**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
UPDATE TO BOARD OF VISITORS
Lance Collins, Vice President and Executive Director
November 7, 2021
Our Goal: 50 Faculty by 2029

• 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 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
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.
Enrollment Growth

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

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

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

We are continuing to fill key leadership positions.

• 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.
Thank You!

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

www.vt.edu/innovationcampus
Continuous Strategic Planning
Annual Milestones Report:
The Virginia Tech Difference
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<thead>
<tr>
<th>Strategic Priority 1: Advance Regional, National, and Global Impact</th>
<th>Progress</th>
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<tbody>
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<td>Extramural Research Expenditures</td>
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<td>Wall Street Journal/Times Higher Education (WSJ/THE) US College Rankings</td>
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<td>Times Higher Education (THE) World University Rankings</td>
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<td>Experiential Learning</td>
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<td>Undergraduate Student Enrollment</td>
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<td>Graduate Student Enrollment</td>
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<td>Internationally and Nationally Recognized Faculty Awards</td>
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<td>Internationally and Nationally Recognized Faculty Citations</td>
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<td>Countries Represented by International Faculty</td>
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<td>International Student Representation</td>
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<td>Vibrant Virginia Initiative</td>
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<td>Invention Disclosure</td>
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<td>License Agreements</td>
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<td>Start-up Companies</td>
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<td>Fully Online Programs</td>
<td>New/updated</td>
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*New goal/timeline in development
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<tr>
<th>Strategic Priority 2: Elevate the Ut Prosim (That I May Serve) Difference</th>
<th>Progress</th>
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<td>Underrepresented Minority Students</td>
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<td>Underrepresented Minority or Underserved Students</td>
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<td>Corps of Cadets Enrollment</td>
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<td>Underrepresented Minority Graduate and Professional Students</td>
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<td>Underrepresented Minority Faculty</td>
<td>Under review*</td>
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<td>Female Faculty</td>
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<td>New Underrepresented Minority Faculty Hires</td>
<td>Under review*</td>
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<td>New Female Faculty Hires</td>
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<td>Graduate Education Programs That Have Incorporated an Inclusion and Diversity Education Component</td>
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<td>Undergraduate Students (Enrolled Since 2018) Who Have Completed Two or More Critical Analysis of Equity and Identity Pathways Courses</td>
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<td>Undergraduate Students (Enrolled Since 2018) Who Have Completed Two or More Intercultural and Global Awareness Pathways Courses</td>
<td>Achieved**</td>
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<td>Underrepresented Minority Staff and Administrative and Professional Faculty</td>
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*New timeline in development
**Accomplished
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<tr>
<th>Strategic Priority 3: Be A Destination for Talent</th>
<th>Progress</th>
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<tr>
<td>Instructional Faculty Salaries</td>
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<td>Staff and Administrative and Professional Salaries</td>
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<td>Four-Year Graduation Rates for Entering Freshmen</td>
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<td>Three-Year Graduation Rates for Transfer Students</td>
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<td>Average Student Loan Debt Per Graduating Senior</td>
<td>Under review*</td>
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<td>Human Resources: Career Advancement</td>
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<td>Human Resources: Work-Life Balance</td>
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<td>Undergraduate Student Participation in Hokie Mentorship Connect</td>
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<td>Students in Living Learning Programs</td>
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*New goal(s)/timeline(s) in development
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<tr>
<th>Strategic Priority 4: Ensure Institutional Excellence</th>
<th>Progress</th>
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<tr>
<td>College and Unit-Level Strategic Plans</td>
<td>Achieved**</td>
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<td>Auxiliary Maintenance Reserve Funding</td>
<td>Achieved**</td>
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<td>Debt Rating – Moody’s and Standard &amp; Poor’s (S&amp;P)</td>
<td>Achieved**</td>
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<td>University Debt Ratio</td>
<td>Achieved**</td>
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<td>University Unrestricted Net Assets</td>
<td>Achieved**</td>
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<td>SWaM Expenditures – Small Business or Woman Owned or Minority Owned</td>
<td>New/updated</td>
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<td>Endowment</td>
<td>Achieved*</td>
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<td>Alumni Giving</td>
<td>Achieved*</td>
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<td>New Gifts and Commitments</td>
<td>Achieved*</td>
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<td>Solar Energy</td>
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<td>Recycling Rate</td>
<td>New/updated</td>
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<td>Percent Reduction of Greenhouse Gas Emissions</td>
<td>New/updated</td>
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*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
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
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

[Line graph showing extramural research expenditures from FY 2014 to FY 2024, with a steady increase aiming for $410M by FY 2024.]
Key Performance Indicator (KPI):
Achieve Top 10 US Public Land-Grant (Wall Street Journal/Times Higher Education US College Rankings) by 2024

Advance Regional, National, and Global Impact
**Key Performance Indicator (KPI):**

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

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**Advance Regional, National, and Global Impact**
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

Advance Regional, National, and Global Impact
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 1/3 (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

Advance Regional, National, and Global Impact
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

Advance Regional, National, and Global Impact
**Key Performance Indicator (KPI):**

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

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*Advance Regional, National, and Global Impact*
**Key Performance Indicator (KPI):**

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

Advance Regional, National, and Global Impact
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

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![Graph](chart.png)

- **Actual**
- **Goal**

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**Elevate the Ut Prosim Difference**
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

Elevate the Ut Prosim Difference
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)

Be a Destination for Talent
**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)

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*Be a Destination for Talent*
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)

Be a Destination for Talent
Key Performance Indicator (KPI):
Increase the Four-Year Graduation Rates for All Undergraduate (Entering Freshmen) Students to 70%

Be a Destination for Talent
Key Performance Indicator (KPI):
Increase the Three-Year Graduation Rates for All Undergraduate Transfer Students to 75%

Be a Destination for Talent
**Key Performance Indicator (KPI):**
Reduce the Average Student Loan Debt Per Graduating Senior to $25K by 2024

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**Be a Destination for Talent**
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

Be a Destination for Talent
**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

Be a Destination for Talent
Key Performance Indicator (KPI):
Increase On-Campus Students Living in Living Learning Programs to 67% by 2024

Be a Destination for Talent
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

Ensure Institutional Excellence
**Key Performance Indicator (KPI):**

*Maintain Debt Rating in the AA or Aa Range*

![Diagram showing debt ratings from 2013 to 2024 with actual ratings at AA level for each year. Minimum requirement line also highlighted.]

*Ensure Institutional Excellence*
Key Performance Indicator (KPI):
Maintain \(\leq 5\%\) University Debt Ratio

Ensure Institutional Excellence
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

Ensure Institutional Excellence
**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

**Ensure Institutional Excellence**
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
New Students + Continuing Students - Non-continuing Students = Enrollment

- First Time in College (FTIC)
- Transfers
- Graduate/Professionals
- AS, Non Degree

- Total from previous term
- Returning stop-outs
- Number of graduates
- Non-returning students
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
2021 New Undergraduate Applications
Overall Profile: FTIC

GPA: Up .01 from 2020 Cohort

Avg. GPA 3.98

SAT: Up 36 pts from 2020 Cohort

Avg. SAT 1306

Non-Cog: Down .1 from 2020 Cohort

Avg. Non-Cognitive 9.1
2021 New Undergraduate Applicants
FTIC Test Optional Status

With Test
- Applicants: 20,193
- Offered: 12,387
- Enrolled: 2,986

Without Test
- Applicants: 21,907
- Offered: 11,417
- Enrolled: 3,816

Without test offer rate: 52.1%
Without test yield rate: 33.42%

With test offer rate: 61.3%
With test yield rate: 24.1%
## 2021 New Undergraduate Applications

### FTIC Test Optional Status

% URM/USS

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<th>Without Test</th>
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<tbody>
<tr>
<td>Applicants</td>
<td>24%</td>
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<tr>
<td>Offered</td>
<td>26.9%</td>
<td>46.1%</td>
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<tr>
<td>Enrolled</td>
<td>28.2%</td>
<td>43.4%</td>
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## 2021 New Undergraduate Applications
**FTIC Test Optional Status**
**% Pell Eligible**

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<td>Applicants</td>
<td>9.4%</td>
<td>17.7%</td>
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<tr>
<td>Offered</td>
<td>10.1%</td>
<td>20.3%</td>
</tr>
<tr>
<td>Enrolled</td>
<td>11.0%</td>
<td>19.6%</td>
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*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

2017: 953 (13.2%)
2021: 1,530 (20.4%)
2021 New Undergraduate Enrollment

Demographic Benchmark:
Black Enrollment (FTIC + Transfers)

88.7% Headcount Increase

Black and 2 or more races indicating Black

- 670 (8.8%) in 2021
- 355 (4.5%) in 2017

Enrolled

VT
ENROLLMENT MANAGEMENT
VIRGINIA TECH
2021 New Undergraduate Enrollment
Demographic Benchmark:
Hispanic/LatinX Enrollment (FTIC + Transfers)

63% Headcount Increase

- Hispanic/LatinX
  - 2017: 497 (6.4%)
  - 2021: 811 (10.5%)

Virginia Tech | Enrollment Management
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

2017: 2,385
33.1%

2021: 2,926
39.1%
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
Financial Aid Profile
All New Undergraduates
FAFSA Filers

2020
54%
with demonstrated financial aid
83.9%
Filed a FAFSA

2021
53%
with demonstrated financial aid
80.5%
Filed a FAFSA
## Financial Aid Profile

All New Undergraduates

**Average Parent Income**

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<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td>All</td>
<td>$206,589 (n=6,546)</td>
<td>$211,672 (n=6,231)</td>
</tr>
<tr>
<td>Most Need</td>
<td>$40,537 (n=1,243)</td>
<td>$40,191 (n=1,105)</td>
</tr>
<tr>
<td>No Need</td>
<td>$402,665 (n=632)</td>
<td>$364,126 (n=904)</td>
</tr>
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Financial Aid Profile
All New Undergraduates
Average Institutional Gift

Percentage of need met:

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: 35%
- Most Need: 37%
- No Need: 38%
2021 Overall Undergraduate Enrollment

New FTIC: 6,718
New Transfers: 893
Continuing: 22,008

Non-Degree Seeking: 61
Associates Degree: 80

Bar chart showing enrollment from 2017 to 2021:
- 2017: 27,811
- 2018: 29,300
- 2019: 30,020
- 2020: 29,760
- 2021: 27,193
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

ALL: 69.1%

URM: Up 4.6% from 2016 Cohort

URM: 67.7%

URM/US: Up 1.05% from 2016 Cohort

URM/US: 67.3%
Graduating Students
3-Year Graduation Rates: 2018 Transfer Cohort

ALL: Down 2.98% from 2017 Cohort
URM: Up 5.6% from 2017 Cohort
URM/USSS: Down 2.34% from 2017 Cohort

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

ALL 71.5%
URM 67.8%
URM/USSS 70.8%
Graduating Students
Time to Degree

2019 - 2020
- FTIC: 4.0 years
- Transfer: 2.79 years

2020 - 2021
- FTIC: 3.96 years
- Transfer: 2.89 years
Graduating Students
Students Awarded Bachelor’s Degrees

2019 - 2020
6,443

2020 - 2021
6,944

7.48% Headcount Increase
Non-Continuing Undergraduates

### 2020
- **URM/USS**: 578
- **Non-URM/USS**: 995
- **Total**: 1,573

### 2021
- **URM/USS**: 757
- **Non-URM/USS**: 951
- **Total**: 1,708

- **In-State URM/USS up 42%**
- **Out-of-state Non-URM/USS down 13.3%**

**VT**

**ENROLLMENT MANAGEMENT**
**VIRGINIA TECH**
<table>
<thead>
<tr>
<th>Year</th>
<th>Applied</th>
<th>Offered</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>4,696</td>
<td>3,061</td>
<td>1,220</td>
</tr>
<tr>
<td>2021</td>
<td>4,552</td>
<td>3,523</td>
<td>1,524</td>
</tr>
</tbody>
</table>

2020 Offer rate: 65.2%
2020 Yield rate: 39.9%
2021 Offer rate: 77.4%
2021 Yield rate: 43.3%
<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied</td>
<td>2,749</td>
<td>2,896</td>
</tr>
<tr>
<td>Offered</td>
<td>1,229</td>
<td>1,177</td>
</tr>
<tr>
<td>Enrolled</td>
<td>383</td>
<td>471</td>
</tr>
</tbody>
</table>

2020 Offer rate: 44.7%
2020 Yield rate: 31.2%
2021 Offer rate: 40.6%
2021 Yield rate: 40%
# 2021 Graduate Students

## Overall Enrollment

### 2020 - 2021

<table>
<thead>
<tr>
<th>Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s</td>
<td>3,399</td>
</tr>
<tr>
<td>Doctorate</td>
<td>2,933</td>
</tr>
<tr>
<td>Total</td>
<td>6,332</td>
</tr>
</tbody>
</table>

### 2021 - 2022

<table>
<thead>
<tr>
<th>Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s</td>
<td>3,738</td>
</tr>
<tr>
<td>Doctorate</td>
<td>3,108</td>
</tr>
<tr>
<td>Total</td>
<td>6,846</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduate</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>16.9%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2021</td>
<td>17.9%</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

*Goal:
Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024.
2021 Graduate Students
Time to Degree

2019 - 2020
- Master’s: 2.45 years
- Doctorate: 4.87 years

2020 - 2021
- Master’s: 2.27 years
- Doctorate: 4.83 years
2021 Graduate Students
Graduate Degrees Awarded

2019 - 2020
- Master's: 1,434
- Doctorate: 557

2020 - 2021
- Master's: 1,429
- Doctorate: 489
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

Current Application Numbers
--------------------------------------------
• Spring 2022 Transfer Applications: 691
  Up 25.6% from Spring 2021 (550)
• Fall 2022 Undergraduate Applications: 3,649
  Up 10.4% from Fall 2021 (3,306)

Planning Underway with Academic Colleges
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