

**Update on the University's Response to Prior Board Action
Regarding On-Campus Housing**

**FINANCE AND RESOURCE MANAGEMENT COMMITTEE
BUILDINGS AND GROUNDS COMMITTEE**

Tuesday, August 19, 2025

Executive Summary

At its March 2025 meeting, the Virginia Tech Board of Visitors (Board) rescinded its November 2022 approval of the Student Life Village Amendment to the Beyond Boundaries 2047 Campus Master Plan. The Board directed the university to immediately stop all planning and spending on the Student Life Village capital project, remove all references to the project from university documents, and revise both the Six-Year Capital Outlay Plan and the university's debt strategy to exclude Phase I of the Student Life Village.

In response, the university has taken the following actions:

- All planning and expenditures related to the Student Life Village have been halted, including funds previously approved for Phase I in June 2023. Existing contracts are being closed out per legal and financial obligations.
- References to the Student Life Village have been removed from all planning, budget, and capital outlay documents.
- A revised Six-Year Capital Outlay Plan and updated university debt deployment strategy, both excluding the Student Life Village, are being presented to the Board at its August 2025 meeting.

At its June 2025 meeting, the Board received a presentation from Amy Sebring, Executive Vice President and Chief Operating Officer, regarding on-campus housing planning assumptions during the joint meeting of the Finance and Resource Management and Buildings and Grounds Committees. This overview included the current allocation of on-campus housing inventory, the need for a systematic long-term renovation program, and the opportunity to build additional residential capacity to serve modest continued enrollment growth. A comprehensive tour of on-campus residential facilities was also conducted by the Board.

Consistent with the Board-affirmed planning assumptions the university has:

- Proposed a dual-path strategy to address critical near-term needs while laying the foundation for long-term residential capacity. This approach includes two complementary capital projects: the renovation of Campbell Hall (~329 beds) and the construction of a new 500 to 600 bed residence hall.
- Undertaken a comprehensive housing planning process. Supported by a third-party consultant, this effort will produce a long-term On-Campus Housing Framework that will serve as a guide for future on-campus residential capital investment. The On-Campus Housing Framework will also be integrated into a future update of the Beyond Boundaries 2047 Campus Master Plan and will inform enrollment strategy, financial planning, and student experience goals.

Proposed August 2025 Actions to Meet Requirements of March 2025 Resolution

The university offers separate action items for Board consideration to meet the specific requirements set forth by the March 2025 resolution.

March 2025 BOV Resolution Directive	August 2025 University Recommended Action
Revise the nongeneral fund component of the Six-Year Capital Outlay Plan to reflect updated housing strategy and estimated debt impact.	<i>Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032</i>
Provide an updated strategy for university debt deployment that excludes Phase I of the Student Life Village.	<i>Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032</i>

Dual-path Strategy to Address Critical Near-term Needs

As an immediate next step, the university is proposing a dual-path strategy for on-campus housing that simultaneously makes progress on deferred maintenance needs while positioning Virginia Tech for long-term enrollment goals. This proposal includes the renovation of Campbell Hall (~329 beds) and the construction of a new 500 to 600 bed residence hall, each serving complementary and essential roles.

As the first residential renovation project, the university requests Board authorization for planning the renovation of Campbell Hall. The selection of Campbell Hall was driven by the following key considerations:

- Campbell Hall ranks among the university's most outdated residential facilities, second only to Hoge Hall. Campbell Hall was originally constructed in 1930. Despite its prime location overlooking the Drillfield, its aging infrastructure, lack of modernization, and deferred maintenance backlog make it a clear and priority candidate for renovation.
- Compared to Hoge Hall (with ~800 beds), Campbell Hall offers a more manageable scope, similar to the 2017 renovation of O'Shaughnessy Hall. Its smaller scale and clearer path to renovation reduce complexity, timeline risk, and campus disruption.
- Campbell Hall's lower bed count (~329 beds), and the severability between its East and Main sections, allows for phased renovation (if phasing is necessary) without significantly impacting the overall housing inventory. If construction sequencing and schedule were to be unavoidably delayed beyond a fall semester reopening, only having 329 beds (or a subset thereof) offline for a subsequent impacted academic year is preferred over a larger quantity of beds stemming from renovations of a larger residence hall as a first effort. This strategy enables the university to maintain critical service levels while modernizing its residential stock.
- This project is proposed to deliver substantial upgrades to ADA/life safety systems plus HVAC, etc. – investments that (while driving a higher per-bed cost) are critical to the long-term viability of the on-campus housing system.
- The total project budget is targeted to remain within a \$40M total project cost and would be funded through residential auxiliary (nongeneral fund) resources. The anticipated operating loss during the renovation period due to reduced revenue will be \$4.4 million over 2-year renovation period.

Simultaneously, the university requests Board authorization for planning the construction of a new 500 to 600 bed residence hall. The selection of this project was driven by the following key considerations:

- To renovate major residence halls like Hoge, Pritchard, and Slusher Halls, Virginia Tech must maintain sufficient on-campus, system-wide bed capacity and corresponding housing revenue in support of our maintenance reserve. A new residence hall provides the necessary flexibility to provide swing space beds to temporarily absorb displaced demand and maintain the viability of the residential and dining auxiliary.
- The addition of new beds directly supports FTIC (first-time-in-college) enrollment goals.
- The proposed new construction site aligns with the Beyond Boundaries 2047 Campus Master Plan and is consistent with the scope of the incremental housing envisioned as part of the expansion of the Global Business Analytics Complex.
- Total cost of the new facility will be dependent on preliminary planning. Assuming the Board approves the requested planning authorization, additional Board approval, including the total project budget, prior to construction being undertaken. Both planning and construction will be funded through the residential auxiliary (nongeneral fund) resources.

Comprehensive On-Campus Housing Planning Process

The On-Campus Housing Framework supplement currently underway will provide a data-informed, flexible, and sustainable strategy for maintaining and improving the on-campus residential experience that will be integrated into the Campus Master Plan. Following the Board's rescission of the Student Life Village, this On-Campus Housing Framework is intended to recommend a distributed model that combines phased renovations of existing residential assets, limited new construction, and selective facility repurposing grounded in the context of the Campus Master Plan.

The On-Campus Housing Framework addresses several core objectives, notably:

- Support the projected enrollment plan
- Align residential offerings with student life goals and well-being
- Address deferred maintenance within an aging infrastructure
- Maintain affordability for students and families
- Manage debt capacity and the use of debt responsibly

The On-Campus Housing Framework is designed to meet current and future needs while preserving flexibility to maintain alignment with Virginia Tech's broader strategic vision.

Planning Assumptions and Strategic Commitments

The On-Campus Housing Framework will be grounded in planning assumptions reviewed and affirmed by the Finance and Resource Management and Buildings and Grounds Committees in June 2025. These assumptions shape demand modeling, capacity planning, and financial projections. A summary of the assumptions include:

- Execute long-term renovation plan to sustain existing inventory
- Ensure on-campus housing provides sufficient capacity for key populations
- Construct new inventory to support the university's enrollment plan
- Leverage existing facilities to support the Hokie experience

These parameters support a scalable and realistic on-campus housing strategy that can respond to changes in student demographics and institutional priorities.

Preliminary Facilities Assessment and Immediate Next Steps

To inform both immediate and future renovation priorities, the On-Campus Housing Framework consultant (in conjunction with university staff) has recently performed an initial comprehensive physical assessment of three representative residence halls: Campbell, Hoge, and Whitehurst Halls (these facilities were selected based on their age, construction type, and renovation history).

Consistent with university predictions, preliminary assessments by the On-Campus Housing Framework consultant indicate all three buildings will require full interior renovations, including:

- Replacement of mechanical, electrical, and plumbing systems
- Installation of modern life safety systems and ADA accessibility features
- Compliance with updated building codes
- Reconfiguration of interior spaces to meet current student housing expectations
- Resolution of deferred maintenance issues

Given the age, construction type and renovation history of our housing inventory, it is expected that these findings will be consistent throughout the broader legacy residence hall inventory requirements and reinforce the need for a systematic capital reinvestment plan.

Strategic and Financial Implications

Once completed, the On-Campus Housing Framework will include:

- Development of a long-term renovation program that prioritizes buildings with the most urgent facility needs
- Planning limited new construction to create swing space, accommodate enrollment needs, and enable sequential renovations without compromising housing availability
- Evaluation of opportunities to repurpose existing university facilities as a strategy to reduce the need to construct new support space that is not revenue generating.

To minimize costs, any new construction will seek to leverage existing dining, student life, and co-curricular infrastructure. Design standards will prioritize operational efficiency and ensure overall occupancy costs remain accessible to students.

The revised Six-Year Capital Plan will include updates to the nongeneral fund (NGF) component and estimated debt implications, consistent with the Board's March 2025 resolution. These updates will be informed by phased implementation models and financial capacity constraints.

Integration with Campus Master Planning

The On-Campus Housing Framework is intended to replace the Campus Life Framework Housing sub-chapter of the current Beyond Boundaries 2047 Campus Master Plan. Using an efficiency based "living document" approach, the On-Campus Housing Framework will be retained and inform other aspects of the next update to the Beyond Boundaries 2047 Campus Master Plan.

Timeline and Key Milestones

The following timeline prescribes upcoming activities and deliverables to the Board on this topic:

- *August 2025*
 - Revise the nongeneral fund component of the Six-Year Capital Plan to reflect updated housing strategy and estimated debt impact
 - Reprojected strategy for university debt deployment that excludes Phase I of the Student Life Village
 - Present for Board consideration immediate dual-path strategy to address critical near-term on-campus housing priorities
- *November 2025*
 - Submit the annual university Debt Capacity Report, inclusive of updated housing projections and planning assumptions
 - Provide an update on the ongoing On-Campus Housing Framework effort
- *December 2025*
 - Finalize the On-Campus Housing Framework and planning assessment, including cost estimates and site recommendations
- *April 2026*
 - Provide a finalized and comprehensive report on the On-Campus Housing Framework effort, including any implementation plan updates, key milestones, and integration with other long-range university planning instruments

This phased approach ensures alignment between planning, capital, and financial decisions and maintains continuous Board oversight throughout development.

Conclusion

The university has taken action in response to the March 2025 direction from the Board of Visitors. All planning and expenditures related to the Student Life Village have been halted, including funds previously approved for Phase I in June 2023. Existing contracts are being closed out in accordance with legal and financial obligations. References to the Student Life Village have been removed from all planning, budget, and capital outlay documents. A revised Six-Year Capital Outlay Plan and updated university debt deployment strategy, both excluding the Student Life Village, will be presented to the Board at its August 2025 meeting.

In line with the planning assumptions previously reviewed with the Board, the university is pursuing a dual-path strategy that addresses immediate renovation needs in the short term while establishing a foundation for long-term residential capacity. This approach includes two complementary capital projects recommended to the Board for consideration: a full renovation of Campbell Hall and construction of a new residence hall. These investments represent the first phase of a reoriented capital strategy designed to stabilize and expand the housing system in a financially responsible and operationally resilient manner.

Subsequently, the university has launched a comprehensive housing planning process to guide future investments in on-campus residential infrastructure. Supported by a third-party consultant, this effort will produce a long-term On-Campus Housing Framework. A status update will be provided to the Board in November 2025 with delivery of the final plan anticipated in late 2025 or early 2026. The Board will receive a full briefing at its Spring 2026 meeting. The Framework

will align housing strategies with enrollment goals, financial modeling, and student experience goals, and will inform the forthcoming update to the Campus Master Plan.

The On-Campus Housing Framework reflects a strategic shift from the scale and singularity of the former Student Life Village toward a more adaptive, sustainable model. It envisions a balanced portfolio of capital projects that prioritize affordability, facility quality, and student success. Alongside ongoing planning efforts (i.e., Utilities Framework and Mobility Framework), the On-Campus Housing Framework will be leveraged within the integrated update to the Campus Master Plan in the coming years.

By aligning immediate actions with long-term goals, Virginia Tech is accelerating planning while enabling timely decisions on high-priority facility needs. This integrated approach ensures the university remains positioned to make strategic, forward-looking investments in campus infrastructure.