This is the core of our effort to transform Virginia Tech into a contemporary land-grant university. Without incremental GF support, the university will advance this initiative to the extent possible with NGF.	Invest in world-leading instruction and research clusters that are focused on addressing complex (regional, national and global) problems that intersect with Virginia Tech's core strengths, while engaging industry, supporting faculty, and preparing our students to be the next generation of leaders and doers. This is the core of our effort to transform Virginia Tech into a contemporary land-grant university.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$1,000,000	\$0	\$600,000		\$600,000				
6	Establish a Learning Systems Innovation and Effectiveness Initiative <i>(Traditional Fund Split: 40% GF, NGF will support portion of progress.)</i>	2	Incremental:	\$500,000	\$300,000	\$1,000,000	\$600,000	\$465,518	\$465,518	\$931,036	\$577,242	Continue to develop and implement an outcomes-based approach to shaping the university's educational programs to meet the needs of the commonwealth's employers. Without incremental GF support, the university will advance this initiative to the extent possible with NGF.	Continue to develop and implement an outcomes-based approach to shaping the university's educational programs to meet the needs of the commonwealth's employers.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
7	Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-Based Financial Aid to Undergraduate Students <i>(Unfunded Scholarships and State GF support)</i>	1	Incremental:	\$2,060,694	\$2,060,694	\$4,121,388	\$4,121,388	\$2,141,142	\$1,835,955	\$4,223,208	\$3,211,713	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income Virginia students to enhance affordability. Initiative includes new GF provided in Chapter 2.	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income Virginia students to enhance affordability.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
8	Expand Access to a Virginia Tech Education Through Development of Pathway Opportunities for Underserved Virginia Residents <i>(Traditional Fund Split: 40% GF, NGF will support portion of progress.)</i>	1,3,4	Incremental:	\$1,066,250	\$639,750	\$1,066,250	\$639,750	\$500,000	\$500,000	\$1,012,888	\$817,991	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities. Continue to work to identify opportunities to collaborate with other institutions in the Commonwealth. Without incremental GF support, the university will advance this initiative to the extent possible with NGF.	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities. Continue to work to identify opportunities to collaborate with other institutions in the Commonwealth.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
9	Enhance Degree Completion and Instructional Sharing with Other Institutions <i>(Traditional Fund Split: 40% GF, NGF will support portion of progress.)</i>	2	Incremental:	\$611,732	\$367,039	\$747,584	\$448,550	\$274,423	\$274,423	\$548,846	\$548,846	Expand opportunities to share resources, build pathways, and establish partnership with high schools and institutions across the commonwealth to provide access to a Virginia Tech education, primarily in the area of Cybersecurity.	Expand opportunities to share resources, build pathways, and establish partnership with high schools and institutions across the commonwealth to provide access to a Virginia Tech education.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
10	Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H fields, Including Equipment and Lab Renovation <i>(Traditional Fund Split: 40% GF, NGF will support portion of progress.)</i>	3	Incremental:	\$2,000,000	\$1,200,000	\$4,000,000	\$1,400,000	\$736,486	\$736,486	\$2,159,742	\$1,759,742	As STEM-H areas grow and degree offerings increase, faculty startup that allows the university to be successful in the competitive recruitment market will help ensure that students have access to the best and brightest faculty the discipline has to offer. Initiative utilizes reallocations and will be advanced to the extent possible with NGF alone.	As STEM-H areas grow and degree offerings increase, faculty startup that allows the university to be successful in the competitive recruitment market will help ensure that students have access to the best and brightest faculty the discipline has to offer.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$1,000,000	\$0			\$400,000				
12	Increase Graduate Enrollment in Strategic Areas <i>(100% NGF)</i>	2	Incremental:	\$2,953,065	\$2,953,065	\$3,284,916	\$3,284,916	\$934,953	\$934,953	\$1,040,018	\$1,040,018	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
13	Integrate Virginia Tech Carilion School of Medicine (VTCOSOM) into the University as the Ninth College <i>(100% NGF. Funded through tuition and other NGF support; no GF request). See Footnote 5)</i>	2,4	Incremental:	\$14,103,053	\$14,103,053	\$14,261,637	\$14,261,637	\$14,409,428	\$14,409,428	\$14,467,920	\$14,467,920	Continue to seek opportunities to collaborate and integrate operations of medical school with other university programs.	Continue to seek opportunities to collaborate and integrate operations of medical school with other university programs.	
			Savings:	\$0	\$0	\$0	\$0							
			Reallocation:	\$0	\$0	\$0	\$0							
14	Advance Institutional Efficiencies and Effectiveness, and Support Cost Containment Efforts <i>(100% NGF)</i>	3	Incremental:	\$1,500,000	\$1,500,000	\$2,500,000	\$2,000,000	\$1,352,751	\$852,751	\$2,352,751	\$1,852,751	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0			
15	Reallocation of Existing Resources to Support University Priorities <i>(100% NGF)</i>	3	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$700,000	\$0	\$1,400,000	\$0	\$1,190,521	\$0	\$3,093,021	\$0			
5	Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem <i>(100% General Fund Request)</i>	3,4	Incremental:	\$5,000,000	\$0	\$10,000,000	\$0	\$0	\$0	\$5,000,000	\$0	\$5 million of General Fund support in 2018-19 will allow the university to support infrastructure and faculty additions that enhance the university's competitive position for securing new external research investment. State investment into emerging research opportunities will result in significant advances in knowledge and contribute to the economic development of the Commonwealth.	\$10 million of General Fund support in 2019-20 will allow the university to support infrastructure and faculty additions that enhance the university's competitive position for securing new external research investment. State investment into emerging research opportunities will result in significant advances in knowledge and contribute to the economic development of the Commonwealth.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative)* .

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)											Strategies	Strategies	
	Biennium 2018-2020 (7/1/18-6/30/20)					Biennium 2020-2022 (7/1/20-6/30/22)					Biennium 2022-2024 (7/1/22-6/30/24)			
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation											
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)					
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue					
11	Increase Support for Unique Military Activities <i>(100% General Fund Request)</i>	2,4	Incremental:	\$451,082	\$0	\$451,082	\$0	\$0	\$0	\$173,215	\$0	Virginia Tech's development of the Commonwealth's next generation of great leaders and citizens is reliant upon adequate support of the Unique Military Activities program. General Fund support will provide equitable funding to Virginia Tech's program, supporting adequate staffing and operational needs for delivering civilian and military leadership programs.	Virginia Tech's development of the Commonwealth's next generation of great leaders and citizens is reliant upon adequate support of the Unique Military Activities program. General Fund support will provide equitable funding to Virginia Tech's program, supporting adequate staffing and operational needs for delivering civilian and military leadership programs.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Total 2018-2020 Costs											
	Incremental (Included in Financial Plan line 61)		\$42,130,828	\$31,088,306	\$59,755,332	\$36,204,593	\$31,177,404	\$29,422,217	\$49,055,518	\$33,073,845				
	Savings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Reallocation		\$700,000	\$0	\$3,900,000	\$0	\$2,640,521	\$0	\$4,943,021	\$0				

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative)*.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)										Strategies	Strategies
	Biennium 2018-2020 (7/1/18-6/30/20)					Biennium 2020-2022 (7/1/20-6/30/22)						
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation									
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2018-2020 Biennium (Assuming No Additional General Fund)												
		2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)				
Items		Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
Total Incremental Cost from Academic Plan¹		\$42,130,828	\$31,088,306	\$59,755,332	\$36,204,593	\$31,177,404	\$29,422,217	\$49,055,518	\$33,073,845			
1	Increase T&R Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$3,420,956	\$3,420,956	\$9,873,405	\$9,873,405	\$0	\$0	\$5,672,986	\$3,517,251		2019-20: 3.6% merit-based salary increase.	
	Increase T&R Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$5,561,751	\$5,561,751	\$10,100,140	\$10,100,140	2018-19: 2% merit-based salary increase.		
	T&R Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	2.4%	2.4%	2.4%	2.4%	0.0%		2.0%				
	Additional NGF T&R Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%	1.6%	1.6%			
1	Increase Admin. Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$1,188,745	\$1,188,745	\$3,430,902	\$3,430,902	\$0	\$0	\$1,971,872	\$1,222,561		2019-20: 3.6% merit-based salary increase.	
	Increase Admin. Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$1,933,208	\$1,933,208	\$3,510,706	\$3,510,706	2018-19: 2% merit-based salary increase.		
	Admin Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	2.4%	2.4%	2.4%	2.4%	0.0%		2.0%				
	Additional NGF Admin. Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%	1.6%	1.6%			
	Increase Classified Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$1,631,724	\$1,011,669	N/A	2019-20: 2% across-the-board and 2% merit-based salary increase.	
	Increase Classified Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Classified Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.0%	0.0%	0.0%	0.0%	0.0%		4.0%				
	Additional NGF Classified Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
2	Increase University Staff Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$523,342	\$523,342	\$1,505,213	\$1,505,213	\$0	\$0	\$1,251,862	\$776,155		2019-20: 3% merit-based salary increase.	
	Increase University Staff Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$1,227,316	\$1,227,316	\$1,853,247	\$1,853,247	2018-19: 2% merit-based salary increase.		
	University Staff Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	1.8%	1.8%	1.8%	1.8%	0.0%		2.0%				

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$373,018	\$25,631,029
	2. Number of patents awarded during the year (by type) developed in whole or part from external projects funded by persons or nongovernmental entities.		
	a. Design Patent	0	0
	b. Plant Patent	0	1
	c. Utility Patent	2	25
	d. Total	2	26
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
4. Total number of intellectual property licenses executed in FY 17-18	12	33	
5. Number of start-ups created through IP licensing in FY17-18	6	1	
6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	\$269,255	\$1,077,020	
7. Number of jobs created as a result of university start-ups.	10	5	

Section F: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.

VA PLAN Strategy Reference	Section F: General Questions - VCCS Specific	Number	Value	Comments
4.1	1. Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.	N/A	N/A	N/A
	2. Number of training programs leading to workforce certifications and licensures.	N/A		N/A
	3. Number of students who earned industry recognized credentials stemming from training programs.	N/A		N/A
	4. Number of industry-recognized credentials obtained, including certifications and licenses.	N/A		N/A
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.	N/A		N/A

NARRATIVE REQUIREMENT:

Contributions to Economic Development – Describe the institution’s contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable, the information should include:*

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution’s research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.