Virginia Tech Board of Visitors Meeting

Information Session

Sunday, November 13, 2022
2:00 p.m.

The Inn – Latham Ballroom
Virginia Tech Campus

# Freedom of Speech/Academic Freedom
• Dr. Robin Queen, Vice President - Faculty Senate; Professor, Biomedical Engineering and Mechanics; Director, Kevin P. Granata Biomechanics Lab; Professor, Department of Orthopaedic Surgery, Virginia Tech Carilion School of Medicine

#+ IT Transformation Initiative
• Dr. Scott Midkiff, Vice President for Information Technology & Chief Information Officer
• Mr. Zo Qazi, IT Transformation Program Director

#+ Economic Development
• Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus
• Dr. Brandy Salmon, Associate Vice President for Innovation and Partnerships
• Mr. Jason El Koubi, President and CEO of Virginia Economic Development Partnership

# Educational Mission - Future Development
• Dr. Cyril Clarke, Executive Vice President and Provost

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

+ Annual Strategic Plan Review
• Dr. Menah Pratt, Vice President for Diversity, Inclusion, and Strategic Affairs

# Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)
Freedom of Expression and Inquiry

Sponsors: Provost Cyril Clarke, PhD and Robert Weiss, PhD

Deadline: January 1, 2023

Charge:

• Draft a statement affirming Virginia Tech's commitments to academic freedom and the constitutional right of free speech. The statement should acknowledge existing statements and policies and bring them together in the context of the university's academic mission. If appropriate, the new statement could replace existing statements to establish a coherent and unified expression of the university's commitments.

• Develop recommendations for exercising and demonstrating these commitments in a manner that exemplifies Virginia Tech's Principles of Community.

Membership:

Chair
Robin Queen, PhD (Biomedical Engineering) VP of the Faculty Senate & Chair Commission on Faculty Affairs

Faculty
Jim Hawdon, PhD (Sociology)  Undergraduate students
Khadijah Queen, PhD (English)  Caroline Lohr (President USS)
Ali Mehrizi-Sani, PhD (Elec & Comp. Engineering)  Ainsley Cragin (VP for Policy and Issues USS)
Jerald Walz, PhD (Ag Leadership & Comm Dev)  Graduate students
Vivica Kraak, PhD, RDN (Human Nut., Food & Ex.)  Ben Beiter (President GPSS)

Staff
Tasia Persson (Executive Assistant To the Dean)  Chloe Robertson (VP GPSS)

A/P faculty
Janice Austin, PhD (Assistant Dean – Admissions)  BOV

Undergraduate students
Caroline Lohr (President USS)

Content experts
Kara Latopolski – Academic Freedom expert
Kay Heidbreder – University Legal Counsel
Harrison Blythe – Director of Compliance and Conflict Resolution
Gabby McCollum - Past Chair of CEOD
Laura Belmonte, Ph.D. - Dean CLAHS
Chris Yianilos - VP for Government and Community Relations
Mark Owczarski - Associate VP for University Relations
Program Office Development

• Program Office to hire our contract Project Managers on permanent basis

• Recognizing our campus collaborators
  • Division of IT
    • Karen Herrington
    • Angela Correa
    • Greg Kroll
    • Vicki Hall
  • Organizational Excellence
    • Kristina Givens
    • Mohammed Al Rezq (Graduate Assistant)
    • Ross Mecham
  • Analytics and Institutional Effectiveness
    • Thulasi Kumar
PROJECTS IN PROGRESS

**IT Governance**
- Establish university-wide IT governance model
- Establish a university-wide IT Project Management Office

**IT Finance**
- Streamline software procurement process

**Cybersecurity**
- Implement CIS IG2 controls across all platforms
- Augment 24x7 monitoring with a Security Operations Center
- Enable endpoint detection and data loss prevention
- Minimum security standards

Access additional information at https://evpcoo.vt.edu/ittransformation
Key Accomplishments

**IT Governance – on schedule**
- Sub-Committee charters completed
- Sub-Committee appointments completed

**IT Project Management Office (PMO) Framework – on schedule**
- Identified foundational metrics

**Streamline Software Procurement – on schedule**
- As of October 25th: 217 purchases have been approved and processed
Key Accomplishments

Enforce CIS IG2 Standards – on schedule
• 50% of senior management areas enrolled in the assessment process

24x7 Security Operations Center – on schedule
• Vendor of choice – OmniSOC
• Reviewing data in production and finalizing response protocols

Deploy Endpoint Detect and Response (EDR) and Data Loss Prevention Solutions – on schedule
• 3,500+ endpoint solutions deployed across various departments
• Detected ransomware on one endpoint

Minimum Security Standards – ahead of schedule
• 38 out of 38 procedure guides completed to augment current Minimum Security Standards
Challenges

Streamline Software Procurement

• Addressing the time consumed for legal review and other review and vendor interaction for Pilot 2

Identity & Access Management

• Attracting candidates for position since it is “restricted” due to current one-time funding
Key Takeaways

- Cybersecurity projects are speeding along and are already yielding tangible benefits
  - Ability to see filtered and un-filtered data via OmniSOC
  - Microsoft A5 license upgrade with improved security capabilities is now available for all faculty and staff
- Software pilot hailed as beneficial, more improvements are coming
- IT Governance – paradigm shift, will need consistent support and iteration to take hold
- Overall progress is becoming steady
- Continuous updates on IT Transformation website and dashboard

Access additional information at https://evpcoo.vt.edu/ittransformation
Project Details
Accomplishments

• First Executive Committee meeting held 9/6
• Sub-Committee Charters completed on 9/29
• Sub-Committee appointments completed

In Process

• Review and complete threshold document
• Send invitation letters to sub-committee members

Access additional information at
https://evpcoo.vt.edu/ittransformation
IT Governance 1.3 – IT Project Management Office (PMO) Framework

Accomplishments

- Conducted 2 process workshops 09/07 and 09/22
- Completed foundational PMO framework
- Foundational template review completed – 9/14
- Metrics workshop, identified foundational metrics – 9/23

In Process

- Operationalizing foundational project process for Phase 1
- Documenting foundational project processes
- Training on Project Process
- Defining metrics

Access additional information at https://evpcoo.vt.edu/ittransformation
IT Finance 2.2 – Streamline Software Procurement

Consists of 2 Separate Pilot Projects

• Pilot 1: Implement expedited process for procurement of low risk, low-cost software and IT services
• Pilot 2: Implement concierge-guided process for the procurement of software and IT services

Accomplishments

• Pilot 1 was launched August 1st, will conclude on Dec 31, 2022
• Well-utilized process
• As of October 25th: 263 requests have been received and 217 purchases have been approved

In Process

• Pilot 2

Challenges

• Addressing the time consumed for legal review and other review and vendor interaction for Pilot 2

Access additional information at https://evpcoo.vt.edu/ittransformation
Accomplishments

- 50% of senior management OU’s (Organizational Units) are identified and enrolled in the assessment process

Project Phases (In Process)

- Continue enrolling OUs in the assessment process
- Phase 1: IT risk assessments; revise IT security standards to align with IG2 safeguards
- Phase 2: Based on assessments, develop IG2 plans of actions for high/moderate risk assets
- Phase 3: (Implementation) Complete the plans of action

Access additional information at https://evpcoo.vt.edu/ittransformation
Vendor of Choice – OmniSOC

Accomplishments
- All production equipment including hardware has been installed at Indiana University’s OmniSOC
- ServiceNow API will be used to send data related to incidents

In Process
- Continue to work on data formatting
- Implement Single Sign-On
- Implement EZ button tool
- Discuss communication related to SOC

Access additional information at https://evpcoo.vt.edu/ittransformation
Cybersecurity 6.3 – Identity and Access Management

Accomplishments
• Project Kick off – 08/23/2022

In Process
• Project is divided in to 4 sub-projects
  • Service Data Access Mapping Administration Framework (Planning)
  • Enterprise Roles Administration Framework (Planning)
  • Implement Identity Governance & Administration Service (Planning)
  • IAM Governance Framework (Initiation)

Challenges
• Filling the restricted positions due to lack of base funding
• Funding to convert restricted position to base positions

Access additional information at https://evpcoo.vt.edu/ittransformation
Cybersecurity 6.4/6.5 – Deploy Endpoint Detect and Response (EDR) Solution

Accomplishments

• As of 10/17/2022, 3510 Endpoint solutions are deployed across 17 departments
• Microsoft A5 license upgrade negotiations completed and announced
• Ransomware was detected on one system

In Process

• Work on baseline configuration for MS Defender for Endpoints
• Identify data endpoints which can be exported to SOC
• Evaluating readiness for units to provide IT support

Alert details

<table>
<thead>
<tr>
<th>Title</th>
<th>Ransomware-linked emerging threat activity group detected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severity</td>
<td>High</td>
</tr>
<tr>
<td>Category</td>
<td>Ransomware</td>
</tr>
<tr>
<td>Source</td>
<td>EDR</td>
</tr>
<tr>
<td>Detection time</td>
<td>September 19, 2022 16:47 UTC</td>
</tr>
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</table>

Access additional information at https://evpcoo.vt.edu/ittransformation
Accomplishments

• 38 out of 38 procedure guides completed to augment the current Minimum Security Standards

In Process

• Setting up procedure guides within an IT repository to be determined soon
• Providing access and support to promote adherence to minimum security standards
• Provide guidelines for additional controls in CIS IG2

Access additional information at https://evpcoo.vt.edu/ittransformation
IMPACT OF THE VIRGINIA TECH INNOVATION CAMPUS ON THE ECONOMY OF THE GREATER WASHINGTON, D.C. REGION

LANCE COLLINS
VP AND EXECUTIVE DIRECTOR

NOVEMBER 14, 2022
<table>
<thead>
<tr>
<th></th>
<th>TOTAL ENROLLMENT</th>
<th>WOMEN</th>
<th>URM</th>
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<tbody>
<tr>
<td>2020</td>
<td>109</td>
<td>24</td>
<td>5</td>
</tr>
<tr>
<td>2021</td>
<td>192</td>
<td>52</td>
<td>18</td>
</tr>
<tr>
<td>2022</td>
<td>249</td>
<td>71</td>
<td>54</td>
</tr>
<tr>
<td>2030*</td>
<td>750</td>
<td>375 (50% of 750)</td>
<td>169 (30% of domestic enrollment)</td>
</tr>
</tbody>
</table>

*projected

Economic impact growing exponentially…
HARNESSING DIVERSITY TO TACKLE TECH WORKFORCE CHALLENGES

• DC Metro – #2 for tech job postings – approximately 17,000 (source: CompTIA)

• 5 of the Top 10 employers for tech jobs are headquartered in Northern Virginia (source: CompTIA)

• Virginia a Top 10 state for % of Asian-American, Black, and foreign-born tech talent

• Arlington, VA – #1 U.S. City for women in tech

• DC Metro – #4 region for racial diversity in tech graduates

• More than 120 languages spoken across our regional K-12 systems

• Our Innovation Campus pathways, and scholarship opportunities, are helping non-traditional CS and CPE students see a future in tech

• Demand is greater than any one school can supply – creating a unique opportunity for collaboration
DRIVING TECH STARTUPS
IN THE REGION

• Project-Based Education (150 teams annually)

• Entrepreneurship Track (Professor Angelos Stavrou)

• Community Support is High

• Select teams to receive early-stage funding and incubation space in Innovation Building
WE ARE BUILT FOR PARTNERSHIPS
OF ALL TYPES
CONSTRUCTING THE SOUTHERN ANCHOR OF NATIONAL LANDING

- 844 workers employed to-date
- 450 daily workers at peak
- $63M spent to-date on A/E and Construction Manager services
- 25.8% of awards to SWAM* contractors
- Whiting-Turner has committed to achieving 34% SWAM subcontractors by building completion

*Small, Women-owned, and Minority-owned business
WHERE WE ARE HEADED

- **50**
  - Top-tier tenure-line and research faculty hires, by 2030

- **750**
  - Master’s enrollment candidates at scale

- **~250,000**
  - Square feet of partner space dedicated to startups and corporate facilities

- **~300,000**
  - Square feet of academic space and cutting-edge R&D facilities

- **$1 BILLION**
  - Anticipated investment at buildout
THE CATALYST FOR REGIONAL GROWTH AT THE RIGHT TIME.

THE INNOVATION CAMPUS
#10 Equitable Economic Development Opportunities | National Landing can reach its full potential as an inclusive innovation ecosystem through partnerships between its robust array public and private sector leaders.

**Multitude of Public and Private Partners**

**Strategies to Bolster a Robust and Equitable Innovation Ecosystem**

- Central innovation hub
- Networking events and lectures
- Incubators and accelerators
- Support/mentorship for MWBE businesses
- Workforce training and job placement
- Internship programs for youth
“Our investment in next-generation connectivity infrastructure will further cement National Landing as a premier global destination for entrepreneurs, universities and global technology companies to ideate, innovate and scale globally.”

-- Evan Regan-Levine, Executive VP of Strategic Innovation and Research, JBG Smith
PROXIMITY MATTERS: A GROWING ECOSYSTEM IN NATIONAL LANDING (AND SURROUNDING AREAS)
TOGETHER WITH OUR STATE AND LOCAL PARTNERS, WE ARE CREATING A TECH ECOSYSTEM THAT ATTRACTS COMPANIES OF ALL SIZES AND PROMOTES A CULTURE OF RISK-TAKING

“Boeing’s recent announcement to move its headquarters to Virginia and reaffirm its commitment to building the next generation of tech talent is a timely development for the Commonwealth, and is made more exciting by their extensive partnership with Virginia Tech.”

Glenn Youngkin
Governor
Commonwealth of Virginia

“The Virginia Tech Innovation Campus is already attracting the attention of companies in emerging industries thanks to future-focused academic programs that will contribute to the growth of our tech talent pipeline while also providing world-class research and partnership opportunities. AEDP is excited to serve as the bridge that connects the academic and commercial sectors to drive economic growth in Alexandria and Northern Virginia.”

Stephanie Landrum
President & CEO
Alexandria Economic Development Partnership (AEDP)
Updates for the Virginia Tech Board of Visitors

LINK + LICENSE + LAUNCH

November 2022
INNOVATION + PARTNERSHIPS

INKK + LICENSE + LAUNCH

Advancing partnerships
Commercializing technologies
Starting new ventures
Building strategic partnerships

Design goals

Delivering holistic approaches through:

+ Scholarships
+ Graduate assistantships
+ Branding and naming opportunities
+ Research collaborations
+ Co-capture opportunities
+ Faculty support
+ Program support
+ x-Labs
A busy Fall 2022
Selected examples
Meet: Tara Laughlin

Boeing Scholar
INVITATION TO PARTNER | NSF ENGINES PROGRAM

A Coalition to Advance Supply Chain Resiliency, Efficiency, Sustainability, and Equity From Dock-to-Door

Advancing ecosystems

The Appalachian Advanced Automation Engine, From Dock To Door
Catalyzing a regional strategy to align disparate technologies, a strategic location, unique infrastructure and robust partners, from ground to air to attain efficient, seamless, sustainable, secure, and resilient supply chains for the 21st century.

- **Inclusive Innovation Toward Future of Freight**
  Translate use-inspired research into innovations that drive economic growth and shared prosperity in a high-potential, but historically disadvantaged region.

- **National Blueprint for Advancing ACE**
  Through large-scale test and deployment environments and cutting-edge research, advance development, deployment, and consumer confidence in ACE vehicles for freight systems from first to last yard.

- **Enabling Policy Frameworks**
  Unify a coalition of industry, academia, and policymakers to evolve policy and business models to promote safety, reduce risk, encourage innovation, and lower barriers toward adoption of ACE transportation technologies.

- **Highly-Skilled Workforce**
  Build a robust and diverse workforce development platform for underserved members of our community, supercharging the regional ecosystem and ensuring participation in the future of work.
FY 2023 key goals
As measured in university strategic dashboard

**Invention Disclosures**
- Reporting of ideas/inventions
- Goal: 190 total

**License Agreements**
- Licensing of rights to third party
- Goal: 30

**Start-up Companies**
- Launch of newco based on IP
- Goal: 9
FY22 University Strategic Metrics

INVENTION DISCLOSURES

- University goal: Increase the number of IP invention disclosures to 160 total by FY22
- A total of 169 invention disclosures in FY22

Source: Strategic planning metrics, Virginia Tech University Data Commons udc.vt.edu, accessed 9/20/2021
Multiresonant Plasmonic Meshes for Bio-interfaced Sensing and Actuation

VTIP 22-042: “Flexible Microporous Multiresonant Plasmonics Meshes by Hierarchical Micro-nanoimprinting with Dissolvable Templates”
Cultivating a culture of innovation

Our main goal
LICENSE Bootcamp

- Fully-customized training program
- Can be delivered in different formats, e.g. one-day workshops or 6X1 hours modules
- 33 enrolled in first offering
- Integrates with VT learning platform and one of the most popular courses on TLOS
- Requested to offer 3x per year
Technology based on exosomes harvested from milk as a drug delivery technology.

Founder has received over $6M in federal funding for research at FBRI, including approximately $600K in STTR funding to be used in conjunction with start-up.

Received nearly $100K in local economic development funding from various programs including LAUNCH.

In process of $1-2M seed round.

Currently finishing in-vivo (animal) studies for therapeutic applications that will improve outcomes following ischemic cardiac events.
Maroon Assistive

Asbeck Lab

Founded by researchers from the Assistive Robotics Lab at Virginia Tech with funding from Lowe’s Home Improvement.

Patented carbon fiber spring that reduces the load on users backs, making lifting easier, safer, and more productive.

Users say it saves them energy and reduces back pain. Employers have found it reduces turnover and increases productivity.

13 paid multi-month trials, sold 16 units.

Raising $1.5M seed round.

Contact: Tim Pote
tim@maroonassistive.com
You’re changing the world. So are we. Let’s do it together.
GUIDING PRINCIPLES

1. Evidence-based, student-centered
2. Equity/excellence imperative
3. Experiential learning
4. Curricular – co-curricular
5. Modes of engagement

1See Boyer 2030 Commission Report
1. EVIDENCE-BASED, STUDENT-CENTERED

- Psychology of learning
- Start at the end (degree, certificate, etc.) and build back
- Personalized
2. EXPERIENTIAL LEARNING

- Hands-on, minds-on
- Transdisciplinary
- Access to learning environments
Calhoun Discovery Program
Honors Interdisciplinary Minor
Honors College Curriculum
Integration in Selected Non-Honors Majors
University Experiential Learning Initiative
Faculty-Led governance of Academic Standards, Curriculum
Bridge Experience Selected Majors

Faculty Perspectives on Experiential Learning, Virginia Tech, May 10, 2021
3. CURRICULAR - CO-CURRICULAR

- Technical and non-technical competencies (SKA)
- ³Aspirations for Student Learning
- Living-Learning Communities

³See Division of Student Affairs Aspirations for Student Learning.
MODES OF ENGAGEMENT

- In-person is well-established and respected at Virginia Tech
- Hybrid to promote access and experiential learning
- Fully online
- Technology-enhanced
Learning from Online Experience during the Pandemic

- Student access and advising
- Wellness, mental health
- Academic progress
- National trends
- Virginia Tech’s organizational structure and next steps
Goal is to **optimize** balance between:

- Course content/goals
- Instructional methodology:
  - Student- vs. instructor-centered
  - Mode of delivery
- Expense

Underlying **matrix**:

- Equity/Excellence

---

**How does it all fit together?**

- What is the cost?
- What must students learn?
- How should students be instructed?
- How does it all fit together?
2022 New Undergraduate Applicants
2021-2022 Admissions Cycle

First Time in College (FTIC)

<table>
<thead>
<tr>
<th>Category</th>
<th>Applicants</th>
<th>Offered</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTIC</td>
<td>45,238*</td>
<td>25,752</td>
<td>7,101</td>
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Transfers

<table>
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<tr>
<th>Category</th>
<th>Applicants</th>
<th>Offered</th>
<th>Enrolled</th>
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<tbody>
<tr>
<td>Transfers</td>
<td>2,890</td>
<td>1,666</td>
<td>997</td>
</tr>
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2022 Incoming Class (FTIC + Transfers)

<table>
<thead>
<tr>
<th>Total</th>
<th></th>
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<tbody>
<tr>
<td>2022</td>
<td>8,098</td>
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* Record Number of Applicants
### 2022 New Undergraduate Applicants
### FTIC Test Optional Status

<table>
<thead>
<tr>
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<th>With Test</th>
<th>Without Test</th>
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<tbody>
<tr>
<td>Applicants</td>
<td>24,498</td>
<td>20,743</td>
</tr>
<tr>
<td>Offered</td>
<td>15,127</td>
<td>10,671</td>
</tr>
<tr>
<td>Enrolled</td>
<td>3,581</td>
<td>3,516</td>
</tr>
</tbody>
</table>

**With Test**
- With test offer rate: **61.75%**
- With test yield rate: **23.67%**

**Without Test**
- Without test offer rate: **51.44%**
- Without test yield rate: **32.95%**
2022 New Undergraduate Enrollment
Demographic Benchmark:
Total Underrepresented Minority
(FTIC + Transfers)

72.5% Increase

953
13.2%

1,644
21%

2017 2022

Goal: Achieve 25% representation of URM students in the entering class (FTIC and transfers) by 2022.
2022 New Undergraduate Enrollment
Demographic Benchmark:
Black Enrollment (FTIC)

Black and 2 or more races indicating Black

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolled</th>
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</thead>
<tbody>
<tr>
<td>2017</td>
<td>355 (4.5%)</td>
</tr>
<tr>
<td>2022</td>
<td>707 (8.7%)</td>
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</table>

Increase from 2017 - 2022: 97.7%
2022 New Undergraduate Enrollment
Demographic Benchmark:
Hispanic/LatinX Enrollment (FTIC)

Hispanic/LatinX

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolled</th>
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<tbody>
<tr>
<td>2017</td>
<td>497</td>
</tr>
<tr>
<td>2022</td>
<td>890</td>
</tr>
</tbody>
</table>

79% Increase from 2017 - 2022
2022 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.

Increase: 32.75%

2017: 2,385 (33.1%)
2022: 3,167 (40.4%)
### 2022 New Undergraduate Students
Demographic Benchmarks:
Underserved (FTIC + Transfers)

<table>
<thead>
<tr>
<th>Pell Eligible</th>
<th>First-Generation</th>
<th>Veterans</th>
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<tbody>
<tr>
<td>Applicants*</td>
<td>Applicants*</td>
<td>Applicants</td>
</tr>
<tr>
<td>6,176</td>
<td>8,762</td>
<td>116</td>
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<tr>
<td>Offered</td>
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<tr>
<td>3,839</td>
<td>5,259</td>
<td>50</td>
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<td>Enrolled</td>
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<tr>
<td>1,308</td>
<td>1,685</td>
<td>22</td>
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*Historic High
2022 New Undergraduate Enrollment
Corps of Cadets (FTIC + Transfer)

2022 Total Corps Enrollment: 1,164

Goal: Increase the total enrollment in the Corps of Cadets to 1,400 by 2023.
Financial Aid Profile
All New Undergraduates

FAFSA Filers

2021
80.5%
Filed a FAFSA

2022
80%
Filed a FAFSA

53%
with demonstrated financial need

49%
with demonstrated financial need
Financial Aid Profile
All New Undergraduates
Average Parent Income

2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Income</th>
<th>(n)</th>
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<tbody>
<tr>
<td>All</td>
<td>$211,672</td>
<td>6,231</td>
</tr>
<tr>
<td>Most Need</td>
<td>$40,191</td>
<td>1,105</td>
</tr>
<tr>
<td>No Need</td>
<td>$364,126</td>
<td>904</td>
</tr>
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2022

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Income</th>
<th>(n)</th>
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<tbody>
<tr>
<td>All</td>
<td>$224,697</td>
<td>7,271</td>
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<tr>
<td>Most Need</td>
<td>$43,731</td>
<td>943</td>
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<tr>
<td>No Need</td>
<td>$334,828</td>
<td>2,443</td>
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(VIRGINIA TECH Enrollment Management)
## Financial Aid Profile

All New Undergraduates

Average Expected Family Contribution

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<tbody>
<tr>
<td>All</td>
<td>$58,362</td>
<td>$66,902</td>
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<tr>
<td>Most Need</td>
<td>$1,502</td>
<td>$1,710</td>
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<tr>
<td>No Need</td>
<td>$122,873</td>
<td>$179,005</td>
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# Financial Aid Profile

## All New Undergraduates

*Average Institutional Gift*

<table>
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<th>Percentage of need met:</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>$2,223</td>
<td>$3,524</td>
</tr>
<tr>
<td>Most Need</td>
<td>$3,513</td>
<td>$6,076</td>
</tr>
<tr>
<td>No Need</td>
<td>$3,173</td>
<td>$1,976</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of need met:</th>
<th>All</th>
<th>Most need</th>
<th>No Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>29.6%</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most need</td>
<td>42.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2022 Overall Undergraduate Enrollment

- New FTIC: 7,101
- Continuing: 22,139
- Transfers: 997
- Non-Degree Seeking: 95
- Associates Degree: 102

Yearly Enrollment:
- 2017: 27,811
- 2018: 29,300
- 2019: 30,020
- 2020: 29,760
- 2021: 30,434
- 2022: (Bar not fully visible)
### 2022 Continuing Student Enrollment Retention - FTIC

<table>
<thead>
<tr>
<th>Year</th>
<th>Cohort</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd year</td>
<td>2021</td>
<td>91%</td>
</tr>
<tr>
<td>3rd year</td>
<td>2020</td>
<td>88.4%</td>
</tr>
<tr>
<td>4th year</td>
<td>2019</td>
<td>83.3%</td>
</tr>
<tr>
<td>5th year</td>
<td>2018</td>
<td>18.5%</td>
</tr>
<tr>
<td>6th year</td>
<td>2017</td>
<td>3.4%</td>
</tr>
<tr>
<td>7th year</td>
<td>2016</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

**Avg. 97.5% continue to 1st Spring.**
## 2022 Continuing Student Enrollment Retention - Transfers

<table>
<thead>
<tr>
<th>Continuation</th>
<th>Percentage</th>
<th>Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd year in college</td>
<td>89.6%</td>
<td>(2021 Cohort)</td>
</tr>
<tr>
<td>3rd year in college</td>
<td>67.3%</td>
<td>(2020 Cohort)</td>
</tr>
<tr>
<td>4th year in college</td>
<td>18.4%</td>
<td>(2019 Cohort)</td>
</tr>
<tr>
<td>5th year in college</td>
<td>3.4%</td>
<td>(2018 Cohort)</td>
</tr>
<tr>
<td>6th year in college</td>
<td>1.0%</td>
<td>(2017 Cohort)</td>
</tr>
<tr>
<td>7th year in college</td>
<td>0.9%</td>
<td>(2016 Cohort)</td>
</tr>
</tbody>
</table>

Avg. 96% continue to 1st Spring.
Graduating Students
4-Year Graduation Rates: 2022 FTIC

ALL: **EVEN** with 2021

**ALL**
- 69.1%

**URM**
- 59.6%

**URM/USSS**
- 64.6%

**Goal:** Increase the four-year graduation rates for all FTIC students to 70%.
Graduating Students
3-Year Graduation Rates: 2022 Transfers

ALL: Down 2.9% from 2021
URM: Down 1.3% from 2021
URM/USU: Down 2.7% from 2021

ALL 69.4%
URM 66.9%
URM/USU 68.9%

Goal: Increase the three-year graduation rate for all undergraduate transfer students to 75%.
Graduating Students
Time to Degree

2020 - 2021
- FTIC: 3.94 years
- Transfer: 2.64 years

2021 - 2022
- FTIC: 3.93 years
- Transfer: 2.68 years
Graduating Students
Students Awarded Bachelor’s Degrees

2020 - 2021: 6,944
2021 - 2022: 6,603

4.9% Headcount Decrease
# 2022 New Graduate Applications - Masters
## 2021 - 2022 Admissions Cycle

<table>
<thead>
<tr>
<th>Year</th>
<th>Applied</th>
<th>Offered</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>4,552</td>
<td>3,523</td>
<td>1,524</td>
</tr>
<tr>
<td>2022</td>
<td>5,263</td>
<td>2,912</td>
<td>1,360</td>
</tr>
</tbody>
</table>

- **2021** Offer rate: 71.5%
- **2021** Yield rate: 46.8%
- **2022** Offer rate: 55.3%
- **2022** Yield rate: 46.7%
2022 New Graduate Applications - PhD
2021 - 2022 Admissions Cycle

2021
- Offer rate: 40.6%
- Applied: 2,896
- Offered: 1,177
- Enrolled: 471

2022
- Offer rate: 36.1%
- Applied: 3,235
- Offered: 1,168
- Enrolled: 469

2021 Yield rate: 40%
2022 Yield rate: 40.2%
2022 Graduate Students
Overall Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2021 - 2022</th>
<th></th>
<th>2022 - 2023</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s</td>
<td>3,738</td>
<td></td>
<td>3,912</td>
<td></td>
</tr>
<tr>
<td>Doctorate</td>
<td>3,108</td>
<td></td>
<td>3,151</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6,846</td>
<td></td>
<td>7,063</td>
<td></td>
</tr>
</tbody>
</table>

Goal: Reach 7,900 graduate students by 2024 (4,550 masters and 3,350 PhDs).
2022 Graduate Students Demographic Benchmarks:
Total URM Graduate and Professional

2020 - 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>17.9%</td>
<td>828</td>
</tr>
<tr>
<td>Professional</td>
<td>19.5%</td>
<td>95</td>
</tr>
</tbody>
</table>

2021 - 2022

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>18.2%</td>
<td>833</td>
</tr>
<tr>
<td>Professional</td>
<td>19.3%</td>
<td>94</td>
</tr>
</tbody>
</table>

Goal: Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024.
2022 Graduate Students
Time to Degree

**2020 - 2021**
- Master’s: 2.38 years
- Doctorate: 5.32 years

**2021 - 2022**
- Master’s: 2.24 years
- Doctorate: 5.26 years
2022 Graduate Students
Graduate Degrees Awarded

2020 - 2021

<table>
<thead>
<tr>
<th>Degree</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
<td>1,429</td>
</tr>
<tr>
<td>Doctorate</td>
<td>489</td>
</tr>
</tbody>
</table>

2021 - 2022

<table>
<thead>
<tr>
<th>Degree</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
<td>1,460</td>
</tr>
<tr>
<td>Doctorate</td>
<td>497</td>
</tr>
</tbody>
</table>
Looking Ahead

Undergraduate Enrollment Goals
• 300 Transfer students in Spring 2023
• 7,085 FTIC and 1,025 New Transfers
• Total enrollment for Fall 2023; 30,450

Current (as of 11/2/22) Application Numbers
• Spring 2023 Transfer Applications - 748
  Up 5.8% from Spring 2022 (707)
• Fall 2023 Early Decision- 3,390 Applications
  Up 21% from Fall 2022 (2,791)
• Fall 2023 Undergraduate Applications - 14,389
  Up 25% from Fall 2022 (11,527)
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
Continuous Strategic Planning Annual Milestones Report
The Virginia Tech Difference: Advancing Beyond Boundaries

BOARD OF VISITORS
November 13-14, 2022
KEY UNIVERSITY STRATEGIC PLAN
MILESTONE ACHIEVEMENTS | 2017-2022

- Increase Extramural Research Expenditures: 24%
- Increase Undergraduate Student Enrollment: 12%
- Increase URM Students: 61%
- Increase URM/USS Students: 25%
- Increase URM Faculty: 46%
- Increase New Gifts and Commitments: 75%
- Increase Endowment: 69%
## HOW STRATEGIC INVESTMENT PRIORITIES ALIGN WITH THE UNIVERSITY STRATEGIC PLAN

<table>
<thead>
<tr>
<th>Tech Talent Investment Program and the Innovation Campus</th>
<th>Priority 1 IMPACT</th>
<th>Priority 2 UT PROSIM</th>
<th>Priority 3 TALENT</th>
<th>Priority 4 EXCELLENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Biomedical Sciences (Carilion Clinic, Children’s National Hospital)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Security (Focus: National Security Institute)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Transformation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access and Affordability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TOP STRATEGIC PLAN MILESTONES

#### Priority 1: ADVANCE REGIONAL, NATIONAL, and GLOBAL IMPACT
- M1: Extramural Research Expenditures
- M6: Graduate and Professional Student Enrollment, Postdoc Appointees
- M7 | M8: Faculty Excellence (Awards, Publications and Citations)

#### Priority 2: UT PROSIM (That I May Serve) DIFFERENCE
- M1 | M2: Student Representational Diversity (URM / USS Undergraduate)
- M5 | M6: Faculty Representational Diversity (URM and Female)

#### Priority 3: DESTINATION for TALENT
- M1: Instructional Faculty Salaries
- M2 | M3: Graduation Rates (First Year and Transfer Students)

#### Priority 4: INSTITUTIONAL EXCELLENCE
- M6: Endowment
- M7 | M8 | M12: Advancement (Alumni Giving, New Gifts and Commitments, Campaign)
### Strategic Priority 1: Advance Regional, National, and Global Impact

<table>
<thead>
<tr>
<th>Category</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extramural Research Expenditures</td>
<td>Current Actual (Est.): $368M</td>
</tr>
<tr>
<td>Experiential Learning</td>
<td>Current Actual: 38%</td>
</tr>
<tr>
<td>Undergraduate Student Enrollment</td>
<td>Current Actual: 30,434</td>
</tr>
<tr>
<td>Graduate Student Enrollment</td>
<td>Graduate Current Actual: 3,912</td>
</tr>
<tr>
<td></td>
<td>PhD Current Actual: 3,151</td>
</tr>
<tr>
<td>Internationally and Nationally Recognized Faculty Awards</td>
<td>2021 Actual: 332</td>
</tr>
<tr>
<td>Internationally and Nationally Recognized Faculty Publications</td>
<td>2021 Actual: 3,562</td>
</tr>
<tr>
<td>Internationally and Nationally Recognized Faculty Citations</td>
<td>2021 Actual: 34,833</td>
</tr>
<tr>
<td>Increase the diversity (number of countries represented) of international faculty to 100 by 2024</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>International Student Representation</td>
<td>New Milestone: 600 undergraduate (entering class) by 2028</td>
</tr>
<tr>
<td></td>
<td>New Milestone: 610 graduate (entering cohort) by 2028</td>
</tr>
<tr>
<td>Vibrant Virginia Initiative</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Invention Disclosure</td>
<td>Current Actual: 169</td>
</tr>
<tr>
<td>License Agreements</td>
<td>Current Actual: 29</td>
</tr>
<tr>
<td>Start-up Companies</td>
<td>Current Actual: 10</td>
</tr>
<tr>
<td>Fully Online Programs</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Postdoctoral Appointees</td>
<td>Current Actual (Est.): 247</td>
</tr>
<tr>
<td>Strategic Priority 2: Elevate the Ut Prosim (That I May Serve)</td>
<td>Progress</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td></td>
</tr>
<tr>
<td>Underrepresented Minority Students</td>
<td>Current Actual: 21%</td>
</tr>
<tr>
<td>Underrepresented Minority or Underserved Students</td>
<td>Current Actual: 40.4%</td>
</tr>
<tr>
<td>Corps of Cadets Enrollment</td>
<td>Current Actual: 1,161</td>
</tr>
</tbody>
</table>
| Underrepresented Minority Graduate and Professional Students| **Graduate:** Current Actual 18.2% | Milestone: 20% by Fall 2024  
**Professional:** Current Actual 19.3% | Milestone: 20% by Fall 2024 |
<p>| Underrepresented Minority Faculty                           | Current Actual: 8.1% | New Milestone: 12% by 2028 |
| Female Faculty                                              | Current Actual: 37.9% | New Milestone: 43% by 2028 |
| New Underrepresented Minority Faculty Hires                 | Now displayed within URM Faculty milestone |
| New Female Faculty Hires                                    | Now displayed within Female Faculty milestone |
| Graduate programs with Inclusion and Diversity Responsibility component | <strong>Milestone removed from the Dashboard</strong> |
| Critical Analysis of Equity and Identity in the United States Pathways | Current Actual: 16% | Milestone: 25% by 2024 |
| Intercultural and Global Awareness Pathways                 | <strong>Milestone removed from the Dashboard</strong> |
| Underrepresented Minority Staff and Administrative and Professional Faculty | Current Actual: 12.4% | New Milestone: 20% by 2028 |</p>
<table>
<thead>
<tr>
<th>Strategic Priority 3: Be A Destination for Talent</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional Faculty Salaries</td>
<td>Current Actual: 33%</td>
</tr>
<tr>
<td>Achieve progress in competitive administrative and professional and staff salaries towards the 50th percentile of relevant market range by 2024</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Four-Year Graduation Rates for Entering Freshmen</td>
<td>Current Actual: 69.1%</td>
</tr>
<tr>
<td>Three-Year Graduation Rates for Transfer Students with at least 60 credits</td>
<td>2022 Actual: 77.8%</td>
</tr>
<tr>
<td>Average Student Loan Debt Per Graduating Senior</td>
<td>Access and Affordability metric is in development</td>
</tr>
</tbody>
</table>
| Human Resources: Career Advancement           | Non-data collection year  
Current Actual: 70% | Milestone: 75% by 2024 |
| Human Resources: Work-Life Balance            | Non-data collection year  
Current Actual: 78% | Milestone: 75% by 2024 |
<p>| Students in Living Learning Programs          | Current Actual: 51.2% | New Milestone: 60% through 2028 |
| Students participating in Hokie Mentorship Connect Program | Milestone removed from the Dashboard |</p>
<table>
<thead>
<tr>
<th>Strategic Priority 4: Ensure Institutional Excellence</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve 100% completion of college and unit-level strategic plans by May 2020</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Auxiliary Maintenance Reserve Funding</td>
<td>Current Actual: .97%</td>
</tr>
<tr>
<td>Debt Rating – Moody’s and Standard &amp; Poor’s (S&amp;P)</td>
<td>Current Actual S&amp;P: AA</td>
</tr>
<tr>
<td></td>
<td>Current Actual Moody’s: Aa1</td>
</tr>
<tr>
<td>University Debt Ratio</td>
<td>Current Actual (Est.): 3.46%</td>
</tr>
<tr>
<td>University Unrestricted Net Assets</td>
<td>Current Actual (Est.): $705M</td>
</tr>
<tr>
<td>SWaM Expenditures – Small Business or Woman Owned or Minority Owned</td>
<td>Current Actual: $211.3M</td>
</tr>
<tr>
<td>Endowment</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Alumni Giving</td>
<td>Current Actual: 22%</td>
</tr>
<tr>
<td>New Gifts and Commitments</td>
<td>Current Actual: $268.5M</td>
</tr>
<tr>
<td>Solar Energy</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>Recycling Rate</td>
<td>Milestone removed from the Dashboard</td>
</tr>
<tr>
<td>$1.872B campaign goal by 2027</td>
<td>Current Actual: $1.158B</td>
</tr>
</tbody>
</table>
Access and Affordability Updates
One of the Four Guiding Principles regarding the Framework for the Future in the “BEYOND BOUNDARIES: A 2047 VISION” document centered on a commitment to:

“AFFORDABILITY AND ACCESSIBILITY”

As a global land-grant university, Virginia Tech must be within reach financially for everyone—regardless of income, gender, race, or identity—who wishes to pursue academic excellence, world-class research, and service to the world.

VISIONING VIRGINIA TECH BEYOND BOUNDARIES - A 2047 Vision - A framework prepared by Beyond Boundaries participants, May 2016, pp 7
Why Access and Affordability?
And Why Now?

• Virginia Tech, while offering great value for money, lags behind many of its peers:
  ▪ Relatively low support for students of more modest means.
  ▪ Virginia Tech lags in discounting, scholarship aid, etc.
ACCESS AND AFFORDABILITY ARE CHALLENGING ISSUES
# A Snapshot

**Net Price ISUG - From IPEDS**

<table>
<thead>
<tr>
<th></th>
<th>Cost of Attendance (Sticker Price)</th>
<th>Average Net Price by Income (2020-21 Data)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0-30,000</td>
<td>$30,001-48,000</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$27,755</td>
<td>$11,740</td>
</tr>
<tr>
<td>SCHEV Peer Average</td>
<td>33,765</td>
<td>8,574</td>
</tr>
<tr>
<td>Advantage (Disadvantage)</td>
<td>6,010</td>
<td>(3,166)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Virginia Tech</th>
<th>UVA and CW&amp;M</th>
<th>Advantage (Disadvantage)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$27,755</td>
<td>$37,849</td>
<td>10,094</td>
</tr>
<tr>
<td></td>
<td>$11,740</td>
<td>6,283</td>
<td>(5,457)</td>
</tr>
<tr>
<td></td>
<td>$13,739</td>
<td>6,746</td>
<td>(6,993)</td>
</tr>
<tr>
<td></td>
<td>$18,113</td>
<td>12,627</td>
<td>(5,486)</td>
</tr>
<tr>
<td></td>
<td>$24,065</td>
<td>19,209</td>
<td>(4,856)</td>
</tr>
<tr>
<td></td>
<td>$26,726</td>
<td>31,783</td>
<td>5,057</td>
</tr>
</tbody>
</table>

Note: Net price is the cost remaining after financial aid has been applied to the total cost of attendance (tuition, fees, room and board, and other expenses).

Data courtesy of Tim Hodge, 10-17-22.
What Is the Best Path Forward?

- A broad and expansive approach?
  - For example, more coverage for all Pell eligible + VGAP students.
  - Approximately 4,500 with possible growth to 6,000.
  - We could aim to reduce this group’s unmet need from ≈ $17,300 to, say, $10,000 (per year).
What Might be a “Stretch Goal?”

• The IDEAL: Reduce the effective cost of attendance for all Pell eligible + VGAP students to zero!?  
  ▪ Cover all tuition, fees, room and board, plus incidentals?  
  ▪ What is a reasonable part time work expectation for this population?

• What might be an achievable but overarching goal for this initiative over the next five to ten years?

What Might be a “Stretch Goal?”
# Projected Costs of Achieving Three Targets Over Six Years

*Assumes 1% Overall Growth in In-State Student Enrollment. Final covered cohort size is projected to be 4*1235 = 4940.

<table>
<thead>
<tr>
<th>Year</th>
<th>Entering Students*</th>
<th>Average Net Cost</th>
<th>Average Pell + VGAP Aid</th>
<th>Effective Price</th>
<th>Average Aid Increase</th>
<th>Expected Net New Annual Cost of Closing the GAP by 2028</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>1163</td>
<td>$33,029</td>
<td>$15,696</td>
<td>$17,333</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Eliminate Average Unmet Need by 2028:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Entering Students*</th>
<th>Average Net Cost</th>
<th>Average Pell + VGAP Aid</th>
<th>Effective Price</th>
<th>Average Aid Increase</th>
<th>Expected Net New Annual Cost of Closing the GAP by 2028</th>
</tr>
</thead>
<tbody>
<tr>
<td>2028</td>
<td>1235</td>
<td>$0</td>
<td>$17,333</td>
<td>$85,593,677</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Increase Average Aid Per Student by $10,000 by 2028:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Entering Students*</th>
<th>Average Net Cost</th>
<th>Average Pell + VGAP Aid</th>
<th>Effective Price</th>
<th>Average Aid Increase</th>
<th>Expected Net New Annual Cost of Closing the GAP by 2028</th>
</tr>
</thead>
<tbody>
<tr>
<td>2028</td>
<td>1235</td>
<td>$7,333</td>
<td>$10,000</td>
<td>$49,381,917</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Increase Average Aid Per Student by $7,333 by 2028:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Entering Students*</th>
<th>Average Net Cost</th>
<th>Average Pell + VGAP Aid</th>
<th>Effective Price</th>
<th>Average Aid Increase</th>
<th>Expected Net New Annual Cost of Closing the GAP by 2028</th>
</tr>
</thead>
<tbody>
<tr>
<td>2028</td>
<td>1235</td>
<td>$10,000</td>
<td>$7,333</td>
<td>$34,454,247</td>
<td></td>
<td></td>
</tr>
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Supplemental Materials
Strategic Priority 1 Milestones
Key Performance Indicator (KPI):
Increase Extramural Research Expenditures to $410M by 2025

Advance Regional, National, and Global Impact
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
**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 400 Highly Prestigious and Prestigious Awards by 2028

![Graph showing the progress towards the KPI goal from 2021 to 2028. The graph includes actual and goal lines, with actual awards increasing from 332 in 2021 to 400 in 2028, and the goal line reaching 400 in 2028.](image-url)
Key Performance Indicator (KPI):
Achieve 4,500 Average Publications by 2028
Key Performance Indicator (KPI):
Achieve 45,000 Average Citations by 2028
Key Performance Indicator (KPI):
International Undergraduate and Graduate Student Enrollment

Advance Regional, National, and Global Impact
**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
**Key Performance Indicator (KPI):**
Double the Number of Start-up Companies Created from VT Research by FY2025
Key Performance Indicator (KPI):
Reach 338 Postdoctoral Appointees by 2028

Advance Regional, National, and Global Impact
Strategic Priority 2 Milestones
**Key Performance Indicator (KPI):**
Achieve 25% Representation of Underrepresented Minority Students in the Entering Class (Freshmen and Transfers) by 2028
**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) through 2028.
Key Performance Indicator (KPI):
Increase the Total Enrollment in the Corps of Cadets to 1,400 by 2023

Elevate the Ut Prosim Difference
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 12% by 2028
Key Performance Indicator (KPI):
Increase Female Faculty Representation to 40% by 2028
**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 Representation of all Minority Staff and Administrative and Professional Faculty to 20% by 2028
Strategic Priority 3 Milestones
**Key Performance Indicator (KPI):**
Achieve Progress in Competitive Faculty Salaries Towards 50th Percentile of the Top 20 Land-Grant Universities by 2024

Be a Destination for Talent
Key Performance Indicator (KPI):
Increase the Four-Year Graduation Rates for All Undergraduate (Entering Freshmen) Students to 73% by 2028 (2024 Cohort)

Be a Destination for Talent
Key Performance Indicator (KPI):
Increase the Three-Year Graduation Rates for All Undergraduate Transfer Students with at Least 60 credits to 80% by 2028 (2025 Cohort)

Be a Destination for Talent
Key Performance Indicator (KPI):
Access and Affordability

An alternative metric is in development to address Access and Affordability.
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 On-Campus Students Living in Living Learning Programs to 60% Through 2028

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 (Moody)

Ensure Institutional Excellence
Key Performance Indicator (KPI): Maintain Debt Rating in the AA or Aa Range (S&P)

Ensure Institutional Excellence
Key Performance Indicator (KPI):
Maintain =or<6% 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):

Sustain Undergraduate Alumni Giving Participation at a Rate of Greater Than 20% Each Year Through FY 2027

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

Build Sustainable Program That Can Raise $300M in New Gifts & Commitments per Year by FY2028

Ensure Institutional Excellence
Key Performance Indicator (KPI):
Achieve an Annual Net Reduction of Campus Greenhouse Gas (GHG) Emissions of 3% Through 2030

Ensure Institutional Excellence
Key Performance Indicator (KPI):
Achieve the Boundless Impact Campaign Goal to Raise $1.872B by 2027