Virginia Tech Board of Visitors Meeting
June 1-2, 2014

Information Session

Minutes

A. Minutes: Academic Affairs Committee

B. Resolution: Approval to Appoint a Director to Virginia Tech Carilion School of Medicine, Inc.

C. Resolution: Approval of the Bachelor of Science Degree in Water: Resources, Policy, and Management

D: Resolution: Approval of the Bachelor of Science Degree in Neuroscience

E. Resolution: Approval of Changes to Administrative and Professional Faculty Grievance Processes

F. Resolution: Approval of New Practice on Progress to Promotion to Professor

G. Minutes: Buildings and Ground Committee

H. Resolution: Approval of Reappointments to the Montgomery Regional Solid Waste Authority

I. Resolution: Approval of Appointment to the New River Valley Regional Water Authority

J. Resolution: Approval of Demolition of University Buildings Comprising the Dairy Science Complex

K. Resolution: Approval of Demolition of University Buildings 440 and 440L

L. Resolution: Approval of Appalachian Power Company Easement

M. Minutes: Finance and Audit Committee

N. Resolution: Approval of the Year-to-Date Financial Performance Report (July 1, 2013 - March 31, 2014)

O. Resolution: Approval of the 2014-2015 Faculty Compensation Plan

P. Resolution: Approval of Tuition and Fee Rates for 2014-15

Q. Resolution: Approval of the 2014-2015 University Budgets: Operating and Capital, Hotel Roanoke Conference Center Commission, and Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences

R. Resolution: Approval of the 2014-2015 Auxiliary Systems Budgets: Dormitory and Dining Hall System, Electric Service System, University Service System, and Intercollegiate Athletics System

S. Resolution: Approval of the 2014-2015 Pratt Fund Budgets Proposal

T. Resolution: Approval to Reappoint University Commissioner to the Hotel Roanoke Conference Center Commission

U. Resolution: Approval of McBryde 100 Classroom Renovation

V. Minutes: Student Affairs and Athletics Committee

W. Resolution: Approval of Changes to Policy 8220: Clarification of Security Personnel

X. Resolution: Approval of Changes to the Hokie Handbook: Expansion of Student Conduct Procedures

Y. Report: Research and Development Disclosures

Z. Resolutions: Naming University Facilities (4)

AA. Resolutions: Approval of Emeritus Status (6)

BB. Resolutions: Approval of Endowed Professorships and Fellowships (2)

CC. Resolution: Ratification of the 2014-2015 Promotion, Tenure, and Continued Appointment Program (88)

DD. Resolution: Ratification of Personnel Changes

EE. Reports: Constituent Remarks

Virginia Tech IT Security Update

Randy Marchany

University IT Security Officer

VirginiaTech
Invent the Future

VT IT Security Strategy

- Based on ISO 27002 and NIST 800-53 standards
- **Protect sensitive data regardless of location**
- Security is both local and at the enterprise level
- Don’t worry about what comes in the network; worry about what leaves the network

ITSO Strategic Overview

- Proactive
  - Awareness
  - Protect sensitive data
    - Restricted Limited Access Network (RLAN)
  - Vulnerability scanning
  - Network monitoring and threat detection
  - Security reviews
- Reactive
  - Incident response
    - Containment
    - Forensics

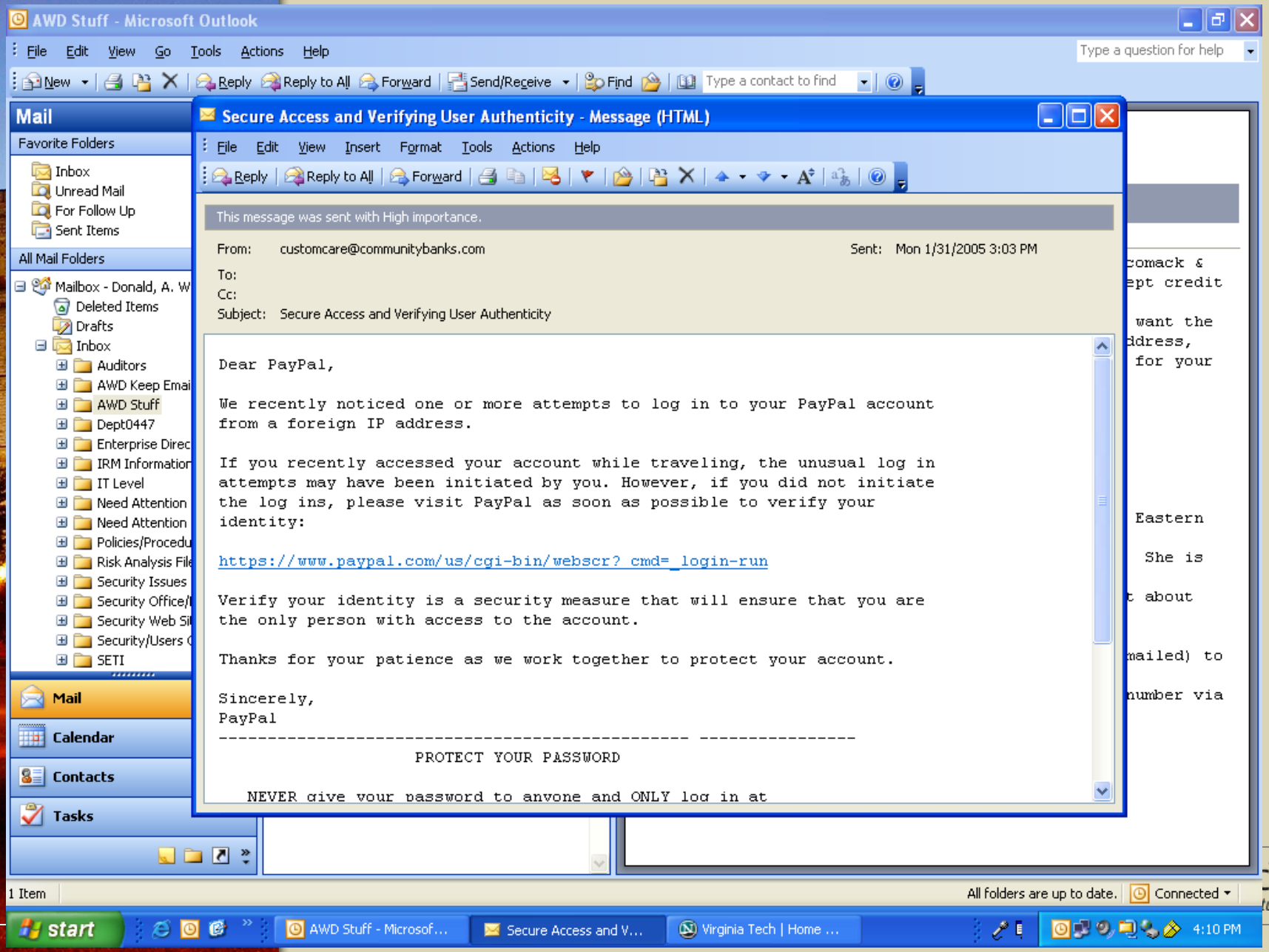
VirginiaTech
Invent the Future

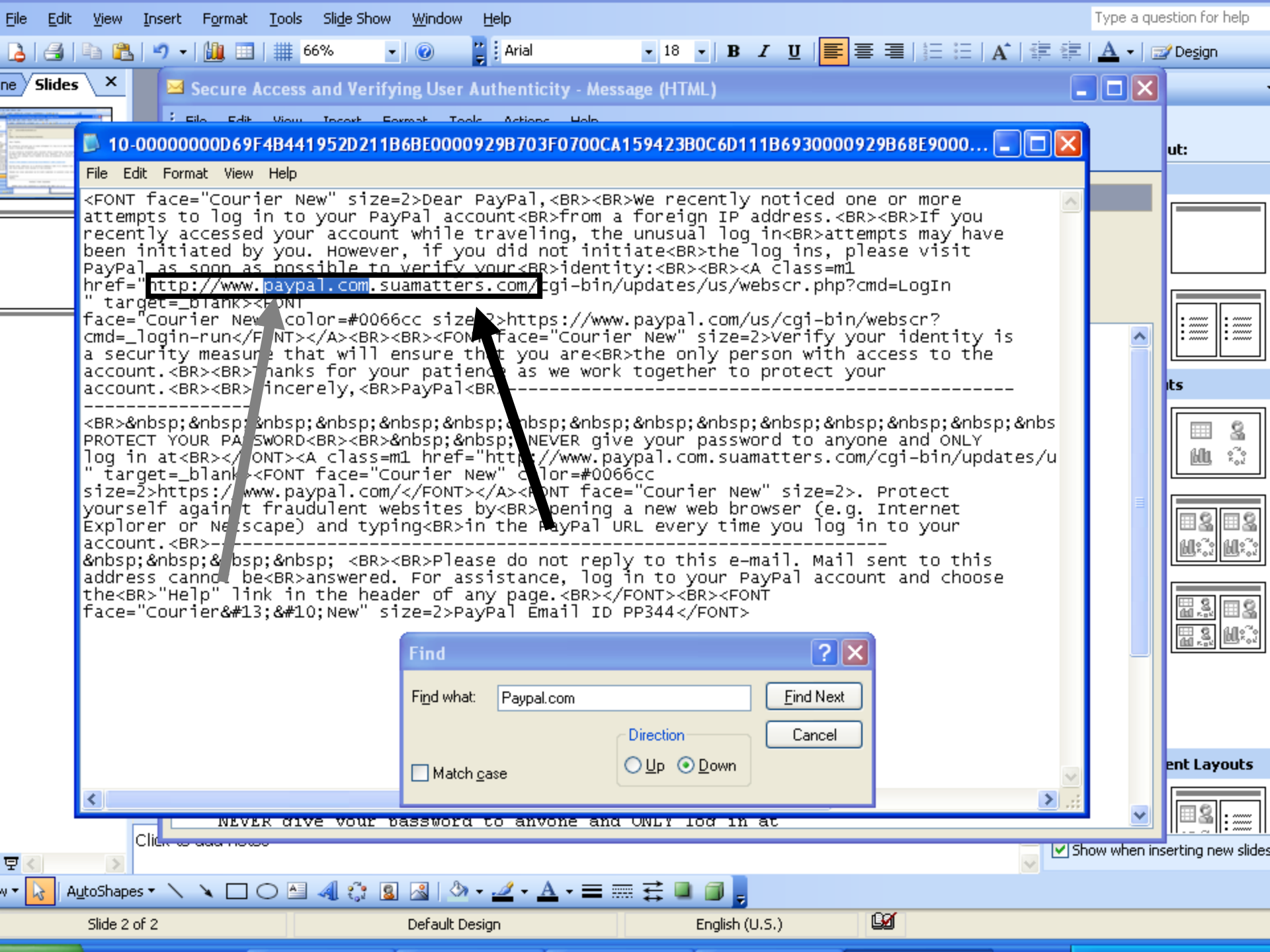
Protecting Sensitive Data (PII*)

- VT standard requires PII encryption at rest or in transit
  - Social security numbers
  - Credit card numbers
  - Debit card numbers
  - Passport numbers
  - Driver's license numbers
  - Bank account numbers

** Personally Identifiable Information*

VirginiaTech
Invent the Future


AWD Stuff - Microsoft Outlook
File Edit View Go Tools Actions Help
Type a question for help
New Reply Reply to All Forward Send/Receive Find Type a contact to find
Mail
Favorite Folders
Inbox
Unread Mail
For Follow Up
Sent Items
All Mail Folders
Mailbox - Donald, A. W
Deleted Items
Drafts
Inbox
Auditors
AWD Keep Emai
AWD Stuff
Dept0447
Enterprise Direc
IRM Information
IT Level
Need Attention
Need Attention
Policies/Procedu
Risk Analysis File
Security Issues
Security Office/
Security Web Si
Security/Users
SETI
Mail
Calendar
Contacts
Tasks
Secure Access and Verifying User Authenticity - Message (HTML)
File Edit View Insert Format Tools Actions Help
Reply Reply to All Forward
This message was sent with High importance.
From: customcare@communitybanks.com
Sent: Mon 1/31/2005 3:03 PM
To:
Cc:
Subject: Secure Access and Verifying User Authenticity
Dear PayPal,
We recently noticed one or more attempts to log in to your PayPal account from a foreign IP address.
If you recently accessed your account while traveling, the unusual log in attempts may have been initiated by you. However, if you did not initiate the log ins, please visit PayPal as soon as possible to verify your identity:
https://www.paypal.com/us/cgi-bin/webscr?_cmd=_login-run
Verify your identity is a security measure that will ensure that you are the only person with access to the account.
Thanks for your patience as we work together to protect your account.
Sincerely,
PayPal
PROTECT YOUR PASSWORD
NEVER give your password to anyone and ONLY log in at
1 Item
All folders are up to date.
Connected
start
AWD Stuff - Microsof...
Secure Access and V...
Virginia Tech | Home ...
4:10 PM


Secure Access and Verifying User Authenticity - Message (HTML)
10-00000000D69F4B441952D211B6BE0000929B703F0700CA159423B0C6D111B6930000929B68E9000...
File Edit Format View Help
<FONT face="Courier New" size=2>Dear PayPal,

We recently noticed one or more
attempts to log in to your PayPal account
from a foreign IP address.

If you
recently accessed your account while traveling, the unusual log in
attempts may have
been initiated by you. However, if you did not initiate
the log ins, please visit
PayPal as soon as possible to verify your
identity:

<A class=m1
href="http://www.paypal.com.suamatters.com/cgi-bin/updates/us/webscr.php?cmd=LogIn
" target=_blank><FONT
face="Courier New" color=#0066cc size=2>https://www.paypal.com/us/cgi-bin/webscr?
cmd=_login-run</FONT></A>

<FONT face="Courier New" size=2>Verify your identity is
a security measure that will ensure that you are
the only person with access to the
account.

Thanks for your patience as we work together to protect your
account.

Sincerely,
PayPal

From: Linda Gould <LGould@njea.org>
To: "_@gmail.com" <_@gmail.com>

Dear Facebook user,

The Facebook team wishes to inform you, and congratulate you for emerging as one of our 2014 Facebook Rewards winner.

In order to claim your Facebook cash prize, kindly contact the Facebook Rewards program director on the following email: fbookreward2014@rogers.com

You are required to complete the below form:

Full names:
Your nationality:
Your present country of residence:
Your age:
Tel number:
Your occupation:
How long have you used Facebook?:

Kindly complete the above form, and send it to the Facebook Rewards program director with the below details

Contact Person: Todd Jackson
(Rewards Program director)
Email: fbookreward2014@rogers.com
Department: Rewards Funds,
Release Department.
Position: DIRECTOR,
Facebook Rewards program.

Njea.org is the New Jersey Education Association.

Facebook already knows its users' names.

What is the specific amount?

A Facebook employee would be using a Facebook.com account.

Why would every name I've used be necessary?

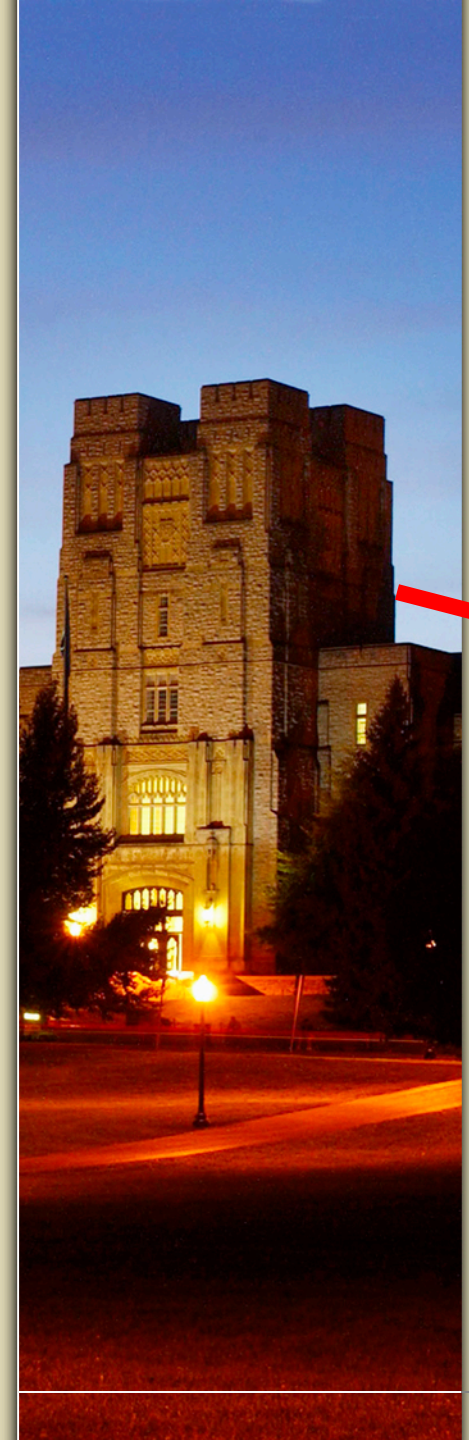
Facebook would have this basic information.

Facebook would already know!

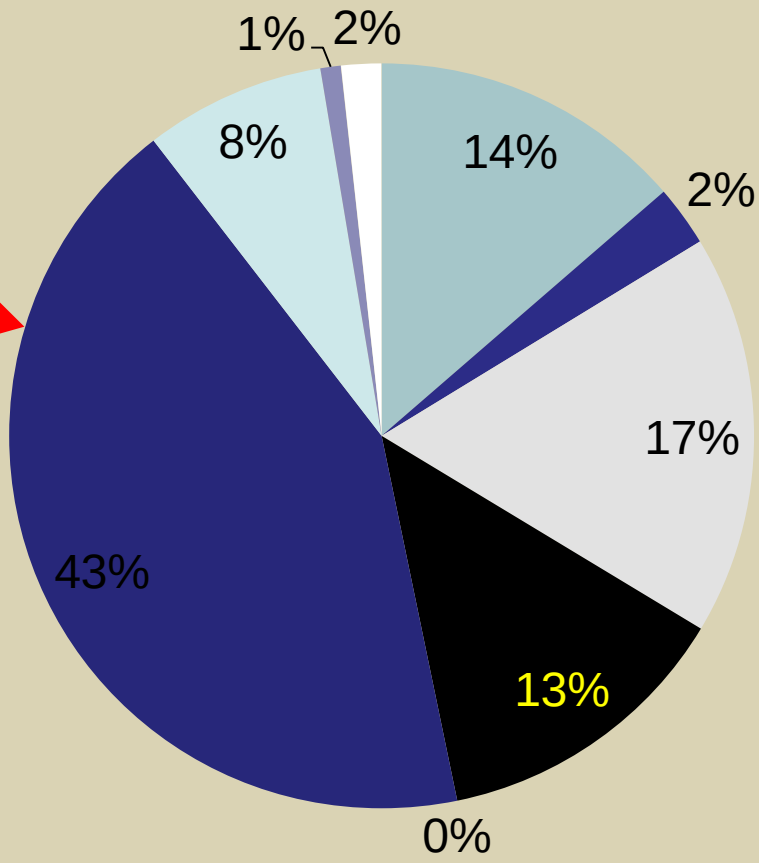
Contact person differs from sender.

Rogers.com is a Canadian telecom company, or so the website says.

Source: "Phishing Fraudsters Aren't Terribly Hard To Spot", Jamesetta M. Walker, The Virginian Pilot, 5/24/2014



Malware by Type



VirginiaTech
Invent the Future

What can happen?

- IP 128.173.136.144.4585 > 79.137.237.76.80: tcp 525
- E..5..@.}.....O..L...P.....z.P....N.....
- .....0.O....(
- .....@.....X.....d...#.....CPSRE01_E4A1565C 3FC0958Eiexplore.exehttps://auth.vt.edu/login?service=https://solutions.sciquest.com/apps/Router/ExternalAuth/NetId?OrgName (compatible; MSIE 7.0; Windows NT 5.1; Trident/4.0; GTB7.2; InfoPath.2; .NET CLR 1.1.4322; .NET CLR 2.0.50727; .NET CLR 3.0.4506.2152; .NET CLR 3.5.30729; .NET4.0C)username: topdj
- password: M@r21odd1

Russian Server

Website

PID Username

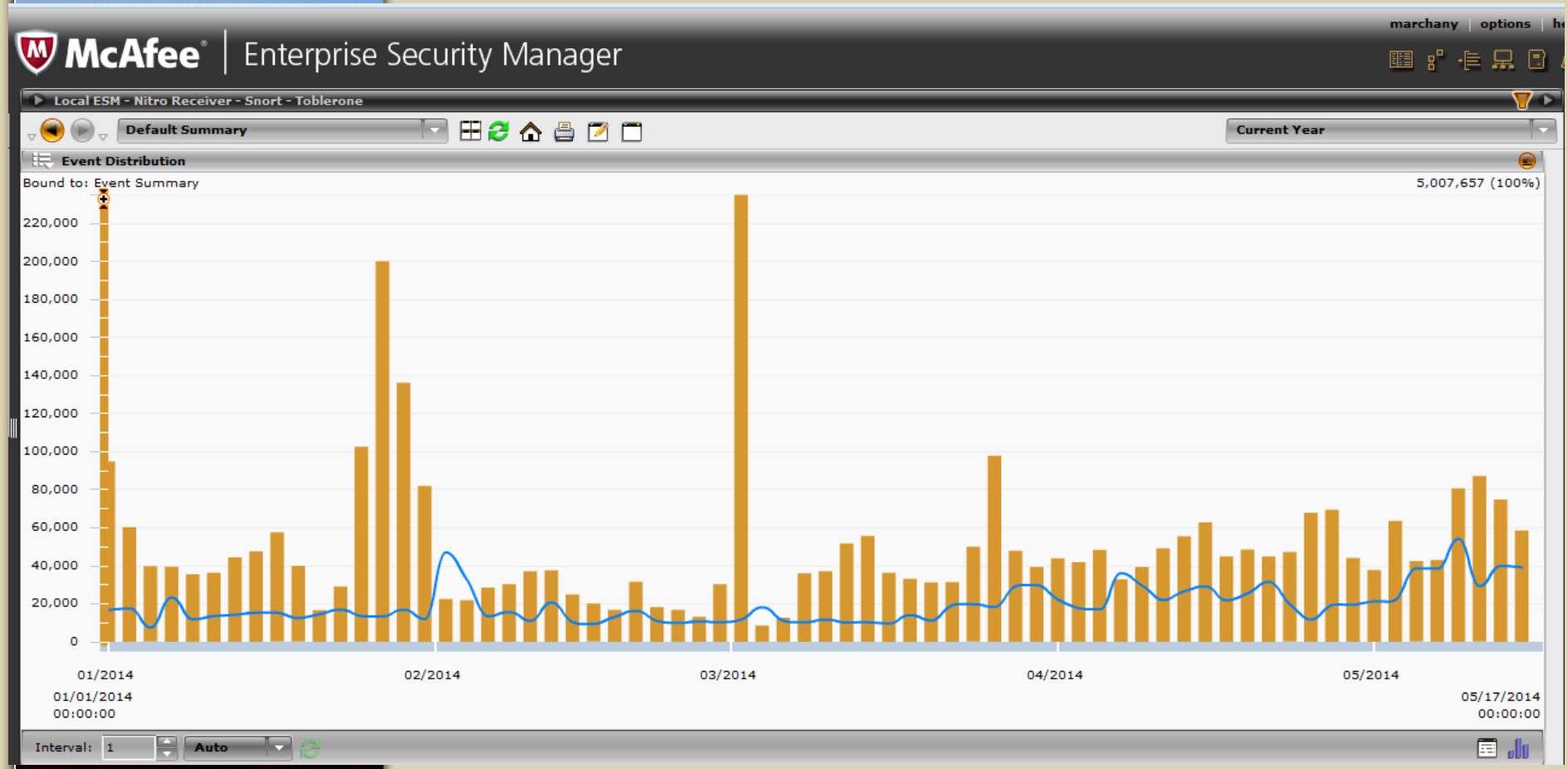
PID Password

VirginiaTech
Invent the Future

Network Monitoring

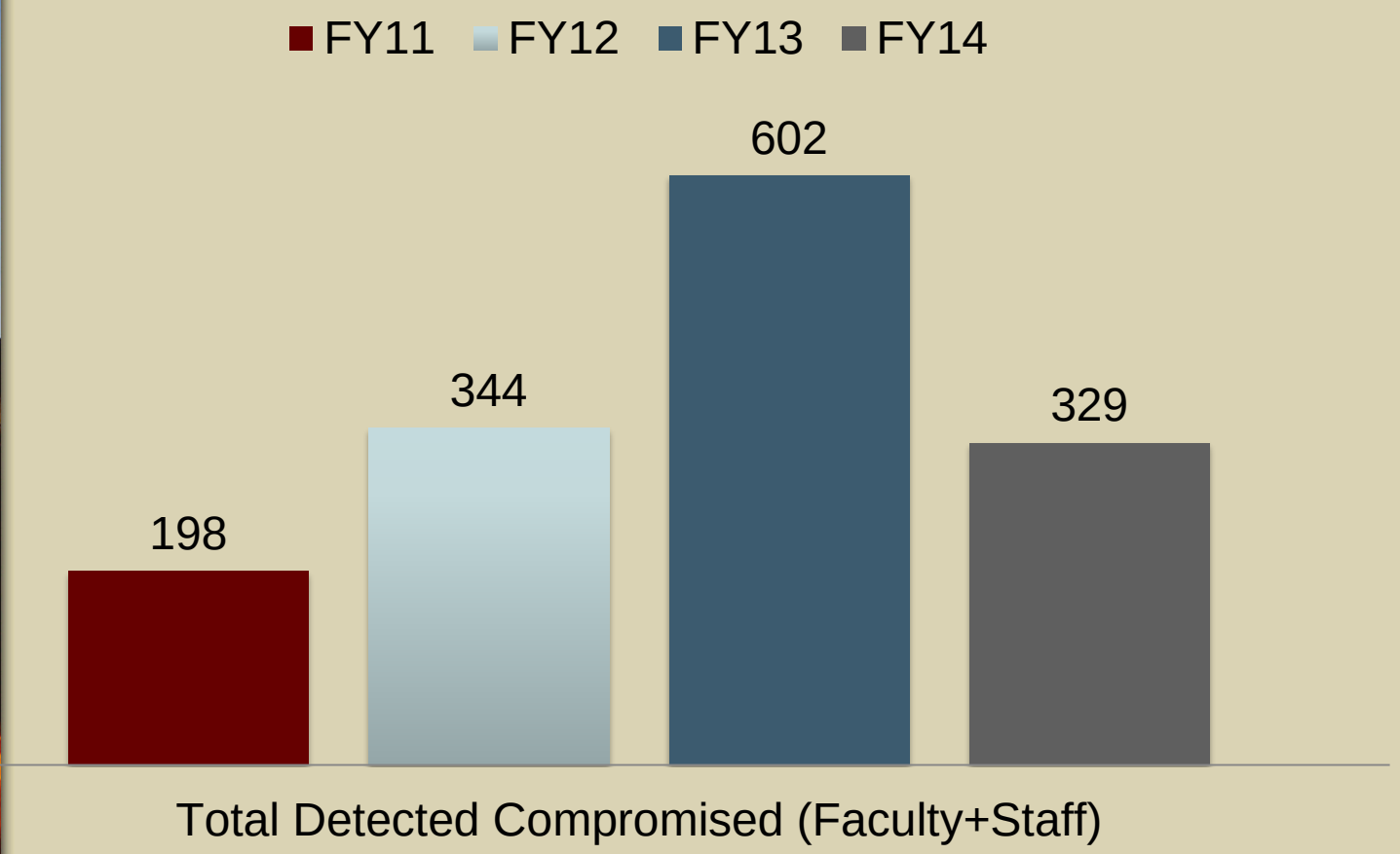
- Sensors installed on main campus network
- Sensors installed at National Capital Region (NCR) facilities
  - Falls Church, Ballston, Alexandria
- Restricted Limited Access Network (RLAN)
  - Sensors placed inline
  - Bursars, Financial Aid, and Registrar offices monitored

Brute Force Password Guessing Attacks



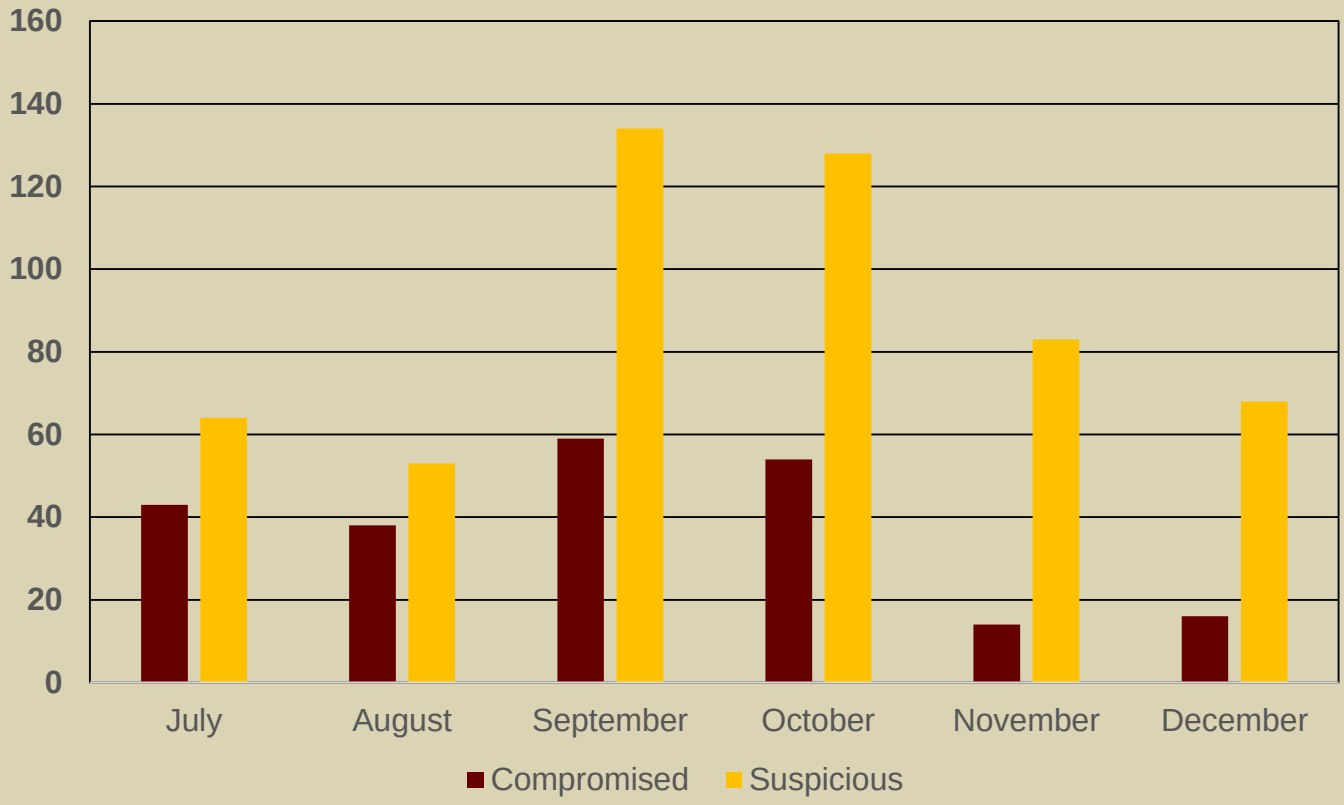
VirginiaTech
Invent the Future

Network Monitoring

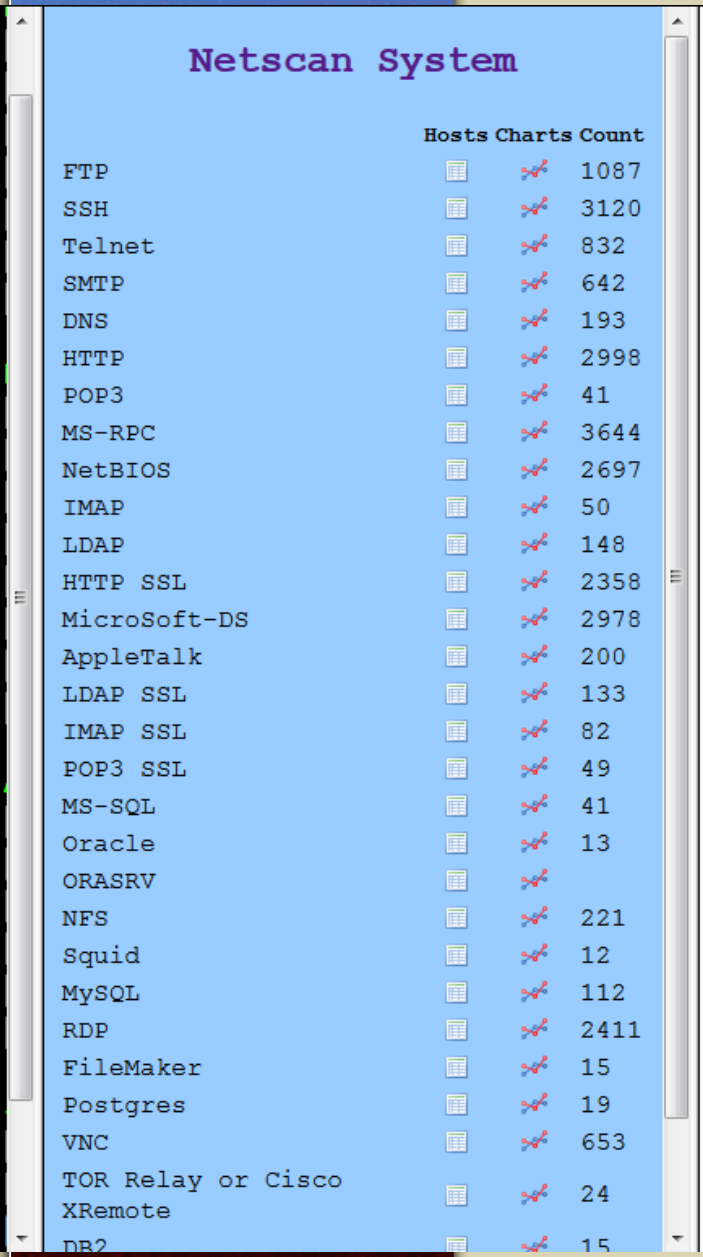


VirginiaTech
Invent the Future

Notifications Due to Network Monitoring



VirginiaTech
Invent the Future



Netscan Service Overview

Please use the menu on the left to obtain detailed reports for each servic

---

Why was Netscan written?

To quickly identify and record common server port usage over time.

When does Netscan run?

Each morning between 6:AM and 7:AM.

Who can I contact if I need more information?

Email the IT Security List.

University Challenges (1)

- Need to implement software patching on all computers
- Need to encrypt all PII
- Need to improve system documentation and log monitoring
- Need to improve backup procedures
- Need to improve department checking of antivirus scans
- Need to improve data storage practices

University Challenges (2)

- Need to improve authentication for critical systems and data (multifactor authentication)
- Need to improve consistent adherence to university policies, including for “cloud” services
- Ongoing discovery of vulnerable systems and applications

ITSO Challenges

- **THREATS –** Constantly changing target and increasing sophistication
- **AWARENESS –** Continued need for informing the changing university community about changing threats
- **INVESTMENT –** Continued investment in infrastructure and tools due to the changing sophistication of threats
- **SKILLS –** Ongoing professional training and security certifications for security professionals and other IT staff
- **COOPERATION –** Cooperation with other Virginia higher education Institutions through the Virginia Alliance for Secure Computing and Networking (VASCAN)

VirginiaTech
Invent the Future

Summary

- Protect data regardless of location
- Data trustees/stewards control access to sensitive data
- Define data sensitivity levels
- Detect and then protect
- Use existing protection tools
- Data breach strategy in place

Virginia Tech
Invent the Future

2014-15 Tuition and Fee Recommendation
Board of Visitors
June 1, 2014

M. Dwight Shelton, Jr. VP for Finance and Chief Financial Officer

VirginiaTech
Invent the Future

Overview

- State Budget Update
- University Budget Update
- 2014-15 Budget Planning
- 2014-15 Tuition Rate Recommendation
- Questions

State Budget Update

VirginiaTech
Invent the Future

State Budget Environment

- State economy growing at “sluggish” pace; considered the “new normal” for economic growth in the commonwealth
- Higher education funding slowly recovering from significant reductions during the recession
- Increasing competition for state resources
- General Fund reinvestment is directed towards priorities within institutional Six-Year plans

State Budget Status

- The state budget is normally complete by now.
- Because the state budget process has not concluded, a final determination for 2014-15 cannot be made for:
  - Level of state support
  - Nongeneral fund assessments
  - Cost assignments
  - Other guidance
- Yet estimates of these items can be made.

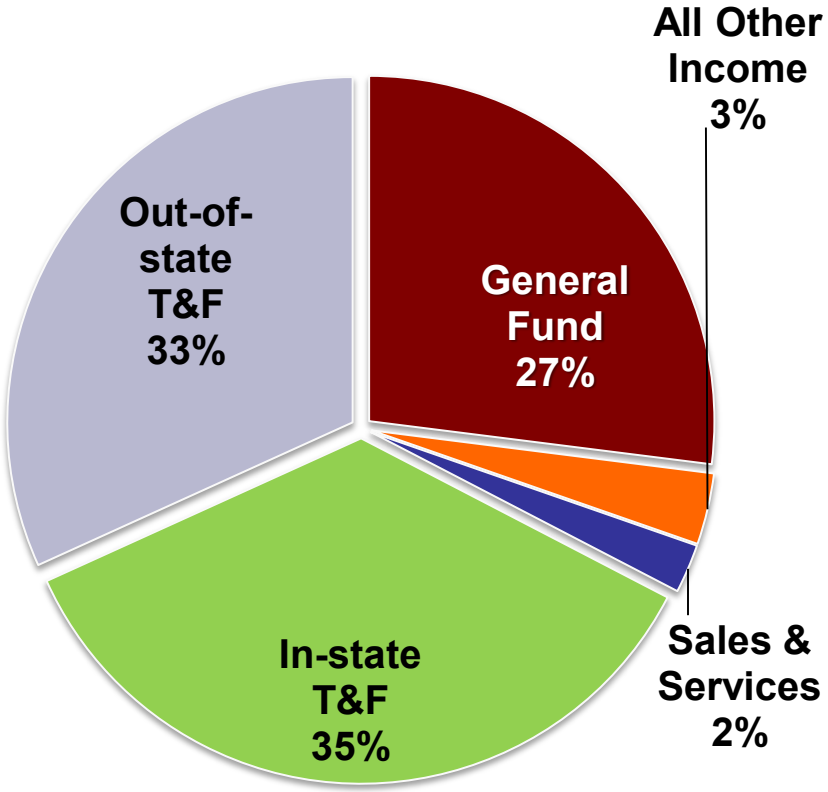
State Budget Status

Breaking news:

- State revenue for the month of May is $300 million behind projections.
- This may compound existing budget uncertainty.
- University is watching this closely.

University Budget Update

University Division Revenue Sources
Educational & General Program
2013-14

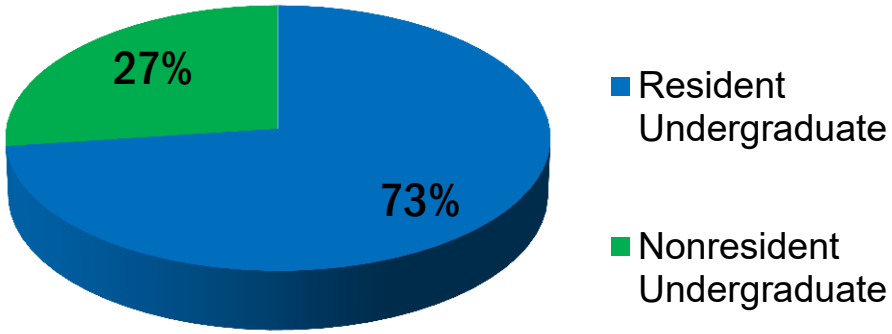


Components	$ Millions	%
In-state T&F	$197.9	35%
Out-of-state T&F	184.9	33%
General Fund	149.3	27%
All Other Income	18.1	3%
Sales & Services	13.1	2%
Total	**$563.3**	**100%**

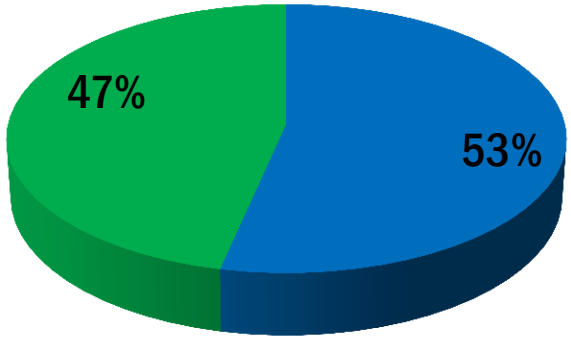
(Source: 2013-14 University Authorized Budget Document)

Nonresident Undergraduates

Fall 2013 Enrollment

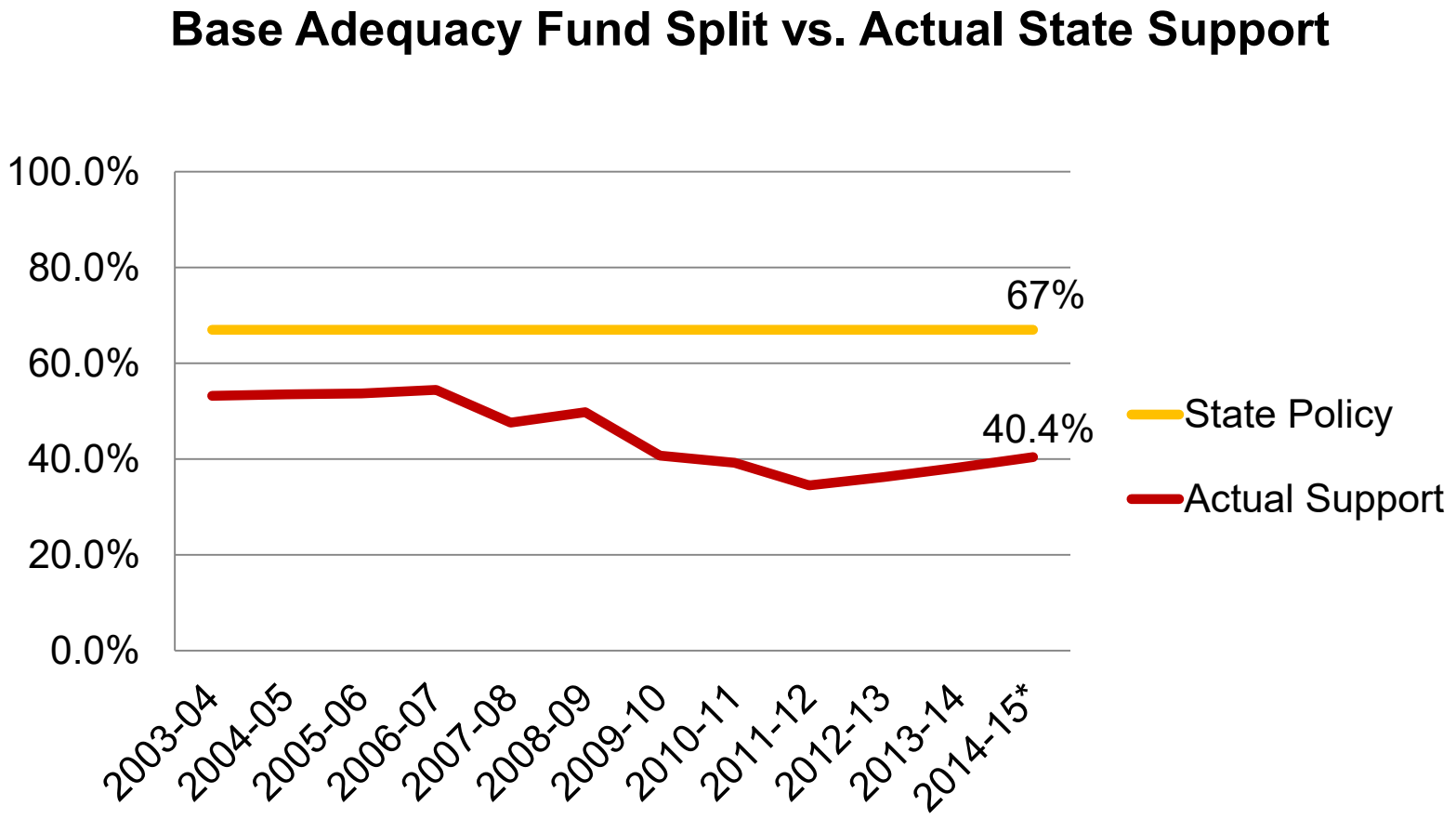


2013-14 Net Tuition Revenue



- Though only **27%** of undergraduate enrollment, nonresidents provide **47%** of net undergraduate tuition revenue.

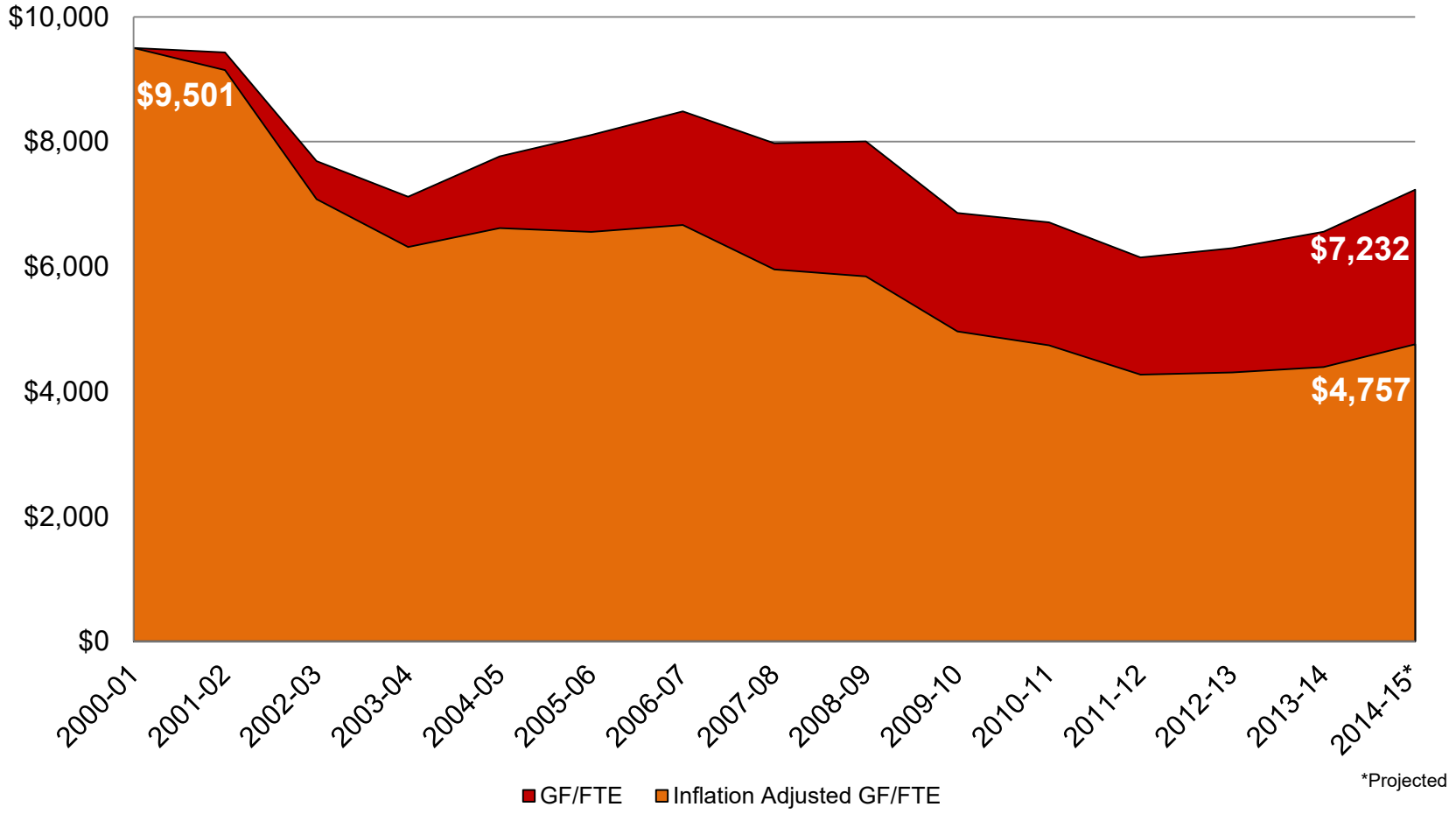
State Funding Policy



*Estimated

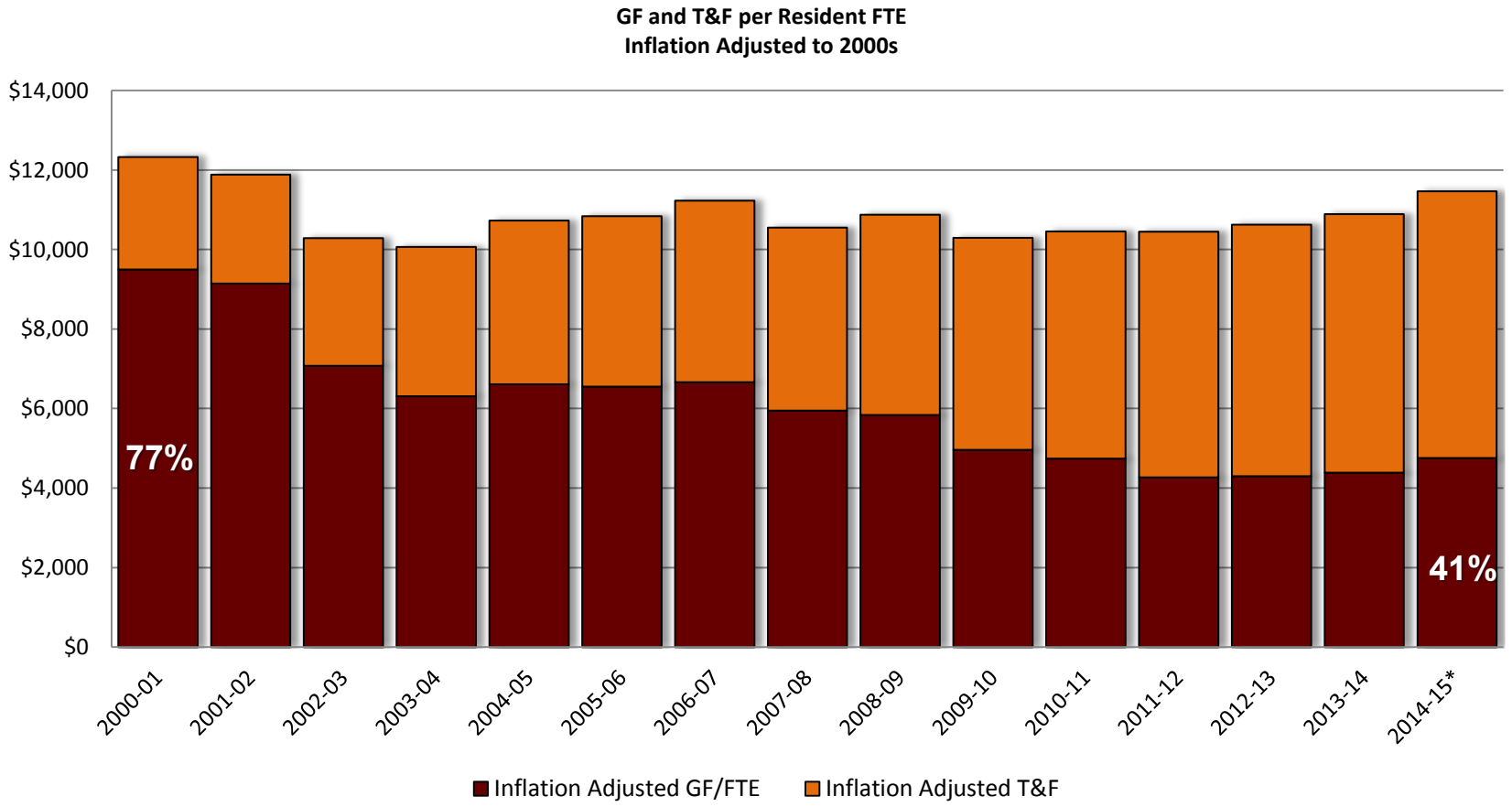
VirginiaTech
Invent the Future

General Fund Per Virginia Student at Virginia Tech



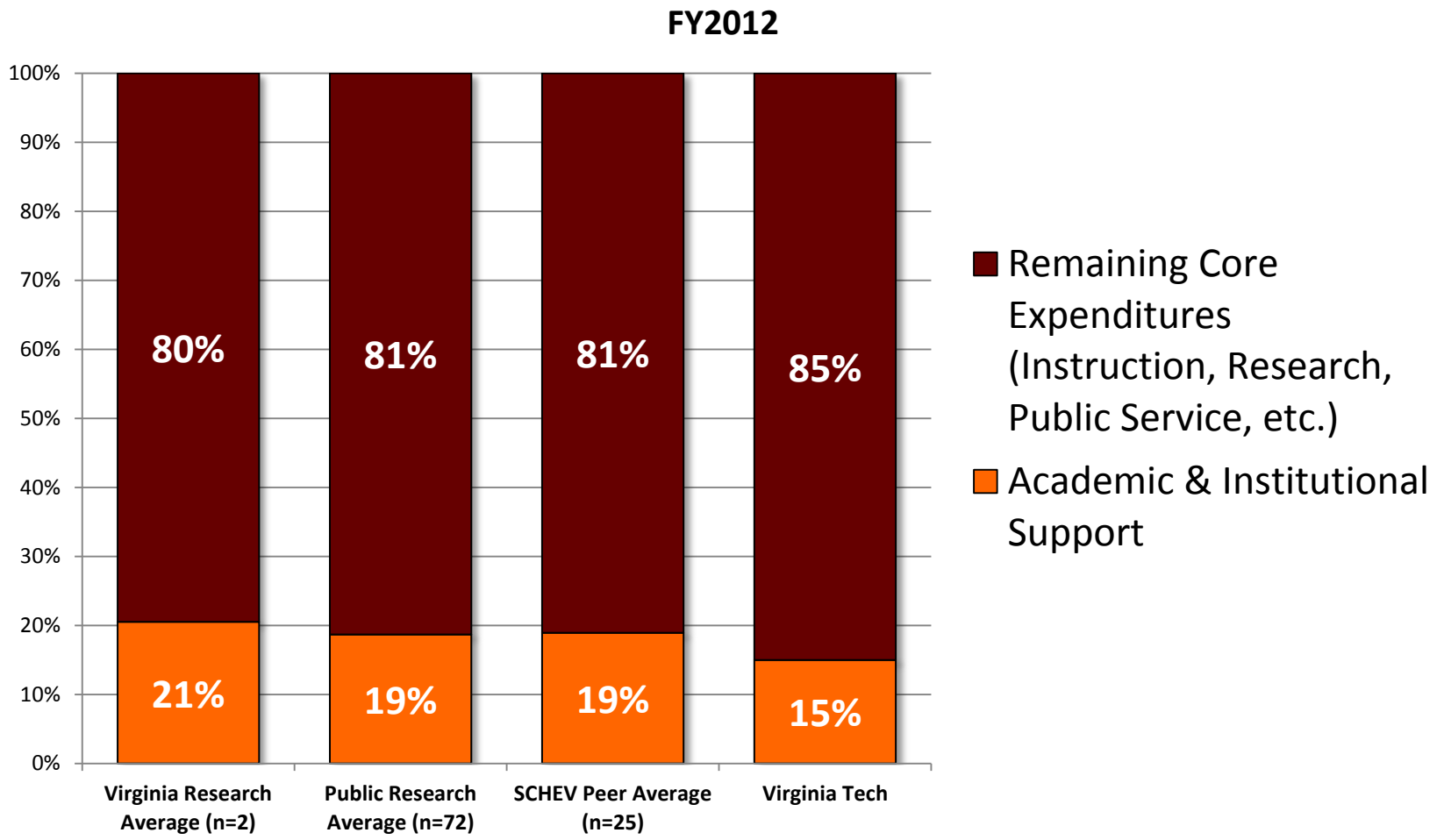
General Fund & Tuition & E&G Fee Support Per Student

- General Fund support per student has declined faster than nongeneral fund resources have replaced it, on an inflation adjusted basis.



*Annual FTE Estimated

Administrative Costs as a Percentage of Core Expenditures



2014-15 Budget Planning

Factors Considered in Budget and Tuition & Fee Planning

- **Level of state General Fund Support**
- **2014-15 Known Cost Drivers**
  - State assigns costs against nongeneral fund revenues (e.g. compensation, fringe benefits, O&M of facilities, systems, other)
  - Other Costs (strategic initiatives, fixed costs, etc)
- **University Budget Priorities**
  - Faculty salary competitiveness
  - Base budget adequacy shortfall
  - Six-Year Plan Academic and Operating Priorities
- **Market Considerations**
  - Benchmarking & Studies
- **State Guidance**
  - Both formal and informal
- **Alternative Revenue Strategies**

State Support Assumptions

- The development of the university's tuition and fees proposal and annual budget have continued despite the state budget impasse.

- The House Budget provides more General Fund support to moderate the increase in tuition and fees, and has been used as a surrogate for the 2014-15 General Fund budget for internal planning purposes.

- As shown on the following schedules, the House budget provides approximately $19.2 million over the range of the university's programs.

VirginiaTech
Invent the Future

State Support

- House and Senate Budget proposals as of March 24th included the following support for Virginia Tech in 2014-15:

	General Fund ($ in Millions)	
	House Budget	Senate Budget
E&G Instructional Budget Support	**$9.5**	**$9.2**
Designated support *outside* E&G budget		
Agency 229 VCE/VAES	3.4	3.1
Research:		
Neuroscience (Brain)	2.6	1.6
VTTI (Transportation)	0.3	-
ICAT (Arts & Technology)	0.3	-
Student Financial Aid (Grad and Undergrad)	0.3	0.4
Subtotal Outside E&G Budget	*6.9*	*5.1*
One-time Incremental Equipment Trust Fund	2.7	-
Total Incremental Direct GF for 2014-15	**$19.1**	**$14.3**

VirginiaTech
Invent the Future

State Support

Incremental E&G Instructional Budget Support for the University Division
As of March 24th, 2014 – Special Session Proposals
2014-15

	General Fund ($ in millions)	
	House	**Senate**
Degree Incentives	$0.3	$3.4
Enrollment Growth Incentive	-	0.6
O&M of New Buildings	1.3	-
New Full-time Faculty	1.9	-
New Virginia Undergraduate Growth	0.6	-
2% Faculty/Staff Salary Increase	-	0.6
1% Faculty/Staff Bonus	0.9	-
Statewide/Technical Adjustments	0.6	0.7
New Direct GF for 2014-15 E&G Instructional Budget	*$5.6*	*$5.3*
Fringe Rate Changes	*3.9*	*3.9*
Incremental GF for 2014-15 University Division E&G	*$9.5*	*$9.2*

Incremental E&G GF Per Resident Student

- Though $5.7M of new GF support has been proposed in the 2014 General Assembly session for VT, the available GF resources for the instructional division ranked 12th of all public 4-year institutions in the commonwealth (*House Budget Proposal*).

Institution	Incremental GF/Resident FTE 2014-15	Rank
ODU	673	1
NSU	563	2
UMW	448	3
VMI	448	4
LU	428	5
VSU	419	6
CNU	401	7
UVA-W	378	8
RU	332	9
GMU	321	10
JMU	296	11
VT	234	12
VCU	229	13
UVA	191	14
CWM	157	15

2014-15 Known Cost Drivers

Mandatory State Cost Assignments

- Retirement: increase of 40%
- Health care: increase of 5.3%
- Group life, VSDP, Retiree Health insurance all increasing
- Other state increases include automobile liability insurance, technology costs, and state system charges (Performance Budgeting System, Cardinal)

2014-15 Known Cost Drivers

Unavoidable Costs

- Utility costs (electricity, coal)
- Operation & Maintenance of Facilities
- Unfunded mandates
- Prior commitments
- Technology investments

2014-15 Known Cost Drivers

Faculty salaries remain the university's leading funding priority.

- *To continue to make progress on increasing the faculty salary average to the 60th percentile of the SCHEV peer group, the University proposes to utilize new tuition revenues to fund a salary increase for faculty, using tuition as a base funding amount, if the state budget does not contain a salary increase.*

- *The salary increase would be based on the nongeneral fund portion of the salary increase recommendation from SCHEV in the fall of 2013.*

- *An increase in compensation is included in the cost drivers schedule.*

- *While the focus is on faculty, the cost of compensation in the cost drivers includes funding for university staff, to the extent that a salary increase would be allowable under the law.*

VirginiaTech
Invent the Future

2014-15 E&G Cost Drivers

($s in millions)

Mandatory State Cost Assignments

		Fund Split	
	Total	State	**University**
VRS Rate Increase (40%)	$5.3	$2.2	**$3.1**
Health Insurance Increase	2.5	1.0	**1.5**
Other Fringe Rate Changes	1.1	0.7	**0.4**
Other State Cost Assignments (Workers Compensation Insurance, Auto Insurance, Cardinal System)	0.6	0.3	**0.3**
Total	$9.5	$4.2	**$5.3**

VirginiaTech
Invent the Future

2014-15 E&G Cost Drivers

($s in millions)

Unavoidable Costs

		Fund Split	
	Total	State	**University**
Operation & Maintenance of New Facilities	$1.9	$1.3	**$0.6**
Utilities, Litigation, & Fixed Costs	1.7	0.0	**1.7**
Total	$3.6	$1.3	**$2.3**

VirginiaTech
Invent the Future

2014-15 E&G Cost Drivers

($s in millions)

Compensation

		Fund Split	
	Total	State	**University**
Faculty Merit Increase	$8.2	$0.0	**$8.2**
University Staff Merit Increase	2.2	0.0	**2.2**
Graduate Assistant Stipend Increase	0.6	0.0	**0.6**
Total	$11.0	$0.0	**$11.0**

VirginiaTech
Invent the Future

2014-15 E&G Cost Drivers

($s in millions)

Total Cost Drivers

		Fund Split	
	Total	State	**University**
Mandatory State Cost Assignments	$9.5	$4.2	**$5.3**
Unavoidable Cost Increases	3.6	1.3	**2.3**
Compensation	11.0	0.0	**11.0**
	$24.1	$5.5	**$18.6**

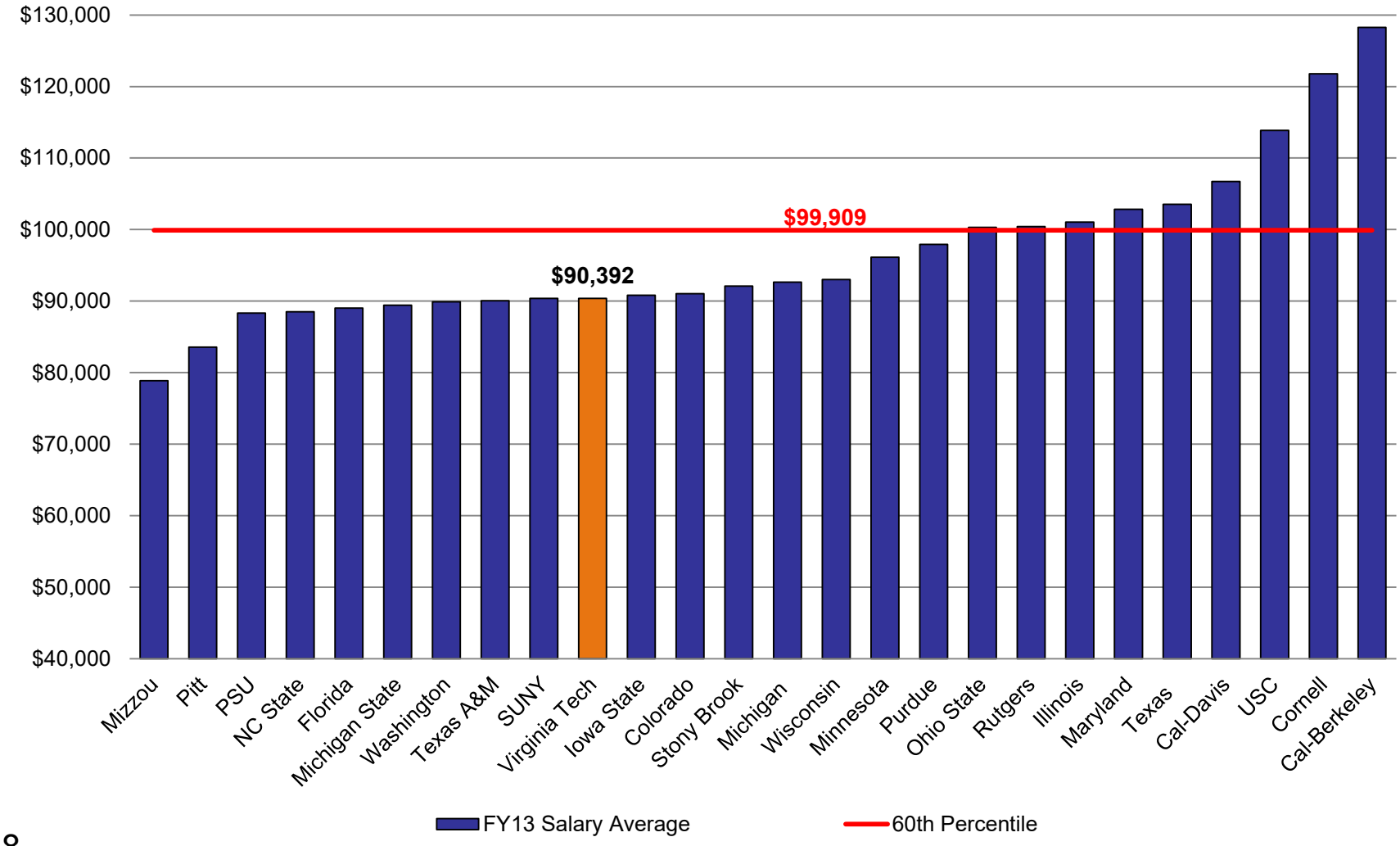
Prior to initiatives or critical needs identified in 2014-15 budget process.

University Budget Priorities

- **Faculty Salary Competitiveness**
  - Virginia Tech authorized salary average ranks 17th of 25 national peers, or the 28th percentile in FY13. (IPEDS*)
  - Virginia Tech average falls short of the 60th percentile by $9,517 on average. (IPEDS*)
  - Restoration of an annual merit process to ensure compensation competitiveness is a top priority.

* AAUP Data shown at March 2014 BOV meeting

Faculty Salary Benchmark- IPEDS



University Budget Priorities

- **Base Budget Adequacy Funding**
  - This represents the Commonwealth's assessment of resources to support the university core mission.
  - The university's Base Budget Adequacy shortfall, calculated by SCHEV in Fall 2013, is ($18.7) million.
- **Six-Year Plan Priorities – consistent with The Top Jobs Act**
  - Resident undergraduate and total graduate enrollment growth
  - Increases in:
    - Sponsored research,
    - STEM-H degree production,
    - Year-round utilization of facilities and academic opportunities,
    - Support for access & affordability,
    - Increased use of technology in instructional programs.

Market Considerations- *Tuition and Mandatory Fees*

Benchmarking

	2013-14		
	VT	Average	VT Rank
In-state Undergraduate			
Public SCHEV Peers	$11,455	$11,289	**11 out of 24**
Virginia Institutions	$11,455	$10,487	**5 out of 15**
UVA	$11,455	$12,458	
CWM	$11,455	$15,463	
Out-of-state Undergraduate			
Public SCHEV Peers	$27,211	$28,316	**14 out of 24**
Virginia Institutions	$27,211	$26,443	**6 out of 15**
Regional Competitive Peers (a)	$27,211	$26,660	

(a) Regional competitive peers: Pennsylvania State, Rutgers University, University of Maryland, Ohio State, University of Pittsburgh, and North Carolina State.

VirginiaTech
Invent the Future

Market Considerations- *Total Cost*

Benchmarking

	2013-14		
	VT	Average	VT Rank
In-state Undergraduate			
Public SCHEV Peers	$19,105	$21,829	**18 out of 24**
Virginia Institutions	$19,105	$19,627	**7 out of 15**
Out-of-state Undergraduate			
Public SCHEV Peers	$34,861	$38,856	**17 out of 24**
Virginia Institutions	$34,861	$35,583	**6 out of 15**
In-state Graduate			
Public SCHEV Peers	$13,023	$13,368	**10 out of 24**
Virginia Institutions	$13,023	$10,827	**2 out of 12**
Out-of-state Graduate			
Public SCHEV Peers	$24,588	$26,476	**15 out of 24**
Virginia Institutions	$24,588	$23,590	**7 out of 12**

Nonresident Undergraduate Market Update

- The university has increased nonresident undergraduate tuition rates at or above the average increase of its peer group for the last several years.
- A recent study indicates that the nonresident undergraduate tuition is at the market rate, and increases beyond those of its peers would likely result in enrollment losses.
- Virginia Tech's net price currently is higher than the average of its SCHEV peer group.
- The average increase for these students by the peer group is declining, and will likely be in the 3 percent range in for 2014-15.

Nonresident Undergraduate Market Update

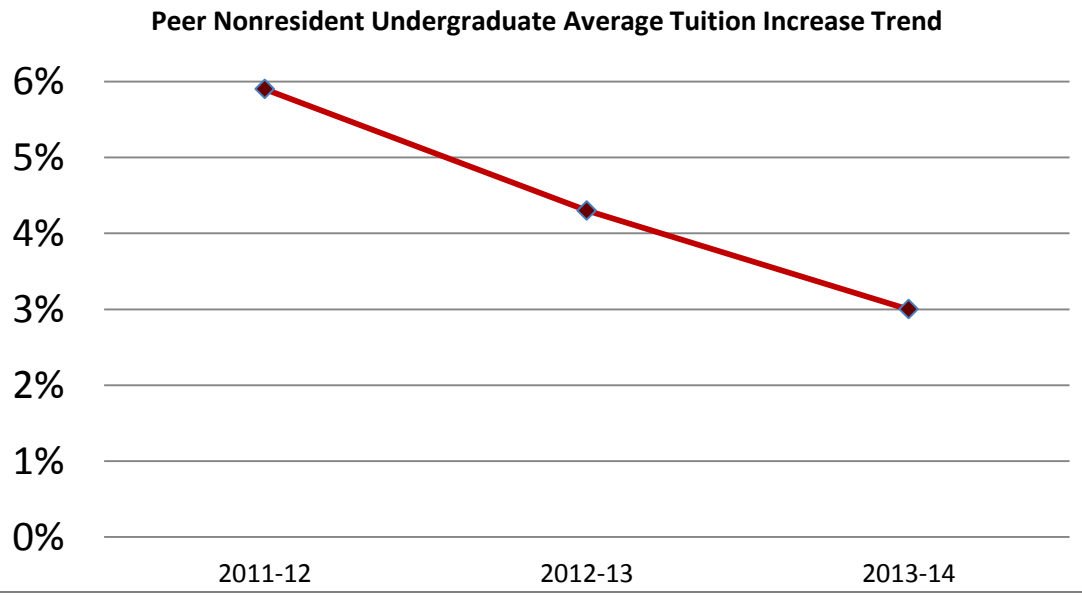
- **Net Price**
  - Total cost of attendance less average institutional financial aid package.
  - Key component of the economic decision faced by a student/family.
  - Findings of Net Price benchmarking for 2013-14 for a Nonresident freshman with assumed household income of $60,000:

	Cost of Attendance	Net Price	Difference
Virginia Tech	$ 39,880	$ 35,880	$4,000
SCHEV Peer Average	43,585	32,580	11,005
Advantage/(Disadvantage)	$ 3,705	$ (3,300)	(7,005)

	Cost of Attendance	Net Price	Difference
Virginia Tech	$ 39,880	$ 35,880	$4,000
Regional Competitive Peers	41,921	30,393	11,528
Advantage/(Disadvantage)	$ 2,040	$ (5,488)	(7,528)

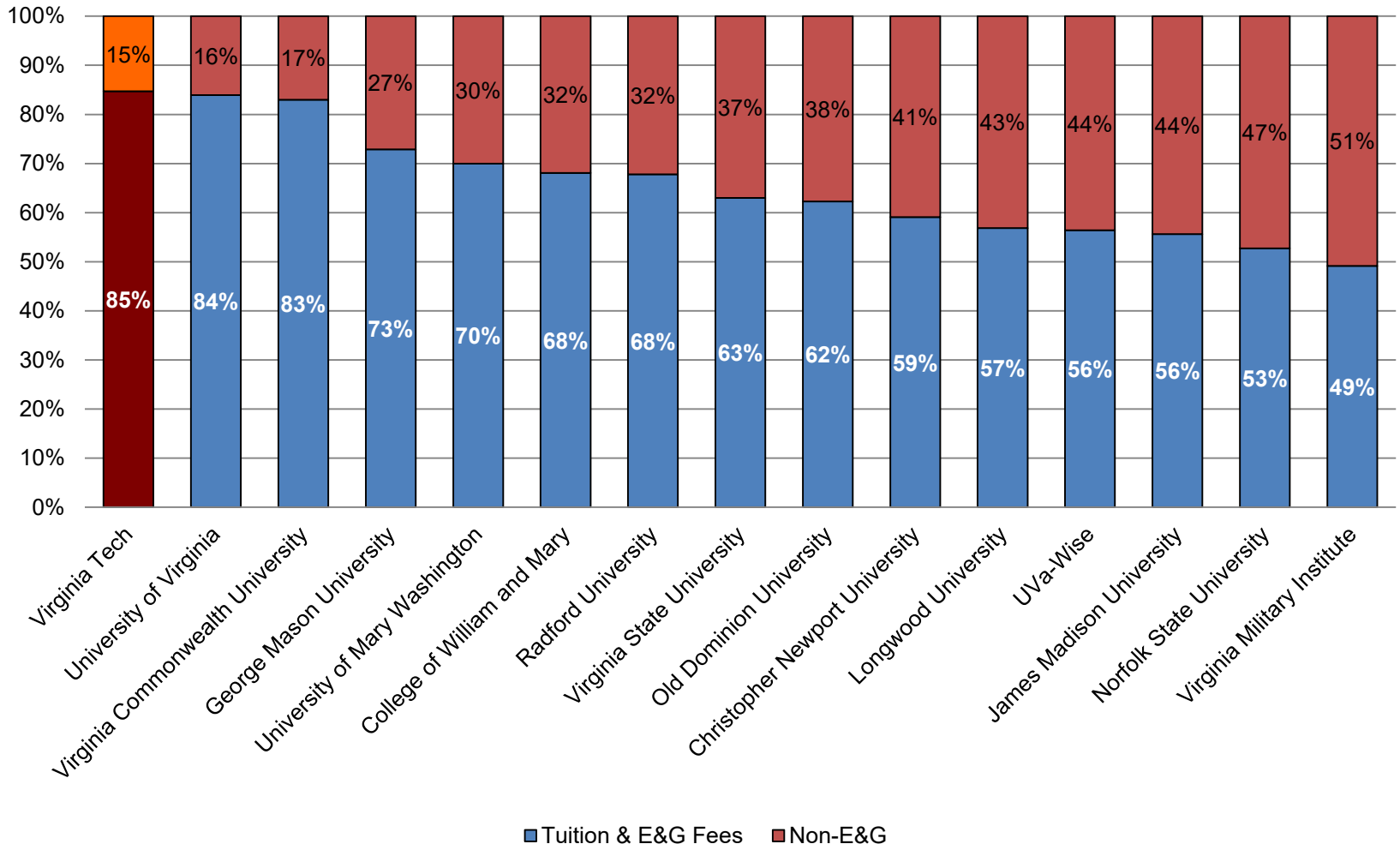
Market Considerations

- Board has asked the university to move toward market based pricing model.
- Market studies indicate **nonresident undergraduate tuition** has reached upper limits of market capacity.
- Therefore future growth is limited to market movement.
  - This market is slowing, increasing at 3% last year.



Mandatory Fees as a Percentage of Mandatory Costs

Virginia Public Institutions, 2013-14



VirginiaTech
Invent the Future

Benchmarking 2013-14 Room and Board at Virginia Public Institutions

Institutions	Room and Board	Rank
Virginia State University	$10,008	1
University of Virginia's College at Wise	9,990	2
Christopher Newport University	9,958	3
William and Mary	9,816	4
University of Virginia	9,717	5
University of Mary Washington	9,122	6
Virginia Commonwealth University	9,082	7
George Mason University	8,990	8
Old Dominion University	8,912	9
Longwood University	8,876	10
James Madison University	8,873	11
Norfolk State University	8,374	12
Radford University	8,156	13
Virginia Military Institute	8,088	14
Virginia Tech	**7,650**	**15**

State Guidance

- **No formal guidance**
  - Requested sensitivity to increases
- **Undergraduate student cost share**
  - Residents charged 62% of the cost of education
  - Nonresidents charged 155% of the cost of education
    - Compliance with 100% state requirement
- **Consider six-year plan**
  - Six-Year plan utilized an estimate of 4.9% across-the-board increase with expectation of significant GF support.

Alternative Revenue Strategies

- State support
  - Primarily targeted towards new costs and state goals.
- Enrollment growth
  - House budget offers state support to add 50 resident undergraduates
  - Targeted programs
  - Summer & Winter Sessions
- Differential Rates
  - Review discipline differentials
  - Online graduate programs
- Reallocation of existing resources

Tuition and Fee Recommendation

Key Elements of Recommendation

- Proposed rates balance the resource needs of the university with price sensitivity
- Increases are driven largely by compensation, state cost assignments, and unavoidable costs
- Allows the university to make modest progress in support of university and Commonwealth goals
- Continues to support access for Virginia resident undergraduates in accordance with the university's Management Agreement
- Includes updated differential rates and modified pricing strategies to increase revenues outside of general tuition increase

VirginiaTech
Invent the Future

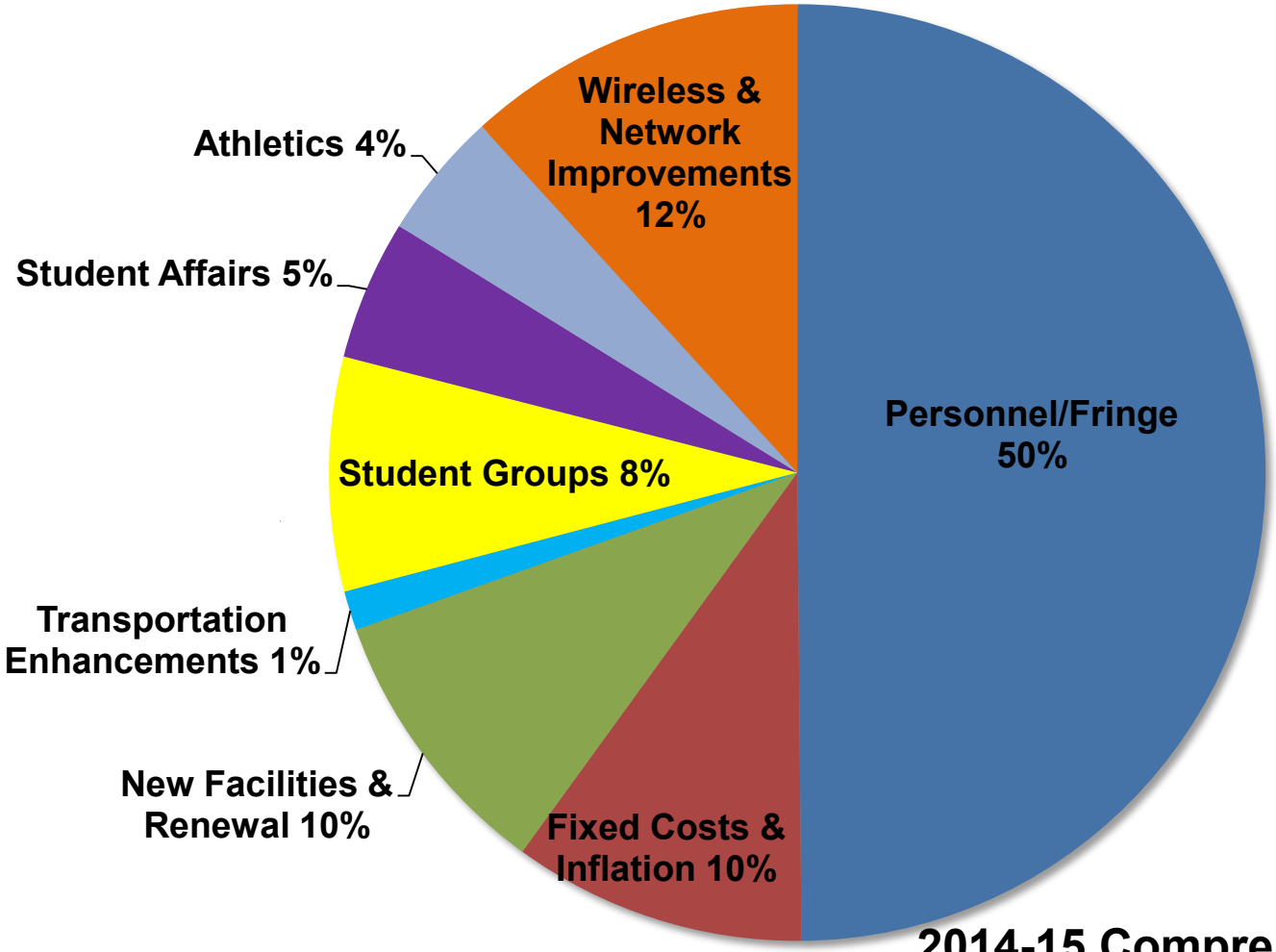
Components of Total Cost

- Tuition
- E&G Fees
- Comprehensive Fee
- Room & Board

VirginiaTech
Invent the Future

Comprehensive Fee

Proposed increase of $68

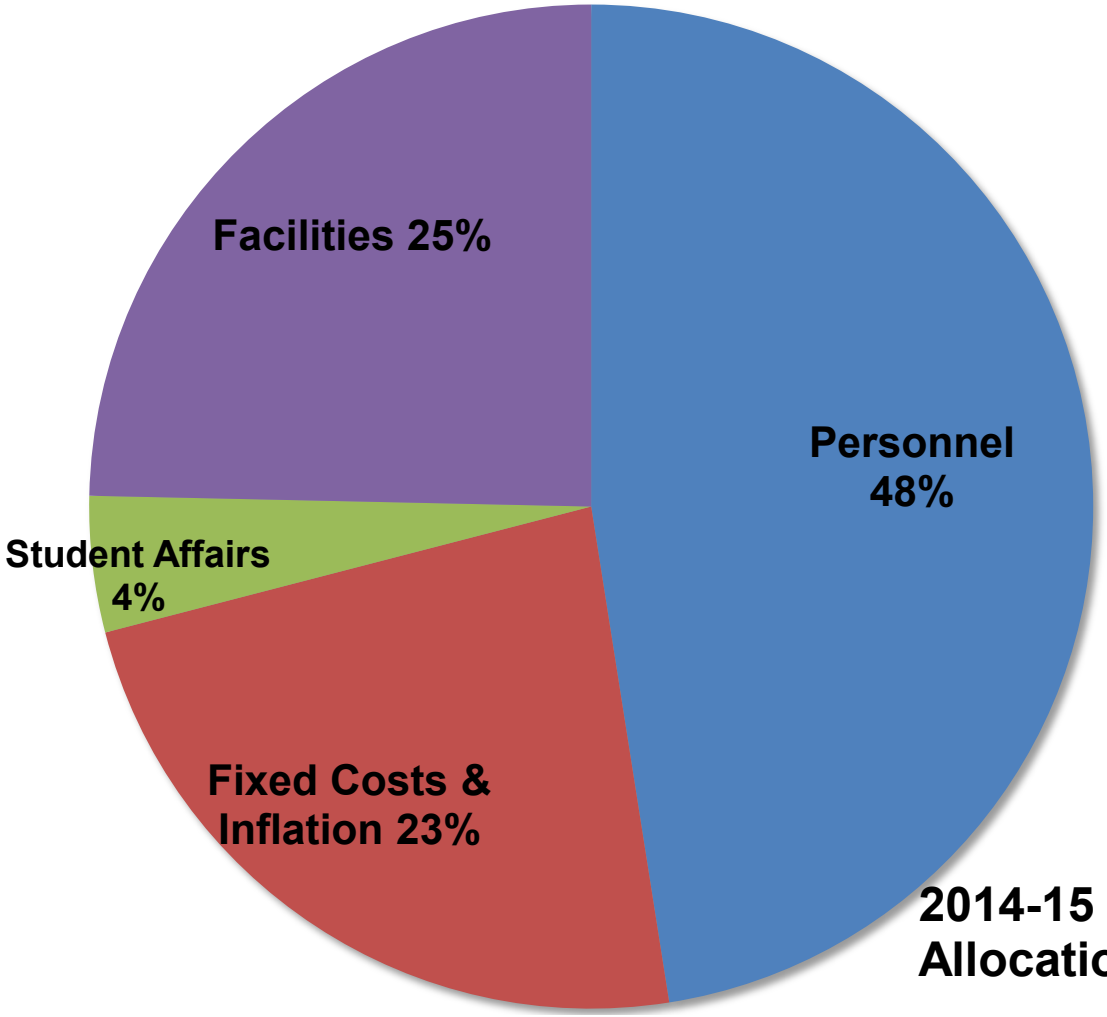


2014-15 Comprehensive Fee Allocation of Total Increase

VirginiaTech
Invent the Future

Room & Board

Proposed increase of 3.6%



2014-15 Room & Board Fee Allocation of Total Increase

VirginiaTech
Invent the Future

Student Enhancements for FY15

- Facilities: Marching Virginian's / Rec. Sports Field / Upper Quad
- Improved transportation coverage on existing bus routes
- inVenTs Residential Community - interdisciplinary living-learning space
- Increased Health Services Staffing – counseling and medical
- Fitness and Dining - equipment renewal
- Residential: facility update

VirginiaTech
Invent the Future

Undergraduate Summary

- These charges reflect the tuition and mandatory fee assessment to all undergraduate students.

	2013-14 Charge	Proposed 2014-15	Increase $
Resident Undergraduate			
Tuition & Mandatory Fees	$ 11,455	$ 12,017	**$ 562**
Nonresident Undergraduate			
Tuition & Mandatory Fees	$ 27,211	$ 28,048	**$ 837**

VirginiaTech
Invent the Future

Resident Undergraduates

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Tuition	$9,617	$10,088	$471	4.9%
E&G Fees	86	109	23	26.7%
Tuition & E&G Fees	9,703	10,197	494	5.1%
Comprehensive Fee	1,752	1,820	68	3.9%
Tuition & Mandatory Fees	11,455	12,017	**562**	4.9%
Room and Board	7,650	7,924	274	3.6%
Total Cost	$19,105	$19,941	$836	4.4%

VirginiaTech
Invent the Future

Nonresident Undergraduates

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Tuition	$24,769	$25,515	$746	3.0%
E&G Fees	690	713	23	3.3%
Tuition & E&G Fees	25,459	26,228	769	3.0%
Comprehensive Fee	1,752	1,820	68	3.9%
Tuition & Mandatory Fees	27,211	28,048	**837**	3.1%
Room and Board	7,650	7,924	274	3.6%
Total Cost	$34,861	$35,972	$1,111	3.2%

Resident Graduates

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Tuition	$11,185	$11,656	$471	4.2%
E&G Fees	86	109	23	26.7%
Tuition & E&G Fees	11,271	11,765	494	4.4%
Comprehensive Fee	1,752	1,820	68	3.9%
Total	$13,023	$13,585	**$562**	4.3%

VirginiaTech
Invent the Future

Nonresident Graduates

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Tuition	$22,146	$23,351	$1,205	5.4%
E&G Fees	690	713	23	3.3%
Tuition & E&G Fees	22,836	24,064	1,228	5.4%
Comprehensive Fee	1,752	1,820	68	3.9%
Total	$24,588	$25,884	**$1,296**	5.3%

VirginiaTech
Invent the Future

Veterinary Medicine

Total Cost

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Virginia/Maryland Students	$21,796	$22,448	$652	3.0%
Nonresident Students	$47,458	$48,556	$1,098	2.3%

VirginiaTech
Invent the Future

Average Cost of Education

	Amount*	% of Average
Average Cost of Education	$16,501	
Undergraduates		
Residents	10,197	62%
Nonresidents	25,624	155%
Graduates		
Residents	11,765	71%
Nonresidents	23,460	142%
Residency		
Residents		63%
Nonresidents		151%

*Amount is **estimated**, and includes proposed tuition and E&G fees for 2014-15 (the nonresident capital and equipment fee is not comparable to the Average cost of Education).

VirginiaTech
Invent the Future

Differential Tuition Charges

- **Updated Engineering Fee**:
  - Undergraduate: $36 per credit hour (9.1% increase)
  - Graduate: $871 per academic year (10% increase)
- **Updated Architecture & Design Fee**:
  - $786 per academic year (9.9% increase)
- **Continuation of Business Fee**:
  - Undergraduate: $25 per credit hour
    - 1000 level and 2000 level courses

On-line Differential Pricing

- **Program Specific Online Tuition Rates**
  - Pilot program to assess residency neutral rate to programs with regional or national market beyond Commonwealth's borders, while satisfying state policy requiring that nonresident students be assessed their cost of education.
- **Programs included in pilot program**
  - Masters of Information Technology (MIT), since 2013-14
  - New: Masters of Agriculture and Life Sciences (PSAL), Local Government Management Certificate (LGMC), and Masters of Natural Resources (MNR)
  - For 2014-15, the following pricing program is recommended
    - $900 per credit hour for all on-line MIT students
    - $850 per credit hour for all on-line MNR students
    - $750 per credit hour for all on-line PSAL & LGMC students

Other Specialized Fees

- Designed for program-specific costs or to address service delivery costs to students.
  - **Library Fee:** Increase by $20 to $40 annually
  - **Technology Fee**: Increase by $3 to $69 annually

VirginiaTech
Invent the Future

Proposed New Resources per Student

E&G General Fund and Tuition & E&G Fee Increases 2014-15

Institution	Incremental GF / FTE	Tuition and E&G Fee Increase	Total New E&G Resources Per Student
CWM	$ 157	$ 2,002	$ 2,159
NSU	563	726	1,289
LU	428	480	908
VMI	448	418	866
UMW	448	388	836
CNU	401	408	809
VT	**234**	**494**	**728**
RU	332	354	686
GMU	321	342	663
UVA	191	472	663
VCU	229	396	625
VSU	419	172	591
UVA-W	378	211	589
ODU(1)	*673*	*N/A*	*N/A*
JMU(1)	*296*	*N/A*	*N/A*

(1) ODU and JMU have not announced Tuition and Fees for 2014-15

Questions?

MINUTES

June 2, 2014

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, June 2, 2014, at 1:15 p.m. in Torgersen Boardroom (Room 2100), Virginia Tech Campus, Blacksburg, Virginia.

Present	**Absent**
Mr. James L. Chapman, IV	
Dr. Nancy V. Dye	
Mr. William D. Fairchild, III	
Mr. Cordel Faulk	
Mr. B. Keith Fulton	
Mr. William B. Holtzman	
Mr. John C. Lee, IV	
Ms. Suzanne S. Obenshain	
Ms. Deborah Leigh Martin Petrine (Vice-Rector)	
Mr. Michael J. Quillen (Rector)	
Mr. John G. Rocovich, Jr.	
Dr. J. Thomas Ryan	
Mr. Steve Sturgis	
Mr. Dennis H. Treacy	

Constituent Representatives:
Dr. Joe Merola, Faculty Representative
Ms. Sue Teel, Staff Representative
Mr. Nick Warrington, Graduate Student Representative
Ms. Erica Wood, Undergraduate Student Representative

Also present were the following: President Timothy Sands, Mr. Ralph Byers, Dr. Lay Nam Chang, Mr. John Cusimano, Ms. Wanda Dean, Dr. Karen DePauw, Deputy Chief Gene Deisinger, Dr. John Dooley, Dr. Jack Finney, Dr. Elizabeth Flanagan, Interim Chief Kevin Foust, Dr. Guru Ghosh, Ms. Hunter Gresham, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Dr. Will Lewis, Dr. Mark McNamee, Dr. Scott Midkiff, Ms. Kim O'Rourke, Mr. Mark Owczarski, Dr. Patty Perillo, Dr. Ellen Plummer, Dr. Timothy Sands, Ms. Savita Sharma, Mr. Dwight Shelton, Dr. Ken Smith, Ms. Sandra Smith, Mr. Jeb Stewart, Dr. Tom Tillar, Dr. Robert Walters, Dr. Sherwood Wilson, Ms. Linda Woodard, faculty, staff, students, guests, and reporters.

* * * * *

Rector Quillen officially welcomed President Timothy D. Sands, 16th President of Virginia Tech.

* * * * *

Rector Quillen asked for a motion to approve the minutes of the March 24, 2014, meeting as distributed. The motion was made by Mr. Rocovich and seconded by Mr. Holtzman. The minutes were approved.

****

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Quillen called on Ms. Obenshain for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment A.)

*****

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval to Appoint a Director to the Virginia Tech Carilion School of Medicine, Inc.

That Timothy D. Sands be appointed as a designated director of the Board of Directors of the Virginia Tech Carilion School of Medicine, Inc. effective June 2, 2014, and that this appointment be communicated to the Dean of the Virginia Tech Carilion School of Medicine, Inc. (Copy filed with the permanent minutes and marked Attachment B.)

*****

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Treacy, and approved unanimously.

Resolution to Approve the Bachelor of Science Degree in Water: Resources, Policy, and Management

That the resolution to approve the bachelor of science degree in water: resources, policy, and management be approved and forwarded to the State Council of Higher Education for Virginia for approval and to the Southern Association of Colleges and Schools Commission on Colleges for notification. (Copy filed with the permanent minutes and marked Attachment C.)

*****

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Dr. Dye, and approved unanimously.

Resolution to Approve the Bachelor of Science Degree in Neuroscience

That the resolution to approve the bachelor of science degree in neuroscience be approved and forwarded to the State Council of Higher Education for Virginia for approval and to the Southern Association of Colleges and Schools Commission on Colleges for notification. (Copy filed with the permanent minutes and marked Attachment D.)

* * * * *

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rocovich, and approved unanimously.

Resolution to Approve Changes to the Administrative and Professional Faculty Grievance Process

That the resolution to approve changes to the administrative and professional faculty grievance process be approved. (Copy filed with the permanent minutes and marked Attachment E.)

* * * * *

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rocovich, and approved unanimously.

Resolution to Approve a New Practice for Progress Toward Promotion to Professor

That the resolution to approve a new practice for progress toward promotion to professor be approved. (Copy filed with the permanent minutes and marked Attachment F.)

* * * * * * * * * * *

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

Rector Quillen called on Mr. Rocovich for a report of the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment G.)

* * * * *

As part of the Buildings and Grounds Committee report, approval of the following resolution was moved by Mr. Rocovich, seconded by Mr. Holtzman, and approved unanimously.

Resolution for Approval of Reappointments to the Montgomery Regional Solid Waste Authority

That the resolution recommending Mark S. Helms, Director of Facilities Operations, for reappointment as the university's representative and L. Allen Bowman for reappointment as the at-large member of the Montgomery Regional Solid Waste Authority Board of Directors be approved. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * *

As part of the Buildings and Grounds Committee report, approval of the following resolution was moved by Mr. Rocovich, seconded by Mr. Fairchild, and approved unanimously.

Resolution to Approve Appointment to the New River Valley Regional Water Authority

That the resolution appointing Gregory Boardman as joint representative to the New River Valley Regional Water Authority with a term expiring June 30, 2018, be approved. (Copy filed with the permanent minutes and marked Attachment I.)

* * * * *

As part of the Buildings and Grounds Committee report, approval of the following resolution was moved by Mr. Rocovich, seconded by Mr. Fairchild, and approved unanimously.

Resolution to Authorize Demolition of University Buildings Comprising the Dairy Science Complex

That the resolution authorizing the demolition of 48 Dairy Science farm complex buildings and structures be approved. (Copy filed with the permanent minutes and marked Attachment J.)

* * * * *

As part of the Buildings and Grounds Committee report, approval of the following resolution was moved by Mr. Rocovich, seconded by Mr. Fairchild, and approved unanimously.

Resolution to Authorize Demolition of University Buildings 440 and 440L

That the resolution authorizing the demolition of Barns No. 440 and No. 440L be approved. (Copy filed with the permanent minutes and marked Attachment K.)

* * * * *

As part of the Buildings and Grounds Committee report, approval of the following resolution was moved by Mr. Rocovich, seconded by Mr. Holtzman, and approved unanimously.

Resolution for Approval of Appalachian Power Company Easement

That the resolution authorizing the Vice President for Administration to execute the easement to Appalachian Power Company be approved. (Copy filed with the permanent minutes and marked Attachment L.)

* * * * * * * * * *

REPORT OF THE FINANCE AND AUDIT COMMITTEE

Rector Quillen called on Ms. Petrine for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment M.)

* * * * *

As part of the Finance and Audit Committee report, approval of the following resolution was moved by Ms. Petrine, seconded by Mr. Fulton, and approved unanimously.

Resolution for Approval of the Year-to-Date Financial Performance Report (July 1, 2013 – March 31, 2014)

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2013, through March 31, 2014, and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment N.)

* * * * *

As part of the Finance and Audit Committee report, approval of the following resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval of the 2014-15 Faculty Compensation Plan

That the proposed 2014-15 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Research Faculty be approved. (Copy filed with the permanent minutes and marked Attachment O.)

[Note: The compensation plan for staff is administered separately by the university administration in accordance with the Board's approval of the university's Management Agreement, effective July 1, 2006, as well as guidance from the state Department of Human Resource Management.]

* * * * *

Ms. Petrine then called on President Sands for the administration's proposal for tuition and fee rates for 2014-15. President Sands presented the Resolution for Approval of Tuition and Fee Rates for 2014-15 listed on the agenda as one of the items under the President's Open Session Report. Approval of the following resolution subsequently was moved by Mr. Rocovich, seconded by Mr. Holtzman, and approved.

Resolution for Approval of Tuition and Fee Rates for 2014-15

That the proposed tuition and fee rates be approved, effective Fall Semester 2014. (Copy filed with the permanent minutes and marked Attachment P.)

Dr. Dye, Mr. Fairchild, and Ms. Obenshain voted in opposition to this resolution.

* * * * *

As part of the Finance and Audit Committee report, approval of the following resolutions individually was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval of the 2014-2015 University Budgets:

a. Operating and Capital Budgets -
That the Operating and Capital budgets be approved.

b. Hotel Roanoke Conference Center Commission Budget -
That the budget for The Hotel Roanoke Conference Center Commission for 2014-2015 be approved.

c. Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences Budget –
That the 2014-15 budget for the Virginia Tech–Wake Forest School of Biomedical Engineering and Sciences be approved.
(Copies filed with the permanent minutes and marked Attachment Q.)

* * * * *

As part of the Finance and Audit Committee report, approval of the following multi-part resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval of the 2014-2015 Auxiliary Systems Budgets

a. Dormitory and Dining Hall System Budget -
That the recommended budget for the fiscal year July 1, 2014, to June 30, 2015, for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

b. Electric Service System Budget -
That the recommended budget for the fiscal year July 1, 2014, to June 30, 2015, for the operation of the Electric Service System and the report of the Annual Inspection be approved.

c. University Services System Budget -
That the recommended budget for the fiscal year July 1, 2014, to June 30, 2015, for the operation of the University Services System and the report of the Annual Inspection be approved.

d. Intercollegiate Athletics System Budget –
That the recommended budget for the fiscal year July 1, 2014, to June 30, 2015, for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.
(Copy filed with the permanent minutes and marked Attachment R.)

* * * * *

As part of the Finance and Audit Committee report by Ms. Petrine and with the endorsement of the Academic Affairs Committee, the following resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval of the 2014-15 Pratt Fund Budgets

That the proposed 2014-2015 allocation and use of Pratt Funds be approved. (Copy filed with the permanent minutes and marked Attachment S.)

* * * * *

As part of the Finance and Audit Committee report by Ms. Petrine, the following resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution to Reappoint University Commissioner to the Hotel Roanoke Conference Center Commission

That the resolution reappointing the Vice President for Outreach and International Affairs of Virginia Tech as the university's representative on the Hotel Roanoke Conference Center Commission be approved. (Copy filed with the permanent minutes and marked Attachment T.)

* * * * *

As part of the Finance and Audit Committee report by Ms. Petrine and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

Resolution for Approval of McBryde 100 Classroom Renovation

That the resolution authorizing Virginia Tech to move forward with the McBryde 100 Classroom Renovation project at a cost not to exceed $2.8 million and to fund the project with internal financing be approved. (Copy filed with the permanent minutes and marked Attachment U.)

* * * * * * * * * *

REPORT OF THE RESEARCH COMMITTEE

The Research Committee did not meet.

* * * * * * * * * *

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Quillen called on Mr. Faulk for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment V.)

* * * * *

As part of the Student Affairs and Athletics Committee report by Mr. Faulk, the following resolution was moved by Mr. Faulk, seconded by Mr. Sturgis, and approved unanimously.

Resolution to Approve Changes to Policy 8220:
Clarification of Security Personnel

That the resolution to approve changes to Policy 8220: Security Requirements for Events Sponsored by Student Organizations be approved, effective immediately. (Copy filed with the permanent minutes and marked Attachment W.)

* * * * *

As part of the Student Affairs and Athletics Committee report by Mr. Faulk, the following resolution was moved by Mr. Faulk, seconded by Mr. Sturgis, and approved unanimously.

Resolution to Approve Changes to The Hokie Handbook:
Expansion of Student Conduct Procedures

That the resolution to change the Hokie Handbook thereby expanding student conduct procedures to include the optional Adaptable Conflict Resolution be approved, effective immediately. (Copy filed with the permanent minutes and marked Attachment X.)

* * * * * * * * * * *

PRESIDENT'S REPORT

President Sands thanked everyone for the warm welcome to the Hokie Nation that he and his family have received. On December 6, 2013, when he was announced as the next president, he took the liberty at that time to provide a report of what he saw here at Virginia Tech and what had attracted him to Virginia Tech. The multiple visits he has made over the last six months to visit the Blacksburg campus, the National Capital Region, and other parts of the state have reinforced his initial assessment. In November and December during his interactions with the search committee, he found they were fantastic representatives of Virginia Tech. Now that he has had a chance to meet still a small subset of the Hokie Nation, that early impression stands. He said he is thrilled to be here. The institution has been in very good hands and has wonderful momentum. Dr. Steger has led the institution very capably. Dr. Sands' hope and commitment is to maintain and build upon that momentum. There are challenges—plenty of them--to remain competitive, to retain faculty and staff, and more, but these are surmountable challenges. He continues to be extremely excited by the strength of this institution, particularly the collaboration and the way the disciplines are woven together. To him, that is one of the great assets. He concluded by expressing his appreciation again to all for the warm welcome.

* * * * *

Report of Research and Development Disclosures

As part of the President's report, President Sands shared with the Board the **Report of Research and Development Disclosures** – for information only, no action needed. (Copy filed with the permanent minutes and marked Attachment Y.)

* * * * * * * * * *

Motion to Begin Closed Session

Ms. Petrine moved that the Board convene in a closed meeting, pursuant to § 2.2-3711, Code of Virginia, as amended, for the purposes of discussing:

1. Appointment of faculty to Emeritus status, consideration of individual salaries of faculty, consideration of Endowed Professors, review of departments where specific individuals' performance will be discussed, and consideration of personnel changes including appointments, resignations, tenure, and salary adjustments of specific employees and faculty leave approvals.

2. The status of current litigation and briefing on actual or probable litigation.

3. Special recognitions.

all pursuant to the following subparts of 2.2-3711 (A), Code of Virginia, as amended, .1, .7, and .10

The motion was seconded by Mr. Rocovich and passed unanimously.

* * * * *

Litigation Report

Not for Approval

* * * * * * * * * *

Motion to Return to Open Session

Following the Closed Session, members of the media, students, and the public were invited to return to the meeting. Rector Quillen called the meeting to order and asked Ms. Petrine to make the motion to return to open session.

Ms. Petrine made the following motion:

> **WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provision of The Virginia Freedom of Information Act; and
>
> **WHEREAS**, Section 2.2-3712 of the Code of Virginia requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;
>
> **NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

The motion was seconded by Mr. Rocovich and passed unanimously.

* * * * *

Upon motion by Mr. Rocovich and second by Mr. Holtzman, unanimous approval was given to the resolutions for approval of **Naming of a University Facility (4)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment Z.)

* * * * *

Upon motion by Ms. Obenshain and second by Mr. Rocovich, approval was given to the resolutions for Approval of **Emeritus status (6)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment AA.)

* * * * *

Upon motion by Ms. Obenshain and second by Mr. Rocovich, approval was given to the resolutions for approval of **Endowed Chairs, Professorships, and Fellowships (2)** as considered in Closed Session. This item was reviewed by the Finance & Audit and Academic Affairs Committees. (Copies filed with the permanent minutes and marked Attachment BB.)

* * * * *

Upon motion by Ms. Obenshain and second by Mr. Rocovich, approval was given to the **Resolution for Approval of the 2014-2015 Promotion, Tenure, and Continued Appointment Program** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment CC.)

* * * * *

Upon motion by Ms. Obenshain and second by Mr. Rocovich, approval was given to the resolution for ratification of the **Personnel Changes Report** as considered in Closed Session. This item was reviewed by the Finance & Audit and Academic Affairs Committees. (Copy filed with the permanent minutes and marked Attachment DD.)

* * * * *

Constituent Reports (no action required)

- **Ms. Erica Wood - Undergraduate Student Representative to the Board**
- **Mr. Nick Warrington - Graduate Student Representative to the Board**
- **Ms. Sue Teel - Staff Representative to the Board**
- **Dr. Joe Merola - Faculty Representative to the Board**

(Copies filed with the permanent minutes and marked Attachment EE.)

Rector Quillen then presented a certificate of appreciation to each representative.

* * * * *

Report of the Nominating Committee for Officers of the Board

Rector Quillen called on the nominating committee for their report regarding Board officers for 2014-15:

Chair: Nancy V. Dye
Members: B.K. Fulton and James L. Chapman IV

Nominations from the Committee:

Rector: Deborah Petrine

Vice Rector: James Chapman

Secretary: Kim O'Rourke

Rector Quillen invited additional nominations from the floor. There being none, a motion was made and seconded to approve the nominations, and the motion passed unanimously.

* * * * *

President Sands presented the gavel to Rector Quillen and thanked him for his service.

* * * * *

The date for the next regular meeting is September 7-8, 2014, in Blacksburg, Virginia. **[Note: The date was subsequently changed to September 14-15, 2014.]**

* * * * *

Following a motion by Mr. Rocovich and second by Mr. Holtzman, the meeting adjourned at 2:45 p.m.

_____
Michael J. Quillen, Rector

_____
Kim O'Rourke, Secretary

Committee Minutes

ACADEMIC AFFAIRS COMMITTEE

Lavery Hall, Room 320
9:00 – 11:30 a.m.

June 2, 2014

Board Members Present:

Suzanne Obenshain (Chair), Nancy Dye, Tom Ryan, Dennis Treacy, Nick Warrington (graduate student representative). Also in attendance: Joe Merola (faculty representative).

Guests:

Tracey Allen, Beth Armstrong, Janice Austin, Kevin Boyle, Kris Bush, Lay Nam Chang, Maria Elisa Christie, Alicia Cohen, Wanda Hankins Dean, Kirby Deater-Deckard, Juan Espinoza, Ashley Francis, Jack Finney, Guru Ghosh, Jennifer Harris, Natalie Hart, Kay Heidbreder, Michael Herndon, Rachel Holloway, Jennifer Hundley, Jenise Jacques, Mildred Johnson, Marlena Lester, William Lewis, Gary Long, Alison Matthiesen, Mark McNamee, Steven McKnight, Ignacio Moore, John P. Morgan, Kim O'Rourke, Robin Panneton, Ellen Plummer, Katrina Powell, Karen Eley Sanders, Timothy Sands, Stephen Schoenholtz, Natasha Smith, Judy Taylor, Sue Teel, Robert Walters, Tod Whitehurst, Paul Winistorfer, Ashley Wood

OPEN SESSION

1. **Welcome.**
   Suzanne Obenshain welcomed committee members and guests.

2. **Approval of Minutes.**

   A motion passed unanimously to approve the minutes of the committee's March 24, 2014 meeting.

3. **Report of Closed Session Action Items.** The committee approved a resolution to move into closed session to consider six resolutions to approve appointments to emeritus status, two resolutions for appointments to endowed professorships, 88 tenure, promotion, and continued appointments, and to ratify the faculty personnel changes report.

   All resolutions were unanimously approved and the report was ratified. The session was formally certified and the committee moved to open session.

4. **Provost's Update.** Mark McNamee, senior vice president and provost, reported that Elizabeth Spiller has been appointed the dean of the College of Liberal Arts and Human Sciences. She comes to the university from Florida State University where she has had a distinguished career as an academic administrator and professor of English. The university community is very pleased that the Virginia Tech Carilion School of Medicine held commencement for its inaugural class of physicians. The periodic five-year review of academic leaders remains a high priority and deans Paul Winistorfer and Alan Grant received complimentary reviews by their colleagues and peers. The provost hosted a retreat for his senior leadership team that included the deans and academic vice presidents. The purpose of the retreat was to explore possible revenue sources within academic units. A contingent of leaders recently traveled to Chennai, India to open the university's new research center. The project capitalizes on the university's strengths and Virginia Tech's interests continue to grow and expand. A celebratory event is scheduled for the Center for European Studies and Architecture (CESA). Mark McNamee thanked Suzanne Obenshain for her service to the board and as chair of the academic affairs committee.

5. **Resolution to Approve a Director to the Virginia Tech Carilion School of Medicine, Inc.** Mark McNamee asked the committee to approve the appointment of Timothy D. Sands to the Board of Directors of the Virginia Tech Carilion School of Medicine, Inc.

   The Resolution to Approve a Director to the Virginia Tech Carilion School of Medicine, Inc. was approved unanimously.

6. **Academic Initiatives: Degree Actions**

   a. Resolution to Approve the B.S. in Water: Resources, Policy, and Management. Paul Winistorfer, dean of the College of Natural Resources and Environment and Stephen Schoenholtz, professor and director of the Virginia Water Resources Research Center presented for consideration a resolution to approve a B.S. degree in water: resources, policy, and management.

   The Resolution to Approve the B.S. in Water: Resources, Policy, and Management was approved unanimously.

   b. Resolution to Approve the B.S. in Neuroscience. Kirby Deter-Deckard, professor of psychology, and Ignacio Moore, associate professor of biological sciences, from the College of Science presented for consideration a resolution to approve a B.S. degree in neuroscience.

   The Resolution to Approve the B.S. in Neuroscience was approved unanimously.

7. Faculty Affairs

a. Resolution to Approve Changes to the Administrative and Professional Faculty Grievance Processes. Jack Finney, vice provost for faculty affairs, presented for consideration a resolution to approve changes to the administrative and professional faculty grievance processes.

The Resolution to Approve Changes to the Administrative and Professional Faculty Grievance Processes passed unanimously.

b. Resolution to Approve New Practice on Progress to Promotion to Professor. Jack Finney presented for consideration resolution to approve a process for the review of associate professors for promotion to professor.

The Resolution to Approve New Practice on Progress to Promotion to Professor passed unanimously.

8. Pratt Fund Budget Proposal. Mark McNamee presented to the committee the 2014-2015 Pratt Fund Budget Proposal.

The 2014-2015 Pratt Fund Budget Proposal passed unanimously.

9. Academic Initiatives: Administration

a. Enrollment Management Group Annual Report and Discussion. Wanda Dean, vice provost for enrollment and degree management presented to the committee an overview of activities and initiatives associated with enrollment management. The complex nature of enrollment management includes outreach efforts to recruit potential students and managing the applications and yield of successful students. The university received 20,945 applications (an increase of 7%) and extended 15,048 offers, and 5599 applicants accepted offers resulting in a 37% yield. The university received 11,835 applications from in-state students, made 7,932 offers (a 68% rate), and 3,817 offers were accepted after going to the wait-list twice. The university is competing with institutions outside of the Commonwealth that are offering Virginia students discounted tuition and very competitive aid packages. The university received 9,110 out-of-state applications, made 7,116 (a rate of 78%), and 1,782 accepted offers (a yield of 25%).

The university produces 51% of the science, technology, engineering, mathematics and health (STEM-H) in the Commonwealth of Virginia. A significant challenge remains in how to compete successfully for students who are interested in all fields, and not solely engineering.

The number of students from all underrepresented groups is up 5% and includes first generation students. Students from ethnically underrepresented groups are up 7%. With the exception of the number of students who identify as American Indian, the number of students who identify as African American is up 14%, Hispanic/Latino

3%, Native Hawaiian/Pacific Islander 33%, and those who identify as two or more races is up 6% (including 16% who identified as Black/African American and an additional race).

A recruitment and enrollment challenge is the availability of aid packages for students. 76% of students receive some type of aid. The aid packages include grants, loans, and work-study funds. Since 2006, the Funds for the Future is the university's most aggressive aid program based on need. This fund is comprised of institutional funds and since 2006, $24.5M has been distributed to 32,242 students, 72% of the recipients are in-state students and 28% are out-of-state students.

Summer Academy and Winter Session are two programs that are helping Virginia Tech produce revenue and assist students in their progress toward degree. On-line delivery is also being intentionally employed to advance enrollment management and the success of students. Winter Session provided education abroad and domestic opportunities for learning and service.

Graduate enrollment is a priority for the university. In partnership with the Graduate School, the enrollment management office is aiding in the advancement of on-line offerings of graduate degree programs.

Challenges include needing to improve financial aid packages, developing an international enrollment management plan, and attending to the disproportional distribution of interest between the STEM-H fields and fields in liberal arts. Additional outreach to prospective out-of-state students is necessary to assist with management enrollments.

New initiatives include enhanced recruitment and yield efforts, initiating a program that involves providing conditional offers of admission, improvements to scholarship and financial aid, and a change to the admissions and tuition form allowing applicants to self-identify that they are covered by the federal Deferred Action for Childhood Arrivals (DACA) program.

The committee moved and unanimously accepted the Annual Report of the Enrollment Management Group.

b. Report on the B.S. Degree in Real Estate. The committee agreed to postpone the receipt of this report at the September meeting of the committee. In addition, The Academic Affairs Committee requested a report for each of the new programs approved at this year's meeting at the June 2015 board meeting.

10. Global Strategies.

a. Women and Global Economic Development. Maria Elisa Christie, director of Virginia Tech's Women and Gender in International Development program, provided information to the committee on the university's research, outreach, and

economic development initiatives aimed at economic development. These efforts are required elements in all projects funded by the US Agency for International Development (USAID). Projects are located in an array of locations including Senegal, Haiti, Nepal, Mali, Uganda, India, and Bolivia. The success of many agricultural projects depends on helping communities understand the roles of women and men in the production of food and products. A matrix approach helps discern how cultural barriers might impact the allocation of assets and women's access to credit and other necessary resources.

Enrollment & Degree Management Annual Report

Virginia Tech
Board of Visitors

June 2014

Enrollment & Degree Management
Office of Undergraduate Admissions
University Scholarships & Financial Aid
University Registrar
Summer & Winter Sessions
Enrollment Management Research & Analysis
Office of Degree Management
Extended Learning Support Services

WHY ENROLLMENT & DEGREE MANAGEMENT?

Issues in Higher Education …

TUITION DEPENDENCY | **SHRINKING DEMOGRAPHICS** | **STEM VS. LIBERAL ARTS IMBALANCE**

HOW DO WE DEAL WITH THIS?

Effective and Efficient Enrollment and Degree Management at Virginia Tech

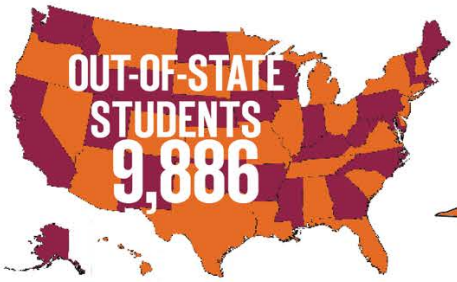
WHERE ARE WE?

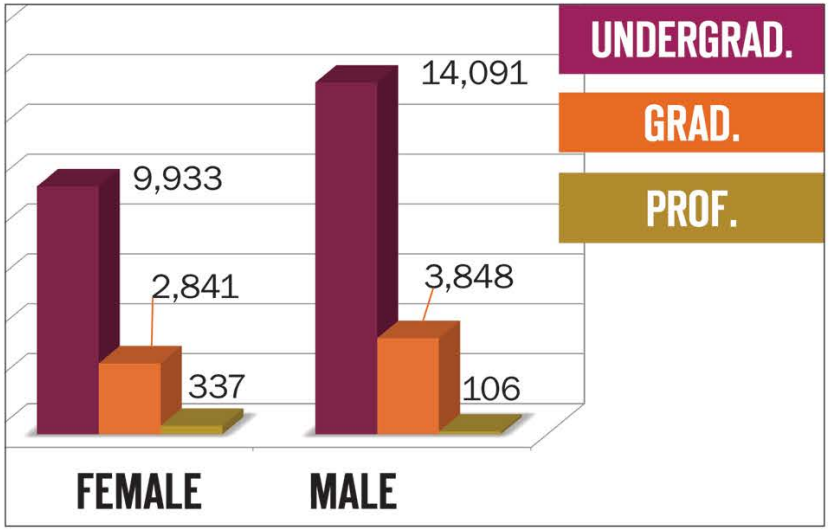
2013 UNIVERSITY SNAPSHOT

ENROLLMENT

BY SITE

TOTAL	31,205
ON CAMPUS	29,071
OFF CAMPUS	1,362
VIRTUAL CAMPUS	772





Note: *These figures do not reflect those who did not report gender.*

ENROLLMENT BY COLLEGE	UNDERGRAD	GRAD
Agriculture & Life Sciences	10%	6%
Architecture & Urban Studies	6%	9%
Pamplin College of Business	16%	7%
Engineering	30%	31%
Liberal Arts & Human Sciences	13%	19%
Natural Resources & Environment	3%	4%
Science	15%	9%
Interdisciplinary (University Studies)	7%	13%

FALL 2013 UNDERGRADUATE ENROLLMENT

24,034
TOTAL UNDERGRADUATE STUDENTS

17,528
IN-STATE UNDERGRADUATE STUDENTS

6,506
OUT-OF-STATE UNDERGRADUATE STUDENTS

TARGET UNDERGRADUATE ENROLLMENT: 5,400

UNDERGRADUATE RECRUITMENT

PRINTED MATERIALS

- CONTACT PIECE
- PARENT LETTER
- SPRING POSTCARD
- FALL POSTCARD
- UNDERREPRESENTED SPRING MAILING
- OFFER PACKET MATERIALS

SOCIAL MEDIA

vimeo
zinch
livestream

2014 UNDERGRADUATE ENROLLMENT TARGETS

	Freshman	Apps	Transfer	Apps
Agriculture & Life Sciences	510	↑12%	135	↑3%
Architecture & Urban Studies	270	↑4%	25	↑4%
Pamplin College of Busines	775	↑4%	190	↑16%
Engineering	1400	↑15%	285	↑19%
Liberal Arts & Human Sciences	500	↓4%	175	↓12%
Natural Resources & Environment	120	↑4%	45	↓4%
Science	802	↑5%	155	↓6%
Interdisciplinary (University Studies)	1023	↑3%	0	

FRESHMAN TARGET
5,400
3,688 In-State
1,712 Out-of-State

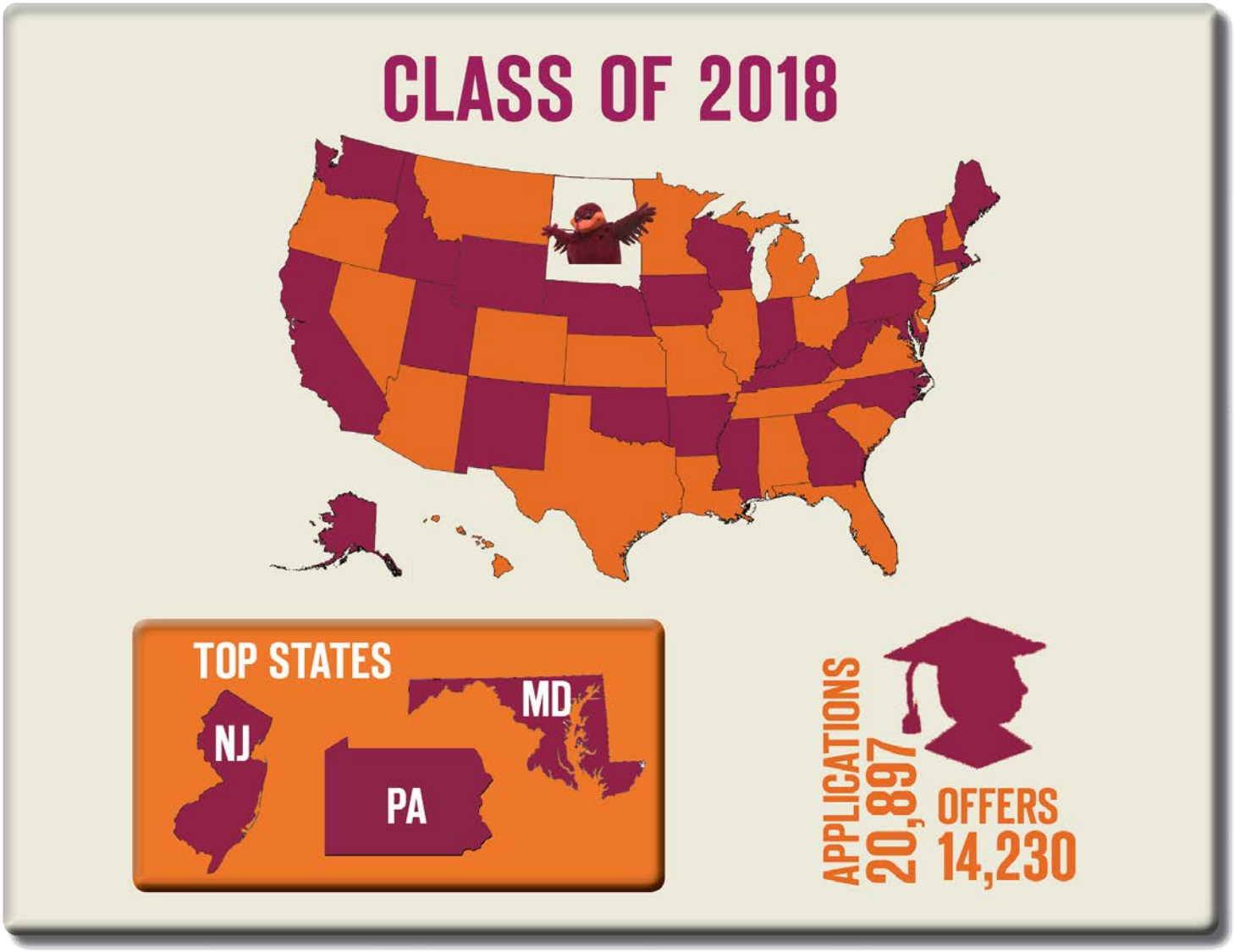
TRANSFER TARGET
1,010
890 In-State
120 Out-of-State

INCREASE IN APPLICATIONS

↑8% FRESHMAN

↑6% TRANSFER

Enrollment & Degree Management:
Securing Our Future



CLASS OF 2018

FIRST GENERATION

UNDERREPRESENTED STUDENTS

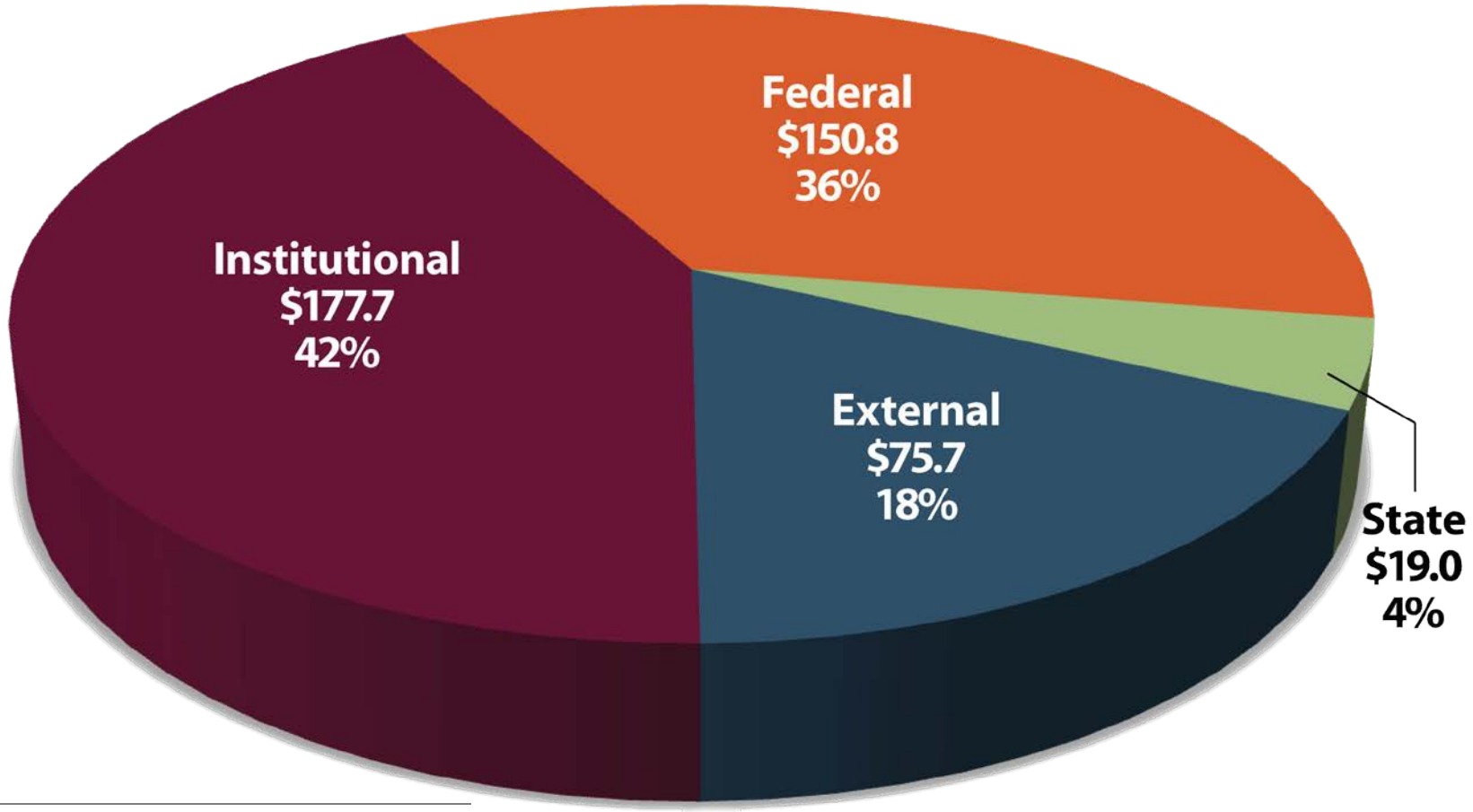
	APPLICATIONS:	OFFERS:
AMERICAN INDIAN	8% ↑	6% ↑
AFRICAN AMERICAN	24% ↑	18% ↑
ASIAN	18% ↑	32% ↑
HISPANIC	5% ↑	3% ↑
TWO OR MORE RACES	15% ↑	5% ↑

INTERNATIONAL

ACCESS & AFFORDABILITY

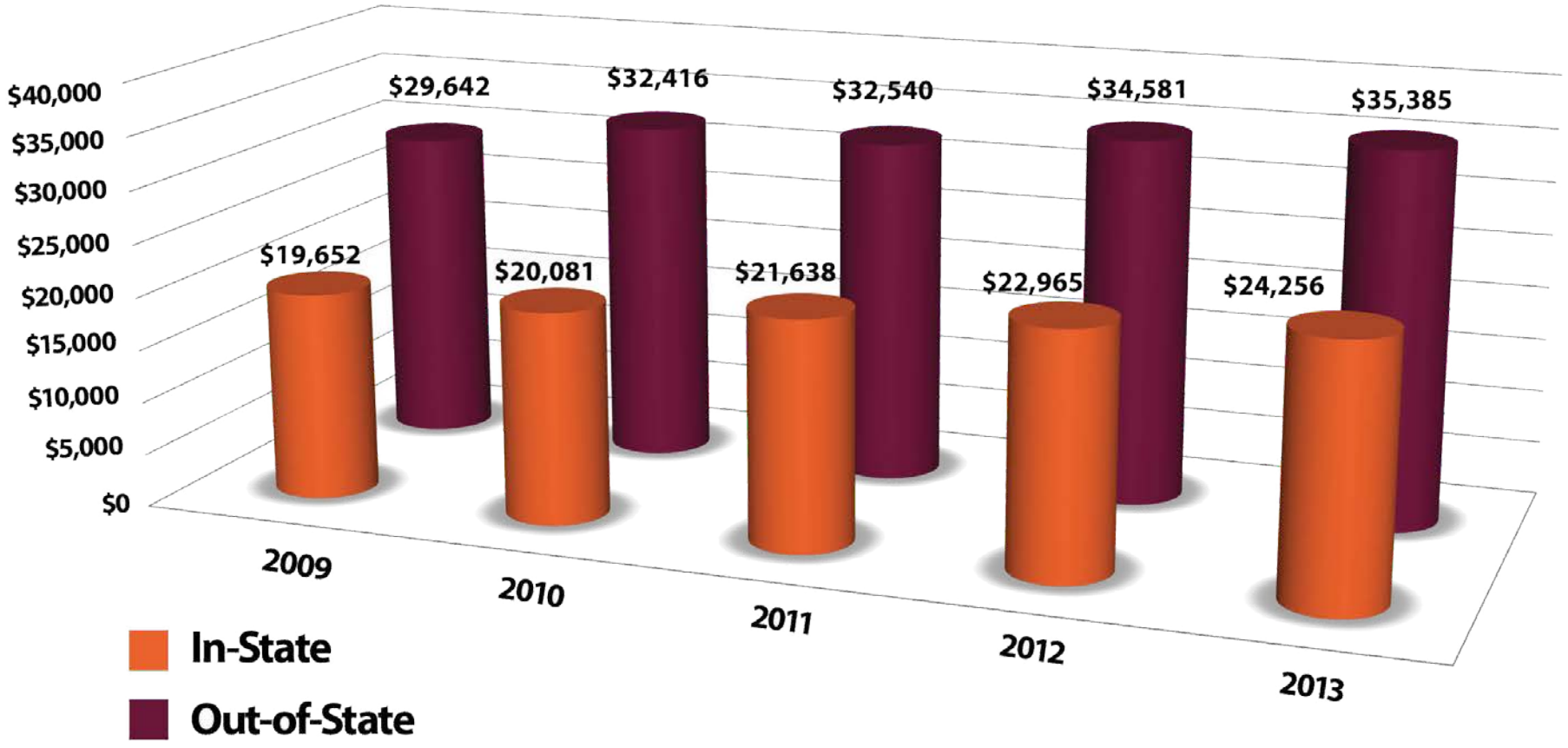
2012 STUDENT AWARD OVERVIEW

DISTRIBUTION OF FINANCIAL AID BY FUNDING SOURCE (MILLIONS OF DOLLARS)



TOTAL FINANCIAL AID DISTRIBUTED
(MILLIONS OF DOLLARS)

AVERAGE DEBT OF UNDERGRADUATE GRADUATING CLASS BY RESIDENCY AT VIRGINIA TECH



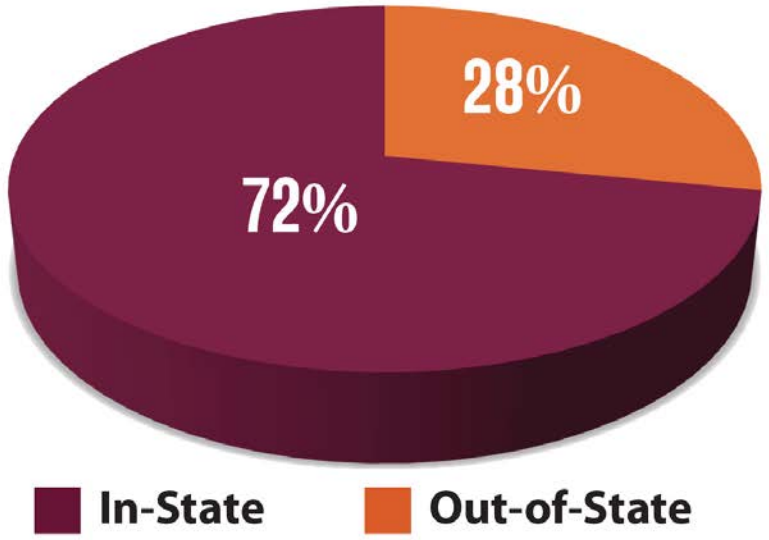
2014 FUNDS FOR THE FUTURE

FUNDS FOR THE FUTURE PROJECT LEVELS

FAMILY INCOME (AGI)	TUITION & FEES INCREASE PROTECTION
$0-$29,999	100%
$30,000-$49,999	75%
$50,000-$74,999	30%
$75,000-$99,999	20%

$24.5 Million
Distributed Since 2006

32,242
Recipients Since 2006



MANAGING RESOURCES
IDENTIFYING REVENUE OPPORTUNITIES AND OPTIMIZING PHYSICAL SPACES

SPECIAL SESSIONS

SUMMER ACADEMY

152 FIRST-YEAR STUDENTS
- 84 IN-STATE
- 66 OUT-OF-STATE

62 TRANSFER STUDENTS

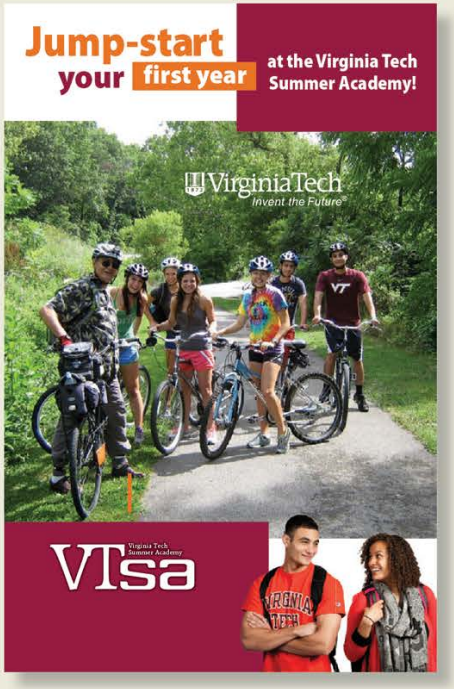
69% OF 2013 COHORT EARNED A 3.0 OR HIGHER

53% OF 2013 COHORT EARNED DEAN'S LIST STATUS

SUMMER SESSIONS

2012 COHORT:
- **55%** SUMMER 2013
- **43%** SUMMER 2014

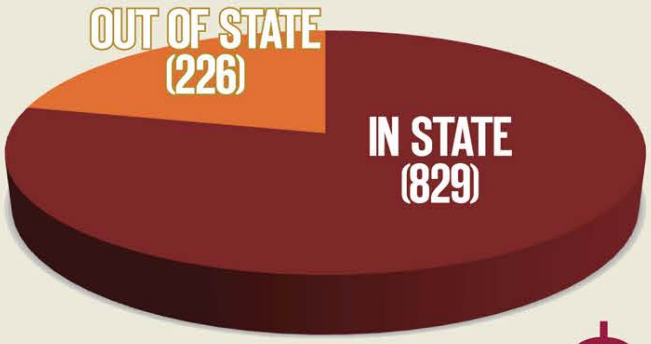
2013 COHORT:
- **36%** SUMMER 2014

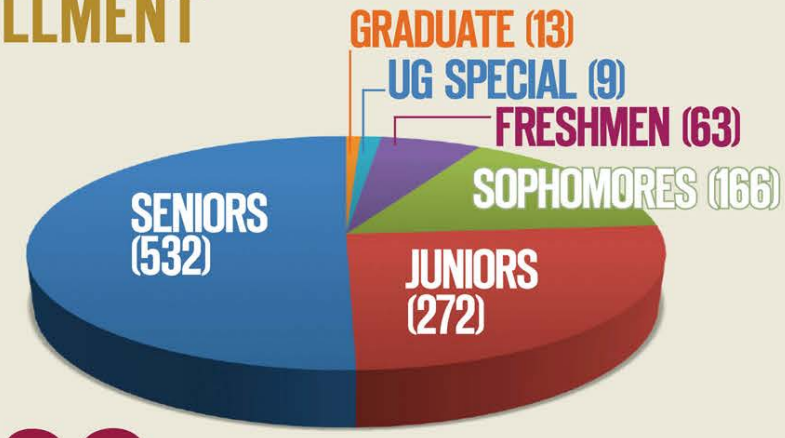


Virginia Tech Summer Academy Brochure

WINTER SESSION

2014 ENROLLMENT





1,055
STUDENTS ENROLLED

$1.28 MILLION
DEPARTMENTAL REVENUES

3,680
GENERATED CREDIT HOURS

Enrollment & Degree Management:
Securing Our Future

30 BLACKSBURG CAMPUS

38 ONLINE COURSES

70% ENROLLED IN ONLINE COURSES

Enrollment & Degree Management:
Securing Our Future

8 WINTER EXPERIENCES | 1 DOMESTIC EXPERIENCE

- SENEGAL
- SPAIN
- EUROPE
- INDIA
- ITALY
- DOMINICAN REPUBLIC (2)
- NEW ZEALAND
- CHARLOTTE, NC (WELLS FARGO)

Virginia Tech
Invent the Future

Enrollment & Degree Management:
Securing Our Future

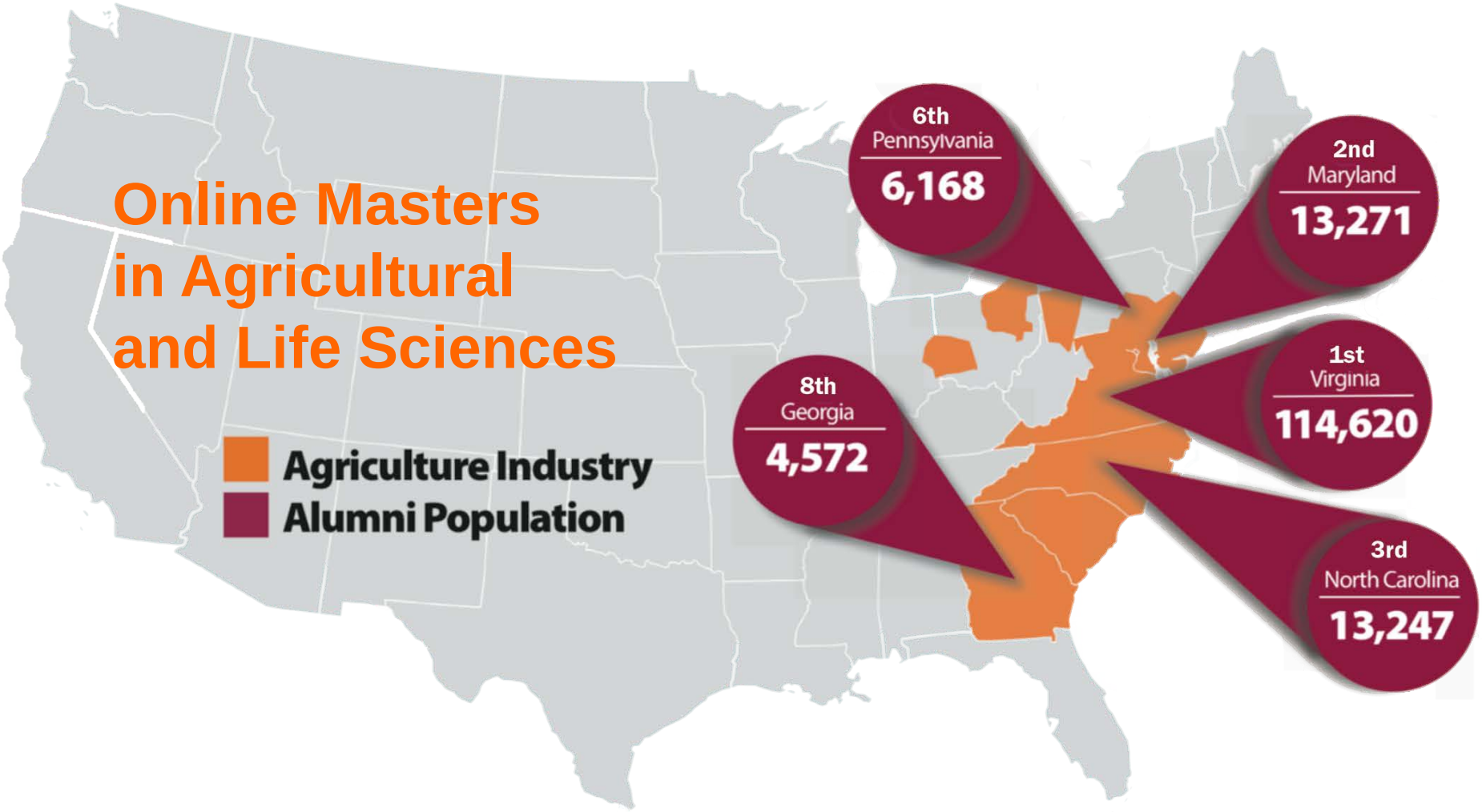
HORTICULTURE EXPERIENCE IN SPAIN

NANOSCIENCE
EXPERIENCE
IN EUROPE
Collano
emerell
nolax

UNIVERSITY STRATEGIC PLAN
INCREASE GRADUATE ENROLLMENT
BY 1,000

(Envisioning Virginia Tech 2013-2018)

Online Masters in Agricultural and Life Sciences



CROSS PLATFORM CAMPAIGN

Google Ad
Adwords

vimeo
Testimonial Video

roanoke.com
Banner Ads

The Washington Post
Banner Ads

Social

The Washington Post
Mobile Ads

HOBSONS
Virginia Tech Graduate School CRM

webex
Webinars

Email

VirginiaTech
Invent the Future

Enrollment & Degree Management: Securing Our Future

Roanoke.com Banner Ad

Corporate Email

Washington Post Mobile Ad

Virginia Tech
Invent the Future

Enrollment & Degree Management:
Securing Our Future

RESULTS

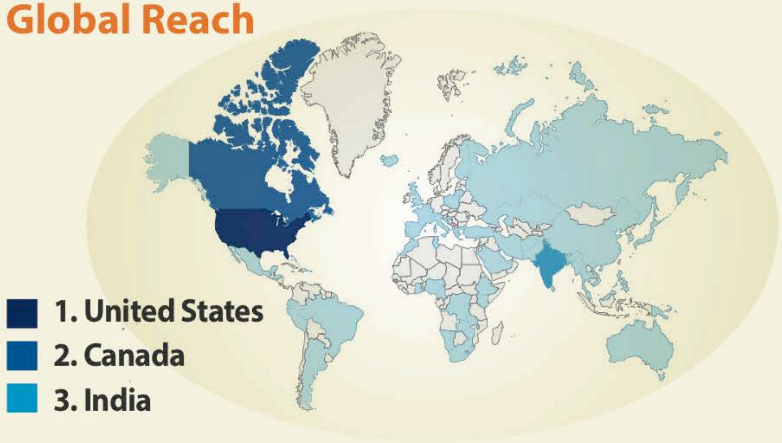
63%
Application Submissions
Spring 2014 vs. Spring 2013

55%
Accepted Applications
Spring 2014 vs. Spring 2013

78%
Actively Enrolled Students
Spring 2014 vs. Spring 2013

Website Traffic Analytics

Global Reach

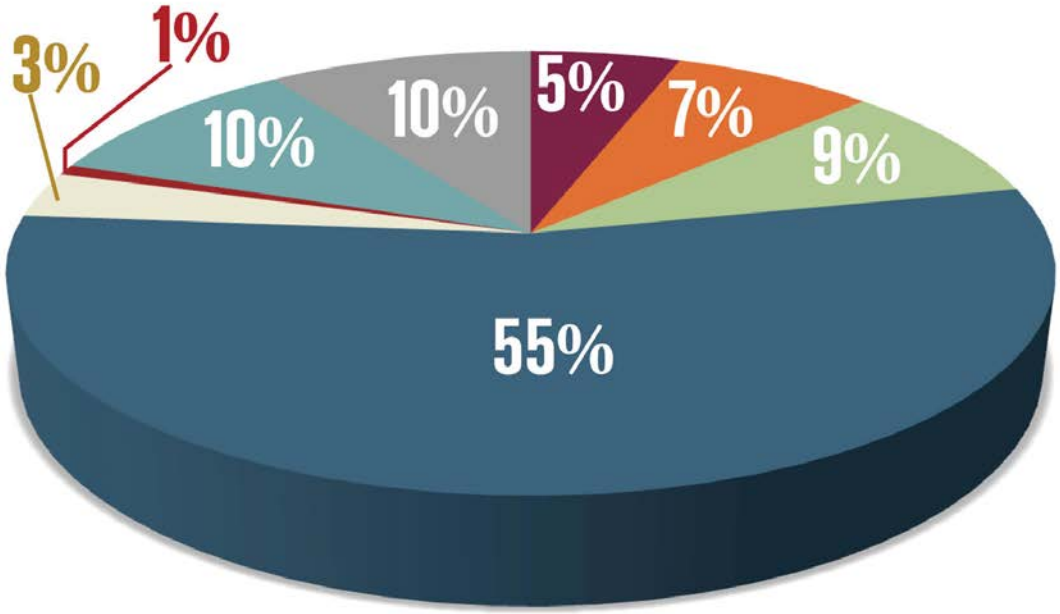


ENROLLMENT & DEGREE MANAGEMENT
OPPORTUNITIES & CHALLENGES

CHALLENGES

- COMPETITIVE FINANCIAL AID PACKAGES
- INTERNATIONAL ENROLLMENT MANAGEMENT PLAN
- DISPROPORTIONAL DISTRIBUTION OF INTERESTS
  - STEM-H
  - LIBERAL ARTS

2014 OUT-OF-STATE APPLICATIONS BY COLLEGE



- Agriculture & Life Sciences
- Architecture & Urban Studies
- Pamplin College of Business
- Engineering
- Liberal Arts & Human Sciences
- Natural Resources & Environment
- Science
- University Studies

NEW INITIATIVES

ENHANCED RECRUITMENT

CONDITIONAL OFFERS OF ADMISSION

EXPANDED YIELD INITIATIVES

SCHOLARSHIPS & FINANCIAL AID

CHANGES TO UNDERGRADUATE APPLICATION

Virginia Tech
Invent the Future

Enrollment & Degree Management:
Securing Our Future

ANNUAL REPORT

Gender and Development: a path towards growth

Maria Elisa Christie
Director, Women and Gender in International Development (WGD)
Office of International Research, Education, and Development (OIRED)

June 2, 2014
Academic Affairs Committee, Board of Visitors

VirginiaTech
Invent the Future®

Benefits and Opportunities

- Develops global competency in students and faculty
- Directly impacts university's international research, education and development projects

Ghana

Scholarship and Research

- Internships
- Guest lecturing
- Advising, supervising
- Discussion series
- Undergrad research credit
- Grad assistantships
- Research with other departments
- *Women, Environment, Development* undergrad course

VirginiaTech
Invent the Future®

Multi-disciplinary research and collaboration with Virginia Tech faculty and students

Sustainable Agriculture and Natural Resource Management (SANREM) and Integrated Pest Management (IPM)Innovation Labs: Entomology; Geography; Agricultural and Applied Economics; Public and International Affairs; Women's and Gender Studies

Crop and Soil Environmental Sciences (Senegal)
Computer Science (Haiti)
Forest Resources and Environmental Conservation (Nepal)

Peanut Collaborative Research Support Program: Human Nutrition, Foods, and Exercise;
Biological systems engineering

Mali

What is gender?

- Socially constructed roles for men and women
- Norms vary across cultures and over time

Mali

VirginiaTech
Invent the Future

Gender is critical in international development

Studies show that:

↑ gender equality =

↑ economic development

Virginia Tech
Invent the Future

Uganda

VirginiaTech
Invent the Future®

Countries that invest in promoting the social and economic status of women tend to have lower poverty rates.

— *World Bank*

Uganda

A 2-way question

1. How does gender affect Virginia Tech's research programs?
2. How do the university's programs affect gender?

India

Virginia Tech
Invent the Future®

Our mission

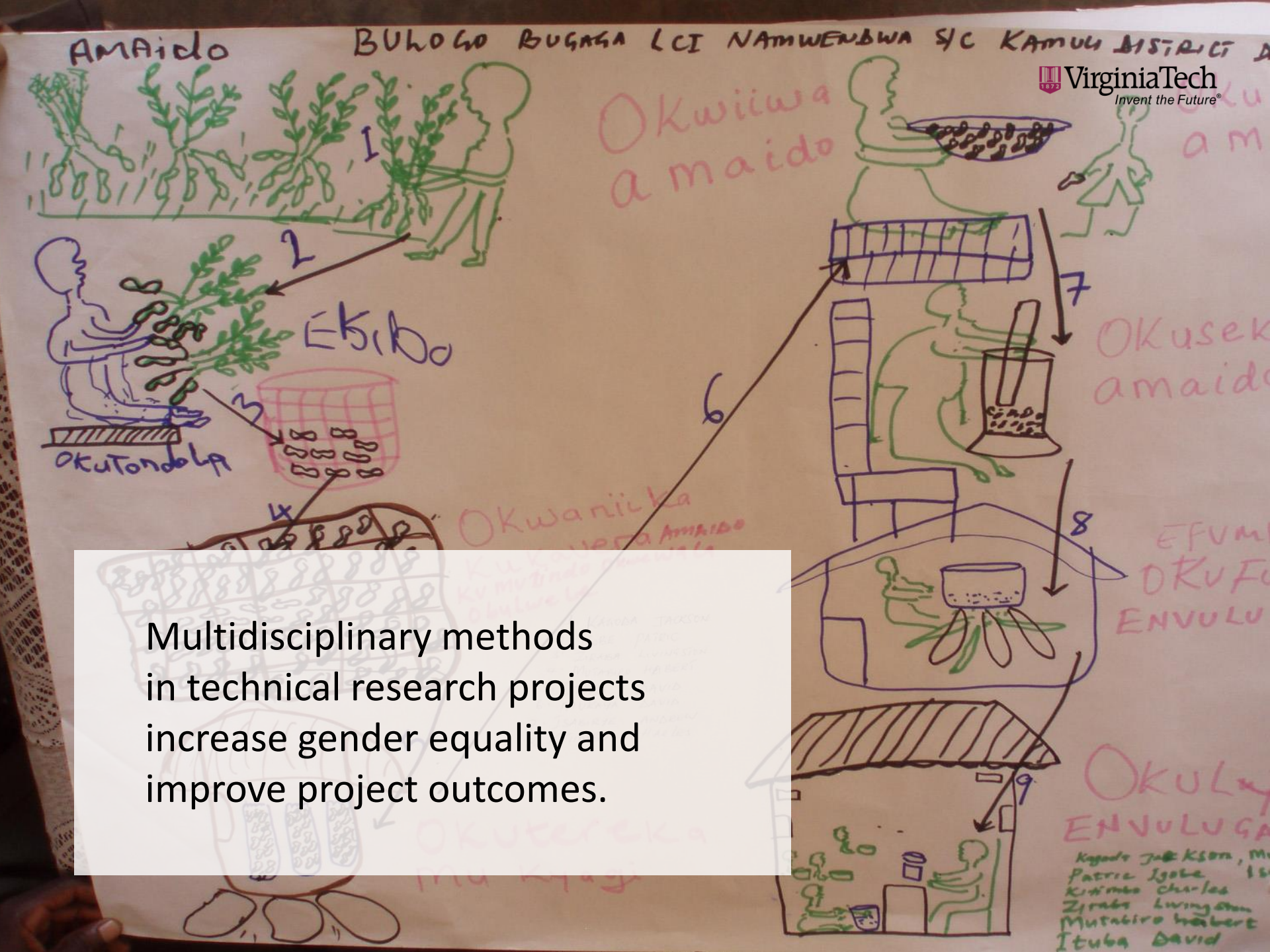
To work towards gender equality in development by promoting gender sensitivity in every OIRED project and ensuring that women benefit.

Bolivia

We work collaboratively, here and abroad, to increase opportunities for women while achieving the technical goals of Virginia Tech's research projects.

Uganda

Virginia Tech
Invent the Future



Multidisciplinary methods in technical research projects increase gender equality and improve project outcomes.

Participatory research identifies gender-based constraints and opportunities.

VirginiaTech
Invent the Future®

Indonesia

Uganda

Men and women peanut farmers realized training efforts should be targeted and designed for women after research showed women carried out most of the post-harvest activities.

Ecuador

Working with men's and women's groups separately revealed that women have important knowledge of soils and seeds, and that working with women-only groups is critical.

VirginiaTech
Invent the Future

Philippines

Women and men use the basketball court at different times for different purposes; this is an important venue to get information to both.

VirginiaTech
Invent the Future®

Bangladesh

Despite cultural and religious constraints, women benefit from the status and income they obtain through involvement with Virginia Tech's Integrated Pest Management program

VirginiaTech
Invent the Future®

The Women and Gender in International Development program gives Virginia Tech a competitive advantage when seeking funding.

- Gender integration is required by funders.
- OIRED has been successful in winning competitive grants, primarily from USAID, and manages a research grant portfolio of over $90 million in 44 countries around the globe.

Cambodia

VirginiaTech
Invent the Future®

WGD has brought positive media attention to Virginia Tech

- Appearance on With Good Reason
- Op-ed piece in the Roanoke Times
- Tweeting
- Presence on AgriLinks

VirginiaTech
Invent the Future®

Thank you!
Bolivia

RESOLUTION TO APPOINT A DIRECTOR FOR THE VIRGINIA TECH CARILION SCHOOL OF MEDICINE, INC.

WHEREAS, Virginia Polytechnic Institute and State University, Carilion Clinic, and the Virginia Tech Carilion School of Medicine, Inc. have entered into a Memorandum of Understanding dated June 22, 2011 to establish and support a medical school and research institute; and

WHEREAS, Virginia Tech, Carilion Clinic, and the Virginia Tech Carilion School of Medicine, Inc. agreed that two members of the Board of Directors for the Virginia Tech Carilion School of Medicine, Inc. would be appointed as designated directors by the Board of Visitors of Virginia Tech; and

WHEREAS, Charles W. Steger currently serves as a designated director appointed by Virginia Tech for a term ending in 2015; and

WHEREAS, Charles W. Steger's term as the 15th president of Virginia Tech ended on May 31, 2014, and accordingly he has expressed his desire to resign from the Board of Directors of the Virginia Tech Carilion School of Medicine, Inc. effective immediately; and

WHEREAS, Timothy D. Sands has been appointed as Virginia Tech's 16th president effective June 1, 2014;

NOW, THEREFORE, BE IT RESOLVED that the Virginia Tech Board of Visitors appoints Timothy D. Sands as a designated director on the Board of Directors of the Virginia Tech Carilion School of Medicine, Inc. effective immediately through June 30, 2015, at which time he may reappointed by the Virginia Tech Board of Visitors.

RECOMMENDATION:

That Timothy D. Sands be appointed as a designated director of the Board of Directors of the Virginia Tech Carilion School of Medicine, Inc. effective June 2, 2014 and that this appointment be communicated to the Dean of the Virginia Tech Carilion School of Medicine, Inc.

June 2, 2014

RESOLUTION TO APPROVE B.S. IN WATER: RESOURCES, POLICY, AND MANAGEMENT

Documents included:

1. Resolution to Approve B.S. in Water: Resources, Policy, and Management

2. Degree Proposal for B.S. Water: Resources, Policy, and Management

3. Degree Proposal Presentation – slides

RESOLUTION TO APPROVE BACHELOR OF SCIENCE DEGREE IN WATER: RESOURCES, POLICY, AND MANAGEMENT

WHEREAS, water: resources, policy, and management (WRPM), a STEM-H discipline, encompasses the rapidly emerging area of water, which connects society and environment through energy, food, climate, ecological, health, and economic systems; and

WHEREAS, water is of vital importance to sustaining human life and water issues including drought, flooding, sanitation, contamination, and climate change affect every citizen on the planet; and

WHEREAS, sustainably managing water resources is a complex challenge that requires knowledge in a wide range of academic disciplines; and

WHEREAS, the bachelor of science in WRPM is the result of collaboration among 10 departments and five colleges at Virginia Tech and will offer strong interdisciplinary training in water science, policy, and management, while complementing existing undergraduate degree programs at Virginia Tech, and

WHEREAS, the College of Natural Resources and Environment is in an excellent position to initiate a bachelor of science in WRPM because of its strong base of senior faculty and recent additions of junior and senior faculty who are actively engaged in water resources research and teaching, and

WHEREAS, the bachelor of science in WRPM will prepare graduates for interdisciplinary research and education, for employment in government agencies, the private sector, non-government organizations, municipalities, utilities, and for post-baccalaureate training, and

WHEREAS, the bachelor of science in WRPM is unique in the Commonwealth of Virginia and to the United States, thereby establishing Virginia Tech and the Commonwealth as key leaders in education for this rapidly emerging field that affects all areas of human endeavor;

NOW, THEREFORE, BE IT RESOLVED, that the bachelor of science in water: resources, policy, and management be approved and forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools (SACS) for notification.

RECOMMENDATION:

That the resolution to approve the bachelor of science in water: resources, policy, and management be approved.

June 2, 2014

Virginia Tech Degree Proposal
Bachelor of Science in Water: Resources, Policy, and Management
(CIP: 03.0205)

Type of degree action (circle one): (New) Spinoff Revision Discontinuance

Program description

Virginia Polytechnic Institute and State University (Virginia Tech) requests approval for a new Bachelor of Science (B.S.) degree in Water: Resources, Policy, and Management, with an anticipated initiation in Spring 2015. Water connects society and environment through energy, food, climate, ecological, health, and economic systems and is therefore of vital importance to sustaining human life. Water issues such as drought, flooding, sanitation, and contamination exist on every continent and touch every citizen on the planet. As a resource, freshwater abundance is finite, with ever-increasing demands for its use as human population growth expands through urbanization and industrialization, which put additional pressures on aquatic ecosystems and the supply of safe drinking water. Sustainably managing water resources is a complex challenge that requires knowledge in a wide range of academic disciplines.

Few undergraduate degree programs provide integrated training in water science, policy, and management, although professionals are required to have interdisciplinary expertise in these areas to solve critical problems facing society today and in the future. Although the B.S. Water: Resources, Policy, and Management degree will be administered by the Department of Forest Resources and Environmental Conservation within the College of Natural Resources and Environment, it is nonetheless an interdisciplinary program and would be the first of its kind in Virginia as well as unique to any other undergraduate program anywhere in the U.S. The proposed new degree program will offer a strong interdisciplinary approach to water science, policy and management, while complementing existing undergraduate degree programs on our campus. Virginia Tech, with more than 80 faculty across all colleges involved in water research, teaching, and engagement, is well-situated to offer this degree with minimal need for new resources.

Universities and colleges have a major responsibility to prepare future water and land managers to meet the many complex challenges to sustainably manage water resources in the face of a rapidly expanding global population. Future water managers and decision makers need knowledge and training in natural science, technical assessment, economics, planning, and policy. A new B.S. degree program at Virginia Tech that integrates existing programs and courses from at least five colleges and numerous departments can provide an interdisciplinary and substantive understanding of water science, policy, and management. The proposed program will prepare Virginia Tech graduates for critical future responsibilities and will be a strong incentive for others who consider enrollment at Virginia Tech. There are currently no other undergraduate water degrees of this kind offered at any universities or colleges in the Commonwealth. Upon completing requirements for the new water degree, students will be qualified as professionals for employment with government agencies, the private sector, non-government

organizations, municipalities, and utilities seeking employees with university-level training in aspects of water science, policy, and/or management.

Curriculum summary

The B.S. degree in Water: Resources, Policy, and Management comprises 120 credits, distributed among the following categories of courses: i) Curriculum for a Liberal Education (general education; 36 credits); ii) Water Core (18 credits; listed below); iii) Writing (3 credits; listed below); iv) Water Law, Planning, and Economics (9 credits; listed below); v) Geospatial Technology (3 credits; listed below); vi) Water Science (12 credits); vii) Water Policy (12 credits); viii) Restricted Electives (18 credits), and ix) Free Electives (9 credits). All courses in the proposed curriculum are currently being taught by faculty at Virginia Tech.

Core Degree Requirements (57 credits)

Water Core (all 18 credits required)

GEOG/NR 2004: Introduction to Water Resources and Environmental Issues (3)
PHYS 2205: General Physics (3)
PHYS 2215: General Physics Lab (1)
FOR 3104: Principles of Watershed Hydrology (3)
ENSC 3604: Fundamentals of Environmental Science (3)
ENSC 4314: Water Quality (3)
ALS/NR 4614: Watershed Assessment, Management, and Policy (2)

Writing (3 credits – choose one course)

ENGL 3754 Advanced Composition (3) or
ENGL 3764 Technical Writing (3)

Water Law, Planning, and Economics (9 credits – choose one course from each area below)

AAEC 3314 Environmental Law (3), or UAP 4344 Law of Critical Environmental Areas (3)
UAP 3354 Introduction to Environmental Policy and Planning (3), or UAP 4374 Land Use and Environment: Planning and Policy (3)
AAEC 3324 Environmental and Sustainable Development Economics (3) or CEE 4344 Water Resources Planning (3)

Geospatial Technology (3 credits – choose one course)

GEOG 4084 Introduction to GIS (3)
GEOG 4354 Introduction to Remote Sensing (3)
FOR 4114 Information Technology for Natural Resource Management (3)
FOR 4214 Forest Photogrammetry and Spatial Data Processing (3)
BSE 4344 GIS for Engineers (3)

Specialization Areas in Water Science and Water Policy (24 credits)

All students in the proposed curriculum will be required to take a minimum of 12 credits in Water Science Specialization Areas and a minimum of 12 credits in Water Policy Specialization Areas. Nine of the 12 credits must be completed in one Water Science Specialization Area and nine of the 12 credits must be completed in one Water Policy Specialization Area. Course listings by specialization area in Water Science and Water Policy are provided in Appendices A and B, respectively.

Restricted Electives (Minimum 18 credits)
Choose from courses listed under the Water Science or Water Policy Specializations or from those listed as Restricted Electives.

Free Electives (9 credits)

Curriculum for Liberal Education (36 credits)
Area 1: Writing and Discourse (0-6 credits – depending on placement)
Area 2: Ideas, Cultural Traditions, and Values (6 credits)
Area 3: Society and Human Behavior (6 credits)
Area 4: Scientific Reasoning and Discovery (8 credits, including 2 labs)
Area 5: Quantitative and Symbolic Reasoning (6 credits)
Area 6: Creativity and Aesthetic Experience (1 credit)
Area 7: Critical Issues in a Global Context (3 credits)

Relevance to university mission and strategic planning

The proposed degree fully supports Virginia Tech's mission. Students in this program will have opportunities to serve the Commonwealth of Virginia, the nation, and the global community by utilizing their training in water science, policy, and management. They will be prepared to create, convey, and apply their knowledge of water to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve quality of life as presented in Virginia Tech's Mission Statement. Additionally, the proposed degree supports stated goals in Virginia Tech's Plan for a New Horizon: Envisioning Virginia Tech 2012-2018 (http://www.president.vt.edu/strategic-plan/strategic-plan.html) and the College of Natural Resources and Environment's 2012-2018 Strategic Plan (http://cnre.vt.edu/college/about/2012-2018-CNRE-Strategic-Plan.pdf).
Specifically, the proposed degree is based on a team-driven initiative to leverage existing and emerging strengths in water science, policy, and management to grow a component of the undergraduate program at Virginia Tech, as specifically recommended in the Plan for a New Horizon. Furthermore, this degree is STEM-H-oriented in that it provides all students in the curriculum with specific course-based core curriculum training in water science, water technology, mathematics, and water-related health topics. Students have opportunities to expand their STEM-H training through selection of specialization areas in water science and water policy and through selection of an additional 18 credit hours in restricted electives that are STEM-H-oriented. Students graduating from this degree program will be STEM-H graduates and will be poised to join the STEM-H workforce.

Justification for the proposed program

The need for sustainable management of water resources at local, regional, and global scales is unprecedented and has been identified as one of the key environmental, economic, engineering, and social challenges for the 21st century. On a global scale, one out of eight people lacks access to clean water and adequate sanitation; and more than three million (6,000 children under the age of five/day) die from water-related health problems each year, mostly in developing countries. Water quality and availability are growing concerns in this country and Virginia as well. Virginia's current and future economic growth depends on the availability of quality water resources. Maintaining water quality for an economically and ecologically sustainable Chesapeake Bay is a prime regional and Commonwealth example. In addition, the increasing population in eastern Virginia has put a strain on the Coastal Plain aquifers, resulting in lowered water levels in wells, and in some areas, land subsidence.

Adequate availability and quality of freshwater is fundamental to the sustainability of all life and requires an interdisciplinary approach to tackle the complex issues involved on a planet with expanding demands and limitations for this resource. Food production accounts for more than 70% of global water use and creates challenges for maintaining environmental water quality, while providing adequate crop production to sustain growing populations. Concurrently, climate change and rapid population growth are converging to create water challenges affecting both people and the environment. Societies now recognize the complexity of managing water sustainably and the need for innovative, transformative, interdisciplinary approaches to meet these complex challenges.

Despite calls for undergraduate education reform in water science and policy, few programs in the U.S. have embraced the integrative, interdisciplinary approach to train water professionals. Water touches on so many aspects of the environment and society that most universities, including Virginia Tech, offer courses spread across multiple colleges and departments, often with little coordination among faculty and students in instructional program delivery. Across universities, all relevant aspects of water science, policy, and management are provided through, for example, programs in civil and environmental engineering, geography, natural resources, geosciences, urban planning, and economics. However, there is a lack of holistic integration that provides students with training to address complex water issues.

Employment Demand

This new interdisciplinary degree program addresses the increasing need for professionals who are trained across an integrated curriculum in water science, policy, and management. The B.S. degree in Water: Resources, Policy, and Management will be attractive to students with an interest in developing skills essential for a diversity of careers involving water, including employment with government agencies, environmental consulting firms, educational facilities, university and government research laboratories, private industries, and non-governmental water organizations. Students in this degree

program will also be able to prepare for graduate schools by selecting appropriate elective courses.

As the number and complexity of water problems increase, so does the wave of water-related opportunities for scientific expertise, knowledge, and innovative solutions. A recent article in the *New York Times* documents that jobs in water are on the rise. The Bureau of Labor Statistics has predicted 18 percent growth from 2010 to 2020 in water-related employment, which is much faster than the average for all other occupations. Many of these jobs are with the federal government and state agencies and state departments of conservation. Others work in architecture, nongovernmental organizations, engineering, and for management, scientific and technical consulting firms.

Student Demand

Survey results from 66 students in NR 2984 (First Year Experience), 108 students in FIW 2114 (Principles of Fisheries and Wildlife), and 27 students in ENSC 3604 (Fundamentals of Environmental Science) taken in fall 2012 indicate that there is strong student demand for the proposed interdisciplinary degree program. When asked "if you are an undeclared major and Virginia Tech offered a WRPM major, how likely would you be to declare WRPM as your major?" 106 of 185 (57%) students expressed at least "somewhat likely to" interest in declaring WRPM as their major. Of these, nine said they "definitely would." When asked "if Virginia Tech offered a WRPM major and adding it to your current major would not extend your undergraduate program past four years, how likely would you be to add WRPM as a second major?" 150 of 201 (75%) students expressed at least "somewhat likely to" interest in adding WRPM as a second major. Of these, 34 said they "definitely would." When asked "if Virginia Tech offered a WRPM major and transferring to it did not extend your undergraduate program past four years, how likely would you be to change your current major to WRPM?" 91 of 200 (46%) students expressed at least "somewhat likely to" interest in transferring to the WRPM major. Of these, 12 said they "definitely would." See Appendix C for student comments.

Duplication

This is the first *interdisciplinary* undergraduate water degree of its kind in Virginia and throughout the U.S. There is no duplication of this degree at any other institutions of higher learning in the Commonwealth of Virginia. There are some water-related options in various degree programs at Virginia Tech and in the Commonwealth (see table below). However, competition for students enrolled in the options below is not anticipated, given the substantive differences between the proposed B.S. degree in Water: Resources, Policy, and Management and these degree programs. Furthermore, there is strong support for this degree among departments offering water-related options at Virginia Tech (See Appendix D).

Degrees currently offered at Virginia Tech and other Commonwealth of Virginia universities with water-related options.

Department	B.S. Degree	Option
	Virginia Tech	
CSES	Environmental Science	Water Resources
BSE	BSE	Land and Water Resources Engineering
CEE	CEE	Environmental and Water Resources Engineering
FREC	Environmental Resource Management	Watershed Management
UAP	Environmental Policy and Planning	
AAEC	Environmental Economics, Management and Policy	
Cross-College	Minor	Watershed Management
	University of Virginia	
CEE	Environmental and Water Resources Engineering	
Env. Sciences	Environmental Sciences	Hydrology

Resource Needs/Savings

The proposed undergraduate B.S. degree program in Water: Resources, Policy, and Management will rely on existing faculty for delivery of the proposed degree. Currently, 13 faculty from ten different departments and across five different colleges have all committed their instructional expertise to this degree program. All courses in the curriculum are currently being offered at Virginia Tech and permission from academic units responsible for every course listed in the curriculum has been obtained to accommodate students in courses listed in the new degree program. The new degree program is requesting additional resources (one full-time administrative assistant) to help support an academic advisor who will coordinate student advising and oversee student record keeping. Financial support for this position will be forthcoming from the College of Natural Resources and Environment (See Appendix E). No other new resources are requested at this time.

RESOURCE	ESTIMATED COSTS (use NA if not applicable)
Faculty	NA
Administrative Staff	$45,000/CY
Graduate Teaching/ Graduate Research Assistants	NA
Space	NA

Library	NA
Equipment	NA
Other	NA

Appendix A
Water Science Specialization

(Students complete 9 credits in one Water Science Specialization & select 3 elective credits from this list of Water Science approved courses)

I. Aquatic Ecosystems

BIOL 4004 (Freshwater Ecology), BIOL 4454 (Invertebrate Zoology), BIOL/CSES 4164 (Environmental Microbiology), BIOL/ENT 4354 (Aquatic Entomology), BIOL/FiW/ENT 4484 (Freshwater Biomonitoring), FiW 4514 (Principles of Aquaculture), FiW 4534 (Ecology & Management of Wetland Systems), FiW 4614 (Fish Ecology), FiW 4624 (Marine Ecology), FiW 4714 (Fisheries Management), FOR 4374 (Forested Wetlands), GEOS 3034 (Oceanography)

II. Hydrology

BIOL 4114 (Global Change Biology), BSE 3324 (Small Watershed Hydrology), BSE 4224 (Field Methods in Hydrology), CEE 4314 (Groundwater Resources), CEE 3304 (Fluid Mechanics), CEE 3314 (Water Resources Engineering), , CEE 4304 (Hydrology), CEE 4324 (Open Channel Flow), CEE 4354 (Environmental Hydrology), , CSES 3614 (Soil Physical & Hydrological Properties), CSES/GEOG/GEOS 3304 (Geomorphology), FOR 4354 (Forest Soils & Hydrology),GEOS 3014 (Environmental Geosciences), GEOS 4804 (Groundwater Hydrology)

III. Water Quality

BSE 3334 (Nonpoint Source Assessment & Control), BSE 4304 (Nonpoint Source Pollution Modeling & Management), BSE 4324 (Nonpoint Source Pollution), BSE 4394 (Water Supply & Sanitation in Developing Countries), CEE 3104 (Introduction to Environmental Engineering), CEE/CSES 4594 (Soil & Groundwater Pollution), CSES 3634 (Physics of Pollution), CSES 4734 (Environmental Soil Chemistry), FOR 4354 (Forest Soils & Hydrology), FOR 4374 (Forested Wetlands), GEOS 4804 (Groundwater Hydrology)

IV. Water Treatment & Public Health

BSE 4394 (Water Supply & Sanitation in Developing Countries), CEE 3104 (Introduction to Environmental Engineering), CEE 4114 (Fundamentals of Public Health Engineering), CEE 4104 (Water & Wastewater Treatment Design), CEE 4174 (Solid & Hazardous Waste Management), CSES 4164 (Environmental Microbiology), CSES/ENSC 4644 (Land Based Systems for Waste Treatment), FOR 4374 (Forested Wetlands)

Appendix B
Water Policy Specialization

(Students complete 9 credits in one Water Policy Specialization & select 3 elective credits from this list of Water Policy approved courses)

I. Watershed Management

ALS 3134 (Livestock & the Environment), ALS 3404 (Ecological Agriculture Theory & Practice), BSE 3324 (Small Watershed Hydrology), BSE 3334 (Nonpoint Source Assessment & Control), BSE 4304 (Nonpoint Source Pollution Modeling & Management), BSE 4324 (Nonpoint Source Pollution), CEE 3274 (Intro Land Development), CEE 4264(Sustainable Land Development), FOR 4374(Forested Wetlands), LAR 3154 (Watershed Sensitive Design & Construction), UAP 3354 (Introduction to Environmental Policy & Planning), UAP 4374 (Land Use & Environment: Planning & Policy)

II. Water Planning, Policy, & Economics

AAEC 3004 (Agricultural Production & Consumption Economics), AAEC 3014 (Analytical Methods of Applied Economics), AAEC 3324 (Environmentally Sustainable Development Economics), AAEC 3314 (Environmental Law), AAEC 3604 (Agricultural Law), AAEC 4314 (Environmental Economic Analysis & Management), AAEC 4344 (Sustainable Development Economics), CEE 4134 (Engineering Solutions for Environmental Sustainability), CEE 4344 (Water Resources Planning), FOR 4014 (Natural Resources Economics), GEOG 4204 (Geography of Resources), LAR 3154 (Watershed Sensitive Design & Construction), UAP 3224 (Policy Implementation), UAP 4344 (Law of Critical Environmental Areas), UAP 4374 (Land Use & Environment: Planning & Policy), UAP 4384 (Pollution Control Planning & Policy), UAP 4184 (Community Involvement)

III. International Water Management

ALS 4714 (Global Seminar), BSE 4394 (Water Supply & Sanitation in Developing Countries), IS 4014 (Seminar in Grassroots Development), UAP 4764 (International Development Policy & Planning), ALS/GEOG/NR/UAP 4404(Approaches to International Development)

IV. Water, Climate, Energy, & Global Issues

BIOL 4114 (Global Climate Change), CEE 4134 (Engineering Solutions for Environmental Sustainability), CEE 4264 (Sustainable Land Development), GEOG 3104 (Environmental Problems & Population Development), GEOG 3114 (Introduction to Meteorology), ME 4194 (Sustainable Energy Solutions for a Global Society), NR 4444 (Practicing Sustainability), PSCI/UAP 3344 (Global Environmental Issues: Interdisciplinary Perspectives)

Appendix C
Selection of Student Comments from Surveys

I would love it and change to it immediately as I am already about to change to the watershed management option or ERM.

I definitely would look into having this my declared major.

This sound like a really interesting degree and if it became available I would definitely major in it. So, I hope it does.

If this major had been listed before I declared my major, it would have been very likely of me choosing it. I would definitely still consider choosing it now.

I would love to make this a second major or a minor – or possibly a concentration? I just transferred into Marine Fisheries, but my final goal was to work with international water relations. Marine Fisheries was the best fit for what I wanted, but Water, Resources, Policy, and Management sounds like exactly what I want to focus on. This should definitely become a major.

This program would add to the offerings of Virginia Tech by implementing an interdisciplinary degree the likes of which has not been fully established in the Natural Resources side of the campus. This allows for growth in student base, and in the type of experience offered to students.

I believe that offering WRPM as a major would be a great idea! It would encourage further options and diversity for students at Virginia Tech.

Sounds extremely interesting. Makes me actually want to look into the idea of it. I am sure if you offered this as a major many people would take part in it.

I would not transfer from my current major because I am very interested in it. However, I feel that it would be a great addition to my fisheries science major and there is a very good probability that I would double major with the two.

I feel like the degree is a great opportunity for students in CNRE.

I think it is an important major to add to the college. Water is and up and coming problem in the world, so teaching people how to go about the shortages, cleanliness, and maintenance of water is very crucial.

I would be very interested in adding it as a minor if it did not extend my undergraduate program past four years.

I feel like offering a WRPM major would be very beneficial to the environment in the long run and very informational for students at Virginia Tech.

I feel that this major would have huge potential, an engaging curriculum, and a strong job outlook. Over all, it would be highly beneficial to the university.

I am currently a water resources minor and would like the opportunity to further that line of education. Thanks.

I think this is a great idea. Water is becoming a very important issue in today's time. There is much conflict over it, and the economic and ethical distribution of it. Not to mention, water's role in Global Climate Change. The major is very timely, and I think it would be a great addition to Virginia Tech.

I think it is a wonderful idea.

I think water resources are becoming more and more important and this would be a great major to go into.

Too bad this wasn't here when I was a freshman.

Attachment C

B.S. Degree
Water: Resources, Policy, and Management

Presented by: Stephen Schoenholtz
Professor and Director
Virginia Water Resources Research Center
College of Natural Resources and Environment
Board of Visitors, Academic Affairs Committee
June 2, 2014

VirginiaTech
Invent the Future

Proposed B.S. Degree in Water

Water is life!

VirginiaTech
Invent the Future

Proposed B.S. Degree in Water

Water: a rapidly emerging area of scholarship connecting society and environment through many systems

- Energy
- Food
- Climate
- Ecological
- Health
- Economic

VirginiaTech
Invent the Future

Proposed B.S. Degree in Water

- Rapidly increasing demand for water
- Complex interdisciplinary challenges
- Complex interdisciplinary solutions

- Expanding career opportunities for students with interdisciplinary training in water

Jobs

- Expanding job demand (18% growth)
- Federal and state agencies
- Municipal water and planning districts
- Consulting firms

- Industry (sustainability, green marketing)
- Non-Government Organizations
- Graduate school

VirginiaTech
Invent the Future

Proposed B.S. Degree in Water

- Water degree unique to Commonwealth of Virginia and to U.S.
- Establishes Virginia Tech and the Commonwealth of Virginia as key leaders in education for a rapidly emerging field vital to everyone
- Planned launch in January 2015

Virginia Tech's Response

Five colleges and 10 departments collaborated to develop the water degree:

- ***College of Agriculture & Life Sciences*** (Agricultural & Applied Economics, Biological Systems Engineering, Crop & Soil Environmental Sciences)
- ***College of Architecture & Urban Studies*** (Urban Affairs & Planning)
- ***College of Engineering*** (Civil & Environmental Engineering)
- ***College of Natural Resources & Environment*** (Fish & Wildlife Conservation, Forest Resources & Environmental Conservation, Geography)
- ***College of Science*** (Biological Sciences, Geosciences)

Virginia Tech's Response

- Builds on strengths of existing faculty & courses
- Recent expansion of water faculty
- Cooperation from 21 academic units offering courses in proposed curriculum
- Offered through Department of Forest Resources and Environmental Conservation

VirginiaTech
Invent the Future

Degree Requirements

Attachment C

Comprehensive, interdisciplinary curriculum (120 credits)

- Maximum 36 credits – Curriculum for Liberal Education
- 57 credits core courses
  - 18 credits – common water core
  - 12 credits – water science
  - 12 credits – water policy
  - 9 credits – water law, planning, economics
  - 6 credits – writing, geospatial technology
- Minimum 18 credits – restricted electives in water-related courses
- Minimum 9 credits – university electives

VirginiaTech
Invent the Future

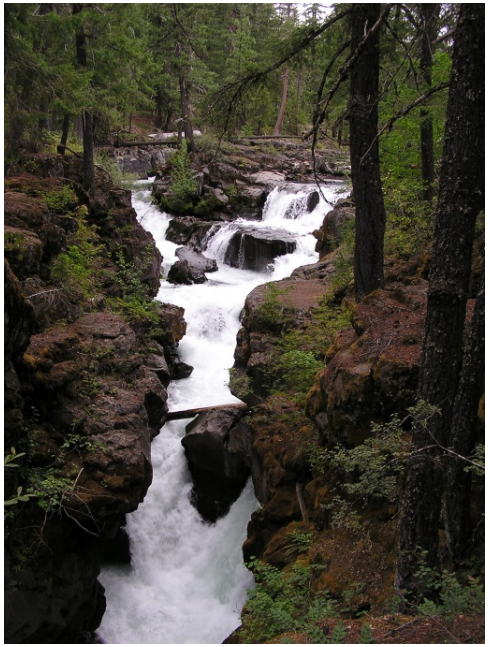
Core Courses – 18 credits

- **GEOG/NR 2004** Intro to Water Resources & Environmental Issues
- **PHYS 2205/2215** General Physics & Lab
- **FOR 3104** Principles of Watershed Hydrology
- **ENSC 3604** Fundamentals of Environmental Science
- **ENSC 4314** Water Quality
- **ALS/NR 4614** Watershed Assessment, Management, Policy

VirginiaTech
Invent the Future

Areas of Water Science Specialization

- Aquatic Ecosystems
- Hydrology
- Water Quality
- Water Treatment and Public Health



VirginiaTech
Invent the Future

Attachment C

Areas of Water Policy Specialization

- Watershed Management
- Water Policy, Planning, Economics
- International Water Management
- Water, Climate, Energy, and Global Issues

VirginiaTech
Invent the Future

Potential Student Demand

- Project minimum of 80 majors by 2019-2020

- Campus surveys show strong interest in declaring the major or adding as a double major

VirginiaTech
Invent the Future

Recommendation

Establish a B.S. Degree in Water: Resources, Policy, and Management effective spring 2015

VirginiaTech
Invent the Future

Thank you!

stephen.schoenholtz@vt.ed

Chesapeake Bay

RESOLUTION TO APPROVE B.S. IN NEUROSCIENCE

Documents included:

1. Resolution to Approve B.S. in Neuroscience

2. B.S. in Neuroscience Degree Proposal

3. Degree Proposal Presentation – slides

RESOLUTION TO APPROVE BACHELOR OF SCIENCE DEGREE IN NEUROSCIENCE

WHEREAS, neuroscience encompasses rapidly emerging, scientifically critical areas within mathematics, statistics, and computer science; and

WHEREAS, neuroscience represents a unique academic field in that it requires students to understand and utilize diverse knowledge from multiple disciplines; and

WHEREAS, neuroscience has reached a point where a working knowledge of the brain and mind not only has implications in maintaining and improving the health and well-being of the world's citizens, neuroscience research decisions (and implementation) will be impacting society and the world; and

WHEREAS, the bachelor of science in neuroscience will provide students with the theoretical, experimental, statistics, and deductive reasoning skills to excel in integrating molecular, structural, physiological, cognitive, and behavioral aspects of the central and peripheral nervous systems; and

WHEREAS, the bachelor of science in neuroscience will prepare graduates for interdisciplinary research and education, with employment in the private sector, employment in state and federal government agencies, and for post-baccalaureate training; and

WHEREAS, the College of Science is in an excellent position to initiate a bachelor of science in neuroscience in that it draws from the expertise of historically strong departments at Virginia Tech (including biology, chemistry, economics, mathematics, physics, psychology, and statistics), and because of recent additions of junior and senior faculty who are actively engaged in research in neuroscience at molecular, behavioral and cognitive levels and with the addition of the new Virginia Tech Carilion Research Institute (VTCRI); and

WHEREAS, the bachelor of science in neuroscience is one of only four similar undergraduate degrees in the Commonwealth of Virginia, and will be one of the most rigorous interdisciplinary neuroscience programs in the United States, establishing Virginia Tech and the Commonwealth as key leaders in education for one of the most critical technologies of the future;

NOW, THEREFORE, BE IT RESOLVED that the bachelor of science in neuroscience be approved effective fall 2015 and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools (SACS) for notification.

RECOMMENDATION:

That the resolution to approve the bachelor of science degree in neuroscience be approved.

June 2, 2014

Virginia Tech Degree Proposal
Neuroscience Bachelor of Science Degree
CIP: 26.1501

Type of degree action (circle one): (New) Spinoff Revision Discontinuance

Program Background

Virginia Tech seeks approval for a new Bachelor of Science (B.S.) degree in Neuroscience, with a planned implementation date of Fall 2015. Given the inherently interdisciplinary nature of neuroscience, this degree program will be situated within our newly formed Academy of Integrated Science, within the College of Science.

There is a growing demand in the US for better science, technology, engineering, mathematics, and health (STEM-H) education and programs. In fact, the US is rapidly falling behind international competitors in producing enough STEM-H graduates to meet rising demand.[1] The federal government realizes that targeting younger and younger students with specialized STEM-H training will be key in reversing this trend and continuously calls for solutions to this STEM-H pipeline crisis – often targeting programs as early as kindergarten. It has now become the mission of educators in the United States to improve STEM-H education in order to retain our standing as thought leaders to the world.

Neuroscience represents a unique academic field in that it requires students to understand and utilize a set of diverse knowledge from multiple disciplines. At Virginia Tech, neuroscience students will be exposed to a wide range of disciplines within the College of Science (including Biology, Chemistry, Economics, Mathematics, Physics, Psychology, and Statistics). Because of the interdisciplinary nature of the degree, neuroscience graduates will excel in integrating molecular, structural, physiological, cognitive, and behavioral aspects of the central and peripheral nervous systems.

Virginia Tech's B.S. degree program in Neuroscience will prepare students as future professionals in the 21st century. These students will not only be integral in maintaining and improving the health and well-being of the world's citizens, they are living in an era when – for the first time – neuroscience research decisions (and implementation) will be impacting society and the world. Topics like neurostimulation (the use of non-invasive stimulators to enhance brain function), neuroeconomics (the use of consumer behavioral data to drive business) and neurointegration (the use of brain machine interfaces) will soon become commonplace. Our students need to understand the impact of neuroscience in order to navigate these societal realities and become leaders in whichever field they decide to pursue after their undergraduate degree.

Through the proposed curriculum and research training, students will become conversant with the theories and methods of molecular, biochemical, cellular and systems neuroscience. They will gain an understanding of anatomical structures, physiological functioning, processing of information, adaptive and maladaptive cognitions/emotions/behaviors, disorders of the nervous system, and clinical/biomedical function of the nervous system. Neuroscience students will have depth and

[1] US Congress Joint Economic Committee, 2012

diversity in their "core" education and training by spanning multiple sciences. The graduates will not only have extensive and diverse "book knowledge", but will be exposed to, and trained in, a wide variety of research methods and laboratory techniques. As a result, the neuroscience degree curriculum will ensure that graduates are competitive for a range of employment markets in biomedicine, biomedical engineering, government service, (e.g., National Institutes of Health, Centers for Disease Control), marketing, sales, and ready for graduate degree programs (e.g., MBA, MA/MS) as well as professional (e.g., JD, MD, PhD) degree programs that either directly or indirectly pertain to neuroscience.

The importance of neuroscience

- More than 1,000 disorders of the brain and nervous system result in more hospitalizations and lost productivity than any other disease group, including heart disease and cancer.
- In 2007, the World Health Organization estimated that neurological disorders affect up to one billion people worldwide. In fact, neurological diseases make up 11 percent of the world's disease burden, not including mental health and addiction disorders.
- The cost of these diseases is high across the globe. For example, the European Brain Council estimated in 2010 that neurological diseases in Europe alone cost one trillion dollars a year.
- Data from 2005 indicate that neurological illnesses affect more than 50 million Americans annually and cost more than $500 billion to treat. In addition, mental disorders strike 44 million American adults a year at a cost of $148 billion.
- Advances in research could reduce these costs. Discovering how to delay the onset of Alzheimer's disease by five years could save $50 billion in annual health care costs in the United States alone.

There is strong demand for a neuroscience degree at Virginia Tech as there is widespread interest in the nervous system's structure and function among students and faculty spanning diverse departments within- and outside-of the College of Science. Given that this will be one of only a few truly interdisciplinary undergraduate degrees in science and mathematics in the Commonwealth, the degree will provide a unique and highly desired platform for study that will attract a diverse body of students from Virginia. The degree program will provide opportunities for in-state and out-of-state students to benefit directly from the rapid and exciting growth in neuroscience occurring at Virginia Tech. Students will take classes with scientists from a variety of backgrounds and disciplines, and will learn cutting edge neuroscience theory, research methods, and practical applications. By engaging in research and practical experience as part of the proposed degree, students also will be able to capitalize on the growth in neuroscience research within the college and at the Virginia Tech Carilion Research Institute. The time is right to launch this new interdisciplinary degree program that will reduce the likelihood of students in Virginia leaving the state to get this training, and will increase the likelihood that graduates of the program will remain in the state as they launch their careers.

Experimental/pilot Neuroscience courses began in Fall 2012 and will continue through 2015. The new courses for the degree began the formal approval process through VT internal governance in Fall 2013. If, as proposed above, the new degree program is initiated in Fall 2015, the first degrees are expected to be conferred in Spring 2016. Instruction will take place on the Virginia Tech campus in Blacksburg, VA. All courses will be traditional 'on campus' lecture, laboratory, seminar and research experience/independent study courses; no online/distance learning courses are included in the proposal.

Curriculum summary

The B.S. in Neuroscience degree comprises 120 credits, distributed among the following categories of courses: 1) Curriculum for a Liberal Education or CLE (general education) (38 credits); 2) Entry-Level College of Science Courses beyond CLE (20 or 3 credits if going through the ISC path); 3) Neuroscience Core Curriculum (24 credits); 4) Additional Requirements for the Major including Neuroscience Restricted Electives (12 credits); and 5) Free Electives (26 or 25 credits if going through the ISC path; totaling to 120 credits). The curriculum for the B.S. in Neuroscience is conceptually structured around two major components that provide breadth and depth: 1) an interdisciplinary foundation in sciences, mathematics and statistics (breadth); and 2) specialized introductory, intermediate and advanced courses in neuroscience with research/practical experience (depth).

The curriculum for this interdisciplinary neuroscience degree has its foundation in the natural, life, and behavioral sciences (e.g., biology, chemistry, physics, psychology), mathematics, and statistics. For depth, the neuroscience curriculum includes the Core Curriculum sequence (24 credits), along with Restricted Electives courses (12 credits). The Core consists of 10 courses, beginning with a first-year orientation seminar followed by a two-semester course sequence "Introduction to Neuroscience" and a two-semester lab sequence that will provide an interdisciplinary overview of cutting edge neuroscience and its applications. Students will then complete two intermediate 3000-level neuroscience courses (Cellular and Molecular Neuroscience and Cognitive Neuroscience). These will be followed, typically in the junior or senior year, by three 4000-level courses (Clinical Neuroscience, Neuroscience Senior Seminar, and Neuroscience Research/Practical Experience). The research/practical experience course will involve supervised research/practical experience work that will require students to leave the classroom and study as an intern by doing independent scholarship and/or practice with a mentoring faculty member. All projects will require library/literature research and writing, but the specific structure of the experience will be individualized to the student—this could take the form of an individual or small-team research study, or working in a medical/clinic setting, as just two examples. Students also will complete at least four restricted elective courses from a menu of options, to round out their neuroscience education by connecting their core course knowledge to closely related science and statistic courses of their choosing. Finally, students will select 26 or 25 credits (if going through the ISC path) of courses of their choice.

CLE: Curriculum for a Liberal Education (38 credits)
Area 1: Writing and Discourse (6 credit)
Area 2: Ideas, Cultural Traditions, and Values (6 credits)
Area 3: Society and Human Behavior (PSYC 2004, Introduction to Psychology, and one other 3-credit course; 6 credits)
Area 4: Scientific Reasoning and Discovery (BIOL 1105-1106, 6 credits lecture; plus BIOL 1115-1116, 2 credits lab; 8 credits total. Students can substitute BIOL 1005-1006 and BIOL 1015-1016 but only if hours were transferred upon admission or were taken here in a different major)
Area 5: Quantitative and Symbolic Reasoning (MATH 1205-1206, Calculus, 6 credits)
Area 6: Creativity and Aesthetic Experience (3 credits)
Area 7: Critical Issues in a Global Context (3 credits)

Entry-Level Science and Statistics Courses beyond CLE (20 credits or 3 credits if taking ISC—see NOTE below)

Complete 8 credit hours in Chemistry. Students must take CHEM 1035-1036 (6 credits lecture) and CHEM 1045-1046 (2 credits lab) for 8 credit hours total. Students can substitute CHEM 1015-1016 and CHEM 1025-1026 but only if hours were transferred upon admission or were taken here in a different major.

Complete 6 credit hours in Physics: Students must take PHYS 2205-2206 (6 credits).

All students complete 6 credit hours in Statistics: Students must take STAT 3615-3616 (6 credits). Note that for students who wish to specialize in statistics for neuroscience beyond this 6-credit requirement, you can also take STAT 3424 as a restricted elective (see below). Students in the ISC program must take STAT 3616.

Core Neuroscience Curriculum (24 credits)

The core curriculum will include the first year experience course and a two-semester Introduction to Neuroscience course along with the two-semester Neuroscience lab. Students will also complete five other core courses (2 at the 3000-level, 3 at the 4000-level) that will span cells to behavior and be organized around a variety of the major domains of neuroscience, and includes a course involving a supervised research or practical experience.

(*indicates new course)

*NEUR 1004 Neuroscience Orientation Seminar (1 cr)
*NEUR 2025 Introduction to Neuroscience (3 cr)
*NEUR 2026 Introduction to Neuroscience (3 cr)
*NEUR 2035 Neuroscience Lab (1 cr)
*NEUR 2036 Neuroscience Lab (1 cr)
*NEUR 3044 Cellular and Molecular Neuroscience (3 cr)
*NEUR 3084 Cognitive Neuroscience (3 cr)
*NEUR 4034 Clinical Neuroscience (3 cr)
*NEUR 4044 Neuroscience Senior Seminar (3 cr)
*NEUR 4054 Neuroscience Research or Practical Experience (3 cr)[+]

[+] The research or practical experience course is an important component of the proposed curriculum for the neuroscience degree. It is a research or practical experience project under the direct supervision of a neuroscience or affiliated faculty member, culminating in the format of a research poster presentation suitable for submission to a conference. The presentation will be read and reviewed by two faculty members who will submit “reviews.” Although there is no requirement that the project/poster actually be submitted for presentation at a conference, we expect that the best ones will be. Because neuroscience research is done in teams, these research projects/experiences typically will report findings from a multi-investigator group, and the undergraduate student need not be the first author. The major advisor will document the contribution of the student to the research being described. The student should be considered the “corresponding author,” in the sense that the poster must be written by the student alone. This

individualized research experience will provide the best exposure to cutting-edge neuroscience research and give each student an excellent preparation for employment or further study at the graduate level.

Additional Requirements for the Major (12 credits)

Restricted Electives (12 credits; 6 credits must be at the 4000-level)

The 12 credits of restricted electives are provided for the student to tailor his/her neuroscience degree through connections to other particular aspects of science and statistics. The restricted electives listed here are all courses currently offered by departments at Virginia Tech. At the request of a student, the director of the neuroscience undergraduate degree program may approve other courses as in-major restricted electives on an *ad hoc* basis.

ALS	2304	Comparative Animal Physiology and Anatomy (4 cr)
ALS/BIOL	4554	Neurochemical Regulation (3 cr)
BIOL	2104	Cell and Molecular Biology (3 cr)
BIOL	3404	Intro Animal Physiology (3 cr)
CHEM	2514	Survey of Organic Chemistry (3 cr)
CHEM	2535	Organic Chemistry (3 cr)
CHEM	2536	Organic Chemistry (3 cr)
CHEM	4615	Physical Chemistry for the Life Sciences (3 cr)
CHEM	4616	Physical Chemistry for the Life Sciences (3 cr)
*NEUR	4454	Neuroeconomics (3 cr)
*NEUR	3064	Educational Neuroscience (3 cr)
*NEUR	4084	Developmental Cognitive Neuroscience (3 cr)
*NEUR	4994	Undergraduate Research (up to 3 credits)
PHYS	4714	Introduction to Biophysics (3 cr)
PSYC	2044	Psychology of Learning (3 cr)
PSYC	2064	Nervous Systems and Behavior (3 cr)
PSYC	4044	Advanced Learning (3 cr)
PSYC	4114	Cognitive Psychology (3 cr)
PSYC	4074	Sensation and Perception (3 cr)
PSYC	4064	Physiological Psychology (3 cr)
STAT	3424	Statistical Neuroscience and Image Analysis (3 cr)
STAT	4204	Experimental Design (3 cr)

***Indicates new course**

Free Electives (26 credits, or 25 credits if taking the ISC—see NOTE below)

Neuroscience students who also wish to prepare for advanced professional school education and training (e.g., medicine, veterinary medicine, dentistry) should consult the recommendations for coursework selection through electives that is provided by the Division of Student Affairs Career Services, through their Pre-Professional Advising program.

NOTE regarding the "ISC": As an alternative entry point to the degree program, students can participate in the Integrated Science Curriculum or "ISC" (www.science.vt.edu/isc) offered by

the College of Science at Virginia Tech, rather than the introductory science, math and statistics courses listed above. The ISC is an 8-credit classroom/laboratory experience for a total of four semesters, totaling 32 credits. Upon acceptance of their application, students will follow the Integrated Science Course (ISC) sequence:

ISC 1105, 1115: Integrated Science (8 credits)
ISC 1106, 1116: Integrated Science (8 credits)
ISC 2105, 2115: Integrated Science (8 credits)
ISC 2106, 2116: Integrated Science (8 credits)

BIOL 1105-1105, 1115-1116, CHEM 1035-1036, 1045-1046, PHYS 2205-2206, and STAT 3615 can be substituted with ISC 1105-1106, 1115-1116, 2105-2106, 2115-2116.

Relevance to university mission and strategic planning

How the degree relates to the university mission and strategic planning?

The degree relates strongly to the university's mission. The proposed degree moves Virginia Tech one step further along its continuous public land-grant university mission toward "the discovery and dissemination of new knowledge". The degree will provide a fruitful, interdisciplinary platform for faculty and students to engage through teaching and learning, research and discovery, and outreach and engagement. Our goal with the proposed degree in Neuroscience is to build in this opportunity at every level of instruction and mentorship of students, to ensure that our graduates go on to truly "advance social and community development, foster economic competitiveness, and improve the quality of life" for the citizens of Virginia, the US, and the world. The B.S. Neuroscience degree program will establish Virginia Tech and the Commonwealth as key leaders in education for one of the most critical areas of integrative science of the future. The program ties in with a major research focus area for the College of Science and the university, and it involves undergraduate students in those research efforts that are creating new knowledge in the area of neuroscience.

With regard to the university's 2012-2018 Strategic Plan (http://www.president.vt.edu/strategic-plan/strategic-plan.html), a major thrust is to foster "the life of the mind" by "inspiring creativity, curiosity, and critical thinking". Through the curriculum described, the Neuroscience degree directly addresses the principal strategies in the strategic plan, including: increasing involvement in research/experiential learning; integrating digital fluency for using complex data sets across a variety of disciplines (e.g., exposure to use of large datasets in neurobiology, cognitive neuroscience, and modeling); and implementing alternative pathways for general education (e.g., traditional and integrated science curriculum in the proposed degree). Through its involvement of students in laboratory experiences and exposure to neuroscience research at Virginia Tech beginning in the sophomore year and continuing through the end of the degree, the Neuroscience degree program exemplifies the "hands-on, minds-on" model of education called for in the Virginia Tech strategic plan. Furthermore, the strategic plan identifies science, technology, engineering, mathematics and health sciences (STEM-H) as a key focus area of education, all of which align with the development of the Neuroscience degree. The strategic plan also states that the university will leverage existing and emerging strengths in areas such as health sciences, which is going to be positively impacted by neuroscience education and research.

Justification for the proposed program

We are proposing a four-year Bachelor of Science (B.S.) degree program in Neuroscience to prepare students as future professionals who will be able to address the federal government's continuous call for solutions to the STEM-H (science/technology/engineering/mathematics/ health) "pipeline crisis", as highlighted above in the section on Program Background.
One of the major justifications for the proposed degree is to offer a new opportunity for undergraduates that involves *high-quality integrated science education and training*. The main advantage of the proposed degree is its interdisciplinary nature—an advantage that addresses demand from workforce and graduate/professional school markets that increasingly are seeking graduates with strong interdisciplinary backgrounds in STEM-H that will be able to "hit the ground running" in their new jobs and post-graduate education programs. These students will be exposed to a wide range of disciplines within and outside of the College of Science in a more integrated way. Because of the integrated interdisciplinary nature of the degree, neuroscience graduates will be proficient in understanding molecular, structural, physiological, cognitive, and behavioral aspects of the central and peripheral nervous systems in non-human animals and humans that is fundamental to launching them into successful STEM-H careers.

More specifically, through the proposed curriculum, as well as practical applications and research training, students will become conversant with the theories and methods of molecular, biochemical, cellular and systems as they contribute to the understanding of: anatomical structures, physiological functioning, information processing, adaptive and maladaptive cognitions/emotions/behaviors, disorders and diseases of the nervous system, and clinical/biomedical applications. *This portfolio of skills will ensure that graduates of the Neuroscience degree program are highly competitive for the employment markets* in research (both industry and government), medical pharmaceutical and device development and sales, and graduate (e.g., MA/MS, Ph.D.) and professional (e.g., LD, MD) degree programs that either directly or indirectly pertain to Neuroscience. Details on careers are provided in "Market Demand" below.

The interdisciplinary nature of the degree also will address student demand and *reap benefits for students' curiosity and learning.* There is strong student demand for a neuroscience degree at Virginia Tech, as detailed below. There is widespread interest in the nervous system's structure and function among many of the students and faculty in diverse departments within and outside of the College of Science at Virginia Tech. Given that this will be one of only a few truly interdisciplinary undergraduate degrees in science and mathematics in the Commonwealth, the degree will provide a unique and highly desired platform for study that will attract a diverse body of students from Virginia. The degree program will provide opportunities for in-state and out-of-state students to benefit directly from the rapid and exciting growth in neuroscience occurring at Virginia Tech. Students will take classes with scientists from a variety of backgrounds and disciplines, and will learn cutting edge neuroscience theory, research methods, and practical applications. Also, by engaging in research and practical experience as part of the proposed degree, students also will be able to capitalize on the growth in neuroscience applications and research within the college and elsewhere at VT including the Virginia Tech Carilion Research

Institute. The time is right to launch a new interdisciplinary degree program that will reduce the likelihood of students in Virginia leaving the state to get this training, and will increase the likelihood that graduates of the program will remain in the state as they launch their careers.

Student Demand

There is strong student demand for an undergraduate neuroscience specific degree at Virginia Tech. This demand comes not only from current undergraduate students but also includes interest from high-school seniors who have applied or are thinking about applying to Virginia Tech. In 2013, the office of the College of Science has received over 100 requests for information regarding the formation of the neuroscience undergraduate degree. This includes e-mails, office visits, phone calls, and requests from both visiting prospective students and prospective transfer students. The typical requestor has heard that VT is developing a neuroscience degree and is excited to find out when it will be available for transfer or enrollment. Representative e-mail's from two students (one interested in transferring from a current major and one interested in transferring from a different institution) capture the excitement for this new major from the student perspective.

> *"Hello, my name is Laura Smith and I am inquiring about your neuroscience division at Virginia Tech. I am not a current student but I am very interested in attending your school. I am interested in pursuing neuroscience and I found the page on VT website for the divison, however it is not listed as a major on the list of majors. Does Virginia Tech offer neuroscience as a degree I could apply for? Thank you."*
>
> - Laura, Potential Student

> *"I was very excited to hear about the new Neuroscience major, and was hoping that you would be able to point me in the right direction for what I should do next. I am currently a sophomore in University Studies that is looking to pursue a career in medicine, and I believe a major in Neuroscience would fit my interests perfectly.*
>
> *Should I speak with an advisor in the College of Science? Or is there a meeting for students wanting to transfer to this major? Any information would be greatly appreciated."*
>
> Best regards, Kimberly

Enrollment in core curriculum courses: We piloted the Introduction to Neuroscience courses in Fall 2012 and Spring 2013, which included 35 students in the Fall and 15 students in the Spring semester. Enrollment for the Fall 2013 course is 45 students, and enrollment for the new Neuroscience lab course for Fall 2013 is 18 students.

Market Demand

Neuroscience comprises a broad range of disciplines, which at its most fundamental level, reveals how the brain works. This fundamental level can be expanded into disciplines that further examine how the brain dictates movement and sensation, decision-making and emotions, societal interactions, and human motivation. Neuroscience is, by its very nature,

interdisciplinary and reveals who we are, what we do and what makes us tick. Now more than ever, fundamental and applied principles of neuroscience are being used in our everyday lives and the success of future managers, entrepreneurs, doctors, scientists and industry leaders depends on – at minimum – a basic understanding of the individuals with which they manage, market to, and influence.

Neuroscience principles are being applied in almost all aspects of business. Companies like Match.com™ are already using behavioral data to match individuals based on compatibility while companies like Pymetrics™ have gone a step further to use classical neurobehavioral response paradigms to match potential employees to employers.[2] The potential market for technologies that involve understanding, manipulating, assessing, or informing the brain is enormous. A recent Forbes article[3] sums up the market potential for neuroscience-based innovation this way:

"The message is clear: The new frontier is inner space. Companies that effectively match emerging knowledge about the brain with profound human needs have a shot at striking gold."

All this brain-based innovation is being driven by a combination of private and federal investment, with companies like Google (Google has recently made major improvements to its speech recognition using new techniques based on models inspired by biological neurons)[4] : "Google is now using these neural networks to recognize speech more accurately, a technology increasingly important to Google's smartphone operating system, Android, as well as the search app it makes available for Apple devices (see "Google's Answer to Siri Thinks Ahead"). "We got between 20 and 25 percent improvement in terms of words that are wrong," says Vincent Vanhoucke, a leader of Google's speech-recognition efforts. "That means that many more people will have a perfect experience without errors." The neural net is so far only working on U.S. English, and Vanhoucke says similar improvements should be possible when it is introduced for other dialects and languages."

Likewise, Microsoft's co-founder Paul Allen is investing heavily in neuroscience translational and behavioral research.[5] The federal push for neuroscience translational research and funding is being spearheaded by several federal entities including President Obama, Senator Fattah, and the NIH. The key message here is translation. The majority of this investment is targeting research that can be rapidly translated to the marketplace. This means that sooner, rather than later, there

[2] www.pymetrics.com. Pymetrics brings the next technological and scientific advancement in human capital management: neuroscience-based assessment and development. Our assessment identifies potential employee cognitive, personality and socioemotional style.

[3] This Is Your Brain On Business: Neuroscience Creates Opportunities For Innovation, Forbes 10/17/2011, http://www.forbes.com/sites/tedgreenwald/2011/10/17/this-is-your-brain-on-business-neuroscience-creates-opportunities-for-innovation/ accessed 11/23/2013

[4] Google Puts Its Virtual Brain Technology to Work
A powerful new approach to artificial intelligence is ready to improve many Google products. MIT Technology Review http://www.technologyreview.com/news/429442/google-puts-its-virtual-brain-technology-to-work/?a=f Accessed 11/23/13

[5] Microsoft Co-Founder Paul Allen Invests $300 Million Into Mapping the Brain, Popular Science, http://www.popsci.com/science/article/2012-03/microsoft-co-founder-paul-allen-injects-another-300-million-his-brain-research-institute Accessed 11/23/13

will need to be an undergraduate level workforce that is educated in the fundamentals of neuroscience in order to provide this bench to marketplace translation.

Moreover, the emerging importance of neuroscience has recently been highlighted by the White House as revealed by both the appointment of an Interagency Working Group on Neuroscience (IWGN) and the announcement of the BRAIN (Brain Research through Advancing Innovative Neurotechnologies) initiative. This initiative represents a $3 billion dollar ($300 million dollar per year for 10 years) effort to increase brain research and innovation across multiple disciplines to understand not only fundamental function of the brain, but also the effects that learning, cognition, and education might have on society, behavior and the economy *writ large*. Specifically the IWGN (http://www.whitehouse.gov/sites/default/files/iwgn_charter.pdf) reported that:

"The conferees believe there is a potential in the near future for significant, transformative advances in our fundamental understanding of learning, brain development, brain health and recovery. Such advances will require enhanced tools to better understand the working of the brain, enhance data and data infrastructure, and expand interdisciplinary and large-scale research efforts." (p. 4)

One of the major reasons that both commercial companies and federal agencies are investing so heavily into neuroscience however is because there is a growing market demand for neuroscience-based products, which directly translates into sales and jobs. While it appears that the aforementioned investments are targeting only those who might obtain a higher degree (research scientists, etc), the demand for undergraduates with knowledge of neuroscience will increase as a result of this funding.

The NIH estimates that for every $1 spent on medical research funding, there is a $2.2 windfall in economic growth. This type of economic growth is usually realized in the small business sector which typically employees greater than 52% of the workforce and is responsible for most of the economic recovery seen after the last recession. In support of this and with emphasis on the role of an emerging neuroscience marketplace, a search of small business innovative research grants (SBIRs) demonstrates that since 2000, 1585 SBIRs have been awarded for topics relating to the brain. Of these, 155 (or 9.7%) were awarded in 2012. In fact, only 8 SBIRs for brain related topics were awarded in the year 2000. The explosion of awards for small businesses is a good indication of the impact that this level of funding can have on the economy *writ large*.

Entire industries will be created based on the research that is currently being funded at the upper levels of academics. Preparing undergraduates for these future careers is paramount in enabling them to capture the future economic opportunities that neuroscience has to offer the undergraduate. A recent report by the Science Coalition[6] put it this way:

"There is no question that when the federal government invests in scientific research there is a tremendous return. Knowledge is gained; discoveries are made with profound implications for our health, safety and quality of life; future scientists, doctors, teachers and leaders are educated;

[6] The Science Coalition (http://www.sciencecoalition.org/reports/Sparking%20Economic%20Growth%20FINAL%2010-21-13.pdf)

innovations give birth to new technologies, companies and industries; and jobs are created. All of this activity advances our economy and global competitiveness." (p. 2)

Undergraduates with a degree in neuroscience are poised to either immediately enter the marketplace or graduate school. Due to the increase in both commercial and federal funding, undergraduates with a background in neuroscience will have opportunities directly out of Virginia Tech.

Employment Demand

Recent data from Simply Hired shows that of the jobs that are currently listed specifically for "neuroscience", 49% of those call for a bachelors level degree (see figure 1). These jobs vary across industry but already reflect the need for neuro-specific training at an undergraduate level. These jobs are typically in the management, sales, or marketing of neuro-based products and request young talent with background in neuroscience training.

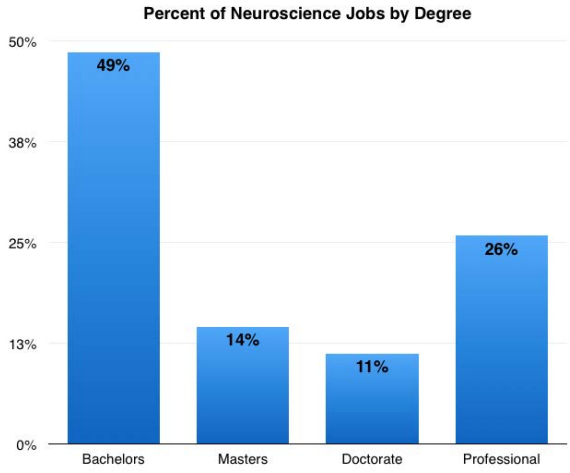


Figure 1: Number of Neuroscience Jobs available through SimplyHired.com that specifically list Neuroscience as a degree preference

If we expand this to include all potential jobs available to undergraduate neuroscience majors (including those available to traditional biology majors), the undergraduate job demand through 2020 is even better.

While neuroscience jobs have yet to be categorized as an individual data point by the Bureau of Labor Statistics (BLS), this bureau maintains information on job labor markets, and fields, that represent career choices for neuroscience undergraduate degree holders. The tables below (Table 1 for national data, Table 2 for Commonwealth of Virginia data) highlight the job projections (number of available jobs) up through CY2020. These tables include jobs that would be eligible for students with a neuroscience undergraduate degree *with no further advanced degree*.

An analysis of neuroscience related job postings since 2009 reveals that the NS related job market is increasing in Virginia (see Figure 2 below). Since a low in November of 2009 (39,305 ads), neuroscience related job postings in VA have increased by 85% to 72,841, hitting a 4-year high in July 2013. Potential job opportunities in the state include a mix of opportunities for individuals with both an undergraduate degree in neuroscience (community and social services occupations; education, training and library sciences occupations; healthcare support occupations; personal care and service occupations; and technical scientific sales and related occupations) and a graduate degree in a related science (life, physical, and social science occupations; legal occupations; healthcare practitioners and technical occupations). Of these, the two fastest growing sectors that represent viable options for neuroscience majors include

technical scientific sales and related occupations (growing at 95% since 2009) and education, training and library science occupations (growing at 59%).

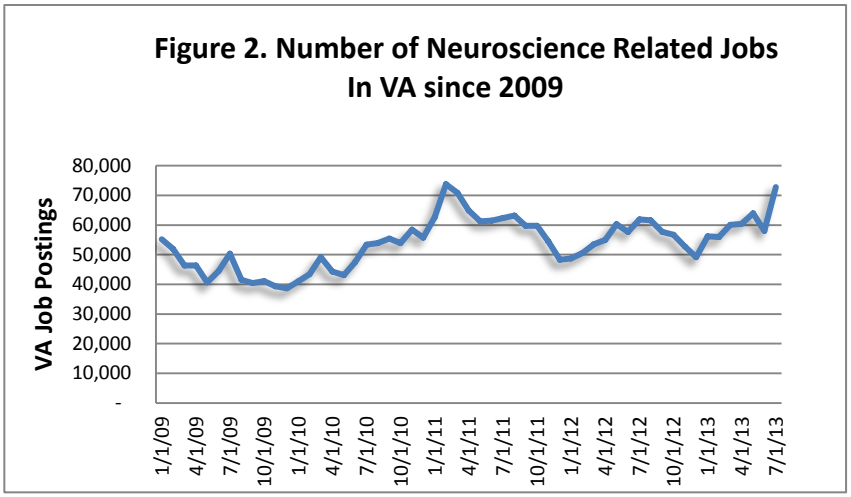
Table 1: Job Growth Projections (2010-2020) for Neuroscience-Related Occupations (U.S. Bureau of Labor Statistics; http://www.bls.gov/ooh)

Job Title	SOC Code	Employment 2010	Projected Employment 2020	Percent Change 2010-20
Biological Technician	19-4021	80,200	91,100	14%
http://www.bls.gov/ooh/Life-Physical-and-Social-Science/Biological-technicians.htm				
Biomedical Engineer	17-2031	15,700	25,400	62%
http://www.bls.gov/ooh/architecture-and-engineering/biomedical-engineers.htm				
Forensic Science Tech	19-4092	13,000	15,400	19%
http://www.bls.gov/ooh/life-physical-and-social-science/forensic-science-technicians.htm				
Health Educators	21-1091	63,400	86,600	37%
http://www.bls.gov/ooh/Community-and-Social-Service/Health-educators.htm				
Medical and Clinical Laboratory Technologists	29-2011	169,400	188,600	11%
http://www.bls.gov/ooh/Healthcare/Medical-and-clinical-laboratory-technologists-and-technicians.htm				
Sales, Technical and Scientific Products	41-4011	400,000	465,500	16%
http://www.bls.gov/ooh/sales/wholesale-and-manufacturing-sales-representatives.htm				

Table 2: Job Growth Projections (2010-2020) for Neuroscience-Related Occupations (Virginia Employment Commission)

Job Title	SOC Code	Employment 2010	Projected Employment 2020	Total Percent Change	Annual Percent Change
Biological Technician	19-4021	953	1079	13.2%	1.2%
Biomedical Engineer	17-2031	462	905	95.9%	7%
Forensic Science Tech	19-4092	374	415	11%	1%
Health Educators	21-1091	1,289	1,716	33%	2.9%
Medical and Clinical Laboratory Technologists	29-2011	4,152	4,733	14%	1.3%
Sales, Technical and Scientific Products	41-4011	8,809	10,954	24.4%	2.2%

Finally, in September 2013, we conducted an online national search for neuroscience and neuroscience-related job advertisements, which revealed strong demand. Ads for jobs that included the keyword "neuroscience" in the title ranged from ~4,400 to 15,800 nationally. Increasing our search to jobs that were related to neuroscience using the search term "neuro*" increased this to between 25,000 and 117,300 ads. A review of historic data reveals that over the past month, jobs in neuroscience (using the neuro* search term) have increased at a weekly rate of between 6 and 25 percent.[7] Companies that hire neuroscientists (increasingly at the undergraduate level) include local and regional hospital and research groups, universities and colleges, and large conglomerates such as Johnson and Johnson, Allergan, and the large pharmaceutical companies. While not all of these jobs are tagged in a way that allows for specific discrimination of degree requirements, the cross-section that does allow this level of granularity indicates that 49% of these jobs are available for those with undergraduate degrees (see figure 1 above).



Resource Needs/Savings

The newly created Neuroscience courses will be delivered by the departments of Biological Sciences, of Economics, of Statistics, and of Psychology. It is anticipated that in addition to faculty who are now teaching new neuroscience courses, three new hires at the assistant professor rank in the fields of neurobiology, behavioral neuroscience, and neuroeconomics will be assigned to the program. These faculty members will be housed jointly within the Academy of Integrated Science and the Departments of Biological Sciences, Psychology, and Economics. These hires are associated with re-distribution of faculty positions within the College of Science. The College of Science initiated cluster hiring in 2004 as a means of strategically re-aligning resources to better meet the needs of the university, of positioning the College to address interdisciplinary grand challenges in science, and of educating our students in a more comprehensive manner. Hiring in clusters, rather than specific disciplines, is a strategy for the college to seek and acquire the best faculty to promote our research and educational agenda and thereby achieve a stronger institution. Reallocation/realignment of resources to make faculty hires in Neuroscience is a continuation of our on-going strategic initiatives.

Four graduate teaching assistants (GTAs) will adequately cover the laboratory courses as well as the recitation sections throughout the curriculum.

[7] Indeed search term Neuroscience USA = 4,433, Neuro* = 28,070 with 1,776 new postings per week or 6 % growth, Simply Hired Neuroscience USA = 15,810, Neuro* = 117,323 with 57,920 in the last month or 25% per week growth

No additional library or telecommunication resources will be required for the program beyond those that already exist.

In terms of space and equipment, we will be using a synergistic combination of existing resources, which includes faculty research laboratories and existing teaching laboratory spaces:

- The college has recently constructed three dynamic, interdisciplinary lab spaces which will be shared in the initial stages of the program. This space is uniquely positioned within the Biological Sciences and adjacent to the Physics department.
- The laboratory space that is available to Neuroscience students comprises chemical hoods, instrumentation, team bench spaces, cell culture facilities, and team data discussion spaces.
- Equipment for new faculty, which will also be used by neuroscience students working in their labs, is included under start-up below.
- The university has instituted a mechanism by which lab fees can be collected to help maintain equipment and supplies.
- As the program matures, the expectation is that the planned science research lab building will house these laboratory courses.

RESOURCE	ESTIMATED COSTS (NA: not applicable)
Faculty	$331,500 (salary and benefits for 3 positions)
Administrative Staff	NA
Graduate Teaching/ Graduate Research Assistants	$113,564 (stipend, benefits, and tuition for 4 positions)
Space	NA
Library	NA
Equipment	NA
Other (Faculty Start-up Expense)	$1,650,000

Attachment D

B.S. DEGREE IN NEUROSCIENCE (NEUR)

Kirby Deater-Deckard (Psychology)
Ignacio Moore (Biological Sciences)

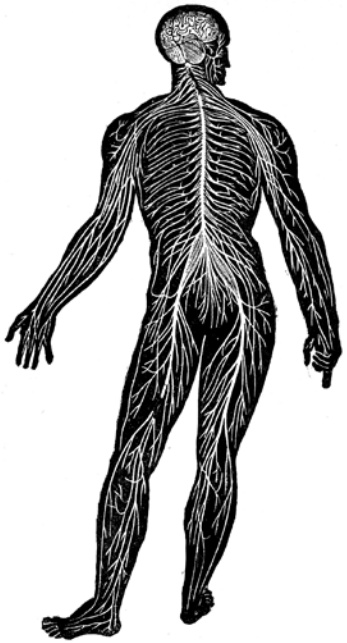
Board of Visitors
Academic Affairs Committee
June 2, 2014

VirginiaTech
Invent the Future

Background

Neuroscience:

- interdisciplinary
- development, structure, function



- understanding of “mind and behavior”
- diagnosis, treatment of many medical and mental disorders

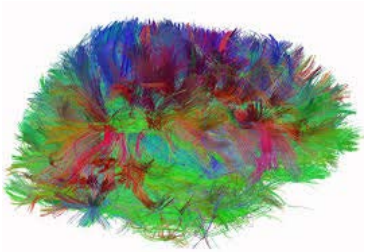
Why is neuroscience important?

- Fundamental to cognition, emotion, behavior
- Complexity, plasticity: signaling, gene-environment interaction

- 1,000+ disorders affect ~$1B globally (World Health Organization, 2007)
- 100M Americans annually = $1B in costs
- President Obama's $100M Brain Research Advancing Innovative Technologies (BRAIN) initiative

Neuroscience @ Virginia Tech: Synergies that benefit undergraduates!

- Growth in neuroscience education and research
- Time to launch degree *for undergraduate students*



Justification and Preparation

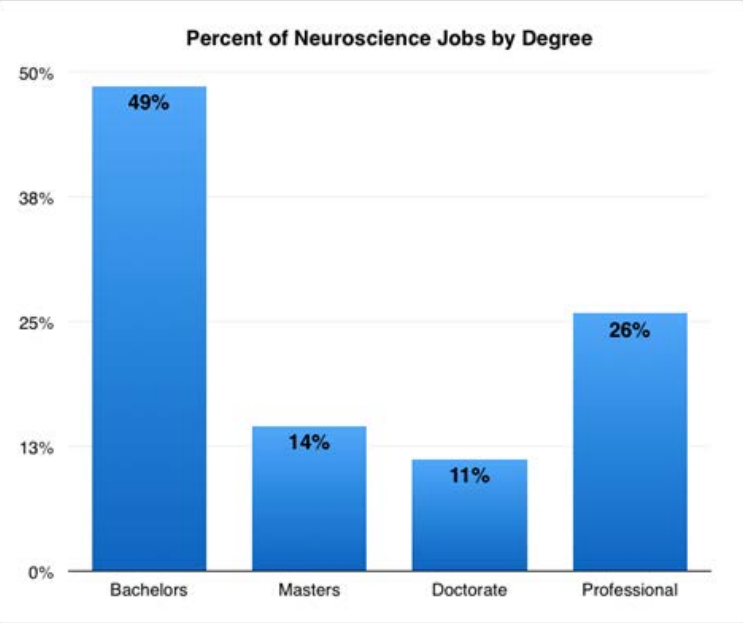
- Mature discipline, key to science, technology, engineering, mathematics, and health (STEM-H)

- High student demand

- Six new courses past two years

- *Hands on, minds on*

  - *Integrate* life/behavioral/math sciences
    - Think and communicate effectively



Neuroscience Jobs available through SimplyHired.com that specifically list Neuroscience as degree preference

- Growing employment and grad/prof school demand

Examples:

- Research associate (Allen Inst)
- Medical Lab Tech (VCU)

Number of Neuroscience Related Jobs In VA since 2009

Degree Program

	Credits
Science/Math Foundations + Curriculum for Liberal Education (CLE):	58
Initial integration from cells to behavior [core]:	15
Applications, further integration (major sub-domains) + advanced integration (specialization) [core + restricted electives]	21
Free Electives:	26
Total:	120

Attachment D

Sample Plan of Study (120 credits in 4 years)

Year	Fall Semester	Spring Semester
Freshman	Principles of Biology I with lab (4)	Principles of Biology II with lab (4)
	General Chemistry I with lab (4)	General Chemistry II with lab (4)
	Calculus I (3)	Calculus II (3)
	Introduction to Psychology (3)	Neuro Orientation Seminar (1)
		Free Elective Course (3)
Total/Sem	**14 credits**	**15 credits**
Sophomore	Introduction to Neuroscience I (3)	Introduction to Neuroscience II (3)
	Restricted Elective Course (3)	Biological Statistics I (3)
	Writing and Discourse (3)	Writing and Discourse (3)
	Ideas, Cultural Trad., and Values (3)	Society and Human Behavior (3)
	General Physics I (3)	General Physics II (3)
Total/Sem	**15 credits**	**15 credits**
Junior	Neuroscience Lab I (1)	Neuroscience Lab II (1)
	Restricted Elective (3)	Cognitive Neuroscience (3)
	Cell and Molecular Neuroscience (3)	Biological Statistics II (3)
	Creativity and Aesthetic Exp (3)	Restricted Elective Course (3)
	Free Elective Course (3)	Free Elective Course (3)
	Free Elective Course (3)	Free Elective Course (3)
Total/Sem	**16 credits**	**16 credits**
Senior	Neuro Research and Practical (3)	Senior Neuroscience Seminar (3)
	Clinical Neuroscience (3)	Restricted Elective Course (3)
	Ideas, Cultural Trad., and Values (3)	Critical Issues in a Global Context (3)
	Free Elective Course (3)	Free Elective Course (3)
	Free Elective Course (3)	Free Elective Course (2)
Total/Sem	**15 credits**	**14 credits**

Foundations

Initial Integration

Adv Integration

& Specialization

RESOLUTION TO APPROVE CHANGES TO ADMINISTRATIVE AND PROFESSIONAL FACULTY GRIEVANCE PROCESSES

Background

The Commission on Administrative and Professional (A/P) Faculty Affairs (CAPFA) is responsible for oversight of A/P faculty grievances and for advising the provost and/or associate vice president for human resources prior to action. During 2013-2014, CAPFA determined through a formal grievance, and a close review of Section 7.7.2 and Section 7.7.6 of the Faculty Handbook that changes were necessary to better serve the needs of the grievant and the university. In addition to the changes to Sections 7.7.2 and 7.7.6 of the Faculty Handbook, it is recommended that Section 7.7.4 be revised to provide a better understanding of issues that are or are not valid for a grievance.

Pending Board approval, it is recommended that Section 7.7.2, *The Formal Grievance Procedure*, and Section 7.7.6, *Overview of the Formal Grievance Process for Administrative and Professional Faculty*, be modified to require that the question of an issue's admissibility to the formal grievance process be resolved at step one of the process. Currently, the question of an issue's admissibility into the grievance process can go unresolved through three steps of the formal grievance process. After review, CAPFA determined that a grievant should learn early in the process if an issue is not grievable per Section 7.7.4, *Valid Issues for Grievance*, so that they can be informed of their options under the jurisdiction of other university policies and procedures or through reconciliation or mediation services. Upon resolving the question of an issue's admissibility to the grievance process, the formal grievance process would follow the established steps and timeline.

RESOLUTION TO APPROVE CHANGES TO ADMINISTRATIVE AND PROFESSIONAL FACULTY GRIEVANCE PROCESSES

WHEREAS, the Commission on Administrative and Professional (A/P) Faculty Affairs (CAPFA) is responsible for oversight of A/P faculty grievances and advising the provost or associate vice president for human resources prior to action; and

WHEREAS, during 2013-2014 CAPFA determined through a close review of Section 7.7.2 and Section 7.7.6 of the Faculty Handbook that changes were necessary to better serve the needs of the grievant and the university; and

WHEREAS, Section 7.7.2, *The Formal Grievance Procedure* and Section 7.7.6, *Overview of the Formal Grievance Process for Administrative and Professional Faculty*, allow the question of grievability (defined as a determination of the appropriateness of an issue for grievance) to be initiated at any point in the formal grievance process by any party; and

WHEREAS, allowing grievances to progress into formal grievance steps without a grievability ruling leads to matters not grievable progressing into the formal grievance process; and

WHEREAS, the intent of this resolution is to only allow matters that meet the requirements under a grievability ruling as stated in the Faculty Handbook (Section 7.7.2, *The Formal Grievance Procedure*, and Section 7.7.6, *Overview of the Formal Grievance Process for Administrative and Professional Faculty)* to progress into the formal grievance process, and

WHEREAS, the grievability ruling allows for an impartial review of the grievability of the issue and is determinant of potential steps for resolution, and

WHEREAS, the recommended changes to Section 7.7.2, *The Formal Grievance Procedure*, and Section 7.7.6, *Overview of the Formal Grievance Process for Administrative and Professional Faculty*, require that the question of grievability (defined as a determination of the appropriateness of an issue for grievance) be resolved at the beginning of the formal grievance process; and

WHEREAS, if an issue is not grievable per Section 7.7.4, *Valid Issues for Grievance*, informing the grievant early in the grievance process would be beneficial and allow the grievant to pursue other options that might be available either through the jurisdiction of other university policies and procedures or through reconciliation and mediation services; and

WHEREAS, upon resolving the question of an issue's admissibility to the grievance process, the formal grievance process would follow the standard steps and timeline; and

WHEREAS, Section 7.7.4 was revised to provide a better understanding of issues that are or are not valid for a grievance;

NOW, THEREFORE, BE IT RESOLVED, that Section 7 of the Faculty Handbook be amended as follows:

Concerning Step One Written Grievance Submitted to Director/Department Head (new language):

1. Step one: A copy of the grievance form should also be sent to the chair of CAPFA.

   If the step one administrator determines that the issue is not grievable and the grievant is not satisfied with the written response provided by the step one administrator, a copy of the grievance form will be sent to the chair of the Commission on Administrative and Professional Faculty Affairs (CAPFA). Within five calendar days upon receiving the grievance form, the chair of CAPFA will convene a grievability panel to determine the admissibility of the issue to the grievance process per section 7.7.4 of the Faculty Handbook. If the issue is deemed grievable the grievance process moves forward to the step two administrator. If the grievability panel determines the issues presented by the grievant are not grievable then the process is concluded. The decision of the grievability panel is final. A written report summarizing the deliberation and documenting the ruling of the grievability panel will be provided to all parties.

RECOMMENDATION:

That the resolution to approve the changes to the administrative and professional faculty grievance processes be approved.

June 2, 2014

RESOLUTION TO APPROVE NEW PRACTICE ON PROGRESS TO PROMOTION TO PROFESSOR

WHEREAS, Virginia Tech values the career development of all faculty and wishes to support the continued advancement of faculty; and

WHEREAS, Virginia Tech, as a research university, wishes to facilitate the continued excellence of research, teaching, and outreach accomplishments of the faculty; and

WHEREAS, associate professors with tenure have expressed interest in clarification of the requirements for promotion to professor in the 2012-13 Collaborate on Academic Careers in Higher Education (COACHE) survey results; and

WHEREAS, the academic department promotion and tenure committee is in the best position to provide guidance to a faculty member on progress toward promotion to professor; and

WHEREAS, many departments across the university currently provide a promotion review for associate professors with tenure; and

WHEREAS, the Faculty Handbook does not address a review of progress for promotion for associate professors with tenure; and

WHEREAS, Virginia Tech wishes to provide at least one review for promotion to professor for all associate professors in all departments;

NOW, THEREFORE BE IT RESOLVED, that the appropriate sections of the Faculty Handbook be revised as follows (deleted text is crossed out; new text is in red):

3.4.5.3 Review of Progress Toward Promotion to Professor ~~Decision~~

At least one review of progress toward promotion to professor should be conducted three to five years after promotion and tenure is awarded (or after tenure is awarded at the current rank of associate professor). The review is required for faculty promoted and tenured during 2012-13 and thereafter. The review is to be substantive and thorough. At a minimum, an appropriate departmental committee (e.g., promotion and tenure committee, personnel committee, annual review committee) must review the faculty member's relevant annual activity reports, peer evaluations of teaching, and authored materials since the last promotion. The committee may also wish to review an updated curriculum vitae. The faculty member may wish to complete a draft promotion dossier (using the format available on the provost's website) to organize and present information for review.

The review should be developmental and focus on the faculty member's progress toward promotion to professor. The developmental guidance should focus on

recommended future activities and plans that will position the faculty member for promotion. All reviews must be in writing, with the faculty member acknowledging receipt by signing and returning a copy for his or her departmental file. In addition, the faculty member may request a meeting with the department committee chair and the department head or chair to discuss the review and recommendations. Individual faculty members are also encouraged to seek guidance and mentoring from senior colleagues and the department head or chair.

3.4.5.4 Promotion Consideration and Decision

There is no specification for minimum or maximum time of service in the rank of associate professor with tenure~~any rank~~. Consideration for promotion to professor may be requested of the department head or chair by a faculty member at any time if the department head or chair or committee has not chosen to undertake such an evaluation. However, appeal of a negative promotion decision is provided only if the faculty member has been in rank for at least six years and if the faculty member has formally requested, in writing, consideration for promotion in a previous year. In such a case, for a member of the collegiate faculty, or a member of the administrative and professional faculty seeking promotion in rank through an academic department, an appeal follows the same procedures as in section 3.4.5, “Appeals of Decisions on Reappointment, Tenure, or Promotion.”

RECOMMENDATION:

That the resolution to approve new practice on progress to promotion to professor be approved.

June 2, 2014

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

Lavery Hall
7:50 a.m. Tour from The Inn at Virginia Tech
9:00 a.m. Open Session, Room 330, Lavery Hall

June 2, 2014

Open Session

Board Members Present: Mr. John Rocovich, Mr. William Fairchild, Mr. William Holtzman, Mr. Michael Quillen

VPI&SU Staff: Dr. Mike Akers, Dr. Malcolm Beckett, Dr. Richard Benson, Mr. Bob Broyden, Ms. Vickie Chiocca, Dr. Cyril Clarke, Mr. Van Coble, Dr. David Cox, Mr. Joe Crane, Mr. Christopher Davidson, Dr. Elizabeth Flanagan, Chief Kevin Foust, Mr. Mark Gess, Mr. Mark Helms, Mr. Rick Hinson, Mr. Larry Hincker, Ms. Kimberly Johnston, Dr. Mary Kasarda, Ms. Leigh LaClair, Mr. Andrew Marinik, Ms. Heidi McCoy, Mr. Ricky McCoy, Ms. Marlena McGlothin Lester, Dr. Lisa McNair, Dr. Ed Nelson, Dr. Eric Paterson, Mr. Todd Shelton, Ms. Kayla Smith, Mr. Charles Ruble, Mr. Jason Soileau, Mr. Robert Spieldenner, Dr. Pablo Tarazaga, Mr. Nick Warrington, Dr. Lisa Wilkes, Dr. Sherwood Wilson, Ms. Linda Woodard

Guests: Dr. Jeff Kirwan, Ms. Rebekah Paulson

1. **Tour of Signature Engineering Building:** The Committee toured the Signature Engineering building.

2. **Opening Remarks and Approval of Minutes of the March 24, 2014 Meeting:** The minutes of the March 24, 2014 meeting were approved.

3. **Update on Route 460 Interchange Project Funding Issues:** The Committee received an update on funding issues related to the Route 460 Interchange Project. Dr. Wilson emphasized the critical importance of Virginia Department of Transportation funding for the project and the severe impact a loss of funding would have on the Virginia Montgomery Executive Airport runway expansion project.

* 4. **Resolution on Reappointments to the Montgomery Regional Solid Waste Authority:** The Committee recommended full board approval of a resolution reappointing Mark S. Helms, Director of Facilities Operations, as the university's representative, and L. Allen Bowman as the at-large member to the Montgomery Regional Solid Waste Authority for terms expiring on June 30, 2018.

*** 5. Resolution on Appointment to the New River Valley Regional Water Authority:** The Committee recommended full board approval of a resolution proposing that Gregory Boardman, Professor of Civil and Environmental Engineering, be appointed as the at-large member to the New River Valley Regional Water Authority for a four-year term expiring on June 30, 2018.

*** 6. Resolution on Demolition of University Buildings Comprising the Dairy Science Complex:** The Committee recommended full board approval of a resolution to demolish the complex of 48 buildings and structures comprising the Dairy Science farm located near Southgate Drive on university property. This demolition is required to clear the property for the Virginia Tech Montgomery Executive Airport runway expansion and the Route 460/Southgate Drive intersection relocation projects scheduled to commence in 2015. New Dairy Science facilities are under construction at Kentland Farm, and the Dairy Science program will relocate to Kentland Farm prior to demolition of the existing operational facilities.

*** 7. Resolution on Demolition of University Buildings 440 and 440L:** The Committee recommended full board approval of a resolution to demolish two barns on university property at the Center for Molecular Medicine and Infectious Diseases - the 1,415 gross square feet Barn No. 440 and the 714 gross square feet Barn No. 440L. The barns are deteriorated, in poor condition, and are uneconomical to repair.

*** 8. Resolution for Appalachian Power Company Easement:** The Committee recommended full board approval of a resolution authorizing the university to grant an overhead easement near East Main Street in the Town of Saltville, Virginia, to provide for the installation of an electrical power line to connect to another power line on property adjoining university property for the purpose of providing reliable electrical service to other area properties and Appalachian Power Company customers.

9. Design Preview for Improve Kentland Facilities Project: The Committee previewed and approved the schematic design for three new agricultural buildings supporting research and animal instruction programs within the Dairy and Animal Sciences programs: a Metabolic Research Laboratory, an Applied Reproduction facility, and a Bovine Extension, Teaching and Research facility. These buildings address programmatic space needs associated with the Dairy Science Research and Instructional Program. As requested at the March meeting, the Committee also received an update on Phase III of the Agriculture Program Relocation for the Animal Production and Livestock Facilities.

10. University Building Official Annual Report: The Committee received the fourth annual summary report of activities from the University Building Official. As set forth in University Policy 5407, the annual report identified the code enforcement and building permit activities performed during the prior year.

11. **Capital Project Status Report:** The Committee received an update on the status of all capital projects, including seven currently in design phase and five major projects in construction phase.

Closed Session

Board Members Present: Mr. John Rocovich, Mr. William Fairchild, Mr. William Holtzman, Mr. Michael Quillen

VPI&SU Staff: Dr. Richard Benson, Dr. Elizabeth Flanagan, Mr. Mark Gess, Mr. Mark Helms, Mr. Larry Hincker, Ms. Heidi McCoy, Dr. Ed Nelson, Dr. Timothy Sands, Dr. Sherwood Wilson

1. **Motion for Closed Meeting**

2. **Briefing by Dr. Wilson:** The Committee received a briefing by Dr. Wilson on probable litigation.

3. **Motion to Reconvene in Open Session**

Adjournment
There being no further business, the meeting adjourned at 10.45 a.m.

***Requires full Board approval.**

Update on Route 460 Interchange Project Funding Issues

The Committee will receive an update on funding issues related to the Route 460 Interchange Project.

Charles W. Steger, President

VirginiaTech

210 Burruss Hall (0131)
Blacksburg, Virginia 24061
540/231-6231 Fax: 540/231-4265
E-mail: president@vt.edu
www.vt.edu

May 12, 2014

The Honorable Aubrey Layne
Secretary of Transportation
Patrick Henry Building, 3rd Floor
1111 East Broad Street
P.O. Box 1475
Richmond, VA 23218

Dear Secretary Layne:

I am writing to express my concern regarding the draft FY15 Six-Year Improvement Plan (SYIP) released by the Virginia Department of Transportation (VDOT) at the end of April, more specifically, the reduction of project funding for the US Route 460 Bypass Interchange and Southgate Drive Relocation Project (460 Interchange Project). As you know, the 460 Interchange Project will create a grade-separated interchange that will provide numerous benefits to the traveling public who wish to access Virginia Tech, as well as adjacent localities including the Town of Blacksburg and Montgomery County.

The current draft version of the SYIP shows a project deficit of $14.774 million. I understand that the SYIP process is iterative and funds will continue to move in and out of project budgets until the Plan is finalized. Accordingly, Virginia Tech would like to reiterate the importance of the project to the New River Valley, Virginia Tech, the Virginia Tech Corporate Research Center, Inc., the Town of Blacksburg, and the Virginia Tech – Montgomery Executive Airport. The new interchange will significantly enhance job growth and economic expansion in the New River Valley. The interchange will also improve roadway safety while expanding the regional transportation network. As I will explain below, the project is critical to many initiatives and projects that are already underway in the region.

First, the new interchange would become the main entrance for Virginia Tech's Corporate Research Center (CRC). The CRC currently houses more than 140 businesses and research centers and employs over 2,200 employees for a combined financial value of over $200,000,000. It has expanded into Phase II of its development and anticipates adding another 100 businesses and 2,500 new employees. In order to initiate its Phase III, the 460 Interchange Project is necessary, as Phase III is located on the opposite side of Route 460. Planning work to date has been based on the assumption the 460 Interchange Project would occur. Without the 460 Interchange Project, the site for Phase III is inaccessible.

The interchange would also improve roadway safety by separating the traffic at a critical intersection and by shifting traffic to a safer, less congested interchange. This is the only at-grade intersection on Route 460 between I-81 and the edge of Montgomery County. The current at-grade intersection at Route 460 and Southgate Drive operates at high levels of congestion during morning and evening rush hours and during major events on campus, such as athletic events and graduation ceremonies. This intersection also has a high number of accidents and many of them are severe due to the speed. Traffic modeling prepared by VDOT indicates between years 2017 and 2037 turning movements at the intersection will increase as much as 270 percent during peak hours, and traffic modeling prepared by VDOT demonstrates that the planned interchange will facilitate safe and efficient movement of this increased traffic volume.

Recent reports show that according to the 2013 Current Employment Statistics released by the federal government, the New River Valley has seen employment grow more than 10 percent in the last two years, placing the New River Valley in the top 10 nationwide. The proposed interchange provides the necessary infrastructure to promulgate the Commonwealth's commitment to the economic viability of this region.

The new interchange would also become the main gateway to the Virginia Tech - Montgomery Executive Airport. The Executive Airport had an economic impact assessment in 2004 that indicated it was indirectly responsible for 39 jobs, $913,000 in wages, and $2.43 million in economic growth. The Executive Airport is in the process of a runway expansion and anticipates more than a 40 percent increase in corporate traffic and a corresponding increase in economic growth. The CRC currently loses significant tenant opportunities due to the inability to land larger aircraft. The Airport Expansion Project is leveraging approximately $40 million in federal grants through a local and state contribution of only 10 percent, which could potentially be lost if the grant cycle is extended too far into the future. We have been working together with VDOT and the Federal Aviation Administration (FAA) to jointly manage the 460 Interchange Project and the Airport Expansion Project in an effort to create cost savings and efficiencies for both projects. As such, we have coordinated funding, planning, and construction for the two projects such that they are interdependent on one another. Planning for the Airport Expansion Project is almost complete and would be delayed by several years if the 460 Interchange Project does not occur.

Finally, and very important to Virginia Tech, is the relocation of Virginia Tech's Dairy program from campus to Kentland Farm in Whitethorn, Virginia. In anticipation that the 460 Interchange Project would receive funding, the university has made significant financial contributions to move the Dairy program so that VDOT can meet its project timeline for the start of the 460 Interchange Project. The project is in the construction phase, and the project is on track to be completed by December 2014 with occupancy in March 2015. Contracts have been let, and Virginia Tech has obligated funding for this project.

Virginia Tech has already demonstrated its serious financial commitment to this project. We have pledged to provide VDOT the right-of-way at no cost. The value of the right-of-way has been estimated by VDOT to be in excess of $11 million.

The 460 Interchange Project, Phase III development of the CRC, Airport Expansion Project, and the Dairy relocation are all intricately intertwined. If the 460 Interchange Project does not reach fruition, there will be a significant negative impact on the other three critical projects. We remain committed to this important Project and respectfully request that the funding be restored. The Project is not only vital to Virginia Tech but to the entire region.

Sincerely,

[redacted]

Charles W. Steger
President

c: The Honorable Terry McAuliffe, Governor of Virginia
William H. Fralin, Jr.
Charles Kilpatrick, VDOT Commissioner
Court G. Rosen
Sherwood G. Wilson

New River Valley
Metropolitan Planning Organization

May 1, 2014

Resolution requesting VDOT to restore funding to the Route 460 Southgate Drive Interchange Project.

On a motion by Michael Sutphin, seconded by Jim Hurt, and carried with one abstention,

WHEREAS, a grade separated interchange at the intersection of Route 460 and Southgate Drive, Route 314, has been a priority of the MPO for a number of years, and

WHEREAS, Southgate Drive carries a heavy volume of traffic serving the Virginia Tech campus and athletic facilities and portions of the Town of Blacksburg , and

WHEREAS, VDOT placed the project in the Six Year Plan several years ago and fully funded it within the plan, and

WHEREAS, all environmental work has been completed, plans are nearing completion, acquisition of right of way for the project is underway and the project is scheduled for advertisement in December 2014, and

WHEREAS, the draft of the 2015 Six Year Plan released by VDOT removes funding from the project within the Six Year Plan and has $14,774,000 funding needed outside of the Six Year Plan, and

WHEREAS, the project will now be subject to prioritization that takes effect July 1, 2014 from House Bill 2 that was approved by the General Assembly in 2014 and will, as a minimum delay the project significantly.

NOW, THEREFORE, BE IT RESOLVED, that the New River Valley MPO requests the Commonwealth Transportation Board to restore the funding that was removed from the project so that the project is once again fully funded within the Six Year Plan.

FURTHER, BE IT RESOLVED, the New River Valley MPO requests that the Southgate Interchange project be advertised in accordance with the current project schedule in December 2014.

[redacted]

Craig Meadows, Chairman

Counties
Floyd • Giles • Montgomery • Pulaski
City
Radford
Towns
Blacksburg • Christiansburg • Floyd • Narrows • Pearisburg • Pulaski • Rich Creek
Universities
Virginia Tech • Radford University

New River Valley
Planning District Commission

6580 Valley Center Drive, Suite 124
Radford, Virginia 24141
Tel (540) 639-9313
Fax (540) 831-6093
e-mail: nrvpdc@nrvpdc.org
Visit: www.nrvpdc.org

RESOLUTION
REQUESTING VDOT TO RESTORE FUNDING TO THE ROUTE 460 SOUTHGATE DR.
INTERCHANGE PROJECT

WHEREAS, a grade separated interchange at the intersection of Route 460 and Southgate Drive, Route 314, has been a priority of the MPO for a number of years, and

WHEREAS, Southgate Drive carries a high volume of traffic serving the Virginia Tech campus, Corporate Research Center, and athletic facilities and portions of the Town of Blacksburg , and

WHEREAS, VDOT placed the project in the Six Year Plan several years ago and fully funded it within the plan, and

WHEREAS, all environmental work has been completed, plans are nearing completion, acquisition of right of way for the project is underway and the project is scheduled for advertisement in December 2014, and

WHEREAS, the draft of the 2015 Six Year Plan released by VDOT removes funding from the project within the Six Year Plan and has $14,774,000 funding needed outside of the Six Year Plan, and

WHEREAS, the project will now be subject to prioritization that takes effect July 1, 2014 from House Bill 2 that was approved by the General Assembly in 2014 and will, at a minimum delay the project significantly.

NOW, THEREFORE, BE IT RESOLVED, that the New River Valley Planning District Commission requests the Commonwealth Transportation Board to restore the funding that was removed from the project so that the project is once again fully funded within the Six Year Plan.

FURTHER, BE IT RESOLVED, the New River Valley Planning District Commission requests that the Southgate Interchange project be advertised in accordance with the current project schedule in December 2014.

Adopted April 24, 2014

[redacted]

Michael S. Patton, Chair

Capital Project Information Summary – Improve Kentland Facilities

BUILDINGS AND GROUNDS COMMITTEE

June 2, 2014

Title of Project:

Improve Kentland Facilities

Location:

The three new facilities comprising this project are planned at three different locations as follows:

- Metabolic Research Laboratory within the new Dairy Science complex at Kentland Farm
- Applied Reproduction facility located to the west of the College of Veterinary Medicine complex
- Bovine Extension, Teaching and Research facility (BETR) located on Plantation Road adjacent to the Livestock Judging Pavilion

Current Project Status and Schedule:

The project is in the schematic design phase. Subsequent design phases are expected to continue into the Fall of 2014.

Project Description:

Planning and design are underway for three new agricultural buildings supporting animal research and animal instruction programs within the Dairy and Animal Sciences programs. These buildings address programmatic space needs associated with the Dairy Science Research and Instructional Program. The new buildings include:

- a 14,893 gross square foot (GSF), two-story Metabolic Research Laboratory which will provide holding areas and laboratories for large animal research;
- a 4,496 GSF Applied Reproduction facility which will provide student instruction and experience in bovine palpation; and,
- an 11,724 GSF Bovine Extension, Teaching and Research facility which will provide classrooms and animal holding space, supporting hands-on animal science instruction and research.

Brief Program Description:

The Dairy Science research operations include the bovine extension and research function, the applied reproduction program, and the metabolism research program. The facilities allow the study of basic and applied science and technology, the interfacing of science and production agriculture, and the dissemination of new information on animal nutrition, physiology, lactation, genetics, reproduction, infectious disease, immunology, and the business of dairy enterprise management. Studies also include nutritional and management

approaches minimizing environmental impacts of dairy farm operations; and the study of mechanisms involved in control of disease and the improvement of milk quality.

Contextual Issues and Design Intent:

The Metabolic Research Laboratory floor plan is organized into three horizontal bays, with three metal-framed sawtooth roof vaults providing open spans for each bay. The roof vault configuration facilitates a cost-effective solution to physically separating and isolating each bay per program requirements. Painted concrete masonry unit (CMU) walls, smooth-finish concrete walls, vertical metal panels and standing seam metal roofing comprise the exterior materials.

The Applied Reproduction facility is an open structure designed in traditional farm vernacular, with painted CMU at the enclosed spaces, horizontal cementitous slat walls at animal holding areas to permit cross ventilation, and sloping standing seam metal roofing with clerestory openings providing ventilation and diffused natural lighting.

The Bovine Extension, Teaching and Research facility utilizes painted CMU at the classrooms, vertically ribbed metal panels at the animal demonstration spaces and continuous curtain wall glazing at the entry lobby. The flat roofs will be surfaced with membrane roofing.

Architect/Engineer:

Spectrum Design

Construction Manager:

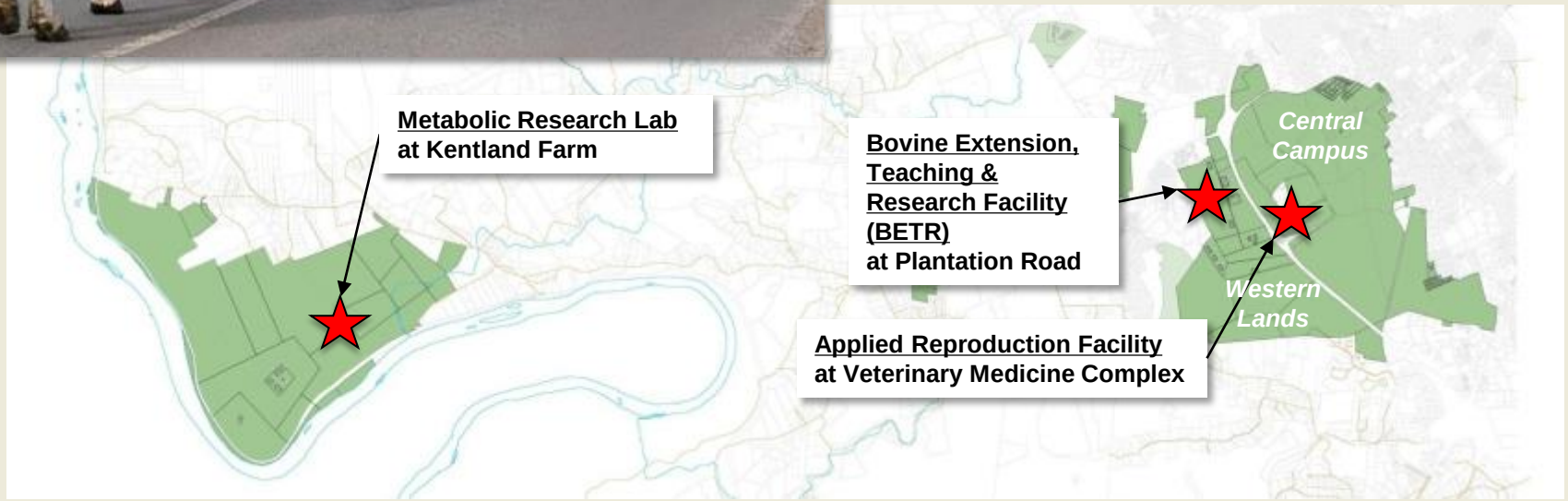
To be determined

Design Preview For:

IMPROVE KENTLAND FACILITIES

Board of Visitors Meeting: June 2, 2014

Project Locations

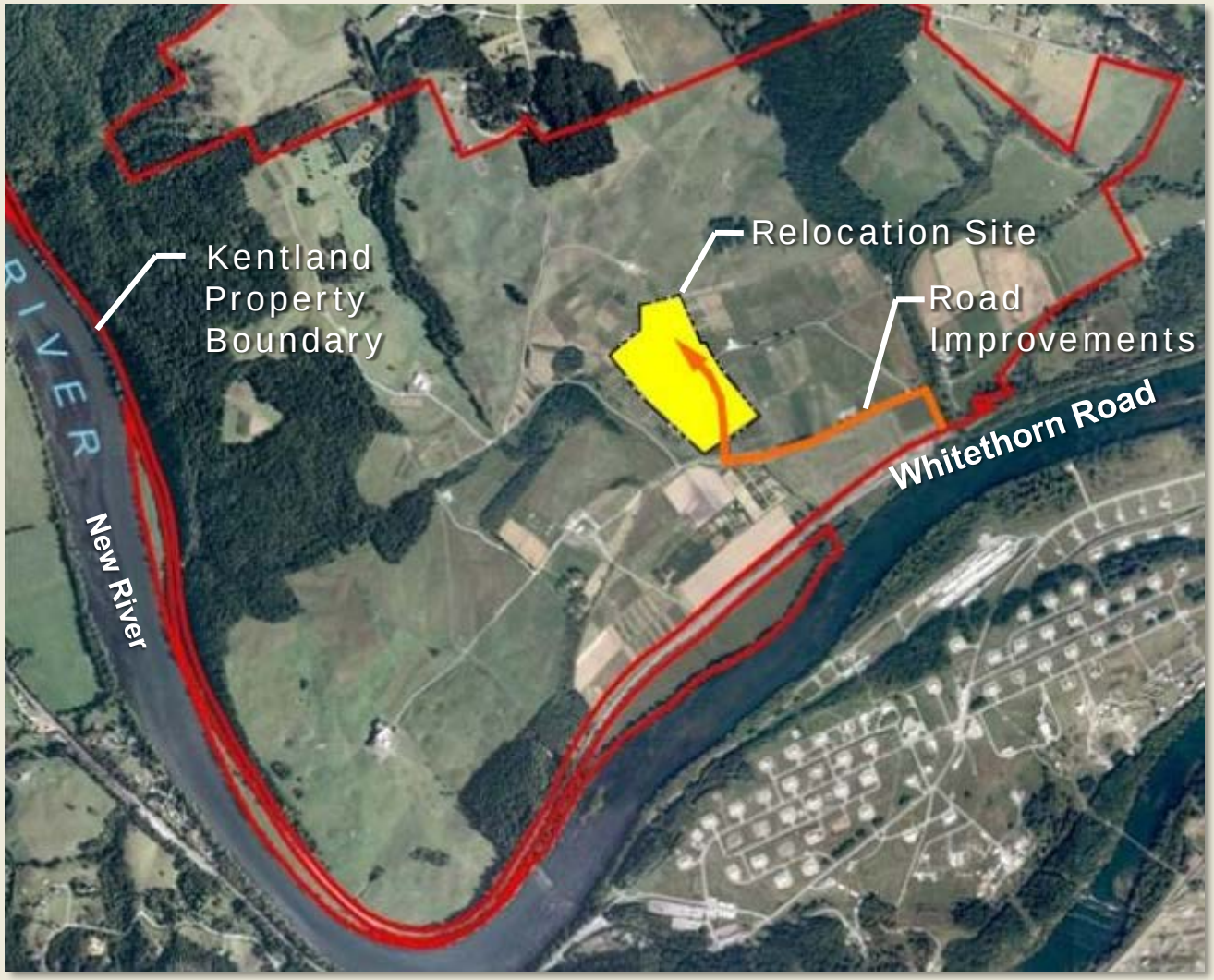


IMPROVE KENTLAND FACILITIES

Status Update: Project in Design

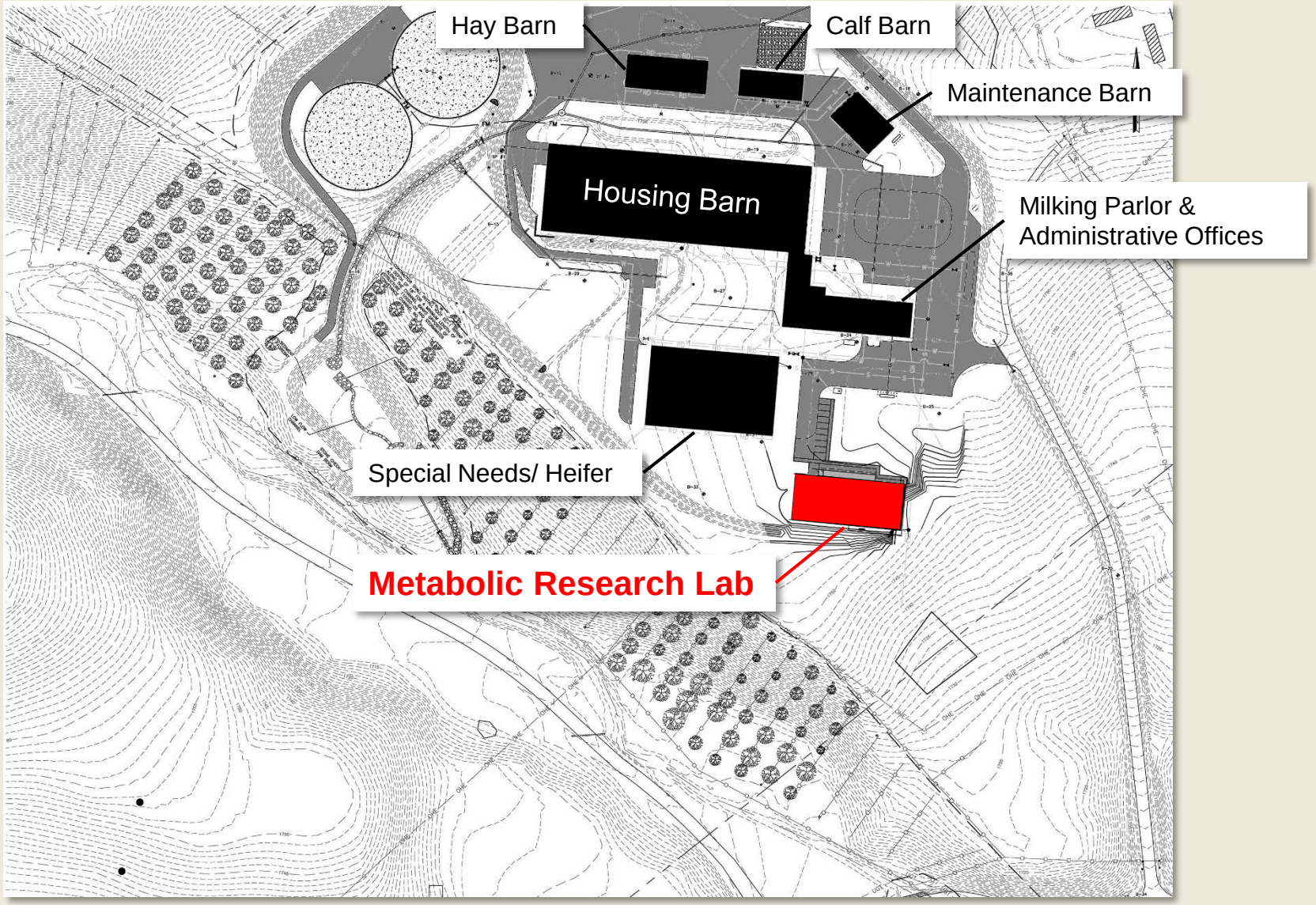
- Schematic design to be complete by June 2014
- Preliminary design pending release of funding
- Estimated construction cost $6.0M = $207/square foot (SF)
- Total project budget to be determined
- Subject to Department of General Services (DGS) cost review for construction funding

Dairy Science Complex at Kentland Farm



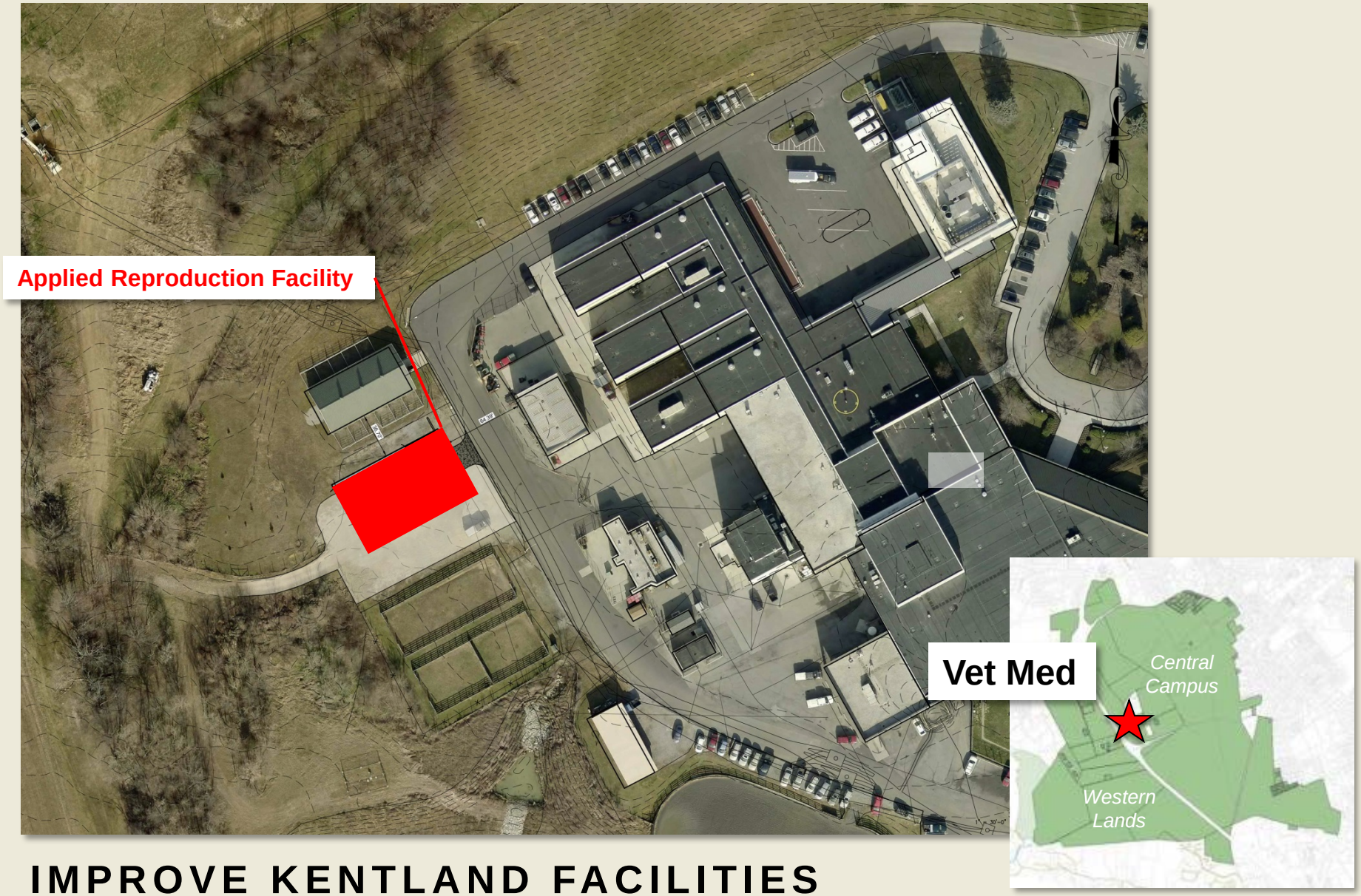
IMPROVE KENTLAND FACILITIES

Dairy Science Complex at Kentland Farm



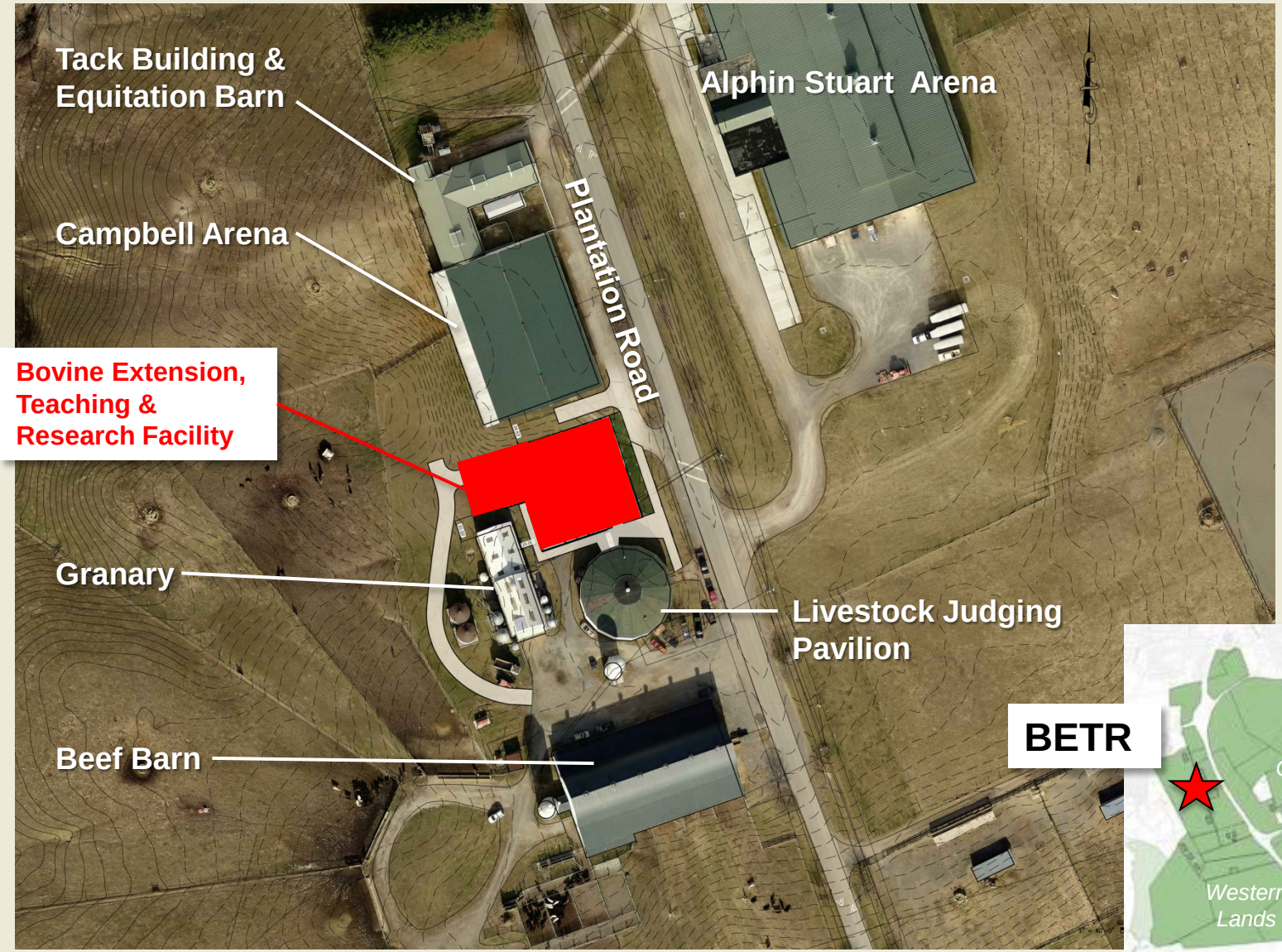
IMPROVE KENTLAND FACILITIES

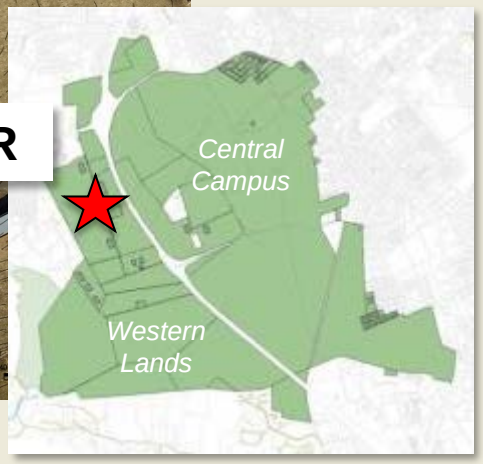
Applied Reproduction Facility: Main Campus Vet Med



IMPROVE KENTLAND FACILITIES

Bovine Extension, Teaching & Research Facility (BETR)





IMPROVE KENTLAND FACILITIES

Recommendation for Proposed Design

RECOMMENDATION:

That the design preview graphics be approved and authorization be provided to continue with the project design consistent with the drawings shown.

Update For:

Agriculture Programs Relocation

Animal Production and Livestock Facilities

- Cooperative Extension / Agricultural Experiment State Division (229) project

- Priority Project No. 1 on First Biennium, 2014-2020 Capital Outlay Plan
  - $49.1 million

- Includes new & renovated facilities totaling 314,100 gross square feet (GSF):
  - Multi-use Facilities (34,650 GSF)
  - Beef/ Cattle Program (58,550 GSF)
  - Equine Program (54,800 GSF)
  - Sheep Program (14,500 GSF)
  - Poultry Program: Broiler Layer Research (87,800 GSF)
  - Poultry Program: Breeding/ Genetics (57,800 GSF)
  - Swine Program (6,000 GSF)

- Funding plan = 100% state supported

University Building Official Annual Report
(Report Period April 1, 2013 – March 31, 2014)

BUILDINGS AND GROUNDS COMMITTEE

June 2, 2014

The Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia grant the university the authority to designate its own building official. The Board of Visitors approved a resolution to establish a university building official and building code review unit at its June 20, 2008 meeting and the office was established July 1, 2010. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official.

The Committee will receive the fourth annual summary report of activities from the University Building Official (UBO) since the Board approved policies and procedures governing the UBO, including the presentation of an annual report. As set forth in University Policy 5407, the annual report will identify the code enforcement and building permit activities performed during the prior year.

In the last year the following tasks were completed:

Major Statistics

- Number of Plan Reviews for Permit performed: 1,372, a 9% increase
- Number of Permits issued (all permits and all trades): 806
- Number of Inspections performed (all trades, pass and fail): 2,885, a 15% increase
- Number of Re-inspections due to field failures/rejections (Estimated at 20%): 577
- Examples of issues typically found in error in plan review stage:
  - Incorrect code references
  - Incorrect application of the Virginia Rehabilitation Code
  - Incorrect applications of fire rated assemblies
  - Incorrect application of fire separation distances
  - Failure to account for fire equipment access
- Examples of issues found in the field include:
  - Weather exposed gypsum wall board due to failure to dry in construction.
  - Failure to correctly install Hokie Stone
  - Failure to install fire rated elevator and stair shaft assemblies in new construction
  - Failure to install fire rated wall/floor penetration assemblies in new construction
  - Identification of numerous non-compliant existing wall/floor penetrations in existing facilities

- Failure to properly place reinforcing prior to concrete placement
- Improper wiring in amusement device installations
- Improper electrical grounding system installations

- The UBO office is required by the Virginia Statewide Building Code to issue permits for and inspect large tents, stages, and amusement devices.
  - Tent and Stage requests permitted and inspected: 35
  - Special Events reviewed and inspected: 14
- Number of Certificates of Occupancy (CO) Issued (Prior to 3/31/2014): 10
  - Mining and Minerals Storage Facility (05/16/2013), temporary CO issued to support a Coal Pilot Lab operation
  - Femoyer Hall (05/30/2013), revised to reflect means of egress revisions
  - National Institute of Aerospace (NIA), 2nd floor build out (06/10/2013), New Construction
  - Chiller Plant (06/14/2013), New Construction
  - Lane Stadium (08/16/2013), issued to address egress issues identified by State Fire Marshal's Office
  - Cassell Coliseum (08/26/2013), issued to support use as a post emergency assembly facility
  - McComas Hall (08/26/2013), issued to support use as a post emergency assembly facility
  - Alphin- Stewart Livestock Arena (08/26/2013), issued to support use as a post emergency assembly facility
  - War Memorial Hall (08/26/2013), issued to support use as a post emergency assembly facility
  - Human Agriculture and Biosciences Building 1 (HABB1) (03/10/2014), New Construction
- Number of Demolition Permits Issued: 3

Staffing

- The department participated in several classes and served on code committees to improve staff knowledge and application of the building code, as well as to provide input on the upcoming 2014 code changes.
- One staff member, Tim Hagedorn, achieved his accreditation as a Certified Code Official.
- Mr. Hagedorn was also asked to join the International Light Gage Code Committee.

Operations

- Investigating software options to improve and manage permit review and inspection work with better connectivity and less paper
- Continuing to coordinate inspection and project work with Virginia Tech Electric Services and Atmos Gas
- Continuing the permitting and inspection of sidewalks and other pavements or slabs as well as roads not covered by Virginia Department of Transportation

- Continuing the permitting and inspection of utility work outside building footprints
- Continuing to assist in the development of the Virginia Tech design standards upgrades and revisions
- Continuing to coordinate the permitting and inspection of cabling and conduit penetrations for Network Communication Services including the removal of abandoned communication wiring across campus
- Identifying several issues of code violations: Resolved or currently working on resolutions to forestall the issue of a State Fire Marshal Office "Notice of Violation" regarding work done without proper permits, plans or authorization
- Continuing to coordinate efforts with the local building officials association to assist the campus and community through outreach efforts to contractors and staff regarding the building codes
- Drafted the departmental Incident Management Program and coordinated with the Office of Emergency Management regarding the UBO's responsibilities in the event of an earthquake, tornado, hurricane, etc.

BUILDING AND GROUNDS COMMITTEE

June 2, 2014

Capital Project Status Report

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
DESIGN						
Classroom Building	This project provides for the design and construction of a 73,275 square foot (SF) academic building which will contain state-of-the-art instructional space to accommodate the unmet demand for multi-discipline general assignment classrooms and labs. The new academic building will include approximately 15 flexible classrooms and 4 laboratory rooms of various sizes and configurations to accommodate multiple teaching methods. The building will provide approximately 1,600 student stations with wireless capability throughout.	$42,500,000	$0	EYP Architecture & Engineering - Washington D.C. W M Jordan Company. - Newport News, VA	TBD	Preliminary design is complete. Cost adjustments have been provided by the Department of General Services. Construction document development is in progress for bidding in June. Construction is anticipated to begin in Fall 2014.
Fire Alarm Systems and Access	This project provides for critical life safety improvements in several educational and general facilities on campus. Fire alarm systems will be installed or expanded in as many campus buildings as funding allows including Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex and Newman Library.	$5,500,000	$0	Multiple A/E Firms Multiple Contractors	TBD	Release of construction funding is subject to cost approval by the Department of General Services for each building. Construction funding has been authorized for the Food Science and Technology Building. Preliminary design is underway for Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex and Newman Library.
Health Center Improvements	The project provides for a 3,000 SF one story addition and 1,700 SF renovation of existing space to support the clinical needs of the Schiffert Health Center. The project includes improvements for the Campus Alcohol and Prevention Center and infirmary space.	$2,868,000	$2,868,000	TBD TBD	TBD	Funding has been authorized for project planning. A project steering committee has been appointed and a Request for Proposal (RFP) has been advertised for selection of a design consultant.
Improve Kentland Facilities	The project includes new construction of three buildings totaling approximately 28,900 gross square feet (GSF) including a metabolism research laboratory, an applied reproduction facility, an arena with animal demonstration and holding spaces for the College of Agriculture and Life Sciences.	$7,600,000	$0	Spectrum Design, PC - Roanoke, VA TBD	TBD	Funding has been authorized for project planning. An A/E firm has been selected and schematic design is in progress. The advancement of this project is subject to Department of General Services cost review and additional funding authorization.
Marching Virginians Practice Facility	This project includes new construction of an equipment storage building, a covered open-air practice pavilion, and a soccer-size artificial turf field. The approximately 4,300 GSF building will provide the Marching Virginians with restrooms, lockers, instrument storage space, and a drum line room for percussion instruments. The 4,000 SF pavilion will be attached to the building and will provide a protected area for the Marching Virginians to practice during inclement weather. A lighted, soccer-size artificial turf field will be shared with Recreational Sports.	$4,750,000	$4,750,000	Thompson + Litton - Radford, VA TBD	TBD	Construction documents are under review for bidding the project in June 2014. Anticipated completion of the turf field is Spring 2015 with the building to follow in summer.
Renovate/Renew Academic Buildings	This project is to renovate three existing campus buildings - Sandy Hall, Liberal Arts Building and the original portion of Davidson Hall. Collectively, these renovations will increase the functionality of three underutilized building assets, address several deferred maintenance issues, and reduce critical space deficiencies. A small addition is planned for each Sandy Hall and Performing Arts Building to provide for an elevator, the ADA and circulation improvements.	$27,000,000	$0	Glavè & Holmes Associates - Richmond, VA Grunley Construction- Rockville, MD	TBD	Schematic design is complete. Preliminary design documents have been issued for review. Working drawing document development and construction approval is contingent on further state funding.
South Recreation Field Surface Replacement	This project replaces existing natural turf fields adjacent to the airport runway expansion with synthetic turf, for multi-sport use, the size of six soccer fields. The new fields will enhance the student experience and allow for expansion of the Recreational Sports intramural and club sports program.	$4,600,000	$4,600,000	TBD TBD	TBD	A project steering committee has been assigned and a design consultant selected.

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
CONSTRUCTION						
Agriculture Programs Relocation	This project, for relocation of the Dairy Program from Southgate Drive to Kentland Farm, is required to accommodate expansion of the Airport runway and relocation of Tech Center Drive. Planning, design, construction and financing by the Virginia Tech Foundation, Inc., as well as capital lease to allow for the lease back to Virginia Tech, was authorized by the BOV at the June 3, 2013 meeting.	$14,000,000	$14,000,000	Thompson & Litton - Radford, VA English Construction Company, Inc. - Lynchburg, VA	March 30, 2014	Design is complete. Construction is being phased. The construction trailer has been installed and site work has begun. Value engineering and contract negotiations for the building construction are in progress. Project completion is needed by March 2015 to make way for the planned road construction and airport runway expansion.
Campus Fiber Optic Improvements Project	This project is for a new fiber-optic backbone and building connections which will increase capacity and diversity to ensure adequate and reliable service to the university.	$2,000,000	$2,000,000	Virginia Tech Network Infrastructure & Services Virginia Tech Network Infrastructure & Services	November 30, 2014	Construction is nearing completion to accommodate wiring connections and equipment installation. Efficiencies and cost savings have allowed expansion of the number of buildings receiving fiber feeder upgrades to increase from 38 to 62 buildings. Equipment purchases are being finalized.
Renovate Davidson Hall	This project provides for the demolition of the deteriorated and outdated center and rear section additions to Davidson Hall. The original building remains and a new replacement addition of 44,845 GSF will be constructed to provide modern laboratory and research space.	$31,118,739	$0	Einhorn Yafee Prescott - Washington, DC Barton Malow Company- Charlottesville, VA	January 16, 2014	Interior construction is complete. Exterior construction has slowed due to unanticipated material delivery and weather delays. A delay claim has been issued by the contractor. Completion of the Hokie Stone exterior and landscaping is anticipated in May 2014.
Indoor Athletic Practice Facility	This project provides for the design and construction of a new indoor multi-sport practice facility large enough to accommodate football punting and kicking practice. The new facility will be located on the site of the existing football practice fields.	$21,300,000	$21,300,000	HKS - Richmond, VA W.M. Jordan Company - Richmond, VA	June 1, 2015	A design-build contract has been executed. The design is being completed for the start of construction in June 2014.
Signature Engineering Building	This project provides for a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering to include research, classroom and office space.	$95,218,249	$47,609,125	Zimmer Gunsul Frasca Architects LLP - Washington, DC Gilbane Building Company - Richmond, VA	December 14, 2013	Overall construction is approximately 95% complete. Work in progress includes interior finishes, audio visual, fire alarm systems, café equipment installation, commissioning, and landscaping, Anticipated for substantial completion in May 2014.
Unified Communications and Network Renewal Project	This project replaces outdated equipment and upgrades campus communications systems, providing infrastructure and equipment enhancements over a five year period. The project scope includes upgrades to the Internet Protocol (IP) Network, the cable plant, and equipment rooms in buildings throughout campus.	$16,508,000	$16,508,000	Multiple A/E Firms Various Contractors	2016	Space allocation, architectural design and construction activities are underway for the addition and expansion of data rooms to house technology upgrades in designated campus buildings. Wiring and equipment upgrades are phased for completion on a building by building basis. One hundred and twenty (120) buildings have been completed, and put on-line, out of the approximate 145 buildings on the target list. Approximately 65% of active campus services have migrated. The project is scheduled for completion in Fall 2016.
Upper Quad Residential Facilities	This project provides for the demolition and reconstruction of Brodie and Rasche residence halls to serve the Corps of Cadets. The new residence halls totaling approximately 210,000 GSF will provide over 1,000 beds in double and triple rooms sharing hall community bathrooms. These new residence halls will be constructed at the location of the existing Rasche Hall and Brodie Hall. Both buildings will provide double and triple occupancy rooms that meet the residence and in-room storage space needs of the cadets. Both new residence halls will provide dedicated meeting, community, and group spaces, specifically designed to meet corps program and organization needs. Thomas Hall and Monteith Hall will also be demolished as part of this project.	$90,000,000	$90,000,000	Clark Nexsen - Charlotte, NC Barton Malow Company - Charlottesville, VA	2016	Phased construction contracting will provide an expedited project delivery. Hazardous materials abatement and demolition of Rasche Hall is complete. Foundations are in place and structural steel has been released. A third Guaranteed Maximum Price (GMP) contract for finished construction of Rasche and the demolition and construction of Brodie, as well as the demolition of Monteith and Thomas, has come in over budget. Value engineering is in progress to align the project design, construction cost and budget.

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
CLOSE-OUT						
Moss Arts Center	This project provides for design and construction of a new 92,000 GSF Moss Arts Center and the renovation of Shultz Hall for a 1,300-seat performance auditorium, a visual arts gallery, creative technologies program and support spaces.	$100,087,000	$72,700,448	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA Holder Construction Company – Atlanta, GA	September 6, 2013	The project was substantially complete for occupancy on August 21, 2013. The punch list is progressing for final completion of the construction contract. Purchase and installation of equipment continues to complete the project.
Human and Agricultural Biosciences Building I (HABBI)	This project provides for a new 93,860 GSF advanced agricultural research laboratory facility.	$53,759,344	$0	Lord, Aeck & Sargent, Inc. – Atlanta, GA Skanska USA Building, Inc. - Durham, NC	December 9, 2013	Construction is substantially complete. Faculty and staff have moved into the building. Purchase of research equipment continues. Punch list and landscaping are nearing completion.
Chiller Plant I	This project expands the campus chilled water infrastructure and provides for the design and construction of a new 16,655 GSF chiller plant in the south west side of campus to serve the new Human and Agricultural Biosciences Building (HABBI) building and other buildings in the life sciences precinct.	$20,097,729	$8,039,092	Burns and Roe Service Corporation – Virginia Beach, VA The Whiting-Turner Contracting Co. – Baltimore, MD	June 15, 2013	Building construction is substantially complete. Seasonal commissioning and spring landscape planting remain to finish the project. The potential for added distribution lines to increase load to the chiller plant is under evaluation.

CAPITAL CONSTRUCTION PROGRESS REPORT

Board of Visitors Meeting: *June 2, 2014*

7 PROJECTS IN DESIGN

Classroom Building

Fire Alarm Systems and Access

Health Center Improvements

Improve Kentland Facilities

Marching Virginians Practice Facility

Renovate/Renew Academic Buildings

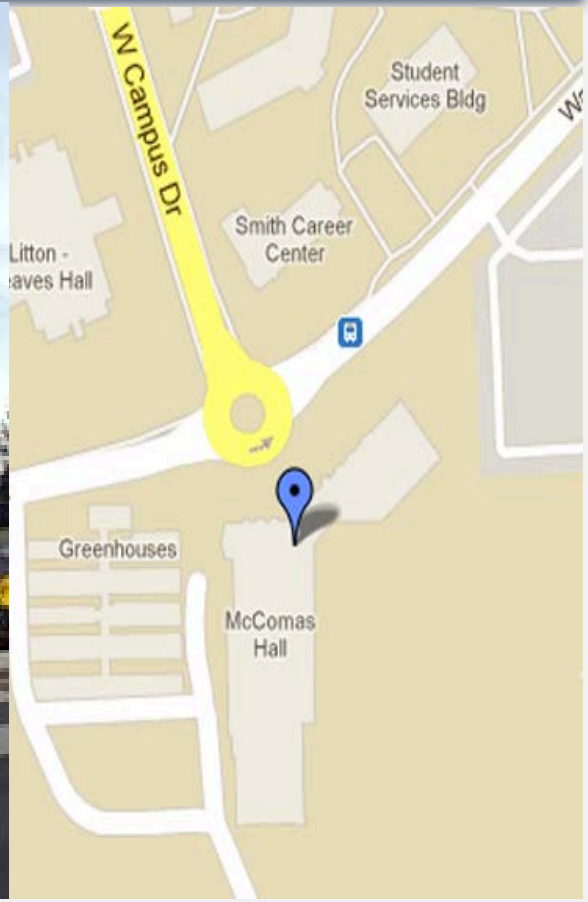
South Recreation Field Surface Replacement

FIRE ALARM SYSTEMS – Existing Facilities

LIFE SAFETY IMPROVEMENTS – Multiple Buildings

First building – Food Science and Technology
Construction Cost: $301,319
Estimated Project Cost: 5.5M

HEALTH CENTER IMPROVEMENTS



MCCOMAS HALL - SCHIFFERT HEALTH CENTER ADDITION

PROCURING DESIGN SERVICES
New Addition: 3,000 SF
Estimated Project Cost: $2.8M

IMPROVE KENTLAND FACILITIES

AGRICULTURE RESEARCH/ OUTREACH BUILDINGS
SCHEMATIC DESIGN PHASE
Estimated Project Cost: 7.5M

MARCHING VIRGINIANS PRACTICE FACILITY

PROJECT BIDDING
New Construction: 4,300 GSF
Estimated Project Cost: 4.75M

RENOVATE/ RENEW ACADEMIC BUILIDNGS

Sandy Hall

Liberal Arts Building

Davidson Hall

SCHEMATIC DESIGN COMPLETE
Estimated Project Cost: 27M

SOUTH RECREATION FIELD SURFACE REPLACEMENT

SCHEMATIC DESIGN IN PROGRESS
Estimated Project Cost: 4.6M

5 MAJOR PROJECTS IN CONSTRUCTION

Agriculture Program Relocation

Renovate Davidson Hall

Indoor Athletic Practice Facility

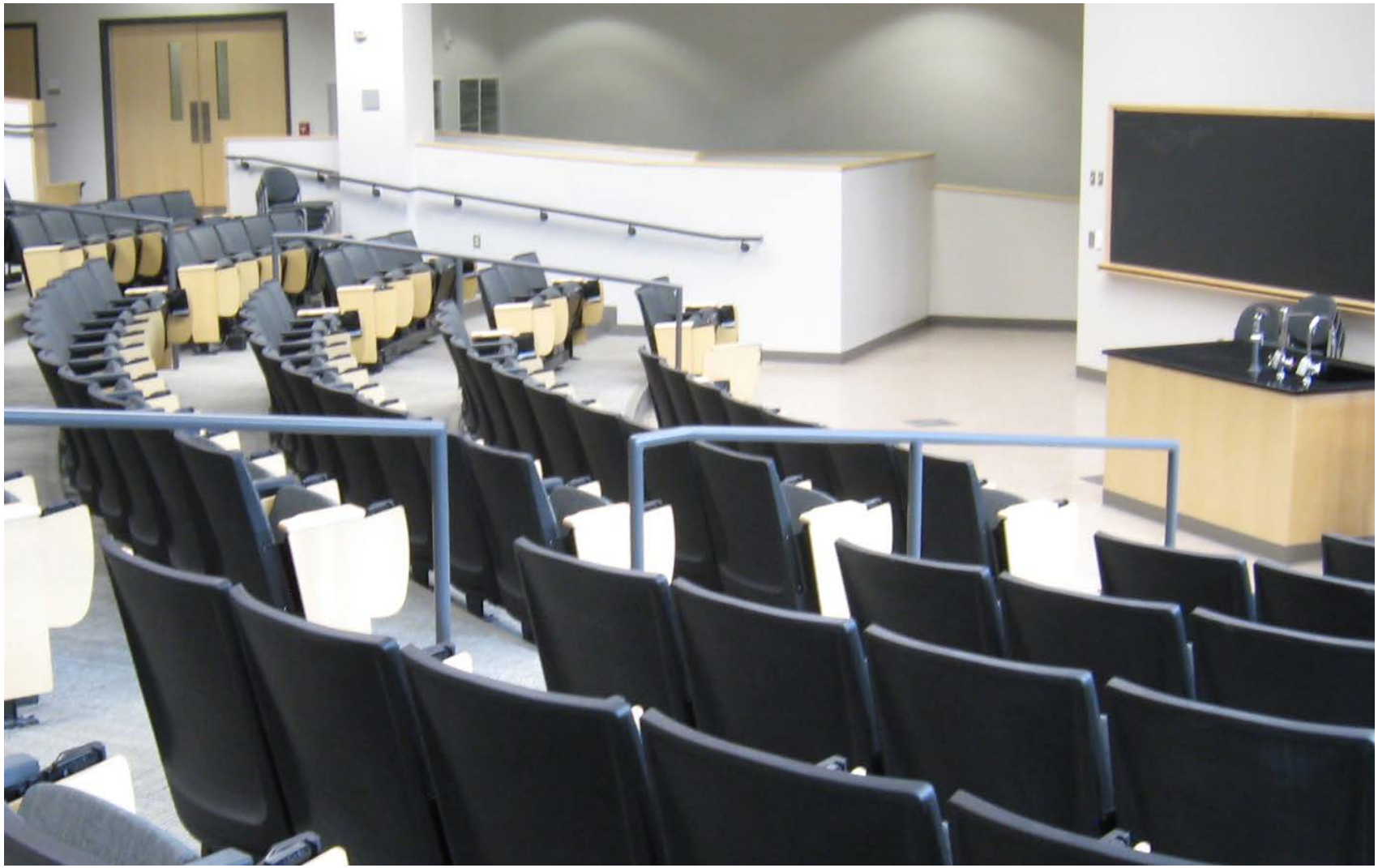
Signature Engineering Building

Upper Quad Residential Facilities

SITE WORK IN PROGRESS

AGRICULTURE PROGRAMS RELOCATION
Estimated Project Cost: 14M

SUBSTANTIALLY COMLETE



RENOVATE DAVIDSON HALL
Estimated Project Cost: 31.1M

SUBSTANTIALLY COMPLETE

SIGNATURE ENGINEERING BUILDING
Estimated Project Cost: 95.2M

FOUNDATIONS & STRUCTURAL STEEL

UPPER QUAD RESIDENTIAL FACILITIES
Estimated Project Cost: 90M

RESOLUTION ON REAPPOINTMENTS TO THE MONTGOMERY REGIONAL SOLID WASTE AUTHORITY

WHEREAS, the Montgomery Regional Solid Waste Authority consists of five directors who are responsible for the management and operation of the Authority – one director is appointed by each of the political subdivisions, and one at-large director is appointed jointly by the Virginia Polytechnic Institute and State University Board of Visitors, Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

WHEREAS, Mark S. Helms, Director of Facilities Operations, who serves as the university's representative, has a term expiring June 30, 2014; and

WHEREAS, L. Allen Bowman, who serves as the director, appointed jointly by the Virginia Polytechnic Institute and State University Board of Visitors, the Town Councils, and the Montgomery County Board of Supervisors to serve at large, has a term expiring June 30, 2014;

NOW, THEREFORE, BE IT RESOLVED, that Mark S. Helms, Director of Facilities Operations, be reappointed as the university's representative and L. Allen Bowman be reappointed as the at-large member to the Montgomery Regional Solid Waste Authority effective immediately for four-year terms expiring June 30, 2018.

RECOMMENDATION:

That the above resolution recommending Mark S. Helms, Director of Facilities Operations, be reappointed as the university's representative and L. Allen Bowman be reappointed as the at-large member to the Montgomery Regional Solid Waste Authority Board of Directors be approved.

June 2, 2014

RESOLUTION ON APPOINTMENT TO THE NEW RIVER VALLEY WATER AUTHORITY

The New River Valley Regional Water Authority (Authority) consists of five members who are responsible for the management and operation of the Authority - one member is appointed by each of the political subdivisions, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, Blacksburg and Christiansburg Town Councils; and the Montgomery County Board of Supervisors; and

The members of the authority recommend Gregory Boardman for joint appointment to the Authority.

Gregory Boardman is a professor of Civil and Environmental Engineering and director of the Annual Short Courses for Treatment Plant Operators at Virginia Tech.

RESOLUTION ON APPOINTMENT TO THE NEW RIVER VALLEY REGIONAL WATER AUTHORITY

WHEREAS, the New River Valley Regional Water Authority (Authority) consists of five members who are responsible for the management and operation of the Authority - one member is appointed by each of the political subdivisions, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, Blacksburg and Christiansburg Town Councils; and the Montgomery County Board of Supervisors; and

WHEREAS, the jointly appointed member of the Authority has a term that expires on June 30, 2014; and

WHEREAS, the members of the authority desire to appoint Gregory Boardman as the at-large member for a four-year term; and

NOW, THEREFORE, BE IT RESOLVED that Gregory Boardman be appointed as joint member of the New River Valley Regional Water Authority for a four-year term expiring June 30, 2018.

RECOMMENDATION:

That the above resolution appointing Gregory Boardman as joint representative to the New River Valley Regional Water Authority with a term expiring June 30, 2018 be adopted.

June 2, 2014

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the disposition of any building; and

WHEREAS, the group of 48 buildings and structures comprising the Dairy Science farm complex located near Southgate Drive must be razed to make way for the Virginia Tech Montgomery Executive Airport runway expansion and the relocation of the Route 460/ Southgate Drive interchange projects scheduled to commence in 2015; and

WHEREAS, the Dairy Center Relocation Phase One project under construction includes new facilities at Kentland Farm to replace buildings and structures to be demolished; and

WHEREAS, the university buildings to be demolished are listed individually by building number in Exhibit A attached hereto; and

WHEREAS, the university will obtain the approvals of the Art and Architecture Review Board and the Department of Historic Resources for the demolition of these buildings prior to demolition;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of 48 buildings and structures comprising the Dairy Sciences farm complex, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of 48 Dairy Science farm complex buildings and structures be approved.

June 2, 2014

EXHIBIT A

Existing Dairy Science Complex- Existing Facilities

	Number	Building/Structure	Date Constructed	Size
1	270H	Administrative Building	2006	1,763 GSF
2	469A	Hay Barn	2005	3,200 GSF
3	469B	Bunker Silos	2005	9,000 SF
4	469C	Commodities Shed	2005	1,947 GSF
5	470	Calan Feed Barn	2006	1,200 GSF
6	471	Pump House	2004	72 GSF
7	472	Dry Stack Manure Barn	2004	6,256 GSF
8	473	Free Stall Barn	2004	43,250 GSF
9	474	Milking Center	2004	5,205 GSF
10	475	Etgen Dairy Pavilion	1962	7,709 GSF
11	477A	Sewage Lagoon	1995	n/a
12	477B	Sewage Tank	1995	n/a
13	477C	Sewage Tank	2004	n/a
14	477D	Sewage Tank	2004	n/a
15	477E	Settlement Basin	2004	n/a
16	478	Hay Drying/ Machine Shed	1954	1,352 GSF
17	481	Loafing Barn	1962	4,961 GSF
18	481A	Milking Parlor	1962	1,014 GSF
19	481B	Baled Hay Storage/ Feeder	1985	4,517 GSF
20	481C	Ensilage Feeder	1962	1,188 GSF
21	481D	Silo	1962	123 SF
22	481E	Silo	1962	123 SF
23	482	Choreboy Barn	1962	4,961 GSF
24	482A	Old Calan Feed Mix Barn	1962	1,083 GSF
25	482B	Old Calan Feed Area	1962	1,100 GSF
26	482C	Chopped Hay Feeder-C	1962	391 SF
27	482D	Chopped Hay Feeder-D	1962	391 SF
28	482E	Choreboy Feed Trough	1962	184 SF
29	482F	Leased Office Trailer	n/a	n/a
30	483	Calf Barn	1962	6,601 GSF
31	483A	Grain Bin	1962	n/a
32	484	Bull Barn	1962	2,607 GSF
33	484A	Silo	1962	314 SF
34	484B	Silo	1962	314 SF
35	484C	Three Grain Bins	1962	n/a
36	484D	Silo	1962	314 SF
37	484E	Silo	1985	400 SF
38	485	Equipment Shed	1962	4,565 GSF
39	485A	Nitrogen Tank	n/a	n/a
40	486	Equipment Shed	1962	2,700 GSF
41	488	New Bull Barn	1983	7,087 GSF
42	488A	Pen Pointer Facility at New Bull Barn	1983	1,220 GSF
43	489	New Heifer Barn	1983	3,040 GSF
44	491A	Grain Bin	1962	576 SF
45	491B	Grain Bin	1962	576 SF
46	492	Dry Stack Manure Barn	2001	5,000 GSF
47	492A	Grain Tank	2001	144 SF
48	493	Shed	1985	360 GSF

Resolution on the Demolition of:

University Buildings Comprising the Dairy Science Complex

Board of Visitors Meeting: June 2, 2014

Airport Expansion and 460 Interchange Relocation

DEMOLITION OF 48 DAIRY SCIENCE BUILDINGS

Attachment J

Existing Dairy Layout at Central Campus

- Administrative
- Liquid Manure Storage, Manure Treatment
- Dry Manure Storage
- Intensive Research Building
- Intensive Care, Freestall Barn, Milking Parlor, Transition Barn / Dry Cow
- BETR facility
- Bulk Commodity Storage
- Equipment Storage, Feed Center
- Calf Barn, Young Heifers
- Hay Storage
- APR Facility
- Replacement Heifers
- Silage

DEMOLITION OF 48 DAIRY SCIENCE BUILDINGS

Resolution on Demolition of Existing Dairy Facilities

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of 48 buildings and structures comprising the Dairy Sciences farm complex, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of 48 Dairy Science farm complex buildings and structures be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS 440 and 440L

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the disposition of any building; and

WHEREAS the 1,415 gross square foot (GSF) Barn No. 440 and the adjacent the 714 GSF Barn No. 440L are each in poor condition and are uneconomical to repair; and

WHEREAS, the university will obtain the approvals of the Art and Architecture Review Board and the Department of Historic Resources for the demolition of these buildings prior to demolition;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of Barns No. 440 and No. 440L located on the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Barns No. 440 and No. 440L be approved.

June 2, 2014

Barn #440 west side

Barn #440 east side

Barn #440 – south side

Barn #440- north side (NW portion bowing)

Barn #440L north side

Barn #440L south side

Barn #440L east side

Barn #440L west side

Attachment K

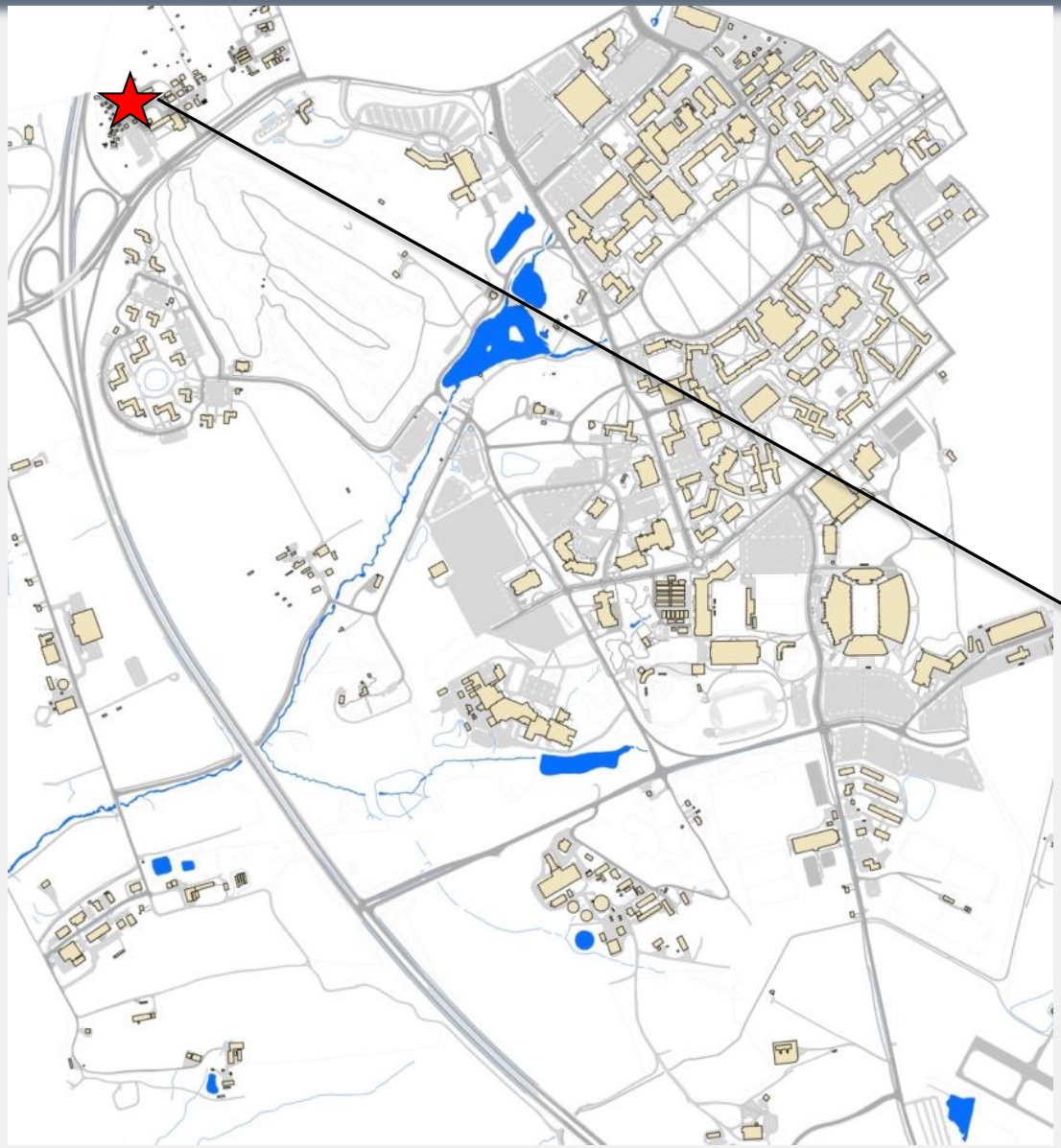
Resolution on:

DEMOLITION OF UNIVERSITY BUILDINGS No. 440 & No. 440L

Board of Visitors Meeting: ***June 2, 2014***

BUILDING LOCATION MAP

Attachment K



CMMID Barns No. 440 & No. 440L

EXTERIOR BUILDING PHOTOS

Attachment K

West Elevation Barn #440

South Elevation Barn #440

East Elevation Barn #440

North Elevation Barn #440

EXTERIOR BUILDING PHOTOS

Attachment K

North Elevation Barn #440L

West Elevation Barn #440L

South Elevation Barn #440L

East Elevation Barn #440L

RESOLUTION ON DEMOLITION OF BUILDINGS 440 and 440L

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of buildings number 440 and 440L, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of buildings number 440 and 440L be approved.

RESOLUTION FOR APPLACHIAN POWER COMPANY EASEMENT

Appalachian Power Company has requested the university grant an overhead easement forty feet (40') in width and sixty-two feet (62') in length across university property near East Main Street in the Town of Saltville, Virginia, to provide for the installation of an electrical power line to connect to another Appalachian Power Company line on property adjoining university property, to improve reliable service to other area properties and Appalachian Power Company customers.

RESOLUTION FOR APPALACHIAN POWER COMPANY EASEMENT

WHEREAS, Appalachian Power Company desires to acquire a twenty foot (20') wide overhead easement, ten feet (10') on each side of the centerline, to lay, erect, construct, operate, maintain and repair an electrical power line or lines and all equipment, accessories and appurtenances necessary for the purpose of providing reliable electrical power to other properties and/or customers adjacent to or nearby, over, under, upon and across real property of Virginia Polytechnic Institute and State University; and

WHEREAS, said easement would constitute an easement extending approximately sixty-two feet (62') and being forty feet (40') in width comprising approximately 0.569 acre of real property located in the Town of Saltville, Virginia; and

WHEREAS, said easement is more particularly described on Appalachian Power Company Drawing No. V-2317, dated March 20, 2014, entitled "Proposed Right of Way on the Property of Virginia Polytechnic Institute and State University" and attached hereto as Exhibit A; and

WHEREAS, Virginia Polytechnic Institute and State University desires to grant said easement to Appalachian Power Company;

NOW, THEREFORE BE IT RESOLVED, that the Vice President for Administration be authorized to execute an easement to Appalachian Power Company in accordance with applicable procedures for said easement as permitted by the Higher Education Restructuring Act and Management Agreement with the Commonwealth of Virginia.

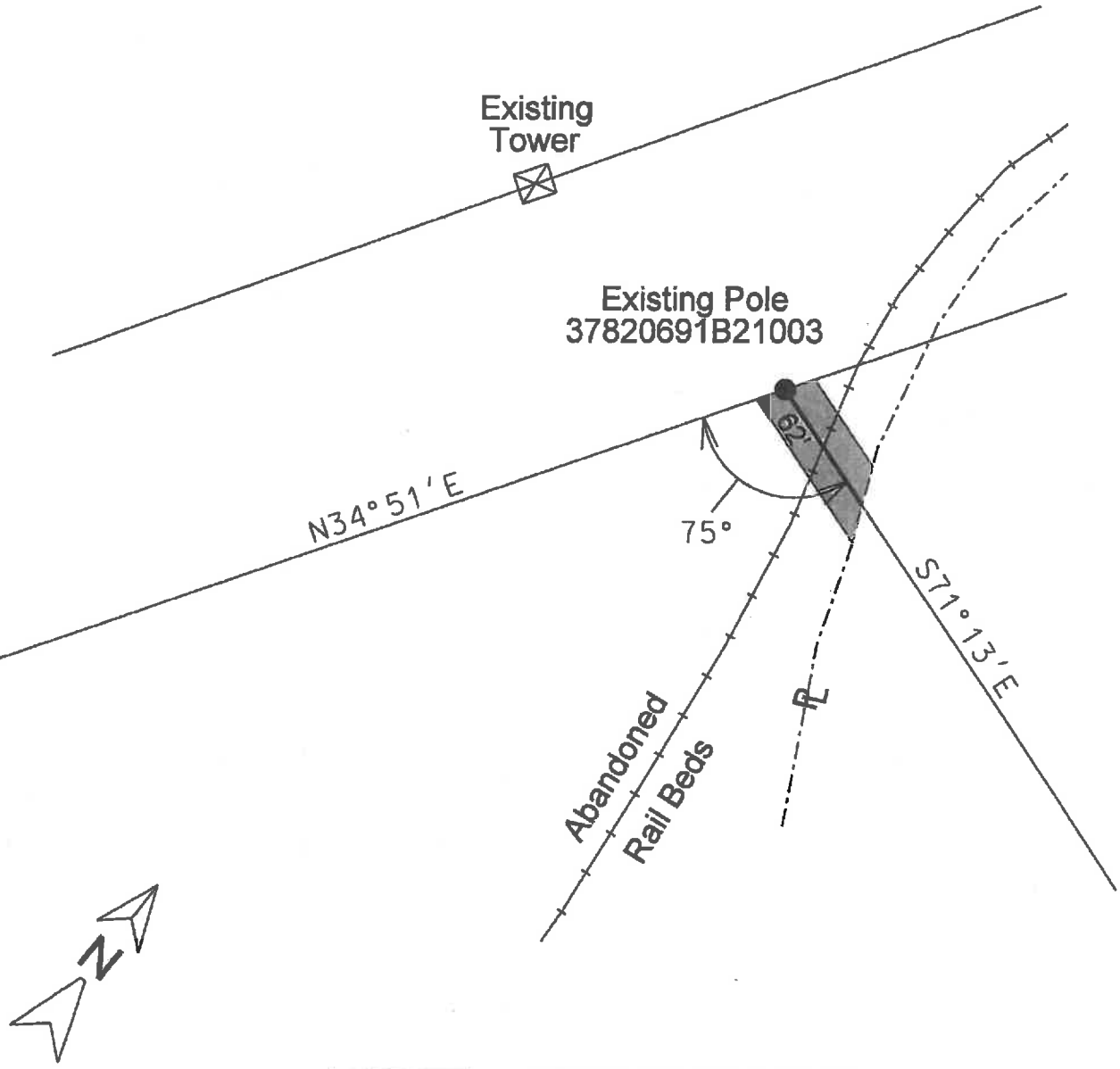
RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration to execute the easement to Appalachian Power Company be approved.

June 2, 2014

EXHIBIT A

Attachment L



40' PROPOSED RIGHT OF WAY
(20' on each side of ℄)

Smyth County, Virginia
T.D. 657000
Map Section 37820691B2

APPALACHIAN POWER COMPANY	
CHARLESTON REGION- KINGSPORT DISTRICT- SMYTH COUNTY, VIRGINIA	
PROPOSED RIGHT OF WAY ON THE PROPERTY OF VIGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY	
DRAWN BY: KJW	DATE: 3/20/14
APP. BY: CPH	SCALE: NONE
SHEET 1 OF 1	
DRAWING NO.	V-2317

Committee Minutes

FINANCE AND AUDIT COMMITTEE

340 Lavery Hall

June 2, 2014

Audit Closed Session

Board Members Present: Mr. Jim Chapman, Mr. B.K. Fulton, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Ms. Kay Heidbreder, Mr. Sharon Kurek, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr.

1. Update on Fraud, Waste, and Abuse Cases: The Committee received an update on outstanding fraud, waste, and abuse cases.

2. Discussion with the Director of Internal Audit: The Director of Internal Audit discussed audits of specific departments and units where individual employees were identified.

Audit Open Session

Board Members Present: Mr. Jim Chapman, Mr. B. K. Fulton, Ms. Deborah Petrine

VPI & SU Staff: Mr. Bob Broyden, Mr. Jared Bourne, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Ms. Annabelle Fuselier, Ms. Nancy Gruber, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Mr. Mark Owczarski, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Mr. Jeb Stewart, Mr. Brad Sumpter, Mr. Scott Weimer, Mr. Chris Yianilos

Guests: Ms. Tonia Moxley (Roanoke Times), Mr. Mike Reinholtz (Auditor of Public Accounts), Ms. Meghan Stott (Auditor of Public Accounts), Ms. Betsy Wilson (Auditor of Public Accounts)

1. Motion to reconvene in Open Session.

2. Approval of Items Discussed in Closed Session: The Committee reviewed and ratified the quarterly personnel changes and approved the 2014-15 Promotion, Tenure and Continued Appointment Program as submitted.

3. Opening Remarks and Approval of Minutes of the March 24, 2014 Meeting: The Committee reviewed and approved the minutes of the March 24, 2014 meeting.

4. Annual External Audit Scope Discussion with the Auditor of Public Accounts (APA): The Committee met with the Auditor of Public Accounts (APA) for a discussion of the scope of the audit of the 2014 financial statements and the APA's plans for conducting and completing the audit.

5. Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports: The Committee reviewed the university's update of responses to all previously issued internal audit reports. As of December 31, 2013, the university had 20 open recommendations. Twenty-nine audit comments have been issued during the third quarter of this fiscal year. As of March 31, 2014, the university has addressed 22 comments. As of May 6, 2014, Internal Audit has closed five of the 27 open recommendations leaving 22 open recommendations in progress. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since March 31, 2014.

   The Committee accepted the report.

6. Federal Audit of National Science Foundation Research Funds: The university has provided regular reports to the Finance and Audit committee on the status of the National Science Foundation audit. In the spring of 2013, the Office of the Inspector General (OIG) for the National Science Foundation (NSF) announced it would perform "cost incurred performance audits" of eleven large institutes of higher education which have received significant funding from NSF. Virginia Tech was one of the universities selected for the audit. The OIG has selected Withum Smith and Brown (WSB), a public accounting firm, to perform Virginia Tech's audit. The Committee received a report on the the current status of this audit. The university has received a draft report. The draft report contains certain questioned costs related to faculty salaries, timing of equipment purchases, cost transfer, etc. that were discussed with the Committee. The university is preparing a response to the audit report and will pursue available solutions including audit resolution process to limit the impact of this audit.

7. Review of Internal Audit Department's Status Report as of March 31, 2014: The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2014. Internal Audit has completed 68 percent of its audit plan in accordance with its fiscal year 2013-14 audit plan and previously reported modifications.

   The Committee accepted the report.

8. Review and Discussion of Proposed 2014-15 Audit Plan: The Committee reviewed the proposed audits for the development of the fiscal year 2014-15 annual audit plan. Internal Audit conducted the annual risk assessment after reviewing financial

and operational data and seeking input from senior management. Internal Audit has also created a university-wide information technology risk assessment and long-range audit plan in accordance with industry standards. Approximately 7,740 hours will be devoted to risk-based audits and compliance reviews, and 2,000 hours are allotted for advisory services. 23 audits and five compliance reviews are proposed for fiscal year 2014-15. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the report.

9. Review and Acceptance of the following Internal Audit Reports and Memos Issued: The Committee reviewed and accepted the following internal audit reports.

    a. The audit received a rating of significant improvements are needed. Audit recommendations were issued to management in the areas of contract administration, program closeout and income distribution, and reporting requirements associated with a federal grant. Additionally, a separate recommendation was issued to the Office of Sponsored Programs regarding program income from federal projects.

    b. Procurement and Accounts Payable: The audit received a rating of improvements are recommended. An audit recommendation was issued to management in the area of increasing awareness of related-party vendors.

    c. Human Development: The audit received a rating of improvements are recommended. Low-priority recommendations were issued to management where opportunities for improvement were identified related to retention of client records, monitoring of past due accounts, and efficiency of collection reports. Additionally, a separate recommendation was issued to the Office of the Provost concerning the follow-up process for findings identified during a center's programmatic oversight review.

Finance Closed Session

Board Members Present: Mr. Jim Chapman, Mr. B.K. Fulton, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Ms. Kay Heidbreder, Mr. Sharon Kurek, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr.

1. Motion for Closed Session: Motion to begin closed session.

* 2. Ratification of Personnel Changes Report: The Committee met in Closed Session to review and take action on the quarterly personnel changes report.

The Committee recommended the personnel changes report to the full Board for approval.

* 3. 2014-15 Promotion, Tenure, and Continued Appointment Program: The Committee met in Closed Session to review and take action on the 2014-15 Promotion, Tenure, and Continued Appointment Program.

The Committee recommended the 2014-15 Promotion, Tenure, and Continued Appointment Program to the Full Board for approval.

Finance Open Session

Board Members Present: Mr. Jim Chapman, Mr. B. K. Fulton, Ms. Deborah Petrine

VPI & SU Staff: Mr. Bob Broyden, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Ms. Elizabeth Flanagan, Ms. Annabelle Fuselier, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Ms. Leigh LaClair, Mr. Mark Owczarski, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kim O'Rourke, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Ken Smith, Mr. Jason Soileau, Mr. Jeb Stewart, Mr. Brad Sumpter, Mr. Chris Yianilos

Guests: Ms. Tonia Moxley (Roanoke Times), Ms. Bethany Teague (WSLS)

1. Opening Remarks and Approval of Minutes of the March 24, 2014 Meeting: The Committee reviewed and approved the minutes of the March 24, 2014 meeting.

2. Update on 2014 Legislative Session: The Finance and Audit committee received an update on the 2014 Legislative Session. The General Assembly adjourned the regular Session without reaching an agreement on a final 2014-16 biennial budget. The legislature was called to a Special Session on March 24th to continue developing the State's budget for the coming two years. At the current time, the General Assembly remains in the Special Session and has not yet arrived at an agreement on the 2014-16 biennium budget. The key reason for the continuing budget impasse is the proposed expansion of Medicaid and the appropriateness of including the expansion of Medicaid in the State budget.

   While the General Assembly continues to work on achieving a resolution to the budget impasse, it is not clear when a new budget will be forthcoming. As a result, the university's budget development process for fiscal year 2014-15 is moving forward based on management's best estimate of the 2014-15 appropriations. In addition, the state recently identified a $300 million revenue shortfall in the current year and expects this shortfall to continue into the upcoming biennium.

* 3. Approval of Year-to-Date Financial Performance Report (July 1, 2012 – March 31, 2014): The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2013 – March 31, 2014. For the third quarter, all programs of the university are on target and routine budget adjustments were made to reflect changes in General Fund revenues and expenditure budgets in academic and administrative areas.

During the third quarter, the annual budget for tuition and fee revenues have been increased by $6.5 million for higher than projected spring retention and by $1.86 million for the first winter session program. The budget for All Other Income was increased by $4.65 million for Continuing Education and Center for Organizational and Technological Advancement programs and by $1 million for the VT Carilion School of Medicine rental income.

For the quarter ending March 31, 2014, $68.5 million has been expended for Educational and General capital projects, and $14.8 million has been expended for Auxiliary Enterprises capital projects. Total capital outlay expenditures for the quarter ending March 31, 2014 was $83.3 million.

The Committee recommended the Year-to-Date Financial Performance Report to the full Board for approval.

* 4. Approval of 2014-15 Faculty Compensation Plan: The Committee reviewed the 2014-15 Faculty Compensation Plan. The report defines the qualification criteria for teaching and research faculty and administrative and professional faculty, provides guidance on the authorized salary average for full-time teaching and research faculty positions, and requires board approval.

For fall 2012, Virginia Tech's Authorized Salary was $90,392. This placed Virginia Tech at the 28th percentile of its peer group for 2012-13, based on the most recent peer salary data available from IPEDS (Integrated Postsecondary Education Data System). Because the State provided an increase in 2013-14, the authorized salary increased to $93,104. We estimate that Virginia Tech's rank will improve to the 31st percentile for fall 2013, based on SCHEV's two percent forecast of salary escalation at peer institutions.

Recognizing the critical nature of faculty compensation, the university’s standing relative to the 60th percentile of the university’s peer group average salary, the higher levels of competing offers being received by key faculty, and to minimize the high cost of turnover, the university proposes continuing the traditional annual merit-based faculty salary increase program in 2014-15. While the State budget for 2014-15 is not yet completed, the university will tentatively plan to develop recommendations during the fall of 2014 for a faculty merit review process. A tentative pool of 2.75 percent with a 0.5 percent reallocation by departments is envisioned for this faculty merit program. This plan requests authorization for management to plan and budget for the nongeneral fund resource allocations

necessary to support a merit-based faculty salary increase, and the nongeneral fund portion of any statewide program implemented in 2014-15.

The Committee recommended the 2014-15 Faculty Compensation Plan to the full Board for approval.

* 5. Approval of 2014-15 University Budget: The Committee received reports and information regarding the 2014-15 Operating and Capital Budgets.

Further Discussion of Tuition and Fee Proposal: During the Information Session on June 1, the Board members received a presentation on the 2014-15 Tuition and Fee recommendations. The Committee conducted further discussions on the tuition and fee proposal.

The Committee reviewed for approval the following 2014-15 University budgets:

a. Operating and Capital Budgets: The university anticipates an initial State authorization of $1.27 billion during 2014-15 to carry out all of its programs, based on the direct appropriations to the university. However, the annual internal budget varies from this external expenditure authorization for several reasons, some of which increase the annual expenditure authority while others reduce the expenditure plans.

For 2014-15, the recommended internal budget for all operations is $1.35 billion, an increase of $39.3 million or 3 percent over the adjusted FY 2013-14 budget. The university plans on incremental General Fund support of $16.4 million including $9.5 million for the University Division's Educational and General program, 3.2 million to support research initiatives, $0.3 million for graduate financial aid, and $3.4 million for the land-grant programs in Agency 229. The Educational and General budget will be $691.9 million in 2014-15, an increase of $22.6 million or 3.4 percent over the adjusted 2013-14 budget.

The auxiliary revenue budget for FY 2014-15 is $294.2 million, a growth of $6.1 million or 2.1 percent over the adjusted 2013-14 budget. A significant portion of the increase is attributable to growth in Residential and Dining Programs, Parking and Transportation, Intercollegiate Athletics, Center for the Arts, and increased business volume in the Virginia Tech Electric Services utility. Overall, spending for sponsored research and related activities is projected to be $340 million, an increase of $ 10.2 over the current fiscal year adjusted budget.

The Operating budget includes funding for a faculty merit program for the Academic and Vice Presidential areas of 3.25 percent of the base salary allocation and a new university staff merit program that establishes a merit pool of 2.25 percent for eligible university staff. The program will be a merit-based program with differential salary increase recommendations based on

performance. The university will implement a salary or bonus program for classified staff if the state provides authority for such a program for classified staff for 2014-15.

The capital outlay program for 2014-15 is comprised of 14 Educational and General projects and 10 Auxiliary Enterprise projects for a total of 24 projects. The total capital outlay budget for fiscal year 2014-15 includes approximately $628 million of authorizations with an estimated available balance of about $274 million. Of the available balance, the university plans to spend about $90 million in fiscal year 2014-15.

The Committee recommended the 2014-15 University Budget to the full Board for approval.

b. Hotel Roanoke Conference Center Commission Budget: The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech and the City of Roanoke, under Commonwealth of Virginia enabling legislation. The enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech a proposed operating budget showing its estimated revenues and expenses for the forthcoming fiscal year, and, if the estimated expenses exceed the estimated revenues, the portion of the unfunded balance is to be borne by each participating party for the operation of the conference center.

   The Commission has adopted and approved its operating budget for fiscal year 2014-15. Virginia Tech and the City of Roanoke will continue to make equal contributions of $80,000 to the Commission for fiscal year 2014-15. The funds for Virginia Tech will come from the Fralin endowment which was established to assist with the project.

   The Committee recommended the 2014-15 Hotel Roanoke Conference Center Commission budget to the full Board for approval.

c. Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences Budget: The Committee reviewed for approval the 2014-15 budget for the Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences. The collaboration agreement, which outlines the relationship and responsibilities of each party, requires the governing boards of each university to approve the annual operating budget for the School of Biomedical Engineering and Sciences. The 2014-15 recommended budget is $2.9 million.

   The Committee recommended the 2014-15 Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences to the full Board for approval.

* 6. Approval of 2014-15 Auxiliary Systems Budgets: The Committee reviewed for approval the 2014-15 Auxiliary Systems Budgets. In accordance with the resolutions authorizing and securing the Dormitory and Dining Hall System, Electric Service System, University Services System, and Intercollegiate Athletics System revenue bonds, the Board of Visitors is required to adopt an annual budget. All budgets are balanced and designed in accordance with bond covenants including maintenance and reserve requirements. Once approved by the Board of Visitors, the annual budget will be filed with the State Treasurer and will be the basis for making payments from the revenue fund to meet the operating costs of the auxiliary systems.

a. Dormitory and Dining Hall System Budget: The 2014-15 budget for the Dormitory and Dining Hall System, is $105 million for the period of July 1, 2014 to June 30, 2015.

b. Electric Service System Budget: The 2014-15 budget for the Electric Service System is $36.8 million for the period July 1, 2014 to June 30, 2015.

c. University Services System Budget: The 2014-15 budget for the University Services System is $41.5 million for the period July 1, 2014 to June 30, 2015.

d. Intercollegiate Athletics System Budget: The 2014-15 budget for the Intercollegiate Athletics System is $57.7 million for the period July 1, 2014 to June 30, 2015.

The Committee recommended each of the four Auxiliary Systems Budgets for 2014-15 to the full Board for approval.

* 8. Approval of 2014-15 Pratt Fund Budgets: The Committee reviewed for approval the 2014-15 Pratt Fund budgets for Engineering and Animal Nutrition. The Pratt Fund provides funding for programs in both the College of Engineering and Department of Animal Nutrition in the College of Agriculture and Life Sciences. For 2014-15, the College of Engineering proposes expenditures of $911,130 and the Animal Nutrition proposes expenditures of $916,825.

The Committee recommended the 2014-15 Pratt funds budget to the full board for approval.

* 9. Approval of Resolution to Reappoint University Commissioner to the Hotel Roanoke Conference Center Commission: The Committee reviewed for approval a resolution to reappoint the Vice President for Outreach and International Affairs as the University's representative on the Hotel Roanoke Conference Center Commission.

The Committee recommended the resolution to reappoint Vice President for Outreach and International Affairs as the University' representative to the Hotel Roanoke Conference Center Commission to the full Board for approval.

Joint Open Session

Board Members Present: Mr. Jim Chapman, Mr. William Fairchild, Mr. B. K. Fulton, Mr. William Holtzman, Mr. John Lee, Ms. Deborah Petrine, Mr. John Rocovich, Mr. Steve Sturgis

VPI & SU Staff: Mr. Bob Broyden, Mr. Allen Campbell, Mr. Van Coble, Mr. Joseph Crane, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Kevin Foust, Ms. Annabelle Fuselier, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Kimberly Johnston, Ms. Sharon Kurek, Ms. Leigh LaClair, Ms. Heidi McCoy, Mr. Mark Owczarski, Mr. Andrew Marinik, Dr. Scott Midkiff, Mr. Ken Miller, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Ken Smith, Mr. Jason Soileau, Mr. Robert Spieldenner, Mr. Jeb Stewart, Mr. Brad Sumpter, Dr. Sherwood Wilson, Mr. Chris Yianilos

Guests: Tonia Moxley (Roanoke Times)

* 1. Approval of Resolution for McBryde 100 Classroom Renovation: The Committees reviewed for approval a resolution for McBryde 100 Classroom Renovation. The project scope includes renovation of an approximately 5,900 gross square, 560 seat classroom, commonly known as McBryde 100, and is one of the most utilized instruction spaces on campus because of its size and seating capacity. This classroom's utilization accounts for more than 12,500 contact hours per semester, which is generally the university's highest used classroom space.

Since coming online in 1973, the space is largely unchanged with minimal updating. The room's outdated stage, steeply sloping floor, outdated teaching wall including an obsolete rear projection system, unbalanced acoustics, and deteriorating seating system do not meet classroom standards of the institution. Further, faculty and students regard the space as unsatisfactory learning environment.

The envisioned improvements include creating a fully accessible auditorium by reducing the floor slope, providing a redesigned teaching wall, upgrading the audio/visual systems, updating the mechanical, electrical and fire protection systems, replacing the worn and deteriorated seating, and replacing the ceiling and lighting systems. Because of the importance of the room to meet instructional capacity demands, the university desires the renovations to be completed for fall 2015 class scheduling.

Based on the feasibility study and internal estimates, the proposed renovation of the McBryde 100 classroom, inclusive of all hard and soft costs, will not exceed

$2.8 million. As with all self-supporting projects, the university has developed a funding plan to provide assurance regarding the financial feasibility of the overall project. This plan calls for internal financing repaid over time by self-generated revenues. With the scope, schedule, cost, and funding plan established, the university is ready to move forward with the project.

The Committees recommended the Resolution for McBryde 100 Classroom renovation to the full board for approval.

*__Requires full Board approval.__

Update to Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

March 31, 2014

As part of the internal audit process, university management participates in the opening and closing conferences and receives copies of all Internal Audit final reports. The audited units are responsible for implementing action plans by the agreed upon implementation dates, and management is responsible for ongoing oversight and monitoring of progress to ensure solutions are implemented without unnecessary delays. Management supports units as necessary when assistance is needed to complete an action plan. As units progress toward completion of an action plan, Internal Audit performs a follow up visit within two weeks after the target implementation date. Internal Audit is responsible for conducting independent follow up testing to verify mitigation of the risks identified in the recommendation and formally close the recommendation. As part of management's oversight and monitoring responsibility, this report is provided to update the Finance and Audit Committee on the status of outstanding recommendations. Management reviews and assesses recommendations with university-wide implications and shares the recommendations with responsible administrative departments for process improvements, additions or clarification of university policy, and inclusion in training programs and campus communications. Management continues to emphasize the prompt completion of action plans.

The report includes outstanding recommendations from Compliance Reviews and Audit Reports. Consistent with the report presented at the March Board meeting, the report of open recommendations includes three attachments. Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations. Attachment B details all open high or medium priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels. Attachment C charts performance in implementing recommendations on schedule over the last seven years. The 98.1 percent on-schedule rate for FY 2014 reflects closing 52 of 53 recommendations by the original due date.

The report presented at the March 24, 2014 meeting covered Internal Audit reports reviewed and accepted through December 31, 2013 and included 20 open medium and high priority recommendations. Activity for the quarter ended March 31, 2014 resulted in the following:

Open recommendations as of December 31, 2013	20
Add: Medium & High priority recommendations accepted March 24, 2014	29
Subtract: recommendations addressed since December 31, 2013	22
Remaining open recommendations as of March 31, 2014	27

While this report is prepared as of the end of the quarter, management continues to receive updates from Internal Audit regarding auditee progress on action plans. Through May 6, 2014, Internal Audit has closed four of the 27 outstanding medium and high priority recommendations. Twenty-two of the remaining 23 open recommendations are progressing as expected and are on track to meet their respective target due dates. One item, Noncompliance with PCI DSS – Athletics due May 1, 2104 is undergoing an extended review to ensure the central risk elements have been mitigated. Management continues to work conjointly with the units and providing assistance as needed to ensure the action plans are completed timely.

Presentation Date: June 2, 2014

ATTACHMENT A

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

March 31, 2014

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
08-Aug-13	International Affairs	13-1109	3	2				1	1
14-Aug-13	Outsourced Cloud Services	13-1110	1					1	1
29-Oct-13	Student Residency Status	14-1133	2	1				1	1
29-Oct-13	Research: Biosafety	14-1135	3	2				1	1
30-Oct-13	Housing and Residence Life	14-1134	2	1			1		1
31-Oct-13	External Data Interfaces and Wire Transfers	13-1126	2	1				1	1
31-Jan-14	Computer Science	14-1137	3	2				1	1
18-Feb-14	Aerospace and Ocean Engineering	14-1140	1				1		1
27-Feb-14	Alson H. Smith and Middleburg ARECs	14-1146	4	2			2		2
04-Mar-14	Real Estate Management	14-1144	8				5	3	8
06-Mar-14	Payment Card Industry Data Security Standards (PCI DSS)	14-1141	5	1			1	3	4
07-Mar-14	Fleet and Parking Services	14-1143	5				2	3	5
Totals:			**39**	**12**	**0**	**0**	**12**	**15**	**27**

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2014

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
14-Aug-13	1	13-1110	Outsourced Cloud Services	Incomplete Planning for Outsourced Cloud Services	Medium		08-Apr-14		1	
31-Oct-13	2	13-1126	External Data Interfaces and Wire Transfers	Integrity of Submitted Data (Accounts Payable and Payroll)	Medium		30-Apr-14		1	
28-Oct-13	3	14-1133	Student Residency Status	Residency Monitoring	Medium		30-Apr-14		1	
27-Feb-14	4	14-1146	Alson H. Smith and Middleburg ARECs	Smith - Health and Safety	High		30-Apr-14		1	
06-Mar-14	5	14-1141	Payment Card Industry Data Security Standards (PCI DSS)	Noncompliance with PCI DSS - Athletics	Medium		1-May-14		1	
31-Jan-14	6	14-1137	Computer Science	Periodic Review of Logical Access	Medium		30-May-14		1	
29-Oct-13	7	14-1135	Research: Biosafety	Identification and Reporting of All Biosafety-Related Research to the IBC	Medium		01-Jun-14		1	
06-Mar-14	8	14-1141	Payment Card Industry Data Security Standards (PCI DSS)	User Passwords Sent in Plain Text - Athletics	Medium		1-Jul-14		2	
27-Feb-14	9	14-1146	Alson H. Smith and Middleburg ARECs	Middleburg - Health and Safety	High		1-Aug-14		2	
04-Mar-14	10	14-1144	Real Estate Management	HokieServ Lease Module System Access	High		1-Aug-14		2	
06-Mar-14	11	14-1141	Payment Card Industry Data Security Standards (PCI DSS)	PCI DSS Guidance for Student Organizations - OUB	Medium		1-Aug-14		2	
06-Mar-14	12	14-1141	Payment Card Industry Data Security Standards (PCI DSS)	Noncompliance with PCI DSS - The Inn at VT	High		31-Aug-14		2	
30-Oct-13	13	14-1134	Housing and Residence Life	Summer Conferences and Camps	High		15-Sep-14		2	
08-Aug-13	14	13-1109	International Affairs	Education Abroad	Medium		01-Oct-14		2	
04-Mar-14	15	14-1144	Real Estate Management	Reconciliations of Central Leases	High		01-Oct-14		2	
04-Mar-14	16	14-1144	Real Estate Management	Lease Amendments	High		01-Oct-14		2	
04-Mar-14	17	14-1144	Real Estate Management	Lease Terminations	Medium		01-Oct-14		2	

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2014

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
07-Mar-14	18	14-1143	Fleet and Parking Services	Long-Term Visitor Permits and VIP Vehicles	Medium		01-Oct-14		2	
07-Mar-14	19	14-1143	Fleet and Parking Services	Inconsistently Applied Permit Refunds	Medium		01-Oct-14		2	
07-Mar-14	20	14-1143	Fleet and Parking Services	Inadequate Monitoring of Fuel Inventory Leak Checks	Medium		01-Oct-14		2	
04-Mar-14	21	14-1144	Real Estate Management	Federal Funds Activity	Medium		01-Nov-14		2	
07-Mar-14	22	14-1143	Fleet and Parking Services	Inappropriately Voided Citations	High		01-Dec-14		2	
18-Feb-14	23	14-1140	Aerospace and Ocean Engineering	Health and Safety	High		31-Dec-14		2	
04-Mar-14	24	14-1144	Real Estate Management	Lease Portfolio and Payments	High		15-Jan-15		2	
04-Mar-14	25	14-1144	Real Estate Management	Income Leases and License Agreements	High		15-Jan-15		2	
04-Mar-14	26	14-1144	Real Estate Management	Deeds, Easements, and Conveyances	Medium		15-Jan-15		2	
07-Mar-14	27	14-1143	Fleet and Parking Services	Inadequate Safeguards for Cash Handling	High		31-Jan-15		2	

(1) As of March 31, 2014, management confirmed during follow up discussions with Internal Audit that actions are occurring and the target date will be met. The Internal Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.

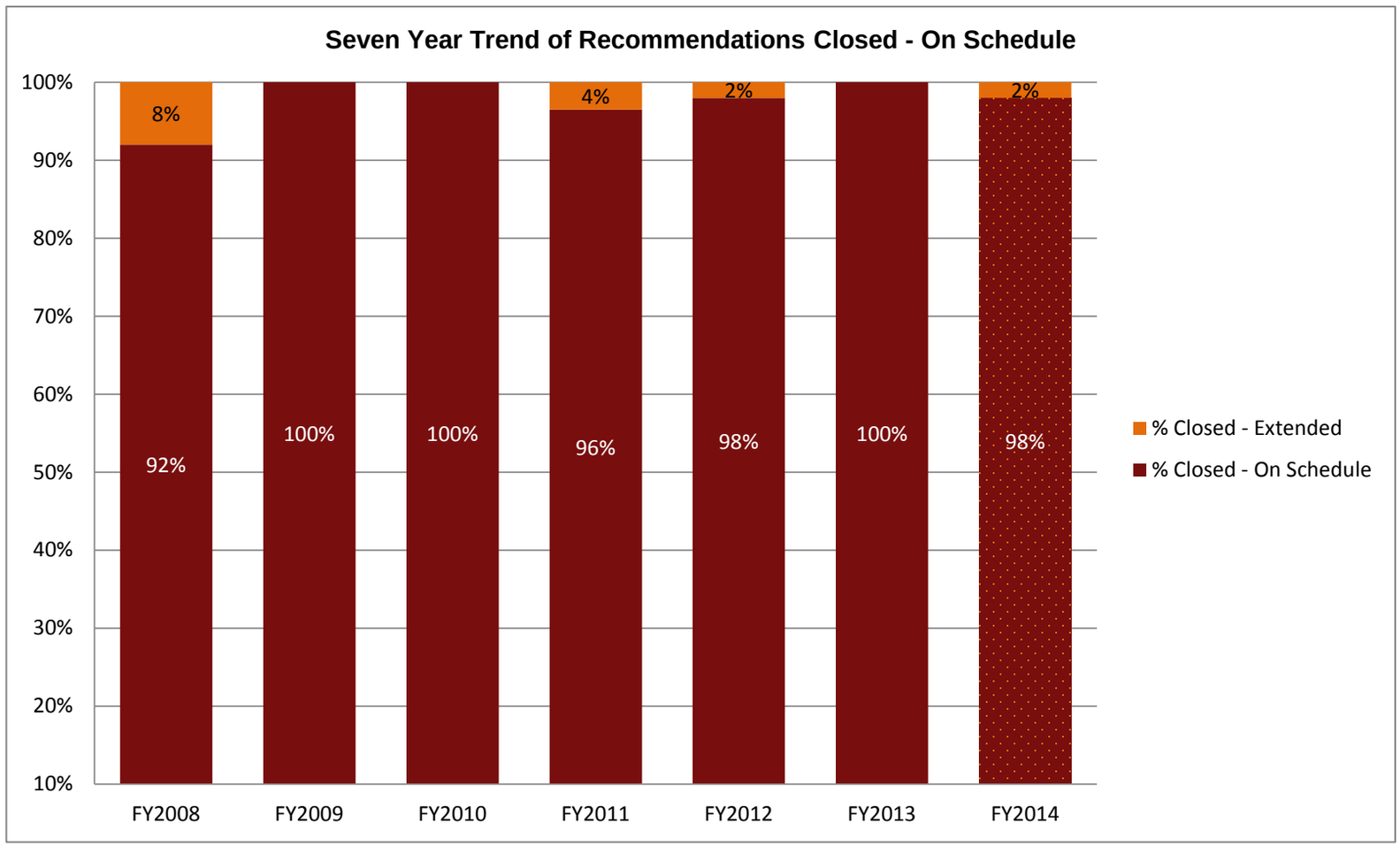
(2) Target date is beyond current calendar quarter. Management has follow-up discussions with the auditor to monitor progress, to assist with actions that may be needed to meet target dates, and to assess the feasibility of the target date.

ATTACHMENT C

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2014



Presentation Date: June 2, 2014

Federal Agency Special Purpose Audits and Reviews

FINANCE AND AUDIT COMMITTEE

May 1, 2014

Background

In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program performed by the Auditor of Public Accounts (APA), Virginia Tech is also subject to special purpose audits or reviews performed by other entities, such as federal agencies sponsoring grants and contracts. Due to the growth in the breadth of the research programs and the dollar volume of activities at Virginia Tech, the university is more likely to now be selected for inclusion in such audits or reviews. At each of the meetings since June 3, 2013, the university provided reports to the Finance and Audit Committee on the status of the National Science Foundation audit. This report provides an update on the current status of this audit.

National Science Foundation Audit Update

In the Spring of 2013 the Office of the Inspector General (OIG) for the National Science Foundation (NSF) announced it would perform "cost incurred performance audits" of eleven large institutes of higher education which have received significant funding from NSF. Because Virginia Tech currently has 503 active awards totaling $190.7 million from NSF, it was one of the universities selected for audit.

The OIG has selected Withum Smith and Brown (WSB), a public accounting firm, to perform Virginia Tech's audit. The university has designated the Assistant Vice President for Sponsored Programs Administration and the Assistant Vice President for Finance and University Controller to coordinate interactions with WSB. Since the entrance conference with WSB on April 12, 2013, the following items have occurred:

- WSB has requested and the university has provided, numerous data files of transactions from the university's Finance and Human Resources systems for the entire period under audit (January 1, 2010 through December 31, 2012).

- WSB audit managers came to campus July 31, 2013 through August 2, 2013 to gain an understanding of the university's systems, and its policies and procedures related to the internal controls over the finance and human resources transactions. The Assistant Vice President for Sponsored Programs Administration and the Assistant Vice President for Finance and University

Controller led the discussions with the auditors who seemed experienced and knowledgeable about higher education business processes.

- WSB audit managers and staff returned to campus on August 5, 2013 through August 9, 2013 to test an initial sample of transactions posted to these NSF grants to ensure they are in compliance with federal regulations and are allowable costs. The university provided support for most of these sample transactions while the auditors were on campus. The auditors subsequently asked for additional support or justification for numerous transactions in the initial sample.

- The WSB auditors returned to campus in December 2013 to review a second sample of transactions that were related to faculty, staff and student salary charges to NSF projects.

- In early February 2014 the university received additional requests for additional documentation on transactions from both groups of transactions reviewed. The university also received a listing of items that were potential questioned costs (costs charged to projects that the auditors feel may not be in compliance with federal regulations).

- In March of 2014 the university provided detailed support and had several teleconferences with the WSB auditors and successfully resolved a significant portion of the potential questioned costs. However, many items could not be resolved to the auditors' satisfaction and remained as questioned costs. For the questioned costs related to faculty salaries, fringe benefits and facilities and administrative costs related to the salaries were computed and added to the total questioned costs.

- In late April the WSB auditors issued a preliminary draft audit report, and in conjunction with NSF OIG personnel, discussed the findings with the university. The WSB auditors and OIG personnel were amenable to making minor edits to correct errors or omissions; however they were not willing to make substantive changes to their findings.

Based on a discussion with the WSB auditors on April 25, 2014 and the interactions with the auditors thus far, the audit timetable has been revised as shown below.

Revised Audit Timetable Projection:

a. Selection and review of an initial set of three months data	April – May 2013
b. On-campus visit for initial field work for the initial set of expenditures	July – August 2013
c. Assessment of results of testing for initial sample of transactions, meeting with NSF OIG, selection of additional sample of transactions	August -November 2013
d. Additional on-campus visit to test the second sample of transactions for the three year period	December 2013
e. Creation of initial list of potential questioned costs by the WSB auditors and preparation of responses by the university to justify the legitimacy of the costs with supporting documentation whenever possible	February 2014 – April 2014
f. Issuance of preliminary draft report by WSB auditors	Late April - May 2014
g. Issuance of final draft audit report by WSB auditors and creation of the university response	Late Spring 2014 – Early Summer 2014
h. Completion and issuance of final audit report including the university's response	Summer 2014
i. Completion of the audit resolution process	Summer 2014 – Spring 2015

Potential Impact of this Type of Audit

The university is currently evaluating the final impact of this audit. The WSB auditors reviewed over 193,111 expenditure transactions totaling $113.2 million on the university's NSF projects for the three year period. Based on the preliminary draft report received in late April 2014, we anticipate that the questioned costs to be included in the final report will be higher than expected.

The majority of the questioned costs relate to faculty salaries. NSF rules preclude charging more than two-ninths of a senior personnel's salary across all active NSF

projects for that personnel. NSF is the only federal agency that has this specific rule related to faculty salaries. The university provided detailed support to the WSB auditors and successfully resolved a significant portion of the potential questioned costs related to faculty salaries. However, many items could not be resolved to the auditors' satisfaction and remained as questioned costs. The WSB auditors and NSF OIG personnel did not accept the university's argument that NSF rules permit limited re-budgeting of costs to streamline the administration of NSF awards and that this re-budgeting authority did not specifically exclude faculty salaries. The majority of the faculty salaries in question exceeded the NSF salary limit by less than $5,000.

For the questioned costs related to faculty salaries, fringe benefits and facilities and administrative costs related to the salaries were computed and added to the total questioned costs. The addition of these computed costs resulted in doubling the total questioned costs related to faculty salaries.

The remaining questioned costs generally relate to equipment purchased near the end of NSF projects, salary cost transfers, travel expenditures, visa costs, etc. and whether such expenditures benefited the NSF grant that was charged. The total of questioned costs for these items was relatively minor.

The university will prepare the response to the audit report and pursue available alternatives including the audit resolution process to attempt to reduce the questioned costs and limit the impact of this audit.

Internal Audit Status Report

FINANCE AND AUDIT COMMITTEE

May 6, 2014

Audit Plan Update

Audits were performed in accordance with the fiscal year 2013-14 annual audit plan at a level consistent with the resources of the Department of Internal Audit. Three audit projects have been completed since the March board meeting. In an effort to coordinate projects and improve efficiencies with the Auditor of Public Accounts (APA), the risk-based audit of IT: Banner Applications has been cancelled due to its inclusion within an upcoming APA review.

The following eight audit projects are underway: Athletics: Operations; IT: Windows Server Security; Conflict of Interest/Conflict of Commitment; University Scholarships and Financial Aid; IT: Wireless Security; Facilities Work Order System; Vice President for Student Affairs; and Vice President and Dean for Graduate Education. So far in fiscal year 2013-14, Internal Audit has completed 68 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2013-14 Completion of Audit Plan

Audits	
Total # of **Audits** Planned	26
Total # of Supplemental **Audits**	3
Total # of Carry Forwards	1
Total # of Planned **Audits** Canceled and/or Deferred	2
Total **Audits** in Plan as Amended	28
Total **Audits** Completed	19
Audits - Percentage Complete	68%
Note: Includes Compliance Reviews and Advisory Services	

Internal Audit Proposed Audit Plan for Fiscal Year 2014-15

FINANCE AND AUDIT COMMITTEE

May 15, 2014

Internal Audit conducts risk-based audits, compliance reviews, advisory services, and fraud investigations. The risk-based audit is an objective examination of evidence for the purpose of providing an independent assessment to contribute to the improvement of governance, risk management, and the control systems within the university. The objective of the compliance review is to ensure all senior management areas (even low risk) receive periodic reviews from Internal Audit every five years to perform tests of compliance with major university business policies at a minimum. Advisory service activities, the nature and scope of which are agreed with the client, are intended to add value and improve the university's governance, risk management, and control processes without the internal auditor assuming management responsibility.

Internal Audit management conducted its annual risk assessment to identify the entities that should receive audit attention in fiscal year 2014-15. University departments and administrative operations were grouped into approximately 175 auditable entities or responsibility centers based on common missions and the existing organizational structure.

For each auditable entity, financial data reviewed included expenditures, revenues, cash receipts, federal contracts and grants, and the total number of employees. The relative business risk was assessed on a judgmental basis for the following qualitative and quantitative factors.

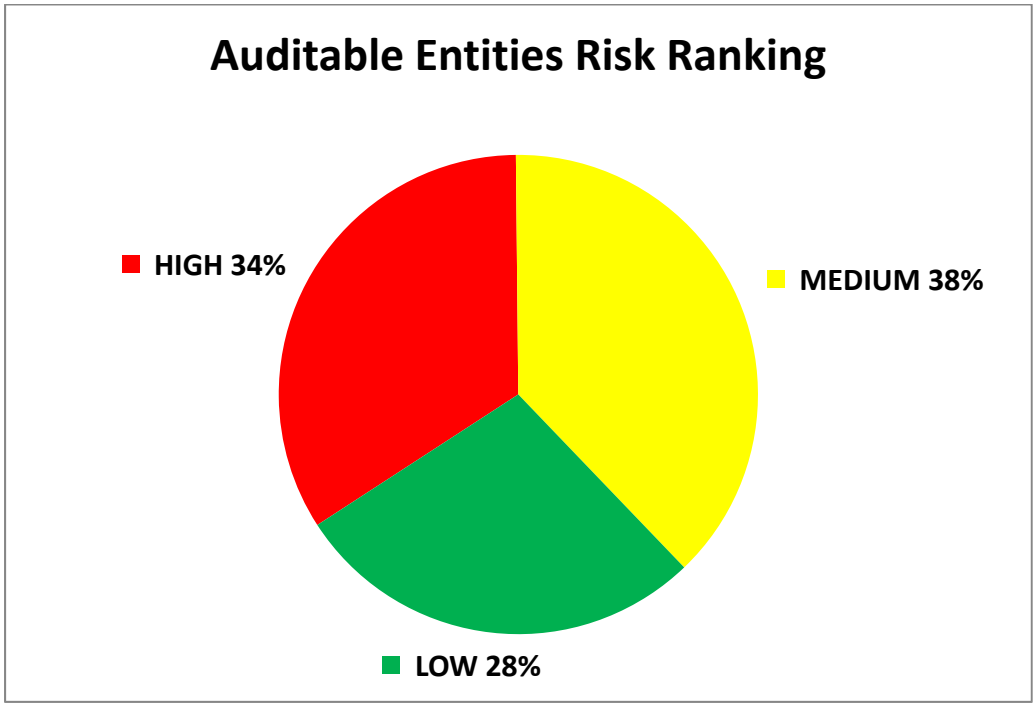
Factor
Quality and Stability of Control Environment
Business Exposure (Materiality and Liquidity of Operational Resources)
Public and Political Sensitivity
Compliance Requirements
Information Technology and Management Reporting

Elements considered within these factors included:

- Sense of management control consciousness;
- Stability and expertise of management;
- Interval since the last audit review;
- Complexity of operations and technology applications;
- Materiality or financial impact to the university;
- Potential impact to reputation;

- Impact of non-compliance with internal and external policy, procedure, regulatory, and statutory requirements; and
- Reliance on information and management reporting for operating decisions, monitoring performance, providing services, and allocating resources.

The graph below depicts the results of the risk assessment classifications. The risk assessment results are similar to previous risk assessments conducted by Internal Audit.



Senior management had the opportunity to provide input on areas for consideration in the preparation of the audit plan. Additionally, a five-year core audit plan was developed to ensure Internal Audit provides adequate coverage related to the university's critical areas. See the Proposed Five-Year Core Audit Plan (Schedule 4). The Core Audit Plan includes several multi-year audits that will allow for annual reviews of selected components of the entities with high external compliance risk and complex operations. These entities are University Scholarships and Financial Aid, Research, Human Resources, and Intercollegiate Athletics.

Internal Audit has also created a university-wide information technology (IT) risk assessment and audit plan document mapped to the ISO 27002 standard. This planning method helps ensure the consideration and reduction of enterprise-wide risks within the IT universe at Virginia Tech and compliance with Commonwealth of Virginia requirements for IT audit functions. ISO 27002 is an information security standard published by the International Organization for Standardization (ISO) that is considered to be a best practice for developing and maintaining enterprise-wide IT security. IT

policies at Virginia Tech already reference this internationally accepted standard as the basis for the guidance set forth.

Internal Audit consulted with key IT personnel during the development of the assessment and plan document to ensure that audit coverage was maximized and properly targeted. The assessment of IT and business operations at Virginia Tech identified four high-level risk domains, which provide the basis for execution of the five-year audit plan. These domains are as follows:

- Student Systems;
- Finance and Administrative Systems;
- Human Resources Systems; and
- Research Systems.

These domains are intended to encapsulate the vast majority of the systems and computing environments within the IT universe at Virginia Tech. Audit coverage will be obtained for each of these risk domains in all of the 12 main content areas and their sub-areas described in the ISO 27002 standard for each five-year audit plan. This will be achieved in a variety of audits that are topical in nature to gain a better understanding of the university-wide environment instead of narrowly focusing on the performance of individual departments. This approach will also allow Internal Audit to maintain current knowledge of the IT security and operating conditions in a dynamic industry through the constant evaluation and revision of individual audits during the plan period. See the Proposed Five-Year Core Information Technology Audit Plan on Schedule 5.

As each audit is undertaken, risks will be re-evaluated to ensure proper audit coverage taking into account confidentiality, integrity, and availability. If new topics emerge during the five-year plan period that require more immediate attention, reconfiguration of the plan can be undertaken to accommodate these changes.

Given existing resources, an estimated 12,740 direct hours will be devoted to audits, planning, and reviews (Schedule 1). Based on the risk assessment and feedback from management, the proposed audit plan (Schedule 2) includes a balance of high, medium, and low risk entities and compliance reviews (Schedule 3). A description of the preliminary audit scope for projects on the fiscal year 2014-15 plan is detailed in Schedule 6. Internal Audit's goal is to complete 85 percent of the audit plan. The proposed audit plan may be modified based on the external audit environment or changes in regulations, management, or resources.

AUDIT PERSONNEL AVAILABLE HOURS FOR FISCAL YEAR 2014-15

Sources of Effort Available:	No. of Employees	Annual Hours	Total Hours	Percent Of Effort
Audit Staff	7	2,080	14,560	83.97%
Wage Auditor	1	1,500	1,500	8.65%
Graduate Assistant / Student Worker	2	640	1,280	7.38%
Total Available - Fully Staffed	**10**		**17,340**	**100.00%**
Planned Application of Effort:				
Performing Scheduled Audits		6,590		38.00%
Compliance Reviews		1,150		6.63%
Advisory Services / Management Requests		2,000		11.53%
Reviews of Alleged Fraud, Waste, and Abuse		1,500		8.65%
Annual Audit Activities (Follow-up, Inventory)		750		4.33%
Continuous Monitoring		750		0.60%
Total Direct Hours - Audit, Planning and Review			**12,740**	**73.47%**
Vacations, Holidays, and Sick Leave		2,175		12.54%
Training and Professional Development		600		3.46%
Administrative Tasks / Network Maintenance		1,825		10.52%
Total Indirect Hours			**4,600**	**26.53%**
Grand Total Hours of Effort			**17,340**	**100.00%**

AUDIT PLAN FOR FISCAL YEAR 2014-15
RISK BASED AUDITS

ENTITIES	LAST AUDIT	RISK	HOURS
Athletics NCAA – Financial Aid *	2011	High	350
Civil and Environmental Engineering	2009	High	350
Departmental Scholarships	2010	High	225
Environmental Health and Safety	2010	High	300
Export and Secure Research Compliance	2007	High	275
Health and Counseling Centers	2008	High	325
Human Resources: Leave Accounting *	2010	High	200
IT: Employee Access Life Cycle	N/A	High	300
IT: FERPA / HIPAA	N/A	High	300
IT: Oracle Database	2004	High	200
IT: Security Incident Response	N/A	High	315
Materials Science and Engineering	2009	High	300
Renovations / University Building Official	2009	High	350
Research: Cost Sharing *	N/A	High	300
School of Education	2008	High	300
University Scholarships and Financial Aid *	2011	High	250
VT Electric Services / Utilities	2009	High	300
College of Veterinary Medicine	2006	Medium	300
Facilities Operations	2006	Medium	300
Fralin Life Science Institute	2007	Medium	200
Language and Culture Institute	N/A	Medium	200
Non-Standard Tuition and Fees	N/A	Medium	300
VCE – Southeast District	2010	Medium	350
		Total Hours Needed	**6,590**
		Total Audits Planned	**23**

* Entity receives an annual audit on different components of their operation.

FIVE-YEAR COMPLIANCE REVIEW PLAN
FOR FISCAL YEARS 2014-15 THROUGH FISCAL YEAR 2018-19

Audit Entity (Senior Management Areas)	Last Review	Hours of Effort FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Athletics	2013				250	
College of Agriculture and Life Sciences	2014					350
College of Architecture and Urban Studies	2012			250		
College of Business	2010	250				
College of Engineering	2013				350	
College of Liberal Arts and Human Sciences	2013			350		
College of Natural Resources and Environment	2014					200
College of Science	2010	250				
College of Veterinary Medicine	2013					250
Office of the President	2011		150			
Office of the Provost	2012		300			
University Libraries	2011		250			
Vice President and Dean for Graduate Education	2014				200	
Vice President for National Capital Region	2011		200			
Vice President for Administration	2010	300				
Vice President for Alumni Relations	2010	150				
Vice President for Development and University Relations	2011		250			
Vice President for Diversity and Inclusion	2014					150
Vice President for Finance	2012			250		
Vice President for Information Technology	2009	200				
Vice President for Outreach and International Affairs	2011			300		
Vice President for Research	2012				300	
Vice President for Student Affairs	2014					350
Total Budgeted Hours		**1150**	**1150**	**1150**	**1100**	**1300**
Number of Reviews		**5**	**5**	**4**	**4**	**5**

NOTE: Compliance reviews include all departments reporting to the respective senior management area.

PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2014-15 THROUGH FISCAL YEAR 2018-19

Area	2015	2016	2017	2018	2019
Enrollment Services	Financial Aid – Federal Prog., Dept. Schol., Fin. Reporting	Financial Aid – State and Inst. Prog., Overaward	Financial Aid – Inst. and Stud. Eligibility, Title IV Return, Quality Assur.	Financial Aid – Federal Prog., Dept. Schol., Fin. Reporting	Financial Aid – State and Inst. Prog., Overaward
	Departmental Scholarships	Graduate Admissions Application System	Undergraduate Admissions	University Registrar	Graduate Education
Research	Fralin Life Science Institute	ICTAS	VTCRI	VBI	Institute for Creativity, Arts & Technology
	Export and Secure Research Compliance	ICAM / ISCE	Animal Care and Resources	OSP Project Set-Up, Billing, A/R, Close-Out	IRB for Human Subjects
	Cost Sharing	Effort Reporting	Cost Transfers	Lab Safety	PI Grant Management
Human Resources and Payroll	Leave Accounting	Benefits	Payroll Transactions	Compensation and Classification / Equity	Hiring and Termination
Auxiliary Enterprises/ Student Support	Health and Counseling Centers	The Inn at Virginia Tech	Dining Services	Recreational Sports	Hokie Passport Services
	VT Electric Service / Utilities	Telecommunications (CNS)	Student Centers and Activities	Licensing and Trademarks	Center for the Arts
	NCAA – Financial Aid	NCAA – Eligibility	NCAA – Recruiting	Athletics – Compliance	Athletics – Operations
Facilities Management	Environmental Health and Safety	Construction Management	Police Department	Records Management	Fleet Srvs, Parking, & Transportation (2014)
	Renovations / Univ. Building Official	Real Estate Management	Mail Services	Emergency Preparedness	Printing and Copier Mgt Program
	Facilities Operations				
Finance	Non-Standard Tuition and Fees	Controller's Office – General Accounting	Controller's Office – Fixed Assets	Controller's Office – Risk Management	Office of the University Bursar
Academic Units	Civil and Environmental Engineering	Crop and Soil Environmental Sciences	Engineering Science and Mechanics	Sustainable Biomaterials	Chemistry
	Materials Science and Engineering	Electrical and Computer Engineering	Geosciences	VT-Wake Forest Schl of Biomed. Eng. & Science	Mining and Minerals Engineering
	School of Education	Physics	Biochemistry	Biological Systems Eng.	Horticulture
	College of Veterinary Medicine	Building Const. / Myers-Lawson Schl of Const.	Entomology	School of Public and International Affairs	Industrial and Systems Engineering
Off-Campus Locations	VCE – Southeast District	Reynolds Homestead	International Activities	VCE – Northern District	Eastern Shore / Virginia Seafood ARECs

PROPOSED FIVE-YEAR CORE INFORMATION TECHNOLOGY AUDIT PLAN FOR FISCAL YEAR 2014-15 THROUGH FISCAL YEAR 2018-19

Year	Audit	Risk Assessment	Security Policy	IT Security Organization	Asset Management	Human Resources Security	Physical and Environmental Security	Communications and Operations Management	Access Control	Information Systems Acquisition, Development, and Maintenance	Business Continuity	IT Security Incident Management	Compliance
		ISO 27002 Coverage Areas											
2015	IT Security Incident Response				✓	✓		✓		✓	✓		
2015	Oracle Database			✓						✓			
2015	FERPA/HIPAA			✓				✓					✓
2015	Employee Access Life Cycle			✓		✓							
2016	Project Management							✓		✓			
2016	Network (RLAN, Routers, & Firewalls)							✓	✓	✓			
2016	Printer Security							✓	✓				
2016	UNIX Server Security								✓				
2017	Banner Applications		✓					✓	✓				
2017	COOP Review	✓		✓	✓			✓				✓	
2017	General Controls Review			✓			✓	✓					✓
2017	Surplus Property							✓					
2018	Disaster Recovery	✓		✓	✓			✓				✓	
2018	External Interfaces & Wire Transfers									✓			
2018	Mobile Device Security				✓			✓	✓				
2018	Outsourced Systems							✓		✓			
2019	Banner Applications		✓					✓	✓				
2019	Windows Server Security								✓				
2019	PCI Compliance									✓			
2019	Wireless Security							✓	✓	✓			

Note: Audits will include coverage of all critical or sensitive risk domains (Student, Finance, Human Resources, and Research) of the university.

IT Audits that will include decentralized scope coverage across campus

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2014-15 AUDIT PLAN

The description of the preliminary audit scope for projects on the fiscal year 2014-15 audit plan is detailed below. However, the preliminary scope is subject to change as the audit objectives are based on identified business goals and objectives, potential risks, and processes designed to mitigate those risks during the audit planning process. The annual expenditures and revenues referenced below reflect fiscal year 2012-13 data.

Periodic Reviews of Colleges, Schools, and Departments: The objective of these audits is to assure sound business practices are in place and processes comply with university policies. These reviews will focus on the unit's business objectives and will evaluate controls and business risks. Tests of records may include core business functions such as contract and grant administration, service centers, health and safety, facility security, conflict of interest, and systems and network security as applicable, to determine if processes effectively manage risks, safeguard assets, and comply with policies.

Academic Reviews:

Civil and Environmental Engineering

The Department of Civil and Environmental Engineering (CEE), ranked among the top 10 accredited civil and environmental engineering departments by the US News and World Report, has approximately 480 undergraduate and 390 graduate students enrolled. Total expenditures for the department were $21.9 million, with sponsored research totaling $10 million. The department has the third largest total expenditures by dollar volume and sponsored research at the university. Program areas include construction engineering and management, geotechnical engineering, structural engineering and materials, and environmental and water resources engineering, among others. CEE was last audited as part of a college-wide review in 2009.

College of Veterinary Medicine

One of 28 colleges of veterinary medicine in the United States, the Virginia Maryland Regional College of Veterinary Medicine offers comprehensive educational programs, provides advanced clinical care for clients throughout the region, and conducts a variety of animal and biomedical research programs. It has three main sites including the main campus at Virginia Tech, the Marion duPont Scott Equine Medical Center in Leesburg, and a site at the University of Maryland. This audit will focus on the academic and research efforts of the College of Veterinary Medicine. These areas had expenditures of $16 million and sponsored research totaling $6.6 million, a figure that represents 59% growth since 2008. These areas were last reviewed as part of a college-wide audit in 2006.

Materials Science and Engineering

The Department of Materials Science and Engineering (MSE) enrolls 130 undergraduate and 60 graduate students annually. Total expenditures for the department were $6.3 million, with sponsored research totaling $2.8 million. The

six primary domains of study within MSE include biomaterials, ceramics, composites, electronic materials, metals, and polymers. MSE was last audited as part of a college-wide review in 2009.

School of Education

The School of Education (SOE), with $9 million of expenditures, offers masters, specialist, and doctoral degrees in 20 areas of professional education, leadership (K-12 and higher education), counseling, instructional design and technology, and health promotion. SOE is dedicated to enriching the lives of children, youth, families, and communities through inquiry, leadership, and advocacy. The School of Education was last audited as part of a college-wide review in 2008.

Athletics NCAA – Financial Aid

Virginia Tech sponsors 21 varsity sports at the NCAA Division I level, including 11 men's sports and 10 women's sports, although Women's Golf will begin competition in 2015. The Department of Athletics monitors more than 550 student-athletes each academic year. Athletics had operating revenues of approximately $70 million and total operating expenses were $66.6 million. Athletes are awarded aid in accordance with NCAA, Atlantic Coast Conference, and university rules and regulations. Internal Audit conducts a complete audit of Athletics over a five-year period. This audit will include reviews of financial aid, playing and practice seasons, and summer camps. The last audit of these NCAA activities was in 2011.

Departmental Scholarships

Scholarship administration at Virginia Tech is highly decentralized with the principal administrative responsibility primarily delegated to the college and department level. Funding sources for departmental scholarships includes endowments as well as annual/operating funds. University Scholarships and Financial Aid (USFA) acts as an agent to deliver scholarship proceeds to students. University departments provided or monitored approximately $8.7 million in student financial assistance in the form of departmental scholarships in fiscal year 2012-13. Departmental Scholarships was last audited in 2010.

Environmental Health and Safety

Environmental Health and Safety (EHS) provides institutional support and oversight for university departments in maintaining regulatory requirements of laboratory safety and chemical hygiene. EHS personnel perform routine scheduled inspections of areas occupied and used by Virginia Tech faculty, staff, and students including properties located both on and off campus. EHS provides training mandated by the Occupational Safety and Health Administration (OSHA), Mine Safety and Health Administration (MSHA), Environmental Protection Agency (EPA), Nuclear Regulatory Commission (NRC), and related state and federal regulations as applicable to university operations. Total expenditures for this department, within the Division of Administrative Services, were $2.5 million. EHS was last audited in 2010.

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2014-15 AUDIT PLAN

Export and Secure Research Compliance

The Office of Export and Secure Research Compliance (OESRC) supports Virginia Tech's commitment to complying with laws and regulations applicable to export and trade sanctions. Academic research normally is conducted openly and most research activities are not subject to export control regulation. However, there are certain conditions under which the export of critical technologies, including certain technical and scientific data, software, or tangible items, is either prohibited by law or requires an export license or other government approval. Virginia Tech continues to expand its technological research and other collaborative efforts with foreign countries and their entities (e.g., universities, companies, or agencies). At the same time, Virginia Tech is also growing its research collaborations with industry and the federal government that are subject to export restrictions and laws. Violations of these laws are punishable by severe civil and criminal penalties and fines, including imprisonment. The last audit of this area was in 2007.

Facilities Operations

Facilities Operations supports Virginia Tech's mission and goals by maintaining buildings, electrical and mechanical systems, and main campus grounds to provide a reliable, efficient, functional, and aesthetically pleasing setting for the campus community to carry out their education, research, and service. The six departments of Facilities Operations include Building Trades and Grounds, Housekeeping, Building Systems, Mechanical Utilities, Engineering Operations, and the Quarry. Total expenditures were $6.2 million. This area was last reviewed in 2006.

Fralin Life Science Institute

Originally, the Fralin Biotechnology Center was established to promote research, education, and outreach related to the life sciences. The Fralin Biotechnology Center and the Institute for Biomedical and Public Health Sciences were administratively merged in 2008 to form the Fralin Life Science Institute (Fralin). The institute reports to the Vice President for Research and has expenditures of $1.7 million. This audit will include a review of Fralin's compliance with university policies and procedures regarding health and safety and also financial and administrative activity. The last audit of this area was in 2007.

Health and Counseling Centers

The Cook Counseling Center provides opportunities for students to learn more about themselves as individuals, form deeper relationships with their peers, and grow to benefit the community and society at large. The Cook Counseling Center staff provides these learning opportunities through individual and group counseling, psychiatric care, psychotherapy, and educational programming. The Schiffert Health Center provides patients with a broad spectrum of care that is both preventive and curative. Services include care for acute illnesses and injuries as well as more chronic conditions. The student health fee, included in each year's tuition, covers the majority of services provided by the Cook Counseling and Schiffert Health Centers, including unlimited visits and most laboratory procedures. Additional areas to be covered during this audit

include Services for Students with Disabilities and the Campus Alcohol Abuse Prevention Center. Cumulative expenditures for these units totaled $10.4 million. The Cook Counseling and Schiffert Health Centers were last reviewed in 2008, but the components have not been previously reviewed.

Human Resources: Leave Accounting

The Leave Accounting unit in Human Resources provides advice, guidance, counseling, and training on leave policies and procedures for approximately 7,300 faculty and staff. Leave Accounting processes leave transactions and provides customer service assistance to employees and departmental leave representatives in response to inquiries, leave corrections, and leave adjustments. The Leave Programs Supervisor provides training for departmental leave representatives. The last audit of this activity was in 2010.

IT: Employee Access Life Cycle

From first hire date to separation, university employees receive credentials that provide access to a number of information systems, networks, and other critical IT resources. System and network administrators, data stewards, and other central support staff must manage those credentials throughout the term of employment, which may include changes in the assignment of job duties, transfers between departments, and ultimately, separation from university employment. This audit will evaluate the assignment, modification, and removal of user credentials for university IT resources. Employee access has been reviewed in audits for specific IT resources; however, this will be the first complete audit of the employee access life cycle.

IT: FERPA / HIPAA

Within the university environment, the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA) serve to protect the education and health records of students, alumni, and employees against unauthorized disclosure. Unauthorized disclosure of protected information may result in financial penalties, reputational damages, external agency reviews, and increased administrative responsibilities. This audit will assess the classification and security of protected data, policies and procedures governing the business use of protected data, and applicability of FERPA and HIPAA to student education and health records. Previous audits have assessed communication and training related to the use of FERPA data in specific departmental reviews, but no campus-wide review has been conducted in these areas.

IT: Oracle Database

Database management systems (DBMSs) are software applications designed to allow user interaction between other applications and an underlying database. Virginia Tech departments rely on databases to support administrative, academic, and research efforts. This audit will focus on the configuration and security of the Oracle databases underlying the Banner environment at the university, which serves as the primary

information system for student, human resources, and financial information. Oracle database management was last reviewed in 2004.

IT: Security Incident Response

Critical security incidents have the potential to significantly impact the university's technology infrastructure, reputation, financial position, and the health and safety of students, faculty, staff, and university visitors. Examples of critical security incidents include unauthorized access to sensitive data, intentional or unintentional dissemination of protected data, and large scale intrusions. Coordinated responses to such incidents may help limit the potential exposure, decrease response time, improve communication, and provide a mechanism to learn from and try to prevent similar events. This audit will assess the existing infrastructure for responding to critical security incidents at the university. This will be the first review of IT security incident response.

Language and Culture Institute

The Language and Culture Institute (LCI) provides language-related programs and services for academic and professional development. Through its work, LCI contributes to the university's diversity and intellectual capacity by helping to attract the best and brightest international students, scholars, and professionals to our community. As a part of the Division of Outreach and International Affairs, LCI has locations in Blacksburg and in the National Capital Region. The institute hosts over 500 students from more than 30 countries per year. LCI is served by 75 professional faculty, instructors, and staff. Since 2008, LCI experienced massive revenue growth, with total revenues increasing from under $2,000 in 2008 to over $6.1 million in 2013. No audit has been conducted of this activity.

Non-Standard Tuition and Fees

In addition to standard tuition and fee charges, various colleges and departments within the university have developed a more complex funding model to assist in the financing of specialized programs. Non-standard tuition and fee models have been implemented in the Colleges of Architecture, Business, Engineering, Natural Resources and Environment, and Science. In addition to these specialized areas, fee application in other areas including the University Library will be reviewed. No dedicated audit has been completed for non-standard tuition and fees.

Renovations / University Building Official

Renovations provides architectural and engineering design services to the university community, estimates construction costs, and oversees the performance of the work by licensed and pre-qualified contractors. A renovation is any non-maintenance project involving alteration, modification, or new work priced under $2 million or new construction less than 5,000 square feet. In 2012, Virginia Tech Facilities Services outsourced renovations to improve customer service and business processes. The area was last audited in 2009. Additionally, the Office of the University Building Official (UBO) was established in 2010 to enforce Virginia Uniform Statewide Building Code as established by the Virginia Department of Housing and Community Affairs for all Virginia

Tech properties (on and off campus). UBO was created as a direct result of authority granted to Virginia Tech under the 2006 Higher Education Restructuring Act. This area was last reviewed in 2012.

Research: Cost Sharing

Cost sharing is the portion of a project or program cost that is not reimbursed by the sponsor. In a proposal or an award, cost sharing represents a commitment by the university. Cost sharing can be both mandatory, where the sponsor requires cost sharing as a condition of the award, and voluntary, where the sponsor does not require cost sharing as a condition of the award, but the university offers cost sharing in the proposed budget to be more competitive. Compliance with federal cost accounting standards requires that cost sharing expenses be treated in a consistent and uniform manner in proposal preparation, award negotiation, and the accounting of these expenses in the financial reports to sponsors. Cost sharing reported to the National Science Foundation for 2012 totaled $3.8 million. No dedicated cost sharing audit has been completed previously.

University Scholarships and Financial Aid

The Office of University Scholarships and Financial Aid (USFA) is part of the Enrollment and Degree Management area. USFA supports the university's student access, enrollment, and retention goals by providing the financial means to encourage economic, social, cultural, and academic diversity in the student body. USFA provided or monitored approximately $423 million in student financial assistance in fiscal year 2012-13. A complete audit of USFA is performed over a four-year period. This review will include the disbursement process, cash management, financial reporting, and resource management. The last audit of this activity was in 2011.

Virginia Cooperative Extension – Southeast District

Virginia Cooperative Extension (VCE) is an educational outreach program of Virginia's land-grant universities: Virginia Tech and Virginia State University. Extension programs are delivered through a network of faculty at two universities, 107 county and city offices, 11 agricultural research and extension centers, and six 4-H educational centers. In 2013, VCE reached more than 2.6 million participants statewide with the assistance of nearly 30,000 volunteers, contributing more than 966,000 hours of service valued at more than $23.8 million. The VCE Southeast District had $3.3 million in expenditures, $2.5 million in revenue including $2.3 million in cash receipts. Some locations within the VCE Southeast District were audited in 2010, but this will be the first district-wide review.

Virginia Tech Electric Services / Utilities

Virginia Tech Electric Service (VTES) provides electric service to Virginia Tech's main campus infrastructure as well as nearly 6,000 residential and commercial customers in the Town of Blacksburg. In 2007, VTES entered into a 20-year contract with Appalachian Power Company for the purchase of wholesale energy. In fiscal year 2012-13, VTES had cash receipts of $14.2 million, total revenues of $35.3 million and

expenditures of $31.1 million. VTES was last audited in 2009 as a part of a Utilities audit that included information technology and health and safety processes.

Compliance Reviews

Internal Audit will continue its program of limited scope reviews of senior management areas. These surveys review major aspects of a department's administrative processes using internal control questionnaires and limited testing that provides broad audit coverage ensuring compliance with university policies on campus.

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

May 6, 2014

Background

In concurrence with the fiscal year 2013-14 Internal Audit Plan approved by the Finance and Audit Committee at the September 9, 2013 Board of Visitors meeting, the department has completed three risk-based audits during this reporting period. This report provides a summary of the ratings issued during the period and the rating system definitions. Internal Audit continues to make progress on the annual audit plan.

Ratings Issued This Period

Continuing and Professional Education	Significant Improvements are Needed
Procurement and Accounts Payable	Improvements are Recommended
Human Development	Improvements are Recommended

Summary of Audit Ratings

Internal Audit's rating system has four tiers from which to assess the controls designed by management to reduce exposures to risk in the area being audited. The auditor can use professional judgment in constructing the exact wording of the assessment in order to capture varying degrees of deficiency or significance.

Definitions of each assessment option

Effective – The audit identified opportunities for improvement in the internal control structure, but business risks are adequately controlled in most cases.

Improvements are Recommended – The audit identified occasional or isolated business risks that were not adequately or consistently controlled.

Significant or Immediate Improvements are Needed – The audit identified several control weaknesses that have caused, or are likely to cause, material errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management should undertake immediate corrective actions to mitigate the associated business risk and possible damages to the organization.

Unreliable – The audit identified numerous significant business risks for which management has not designed or consistently applied controls prior to the audit. Persistent and pervasive control weaknesses have caused or could cause significant errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management must undertake immediate corrective actions to bring the situation under control and avoid (additional) damages to the organization.

RECOMMENDATION:

That the internal audit reports reviewed above be accepted by the Finance and Audit Committee.

UPDATE ON THE 2014-16 BIENNIAL OPERATING AND CAPITAL APPROPRIATIONS

April 21, 2014

At the March 23rd meeting of the Board of Visitors, the university reported on the status of the 2014 General Assembly session. At that time, the General Assembly had adjourned the regular Session without reaching an agreement on a final 2014-16 biennial budget. The legislature was called to a Special Session on March 24th to continue developing the state's budget for the coming two years. At the current time, the General Assembly remains in the Special Session and has not yet arrived at agreement on the 2014-16 biennium budget. The key reason for the continuing budget impasse is the proposed expansion of Medicaid and the appropriateness of including the expansion of Medicaid in the state budget.

Significant budget actions of the reconvened session, which was held on schedule on April 23rd, to date include the following:

- Several budget bills have been introduced since the beginning of the Special Session. Thus far, the House proposal for higher education support continues to reflect the House's Regular Session proposal. The Senate, however, has supported a proposal from Governor McAuliffe that reverts too many of the original Executive Budget proposals for higher education.

- In the most recent budget bills, some proposed changes have occurred in the area of compensation for state employees. The House budget proposal includes a one percent bonus in the first year and a one percent base salary increase in the second year. The Senate version proposes a two percent base salary increase in March of the first year of the biennium. Though the final outcome of the compensation scenario for state employees is not yet clear, the university is pleased that our compensation priorities continue to be recognized by the legislature.

While the General Assembly continues to work on achieving a resolution to the budget impasse, it is not clear when a new budget will be forthcoming. As a result, the university's budget development process for 2014-15 is moving forward based on management's best estimate of the 2014-15 appropriations.

The university continues to monitor the efforts of the General Assembly to produce a budget for 2014-16. If a resolution is achieved after submission of this report but prior to the June Board of Visitors' meeting, management will present an update to the Board during its meeting.

VirginiaTech
Invent the Future

Financial Performance Report
Third Quarter 2013-14

Tim Hodge, Assistant Vice President for
Budget and Financial Planning

June 2, 2014

Overview

- The university continuously monitors financial performance
- Each quarter the university provides the Board with an update on financial performance
- The annual budget represents the university's projection of operations
  - The original budget is as reviewed with the Board in June
  - The adjusted budget is revised as new information becomes available

VirginiaTech
Invent the Future

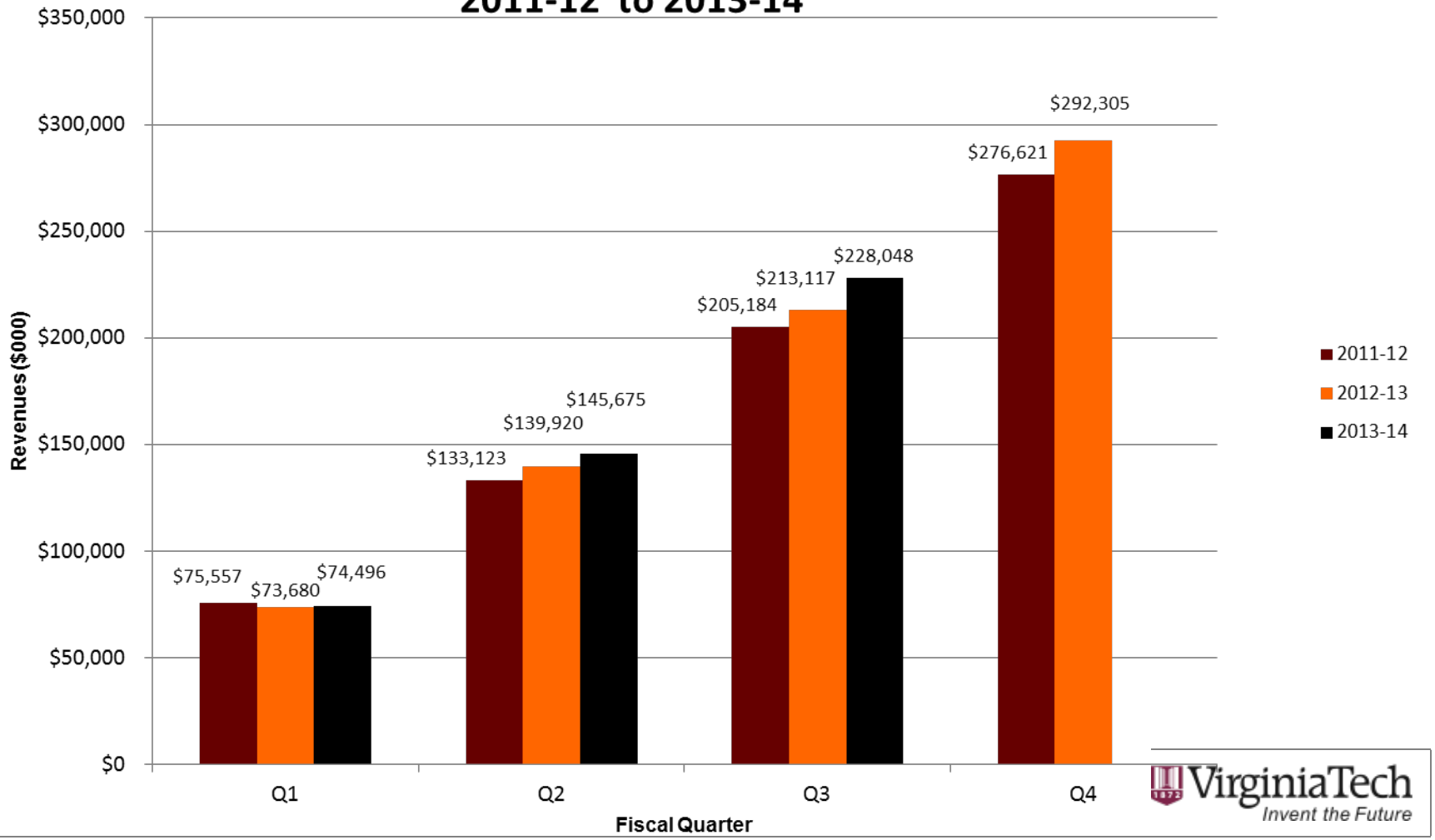
E&G Operating Budget

- Key Annual Budget Changes:
  - Tuition: Revenue budget increased for winter session and higher than projected spring retention
  - Continuing Education growth
  - Veterinary Medicine Teaching Hospital budget increased for additional caseloads
  - Rental income from the Virginia Tech – Carilion School of Medicine
- Performance:

  University Division
  - No performance issues – normal timing variations

  CE/AES
  - Federal drawdowns are back on track: draw from 2012-13 received in 2013-14.

Sponsored Programs Revenue
2011-12 to 2013-14



VirginiaTech
Invent the Future

Auxiliary Enterprises

- Key Annual Budget Changes:
  - Residence & Dining Halls – $2.3 million increased business volume
  - Inn at VT– $625 thousand decreased business volume
- Performance:
  - Fleet Services, Parking Services
    - Lower than projected revenue therefore curtailing costs
  - Overall activities are performing well
    - Higher than projected revenues due to McComas Wall Repair settlement of $3 million
    - Lower than projected expenses due to timing of projects and operating expenses

VirginiaTech
Invent the Future

Capital Outlay

- **Total capital program level currently authorized**
  - $599.5 million over several years
- **Cumulative program expenses**
  - $360.8 million inception-to-date
- **Significant total program adjustments**
  - Planning: Academic Buildings Renewal was increased by $.5 million to advance the project's design to preliminary design.
  - Marching Virginians Practice Facility: The total budget was increased by $3.55 million to reflect construction approval for the project.
  - Planning: Health Center Improvements was approved at the March 2014 Board meeting and added to the report.
  - Planning: South Recreation Field Surface Replacement was approved at the March 2014 Board meeting and added to the report.

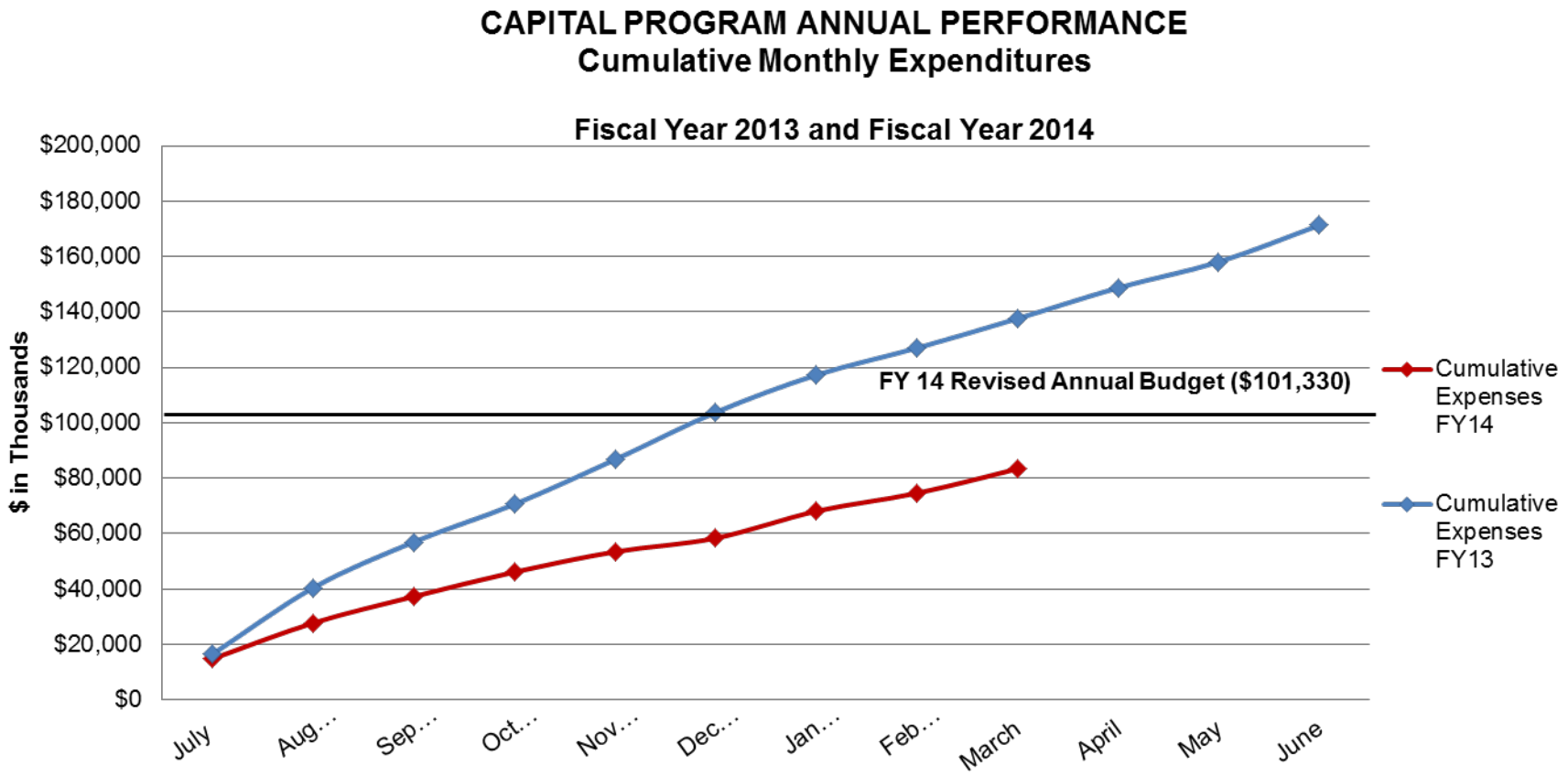
VirginiaTech
Invent the Future

Capital Outlay

- **Annual capital budget as of third quarter**
  - $101.3 million
- **Annual expenses as of third quarter**
  - $83.4 million
- **Annual budget adjustments this quarter**
  - Total project budgets unchanged.

❖ Address Fire Alarm Systems and Access	$ (1 million)
❖ Renovate Davidson Hall	$ 1.5 million
❖ Signature Engineering Building	$ 5 million
❖ Human & Agricultural Biosciences Building	$ 1.3 million
❖ Performing Arts Center	$ 4.3 million
❖ Indoor Athletic Training Facility	$ 1 million
❖ Upper Quad Residential Facilities	$ 705 thousand

Capital Outlay Trends: Annual Performance



VirginiaTech
Invent the Future

Capital Outlay

- **Major Construction Underway**
  - Davidson Hall, Phase One
  - Signature Engineering Building
  - Unified Communications and Network Renewal
  - Upper Quad Residential Facilities

VirginiaTech
Invent the Future

Questions?

VirginiaTech
Invent the Future

VirginiaTech
Invent the Future

2014-15 Faculty Compensation Plan
June 2, 2014

M. Dwight Shelton, Jr.
VP for Finance and Chief Financial Officer

2014-15 Faculty Compensation Plan

- Consistent with prior year plans
- University continues to follow parameters from Secretary of Education
  - Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education
  - Defines qualification criteria for T/R and A/P faculty
  - Provides guidance on authorized salary average for full-time T/R
  - Requires Board approval

2014-15 Faculty Compensation Plan Elements

- Authorized Salary Average
- 2014-15 pay structure
- Promotion and tenure process
- Annual evaluation and salary adjustment process
- Other salary adjustments
- Merit Review and Compensation Process

Authorized Salary Average

- University authorized salary average of $90,392 for 2012-13 at 28th percentile of its peer group

- University authorized salary average for 2013-14 was increased by 3% to $93,104.
  - IPEDS peer data for Fall 2013 not yet available
  - SCHEV forecasts a 2% salary escalation at peer institutions for Fall 2013, placing Virginia Tech at an estimated 31st percentile

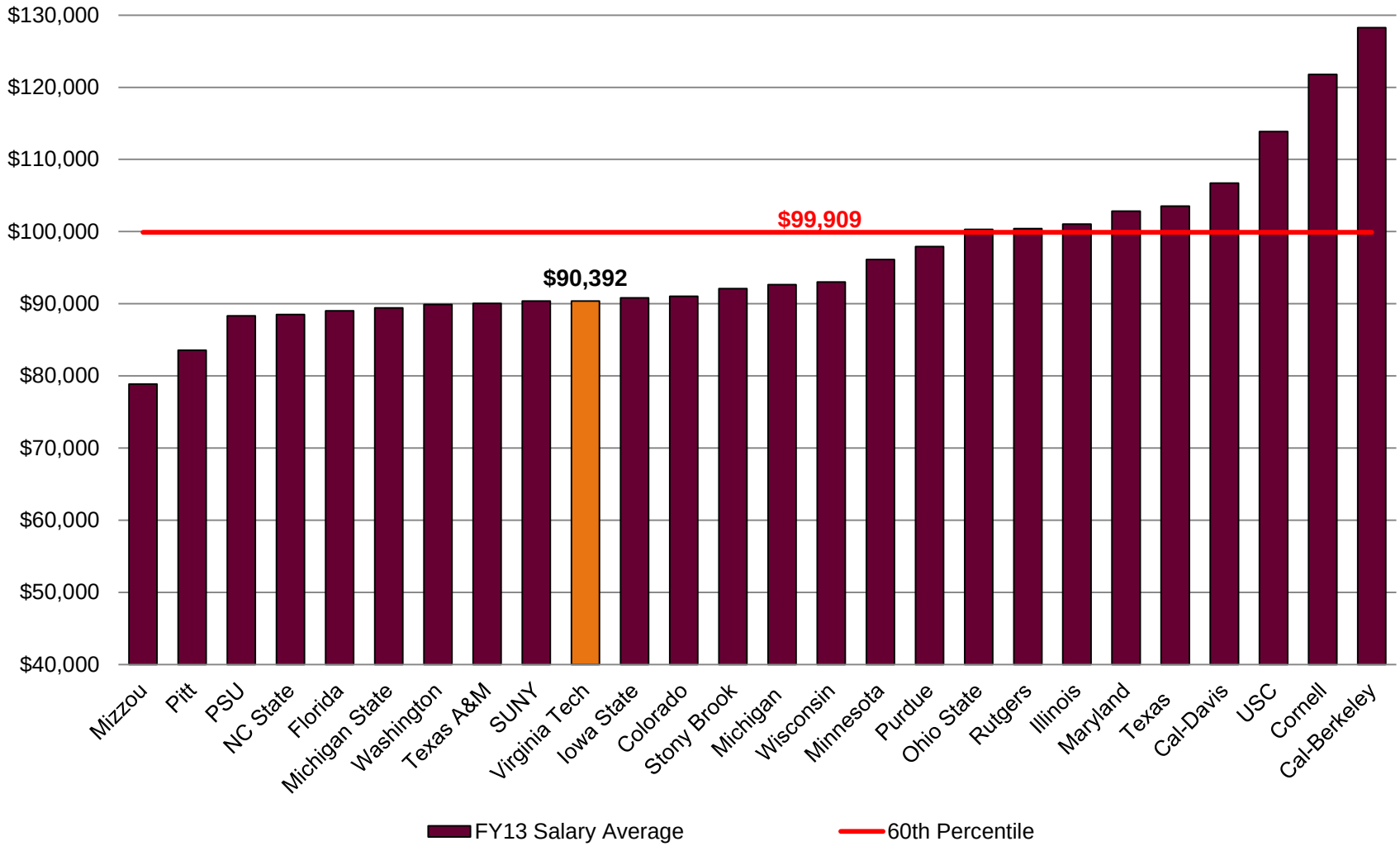
Peer Salary Benchmarking

	Fall 2012	Fall 2013
60th Percentile IPEDS	$99,909	$101,907*
State Authorized Salary Average	$90,392	$93,104
Actual Average Salary(a)	$88,130	$91,775
Rank -– Authorized	17 of 26	15 of 26 *
Rank -– Actual	24 of 26	19 of 26 *
Percentile – Authorized	28th	31st *
Percentile -– Actual	22nd	27th *

(a) Computed in accordance with traditional consolidated salary average guidelines provided by the Secretary of Education.

** IPEDS peer salary data for Fall 2013 is not yet available. Estimates are based on the State Council of Higher Education's forecast of 2% salary escalation at peer institutions.*

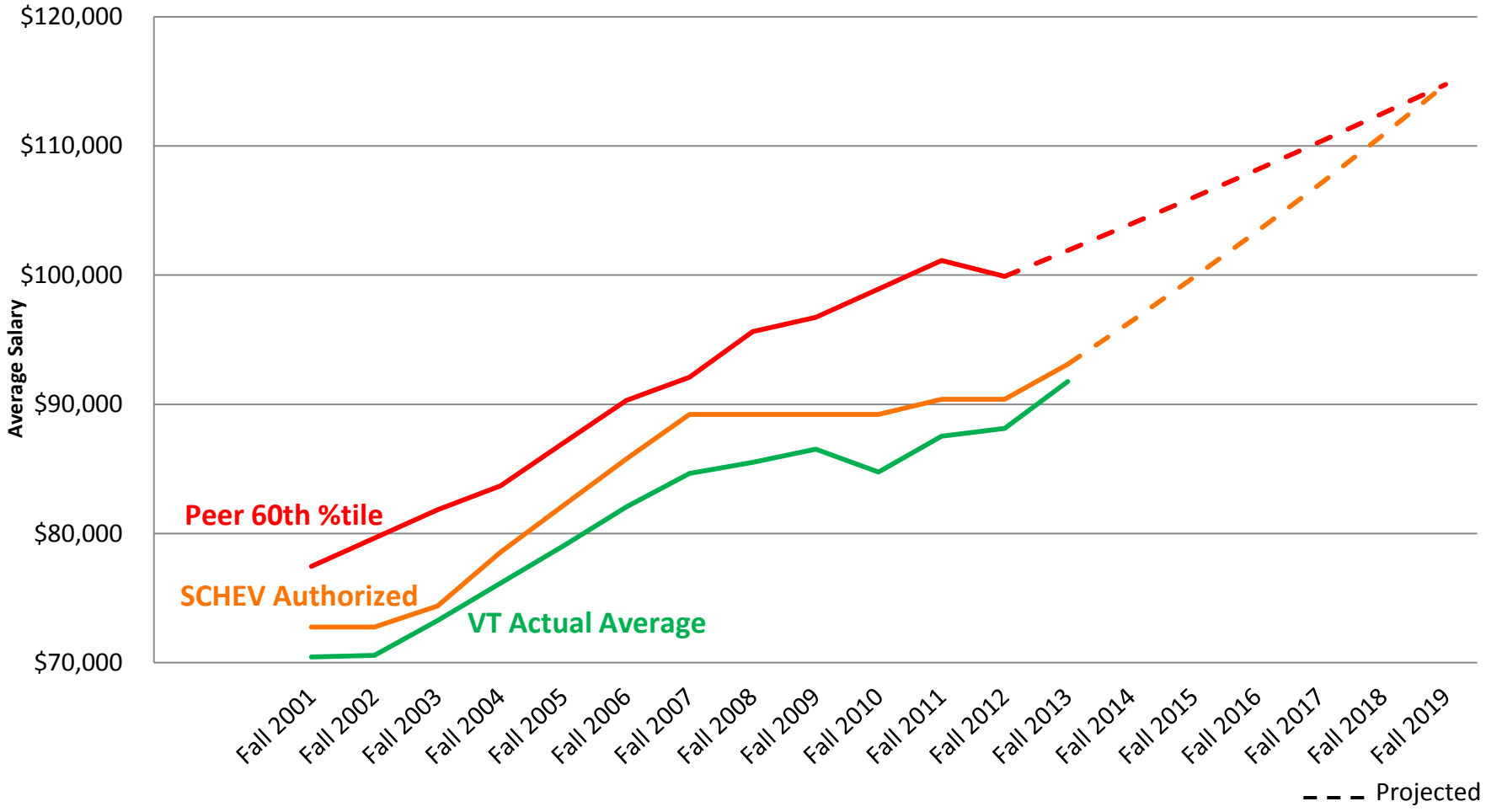
2012-13 SCHEV Peer Salary Benchmarking



Faculty Salary Progress

Towards 60th Percentile of SCHEV Peer Group

(Fall 2001-Fall 2019)

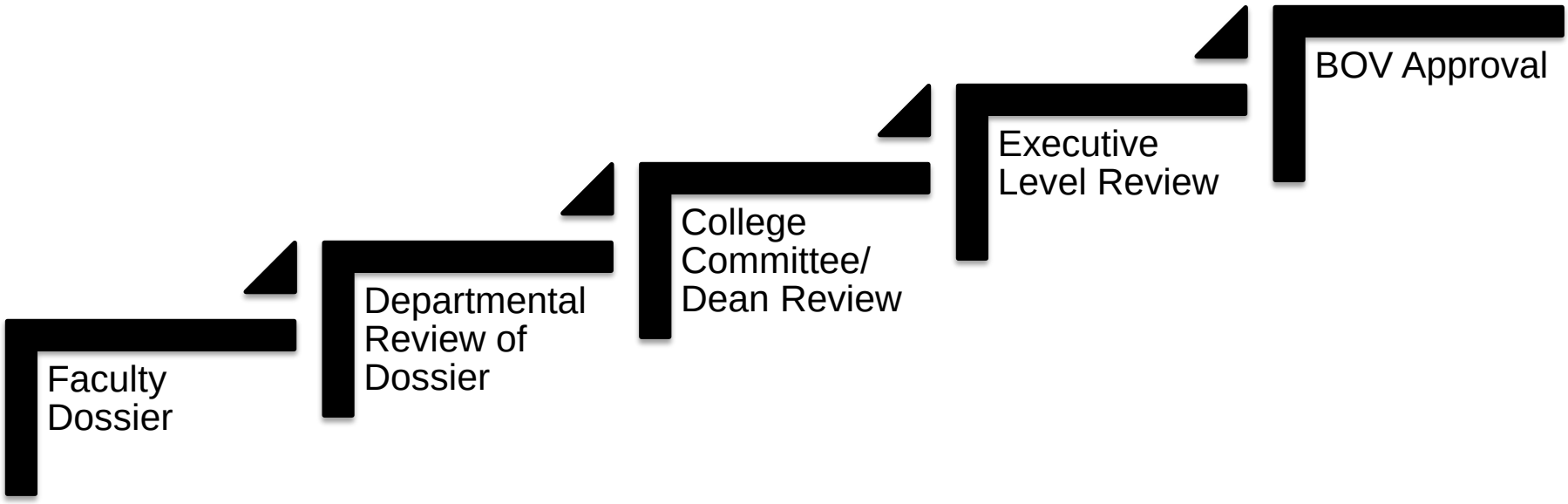


2014-15 Pay Structure

- Establishes entrance salaries for each faculty rank
- Summarizes distribution of faculty across ranks

	9-Month Faculty	12-Month Faculty	Approximate Distribution of Faculty By Rank
	Entrance	**Entrance**	
Professor	$84,208	$102,704	33%
Associate Professor	$64,405	$78,041	30%
Assistant Professor	$53,279	$64,807	25%
Senior Instructor	$45,695	$59,458	2%
Advanced Instructor	$40,740	$52,851	2%
Instructor	$37,340	$48,584	8%

Promotion & Tenure Process



- Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments.
- Each candidate for promotion or tenure will be evaluated in light of the triple mission of the university: instruction, research, and outreach.

Promotion & Tenure

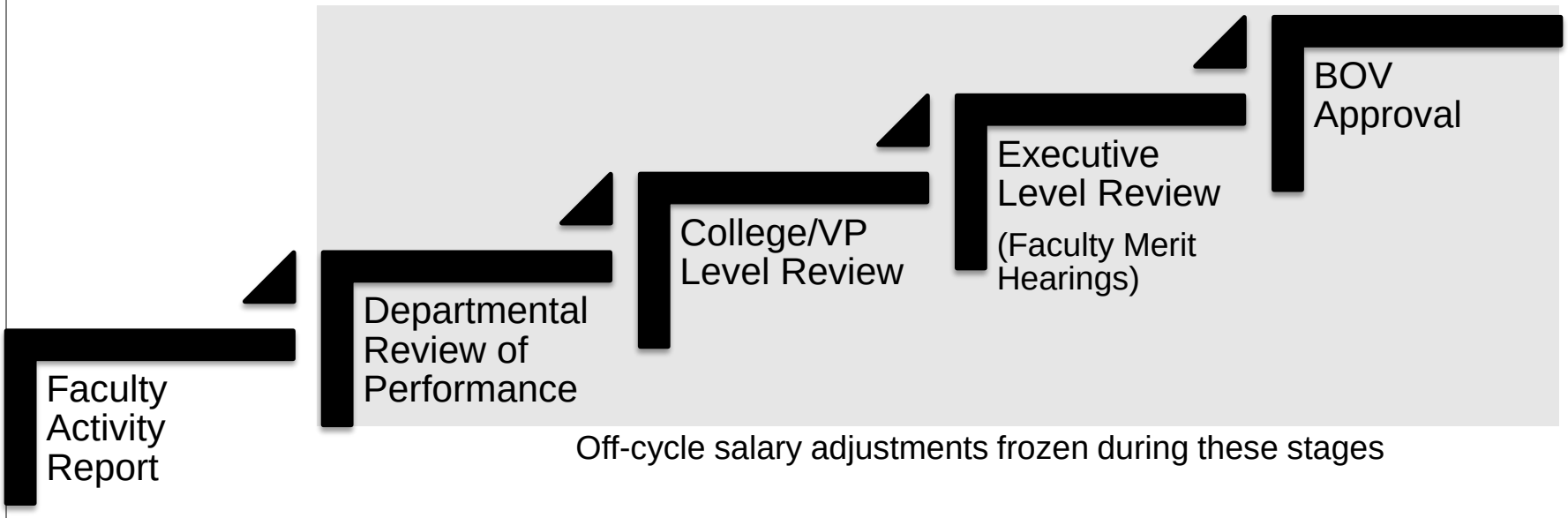
Faculty	Clinical Faculty	Professor of Practice	Cooperative Extension	Amount
Professor	Clinical Professor	Professor of Practice		$7,000
Associate Professor	Clinical Associate Professor	Associate Professor of Practice	Senior Agent	$5,000
Assistant Professor	Clinical Assistant Professor	Assistant Professor of Practice	Agent	$3,000

Annual Evaluation and Salary Adjustments

- Faculty Activity Report (FAR)
  - Teaching/Research Faculty: instructional activities, creative scholarship, outreach and service contributions and other professional activities and recognitions
  - Administrative/Professional faculty: activities in support of their specific job goals as they relate to the broader mission of the university
- FAR forms the basis of faculty evaluations conducted annually by departments independent of the faculty merit process

Annual Evaluation and Salary Adjustments

Faculty Merit Process



Off-cycle salary adjustments frozen during these stages

- Salary adjustments in the faculty merit process are based on performance, not automatic.
- All merit recommendations are reviewed at three levels before presenting to Board of Visitors for approval.

Other Salary Adjustments

- May happen for:
  - changes in duties and responsibilities
  - special temporary assignments
  - while intent is that all faculty follow standard merit timeline, if hiring anniversary date for restricted positions is used instead of standard timeline
- Salary changes established through this process are submitted for ratification to the Board of Visitors on a quarterly basis on the Faculty Personnel Changes Report in accordance with the Faculty Compensation Plan.

Merit Review and Compensation Process

- The university proposes continuing the traditional annual merit review process.
- Statewide action currently unknown for 2014-15
  - The university will monitor state compensation environment to determine impact on university process
- The university will tentatively plan to develop recommendations during the Fall of 2014 for a faculty merit review process.
  - Tentative pool of 2.75%
  - Additionally, Departments will be asked to reallocate 0.5% towards faculty merit process.

Questions?

VirginiaTech
Invent the Future

2014-15 Operating and Capital Budgets

M. Dwight Shelton, Jr.

June 2, 2014

VirginiaTech
Invent the Future

Management Accounting Overview

- Fiscal Year – July 1 to June 30
- Accounting Basis – cash
  - Same as the Commonwealth of Virginia
- Fund Accounting System - ensures the intended linkage between funding and purpose

VirginiaTech
Invent the Future

Budget Development Timeline

- Fall/Spring – state budget process determines state support, nongeneral fund assessments & cost assignments, guidance, and costs
- Spring – BOV establishes tuition & fee rates
- May-June – finalize budget to advance strategic plan and address critical needs
- July 1 – start of new fiscal year

Status of State Budget

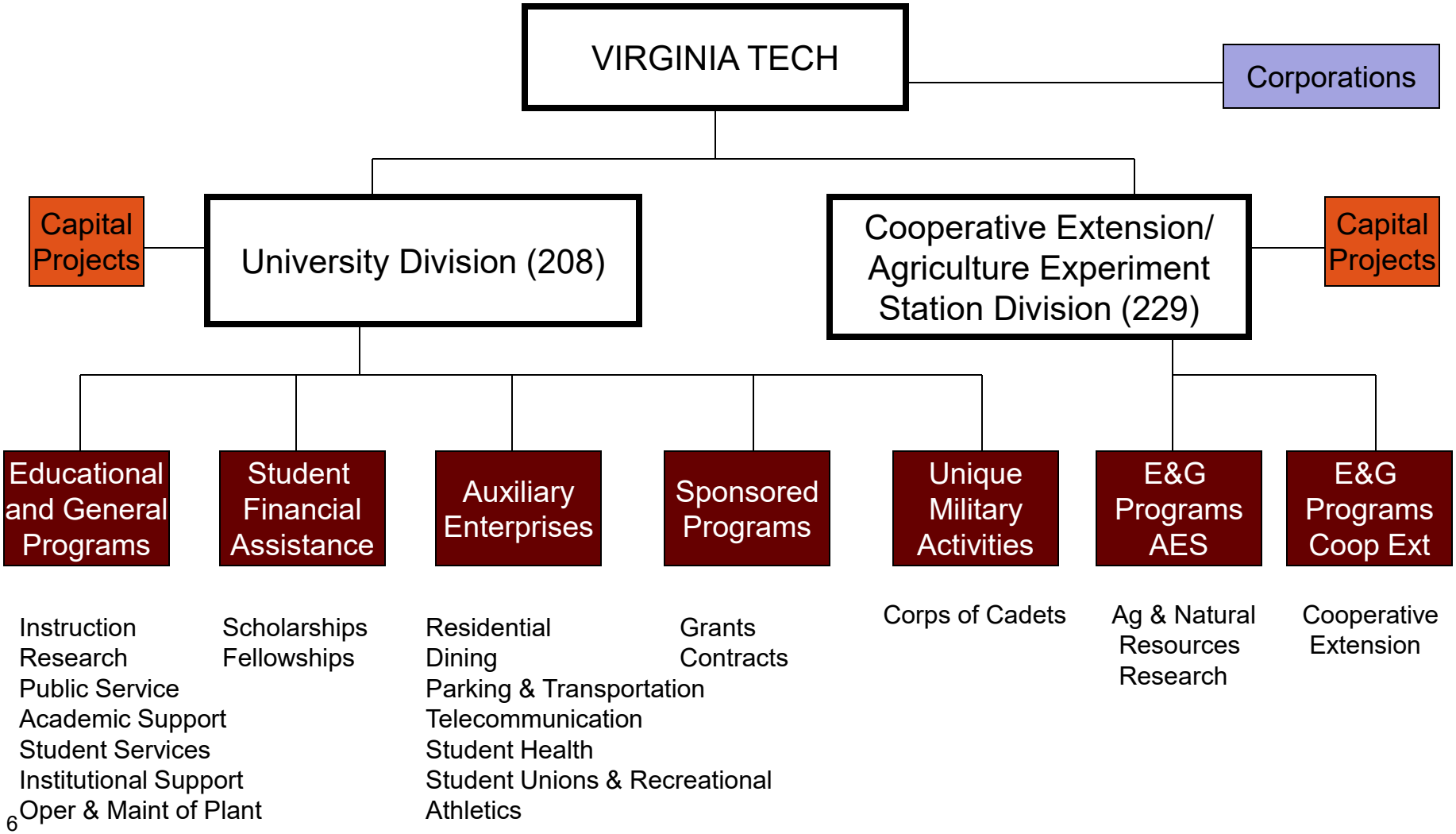
- The state budget is normally complete by now.
- Because the state budget process has not concluded, a final determination for 2014-15 cannot be made of:
  - Level of state support
  - Nongeneral fund assessments
  - Cost assignments
  - Other guidance
- Yet estimates of these items can be made.

State Budget Status

Breaking news:

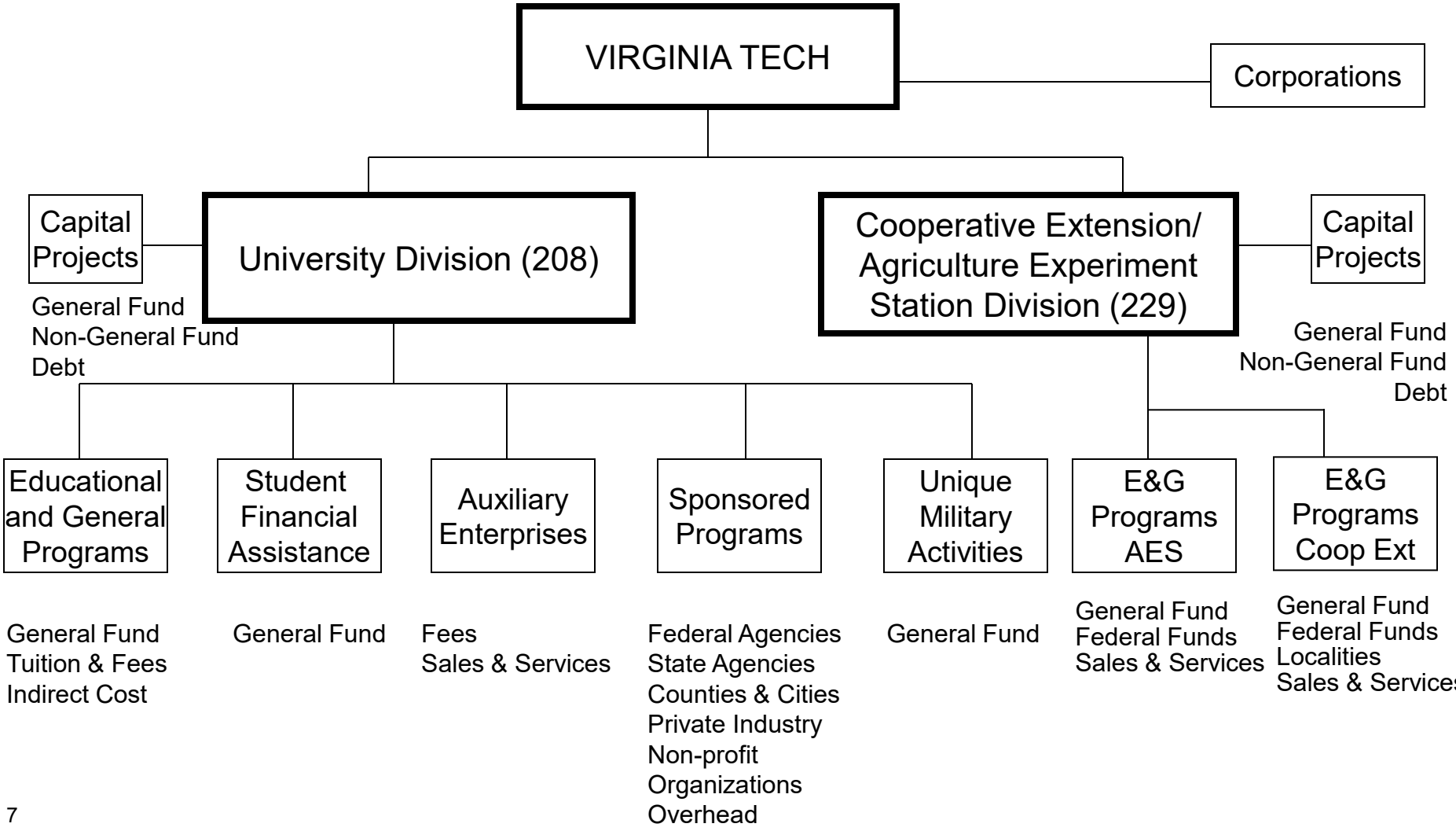
- State revenue for the month of May is $300 million behind projections.
- This may compound existing budget uncertainty.
- University is watching this closely.

Program Structure



VirginiaTech
Invent the Future

Fund Sources



VirginiaTech
Invent the Future

Estimated Level of State Support

- State budget process is not complete
- The university has studied the House and Senate budget proposals
- Estimated a level of support for planning purposes
- No expenditures will be made against this estimated General Fund support until the state budget has been finalized.

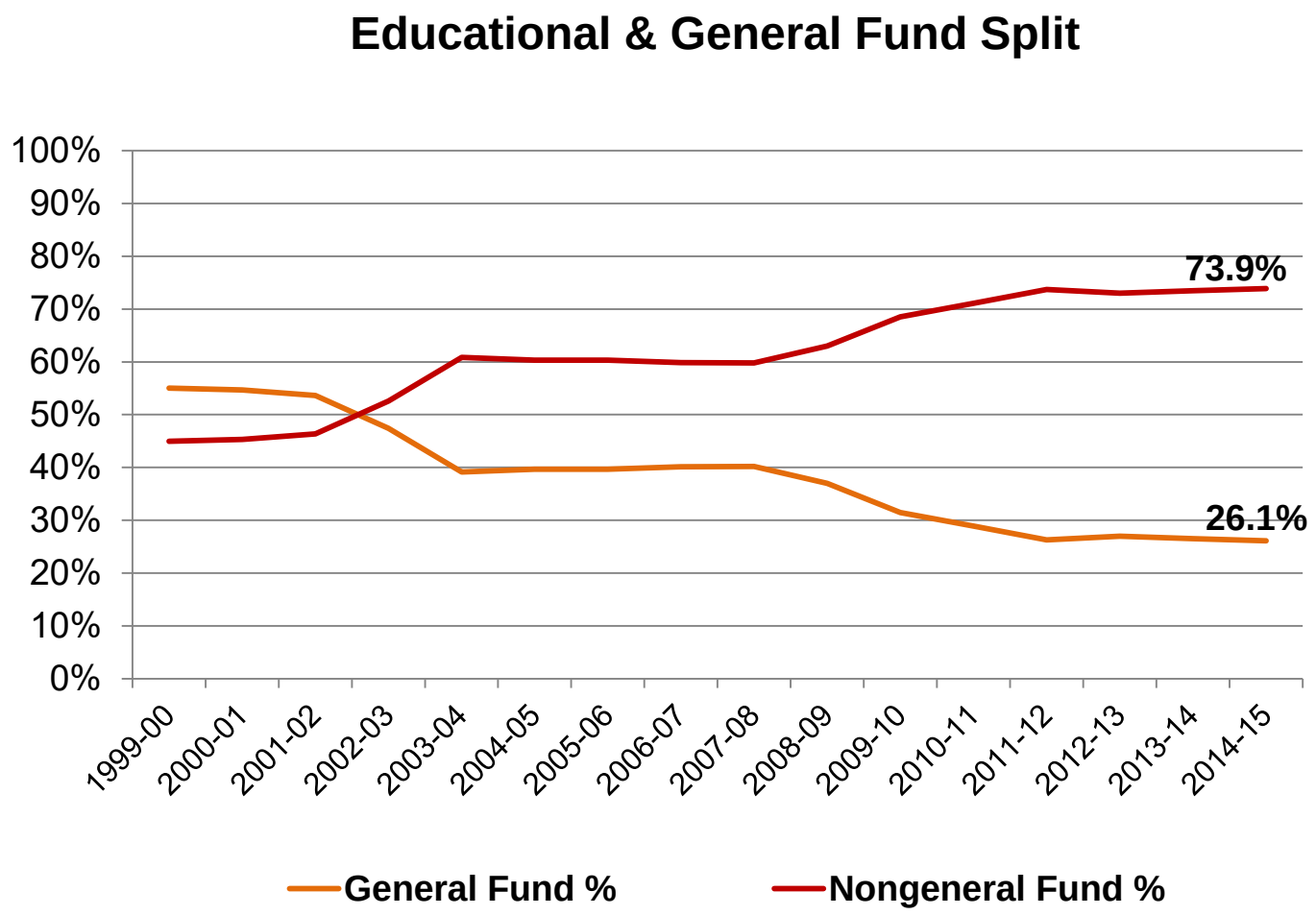
Estimated Incremental General Fund 2014-15

Forecast of 2014 Legislative Session

	Forecast ($ in Millions)
University Division	$ 9.5
Cooperative Extension/Agricultural Experiment Station	3.4
Research Initiative	3.2
State Student Financial Aid Program	0.3
Total	$ 16.4

- As a forecast estimate, these numbers are subject to change.

Fund Split


Educational & General Fund Split
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
73.9%
26.1%
1999-00
2000-01
2001-02
2002-03
2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
2013-14
2014-15
General Fund %
Nongeneral Fund %

VirginiaTech
Invent the Future

2014-15
General Fund Support %

($ in Millions)

	GF	Total	% GF
208 E&G	$158.8	$608.4	26.1%
229 E&G	68.1	83.5	81.6%
Auxiliary	-	294.2	0%
Sponsored	7.3	340.0	2.1%
SFA	20.0	20.0	100%
Other	2.1	6.6	31.8%
Total	$256.3	$1,352.7	18.9%

2014-15
Auxiliary Revenue Sources

($ in Millions)

	Amount	Proportion
Room Fee	$ 45.2	15.4%
Board Fee	49.6	16.8%
Comprehensive Fee	51.3	17.4%
Self-generated	148.1	50.4%
Total	$ 294.2	100.0%

Federal Funds

($ in Millions)

	2013-14	2014-15	Change $	Change %
Direct				
Agency 229	$15.50	$14.50	$(1.0)	(6.5%)
Federal Work Study	0.73	0.98	0.25	34.2%
Pool				
Sponsored Programs	189.00	193.80	4.8	2.5%

VirginiaTech
Invent the Future

2014-15 Operating Budget

($ in Millions)

	2013-14 Adjusted Budget	2014-15 Proposed Budget	Change $	Change %
208 E&G	$588.0	$608.4	$20.4	3.5%
229 E&G	$81.2	$83.5	$2.3	2.8%
Auxiliary	$288.1	$294.2	$6.1	2.1%
Sponsored	$329.8	$340.0	$10.2	3.1%
SFA	$20.0	$20.0	$0.0	0.0%
Other	$6.3	$6.6	$0.3	5.2%
Total	$1,313.4	$1,352.7	$39.3	3.0%

VirginiaTech
Invent the Future

Compensation Plan

- Contingent upon continued funding availability and approval of the 2014-15 operating budget, the university plans for:

Faculty Merit Program

- 2.75% of base faculty salary budget allocation
- Additionally, units will be asked to reallocate 0.5% towards the faculty merit process for a total of 3.25%

University Staff Merit Program

- 2.25% of eligible university staff payroll planned

Merit programs are performance-based, not automatic

VirginiaTech
Invent the Future

Compensation Plan (contd.)

Classified Staff

- Subject to authorization by the state, university will enact a salary or bonus program
- Opportunity for Classified Staff to convert to University Staff and gain eligibility for the University Staff merit program

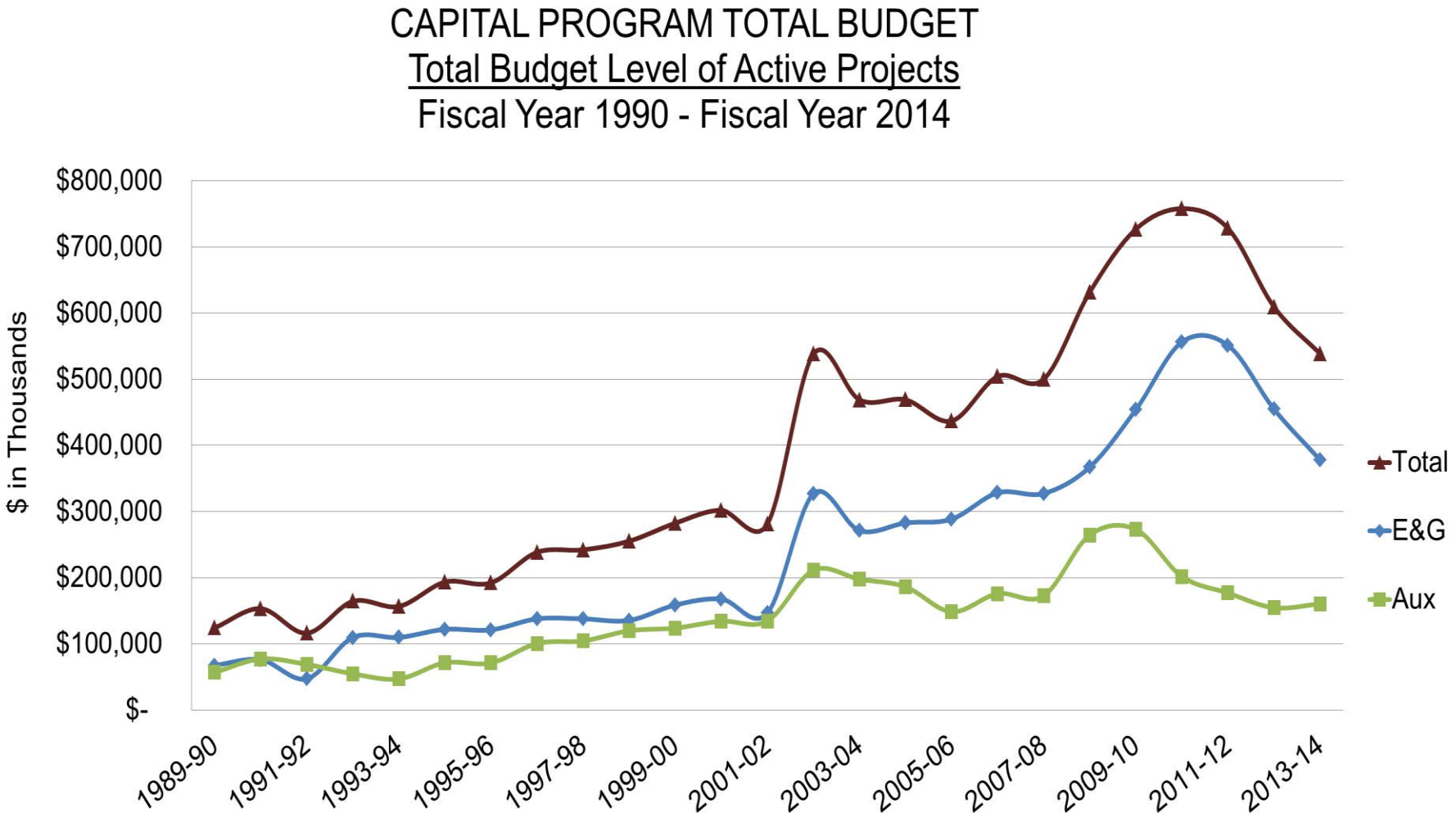
VirginiaTech
Invent the Future

Capital Budget Development

- Capital projects represent large expenditure commitments that occur in a relatively short period of time.
- Resource plans for capital projects are generally developed five to six years prior to implementation.
- This lead time is necessary to prepare resources for such large costs.
- Once initiated, a capital project requires approximately four years to complete.
- The annual budget reflects the projected expenditure activity for the given fiscal year.

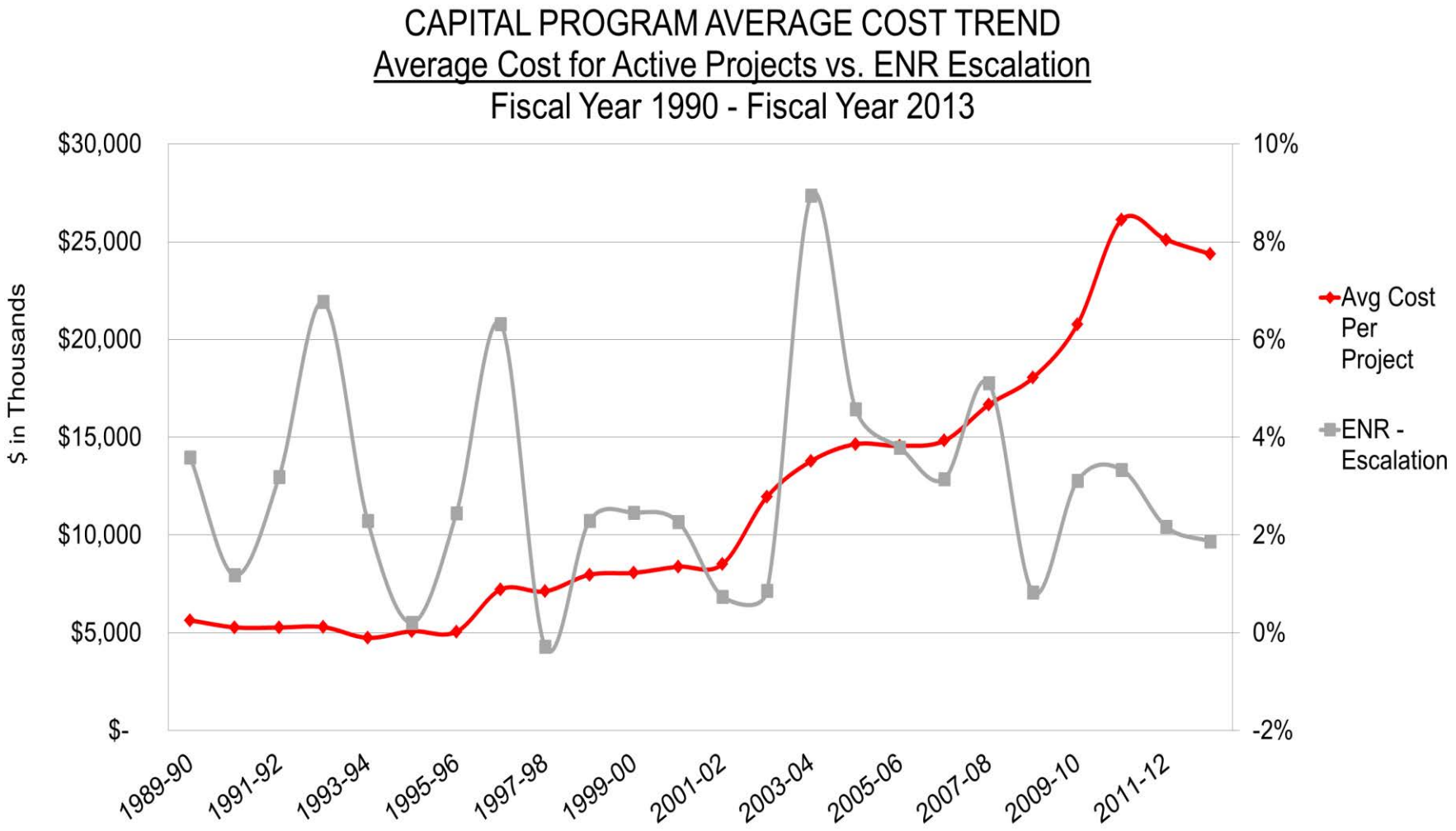
VirginiaTech
Invent the Future

Trend of Total Capital Program Budget



VirginiaTech
Invent the Future

Trend of Average Project Cost



VirginiaTech
Invent the Future

2014-15 Capital Budget

- The capital outlay program for fiscal year 2015 includes 24 projects in various phases of design, construction, and close-out
- The total fiscal year budget for 2015 is $628 million with an expected annual spending of approximately $90 million
- The university expects to initiate the following new capital projects as listed below:
  - Construction for the Marching Virginians Practice Facility
  - Construction for the Classroom Building
  - Planning for Health Center Improvements
  - Planning for South Recreation Field Surface Replacement
  - Construction for the Indoor Athletic Training Facility

VirginiaTech
Invent the Future

Next Steps

- Monitor outcome of General Assembly and state budget for 2014-16.
- University will continue the process to finalize 2014-15 operating budget allocations.
- Once state process is complete, university's internal forecast will be updated and revised accordingly.
- No expenditures will be made against the estimated General Fund support until the state budget has been finalized.

Questions?

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2013 to March 31, 2014

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and the annual budgets which are also recorded in the university accounting system. The actual accounting data reflect the modified accrual basis of accounting, which recognizes revenues when received rather than when earned and the expenditures when obligated rather than when paid. The Original Budget was approved by the Board of Visitors at the June meeting. The Adjusted Budget reflects adjustments to incorporate actual experience or changes made during the fiscal year. These changes are presented for review and approval by the Finance and Audit Committee and the Board of Visitors through this report. Where adjustments impact appropriations at the state level, the university coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to March 2013-14 budget (year-to-date) is prepared from historical data which reflects trends in expenditures from previous years as well as known changes in timing. Differences between the actual income and expenditures and the year-to-date budget may occur for a variety of reasons, such as an accelerated or delayed flow of documents through the accounting system, a change in spending patterns at the college level, or increases in revenues for a particular area.

Quarterly budget estimates are prepared to provide an intermediate measure of income and expenditures. Actual revenues and expenditures may vary from the budget estimates. The projected year-end budgets are, however, the final measure of budgetary performance.

OPERATING BUDGET

1. Academic and Support program expenditures are behind historical projections due to the timing of operating expenditures and recoveries.
2. The budget for federal revenue is established to match projected allotments from the federal government that are expected to be drawn down during the state fiscal year. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agriculture Experiment Station Division is greater than the projected budget due the timing of a draw that was requested in 2012-13, but received in 2013-14.
3. Expenditures are temporarily exceeding projections due to the timing of recoveries from localities.
4. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
5. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues and expenses are less than projected, but sponsored research revenues are ahead of 2012-13 activity levels.
6. Revenues and Expenses for All Other Programs were less than projected due to lower than budgeted interest earnings and Surplus Property activity.
7. The General Fund revenue budget has been increased by $29,729 for the Virtual Library of Virginia distribution costs and by $1,958,239 for the actual central fund distribution for the state share of fringe benefit rate changes. The corresponding expenditure budgets have been adjusted accordingly.
8. The annual budget for Tuition and Fees has been increased by $8,937 for the finalization of the budgets for tuition, E&G fees, Veterinary Medicine capitation, and unfunded scholarships. During the year the budget was increased $6,700,000 for strong summer and fall enrollment, by $1,865,463 for winter session and $6,509,537 due to higher than projected spring retention. The corresponding expenditure budgets have been adjusted accordingly.
9. The All Other Income revenue budget for the University Division has been increased by $4,650,000 for Continuing Education and Center for Organizational and Technological Advancement programs, $13,000 for the Child Development Lab, $1,000,000 for the Veterinary Medicine Teaching Hospital, and by $2,014,749 for rental income for the Virginia Tech Carilion School of Medicine. The corresponding expenditure budgets have been adjusted accordingly.
10. The General Fund revenue budget has been decreased by $62,015 for the actual state central fund distribution for the state share of fringe benefit changes. The corresponding expenditure budgets have been adjusted accordingly.
11. The Federal revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been increased by $1,021,500 for the carryover of unexpended federal funds and revised calculations of other federal formula funds. The corresponding expenditure budgets have been adjusted accordingly.
12. All Other Income in the Cooperative Extension/Agricultural Experiment Station Division has been increased by $200,000 for increased milk and cattle sales. The corresponding expenditure budgets have been adjusted accordingly.
13. The projected year-end revenue and expense budgets for Student Financial Assistance were increased by $66,600 for the Virginia Military Survivors & Dependents Program and $202,500 for the Two-Year College Transfer Grant.
14. The projected annual budgets for All Other Programs were decreased $9,058 to finalize the Investment and Debt Management budget, and the expense budget increased $137,407 for outstanding 2012-13 commitments that were initiated but not completed before June 30, 2013.

OPERATING BUDGET

2013-14

Dollars in Thousands

	July 1, 2013 to March 31, 2014			Annual Budget for 2013-14		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$120,039	$120,039	$0	$149,324	$151,313	$1,989 (7)
Tuition and Fees	395,213	395,252	-39	382,785	397,869	15,084 (8)
All Other Income	29,558	30,290	-732	31,173	38,850	7,677 (9)
Total Revenues	$544,810	$545,581	$-771	$563,282	$588,032	$24,750
Expenses						
Academic Programs	$-277,468	$-278,875	$1,407 (1)	$-382,215	$-397,292	$-15,077 (7,8,9)
Support Programs	-143,206	-146,750	3,544 (1)	-181,067	-190,740	-9,673 (7,8,9)
Total Expenses	$-420,673	$-425,625	$4,952	$-563,282	$-588,032	$-24,750
NET	$124,137	$119,956	$4,181	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$51,152	$51,152	$0	$64,676	$64,614	$-62 (10)
Federal Appropriation	13,611	12,029	1,582 (2)	14,521	15,543	1,022 (11)
All Other Income	860	829	31 (2)	839	1,039	200 (12)
Total Revenues	$65,623	$64,010	$1,613	$80,036	$81,196	$1,160
Expenses						
Academic Programs	$-60,026	$-59,578	$-448 (3)	$-73,751	$-76,118	$-2,367 (10,11,12)
Support Programs	-4,042	-3,936	-106	-6,285	-5,078	1,207 (10,11,12)
Total Expenses	$-64,068	$-63,514	$-554	$-80,036	$-81,196	$-1,160
NET	$1,555	$496	$1,059	$0	$0	$0
Auxiliary Enterprises						
Revenues	$248,186	$245,425	$2,761 (4)	$286,543	$288,107	$1,564 (4)
Expenses	-198,109	-204,729	6,620 (4)	-281,556	-294,583	-13,027 (4)
Reserve Drawdown (Deposit)	-50,077	-40,696	-9,381 (4)	-4,987	6,476	11,463 (4)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$228,048	$247,109	$-19,061 (5)	$329,738	$329,738	$0
Expenses	-232,101	-247,861	15,760 (5)	-329,738	-329,738	0
Reserve Drawdown (Deposit)	4,053	752	3,301	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
General Fund	$19,970	$19,975	$-5	$19,706	$19,975	$269 (13)
Expenses	-19,217	-18,969	-248	-19,706	-19,975	-269 (13)
Reserve Drawdown	0	0	0	0	0	0
NET	$753	$1,006	$-253	$0	$0	$0
All Other Programs *						
Revenue	$4,217	$4,827	$-610 (6)	$6,313	$6,304	$-9 (14)
Expenses	-4,384	-4,949	565 (6)	-6,313	-6,441	-128 (14)
Reserve Drawdown (Deposit)	167	122	45 (6)	0	137	137 (14)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$1,110,854	$1,126,927	$-16,073	$1,285,618	$1,313,352	$27,734
Expenses	-938,552	-965,647	27,095	-1,280,631	-1,319,965	-39,334
Reserve Drawdown (Deposit)	-45,857	-39,822	-6,035	-4,987	6,613	11,600
NET	$126,445	$121,458	$4,987	$0	$0	$0

* All Other Programs include federal work study, alumni affairs, surplus property, and unique military activities.

AUXILIARY ENTERPRISE BUDGET

1. Expenses in Residence and Dining Halls are lower than expected due to the timing of operating expenses in Dining Services and one-time projects in the Residence Halls.
2. Revenues and expenses in Parking and Transportation Services are lower than projected due to lower than forecasted Fleet Services business volume and Parking Services permit sales.
3. Expenses in Telecommunications Services are lower than projected due to timing of equipment purchases related to campus telecommunication infrastructure projects.
4. Revenues for the University Services System are higher than projected due to the McComas wall repair settlement, and higher than projected student fees and self-generated revenue in Recreational Sports and Student Health Services. Expenses are lower than projected due to the timing of operating expenses.
5. Expenses for Intercollegiate Athletics are lower than projected due to timing of operating expenses and one-time sports facility projects.
6. Revenues for Other Enterprise Functions are higher than projected due to higher than projected Orientation participation, Software Sales to students, and Printing Services. Expenses for Other Enterprise Functions are lower than projected due to timing of operating expenses and infrastructure project savings that were used to pay debt service.
7. The projected annual expense budget for Auxiliary Enterprises was adjusted for $6.5 million in outstanding 2012-13 commitments and projects that were initiated but not completed before June 30, 2013. This amount includes $1.5 million in Telecommunications projects, and $2.8 million in Residence Hall projects. The remainder is spread across the other auxiliary programs.
8. The projected annual revenue, expense and reserve budgets for Residence and Dining Halls were adjusted for $2.4 million in increased business volume due to higher than projected residential occupancy, Dining self-generated revenue, food and labor expenses, one-time project expenses in the residence halls, and $1.9 million for a planned contribution to the Upper Quad capital project.
9. The projected annual revenue and expense budgets for Telecommunications Services were adjusted for increased on-campus project activity and one-time telecommunication projects associated with campus capital project activity. These adjustments were partially offset by decreased revenues and expenses associated with the updated Unified Communications Project planning assumptions and activity in the National Capital Region.
10. The projected annual expense and reserve budgets for University Services System were adjusted for roof and concrete repairs in Student Centers and Activities and planned Marching Virginians uniform replacement.
11. The projected annual revenue budget for Intercollegiate Athletics was adjusted $221,000 to accommodate decreased revenue from football season tickets, men's basketball season tickets, and women's basketball season tickets. These decreases were offset by increased revenue from the Sun Bowl, men's basketball away settlements, football student season tickets, conference allocation, NCAA enhancement and opportunity fund, and Licensing. Annual expense and reserve draw budgets were adjusted $5.1 million to accommodate the Marching Virginian's practice facility, the Sun Bowl, the procurement of equipment, operating adjustments, and personnel adjustments.
12. The projected annual revenue and expense budgets for Electric Services were adjusted to accommodate for revised 2013-14 cost of wholesale electricity and reduced customer rates, for an allowance to plan for the next substation, as well as for the purchase of new equipment.
13. The projected annual revenue and expenses budget for the Inn at Virginia Tech and Skelton Conference Center were adjusted $625,000 to accommodate decreased business volume.
14. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for Central Chiller Plant Infrastructure, the timing of clearing accounts, Licensing and Trademark scholarship contributions and decreased royalty income, increased Orientation participation, Rescue Squad garage project, Tailor Shop one-time project, and contractual changes in the Library Café.

UNIVERSITY DIVISION
AUXILIARY ENTERPRISES

Dollars in Thousands

	July 1, 2013 to March 31, 2014			Annual Budget for 2013-14		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	$96,511	$96,456	$55	$101,342	$103,680	$2,338 (8)
Expenses	-63,098	-65,098	2,000 (1)	-97,575	-103,648	-6,073 (7,8)
Reserve Drawdown (Deposit)	-33,413	-31,358	-2,055 (1)	-3,767	-32	3,735 (7,8)
Net	$0	$0	$0	$0	$0	$0
Parking and Transportation						
Revenues	$10,199	$10,840	$-641 (2)	$12,736	$12,736	$0
Expenses	-8,848	-9,632	784 (2)	-13,242	-13,736	-494 (7)
Reserve Drawdown (Deposit)	-1,351	-1,208	-143 (2)	506	1,000	494 (7)
Net	$0	$0	$0	$0	$0	$0
Telecommunications Services						
Revenues	$16,597	$16,774	$-177	$19,337	$20,136	$799 (9)
Expenses	-13,806	-14,302	496 (3)	-19,148	-21,432	-2,284 (7,9)
Reserve Drawdown (Deposit)	-2,791	-2,472	-319 (3)	-189	1,296	1,485 (7,9)
Net	$0	$0	$0	$0	$0	$0
University Services System						
Revenues	$41,169	$38,160	$3,009 (4)	$40,099	$40,099	$0
Expenses	-29,756	-30,979	1,223 (4)	-39,082	-40,630	-1,548 (7,10)
Reserve Drawdown (Deposit)	-11,413	-7,181	-4,232 (4)	-1,017	531	1,548 (7,10)
Net	$0	$0	$0	$0	$0	$0
Intercollegiate Athletics						
Revenues	$42,547	$42,210	$337	$55,507	$55,728	$221 (11)
Expenses	-45,503	-45,953	450 (5)	-55,590	-60,640	-5,050 (7,11)
Reserve Drawdown (Deposit)	2,956	3,743	-787 (5)	83	4,912	4,829 (7,11)
Net	$0	$0	$0	$0	$0	$0
Electric Service						
Revenues	$25,166	$25,395	$-229	$36,377	$35,506	$-871 (12)
Expenses	-24,724	-25,031	307	-35,642	-35,310	332 (7,12)
Reserve Drawdown (Deposit)	-442	-364	-78	-735	-196	539 (7,12)
Net	$0	$0	$0	$0	$0	$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	$7,705	$7,702	$3	$11,078	$10,453	$-625 (13)
Expenses	-8,314	-8,296	-18	-11,375	-10,949	426 (7,13)
Reserve Drawdown (Deposit)	609	594	15	297	496	199 (7,13)
Net	$0	$0	$0	$0	$0	$0
Other Enterprise Functions						
Revenues	$8,292	$7,888	$404 (6)	$10,067	$9,769	$-298 (14)
Expenses	-4,060	-5,438	1,378 (6)	-9,902	-8,238	1,664 (7,14)
Reserve Drawdown (Deposit)	-4,232	-2,450	-1,782 (6)	-165	-1,531	-1,366 (7,14)
Net	$0	$0	$0	$0	$0	$0
TOTAL AUXILIARIES						
Revenues	$248,186	$245,425	$2,761	$286,543	$288,107	$1,564
Expenses	-198,109	-204,729	6,620	-281,556	-294,583	-13,027
Reserve Drawdown (Deposit)	-50,077	-40,696	-9,381	-4,987	6,476	11,463
Net	$0	$0	$0	$0	$0	$0

CAPITAL OUTLAY BUDGET

Educational and General Projects

1. The total project budget amounts reflect the balance of maintenance reserve appropriation carried forward from fiscal year 2013 and the state's fiscal year 2014 allocation of $5.649 million of Maintenance Reserve funds. The current year revised annual budget reflects reaching the 85 percent expenditure performance requirement.

2. This project will support progress on fire alarm systems and accessibility improvements for several E&G buildings including Randolph Hall, War Memorial Hall, Food Science and Technology Building, Norris Hall, Newman Library, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex, and Wallace Annex. The implementation plan calls for improvements to be executed in multiple packages. Design work is underway for the various packages and construction funding will be released on a package-by-package basis as design cost reviews are completed by the state. The revised annual budget assumes the release of some construction funding this fiscal year.

3. This project is for a 73,000 gross square foot classroom building to meet the university's instructional classroom and laboratory needs. The original annual budget of $10 million reflected an anticipated allocation of construction funds for an approximately $42.5 million project prior to July 1, 2013. At the completion of the preliminary design cost review in November 2013, the university's cost estimate for the project remains above the state's approved cost for the project and funds have not been released. Thus, the university will continue through the end of working drawings to obtain market-based construction pricing for the authorized project scope. Because the state has not yet released construction funds, the annual budget and total project budget were revised back to the planning allocation levels while the university works to reach final market pricing.

4. This project will plan the renovation of three academic buildings located in the core of main campus bordering the Drillfield: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. Preliminary Design work is nearly complete. The funding plan calls for the university to temporarily support planning costs with nongeneral funds which will be reimbursed by the state once construction funding is released. The project is scheduled to be ready for construction funding by fall 2014, and the university requested construction funding for fiscal year 2015. The state has authorized a total project cost of $26.3 million based on schematic designs. If construction funding is not included in this budget, the start of construction may be delayed until fiscal year 2016.

5. The instructional components of the Dairy Science program are being relocated to Kentland through a project with the Virginia Tech Foundation. This project is for preplanning the relocation of six remaining agricultural facilities with three new facilities. The new facilities include a metabolism research laboratory, an applied reproduction facility, and a building for animal demonstration, handling, and holding spaces. The funding plan calls for the university to temporarily support planning costs with nongeneral funds which will be reimbursed by the state once construction funding is released. The university requested funding for full planning and construction in the fiscal year 2015 budget.

6. This project will construct a facility to accommodate the practice needs of the Marching Virginians. The project envisions three components: a facility, a covered open air pavilion, and an artificial turf field. Design work is underway for the building components and sitework is underway for the field component. The project schedule has been revised for completion of the field by spring 2015 and completion of the building remains summer 2015.

7. This project razes and replaces the unrecoverable center and north section of the building. Construction is underway and substantial completion has been extended to May 2014 from December 2013. The delay may result in cost overruns which the university is working to resolve with the contractor. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2014, and resources are sufficient to cover the accelerated flow.

8. This project is for a 154,900 gross square foot classroom and laboratory facility for undergraduate and research programs in the College of Engineering. Substantial completion has been extended to May 2014 from January 2014. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2014, and resources are sufficient to cover the accelerated flow.

9. The project is complete and has been occupied since August 2012 with a total anticipated cost of $44.3 million. The project remains open while the university works to address odor dispersion concerns from occupants of adjacent buildings. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2013 will be processed in fiscal year 2014.

10. The project is complete and has been occupied since July 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2014.

11. The project is complete and has been occupied since January 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the second quarter to reflect expected cash outflows for fiscal year 2014, and resources are sufficient to cover the accelerated flow.

12. The project is complete and has been occupied since October 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2014.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF MARCH 31, 2014

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET						
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES	
Educational and General Projects										
Educational and General Maintenance Reserve										
Maintenance Reserve	6,723	7,403	5,787	13,427	0	0	0	13,427	9,796	(1)
Design Phase										
Address Fire Alarm Systems and Access	1,500	500	131	5,501	0	0	0	5,501	310	(2)
Classroom Building	10,000	965	702	0	0	2,000	0	2,000	1,737	(3)
Planning: Academic Buildings Renewal	1,348	1,348	1,081	0	0	1,889	0	1,889	1,081	(4)
Preplanning: Improve Kentland Facilities	152	152	111	0	0	1,500	0	1,500	111	(5)
Construction Phase										
Marching Virginians Practice Facility	0	400	163	0	0	4,750	0	4,750	163	(6)
Renovate Davidson Hall, Phase I	9,719	11,300	10,063	31,119	0	0	0	31,119	29,490	(7)
Signature Engineering Building	16,000	21,000	16,132	47,609	0	18,650	28,959	95,218	72,323	(8)
Close-Out										
Academic and Student Affairs Building	0	1,989	286	0	0	0	45,153	45,153	43,449	(9)
Chiller Plant, Phase I	1,598	2,435	1,836	12,059	0	400	7,639	20,098	19,499	(10)
Human & Agricultural Biosciences Building I	9,500	16,300	14,992	53,759	0	0	0	53,759	51,830	(11)
Performing Arts Center	14,187	18,500	17,300	27,387	0	32,565	40,135	100,087	98,076	(12)
On Hold and Not Funded										
Blanket: E&G Research Projects	0	0	0	0	0	3,500	0	3,500	547	(13)
Sciences Building Laboratory I	10,000	0	0	0	0	0	0	0	0	(14)
TOTAL	80,727	82,292	68,582	190,861	0	65,254	121,886	378,001	328,412	

CAPITAL OUTLAY BUDGET (Continued)

13. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a $3.5 million authorization to initiate planning for a Sciences Laboratory Building that has been on hold.

14. This project is envisioned to provide an 80,000 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The proposed total project budget is $46.45 million including $31.45 million of General Fund and $15 million of nongeneral fund. The original annual budget of $10 million reflected an anticipated allocation of General Fund resources in late fiscal year 2013. The state's capital funding pool did not include the project, and the university is working with the state on the potential of General Fund resources to implement the project. Thus, the annual budget and total project budget were adjusted back to zero pending the timing of state funding. If funding is not included in the fiscal year 2015 budget, the project may need to be resubmitted for review and approval.

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise budgeting process. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2014. The outstanding balance is committed to a five year forward looking maintenance plan to ensure sufficient resources are available for major maintenance repairs. The auxiliary maintenance reserve program covers 93 assets with a total replacement value of $1 billion. The outstanding balance of the Total Project Budget is for maintenance reserve work scheduled for fiscal year 2014 and beyond.

2. This project will plan a 3,000 gross square feet one story addition to the east wing of McComas Hall and a renovation of 1,700 gross square feet to an interior portion of the existing Schiffert Health Center. Procurement of design services is underway. The annual budget was adjusted in the third quarter to reflect initiating planning activity.

3. This project will plan the replacement of the remaining natural turf south recreation field surface with a synthetic turf playing surface. The project would create a multi-purpose area that may be arranged as six flag football fields, or six soccer fields, or four 300-foot softball fields. The south recreation field area would be fenced and lit. A nine foot asphalt path would be constructed around the field to allow for maintenance vehicle traffic and to create a jogging/walking path. Procurement of design services is underway. The annual budget was adjusted in the third quarter to reflect initiating planning activity.

4. This project will build a new field house to increase the availability of indoor training time for the football program and other athletic programs. A design-build contract has been finalized. Construction activity is expected to start in July 2014 with substantial completion in August 2015. The total cost is expected to be $21.3 million. The annual budget was adjusted in the first quarter to reflect initiating planning activity.

5. This project includes improvements to four complementary communication infrastructure components. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The total expected costs are $16.508 million, and this project is anticipated to be complete in fall 2016. The annual budget was adjusted in the third quarter to reflect initiating planning activity.

6. This project replaces Rasche and Brodie with two new residential facilities and razes Thomas and Monteith. The total budget is $90 million, and this project is anticipated to be complete by fall semester 2017 based on an anticipated four year construction schedule. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2014.

7. This project is complete and a new fiber-optic core on campus has been installed. The project may be closed when final payments are processed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The expected total cost is $1.8 million.

8. The subproject is complete, the house is occupied, and the financial accounts will be closed when final payments are processed. The subproject was delivered under a Public-Private Partnership Agreement. The original subproject budget was $4.663 million. The university exceeded the infrastructure component by $279,000 which was covered by auxiliary enterprise revenue, and the private partner exceeded the house component of the budget by $1.06 million and agreed to fund the overrun with private sources. The total budget for this subproject was increased to $6.002 million accordingly.

9. This project is complete and has been closed with final project costs of $3.375 million.

10. This project envisioned a new residence hall of approximately 250 beds. Cost estimates exceed the project budget and the project is on hold while the university explores alternatives. Funding for the project may be considered pending a program plan and financial plan.

11. The purpose of this unfunded parking blanket authorization balance is to complete future improvements and repair projects for the parking system as specific needs are identified and as funding becomes available.

12. This is the remaining unallocated authorization of the original $23.5 million Oak Lane Community, Phase IV project. The outstanding Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with plans and commitments for their one-third funding requirement per house.

Capital Outlay Projects Authorized as of March 31, 2014 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET						
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES	
Auxiliary Enterprises Projects										
Auxiliary Maintenance Reserve										
Maintenance Reserve	6,400	6,400	5,719	0	0	17,161	0	17,161	5,719	(1)
Design Phase										
Health Center Improvements	0	10	0	0	0	0	200	200	0	(2)
South Recreation Field Surface Replacement	0	65	0	0	0	0	230	230	0	(3)
Construction Phase										
Indoor Athletic Training Facility	0	1,500	236	0	0	21,300	3,700	25,000	244	(4)
Unified Communications & Network Renewal	1,920	2,500	1,884	0	0	4,500	12,008	16,508	10,274	(5)
Upper Quad Residential Facilities	5,795	6,500	5,134	0	0	17,662	72,338	90,000	5,138	(6)
Close-Out										
Campus Fiber Optic Improvement	492	492	364	0	0	2,000	0	2,000	1,634	(7)
Phase IV of Oak Lane Community (House 1)	996	1,302	1,181	0	0	6,002	0	6,002	5,881	(8)
Repair McComas Hall Exterior Wall Structure, Ph III	510	269	269	0	0	3,375	0	3,375	3,375	(9)
On Hold and Not Funded										
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182	(10)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0	(11)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	17,498	17,498	0	(12)
TOTAL	16,113	19,038	14,787	0	0	72,000	149,521	221,521	32,448	
GRAND TOTAL	$ 96,840	$ 101,330	$ 83,369	$ 190,861	$ -	$ 137,254	$ 271,407	$ 599,522	$ 360,860	

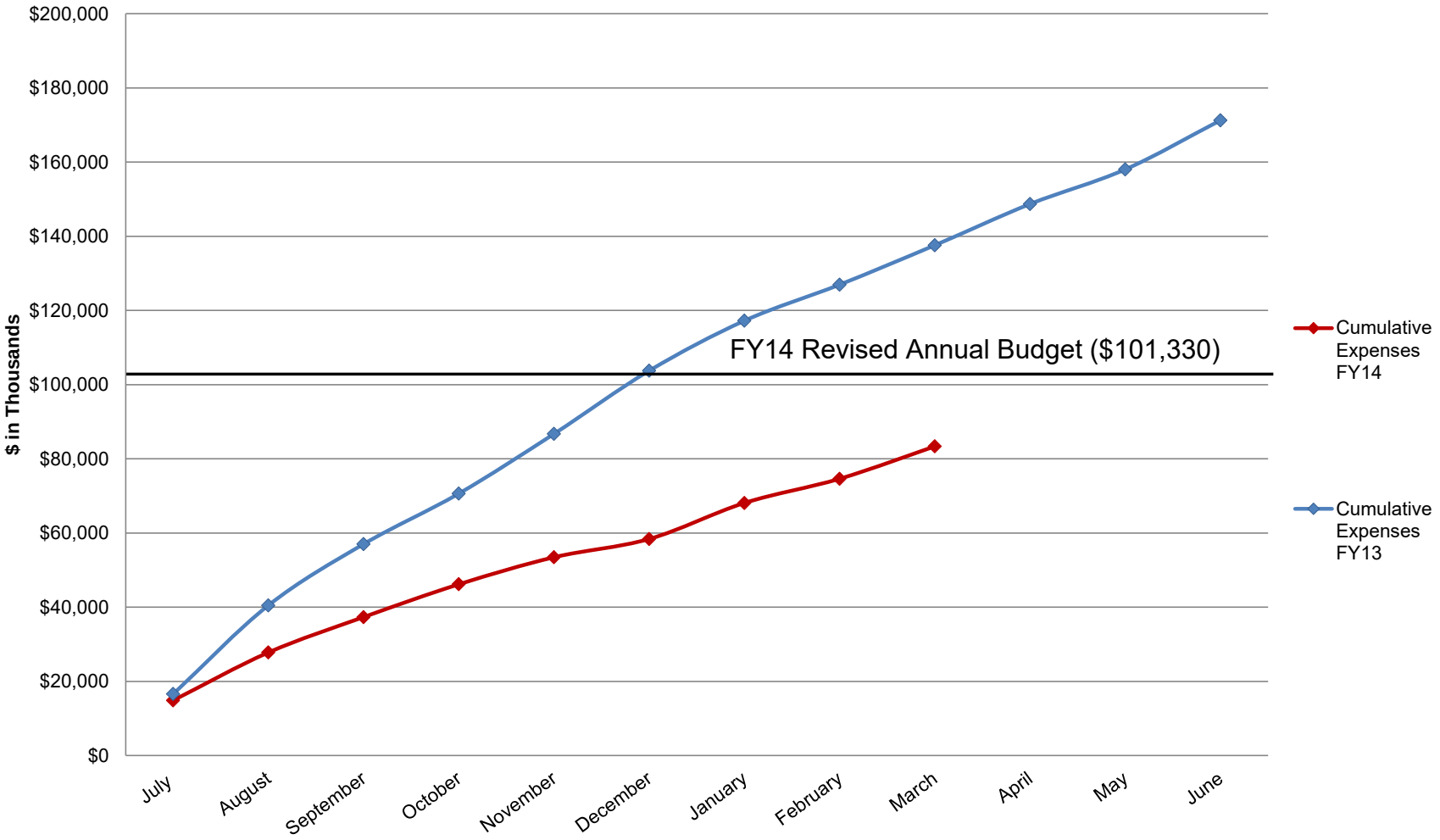
RECOMMENDATION:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2013 through March 31, 2014 and the Capital Outlay report be accepted.

June 2, 2014

CAPITAL PROGRAM ANNUAL PERFORMANCE
Cumulative Monthly Expenditures

Fiscal Year 2013 and Fiscal Year 2014



2014-15 Faculty Compensation Plan

FINANCE AND AUDIT COMMITTEE

April 28, 2014

The university continues to use the parameters provided in the "Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education" document from the Secretary of Education to develop the annual Faculty Compensation Plan. This document defines the qualification criteria for teaching and research faculty and administrative and professional faculty, provides guidance on the authorized salary average for full-time teaching and research faculty positions, and requires board-approval.

In accordance with the most recent Consolidated Salary Authorization, the 2014-15 Faculty Compensation Plan provides information about (1) the 2014-15 pay structure, (2) the promotion and tenure process, (3) the annual evaluation and salary adjustment process for teaching and research faculty, administrative and professional faculty, and research faculty, and (4) salary adjustments within the evaluation period.

This faculty compensation plan covers only faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors' approval of the university's Management Agreement, effective July 1, 2006, as well as guidance from the state Department of Human Resource Management.

Authorized Salary Average

The authorized salary average applies to all full-time teaching and research positions with the rank of professor, associate professor, assistant professor, instructor, or lecturer that are engaged in teaching and research for 50 percent or more of the time. As noted in the Consolidated Salary Authorization document, "Institutions are expected to award differential salary increases to their faculty based on performance and other circumstances such as promotions, tenure, and changes in responsibility. The net effect of all salary actions should be an average salary that approximates the [authorized] salary average."

The commonwealth measures the adequacy of faculty salaries by comparing the institutional average with the average of a unique benchmark group for each public college and university. The benchmark groups are constructed by matching characteristics of colleges and universities, such as size of the student body, percentage of degrees granted in various disciplines, percentage of graduate degrees conferred, and research activity levels. The General Assembly established an objective in the late 1980s to fund a faculty salary average at all institutions that would approximate the salary average at the 60th percentile in the ranking of salary averages in individual benchmark groups. The State Council of Higher Education for Virginia (SCHEV) last reviewed and updated each institution's Faculty Salary Peer Group in

2007. The 2012-13 benchmarking of Virginia Tech's Faculty Salary Average is made using the peer group established in 2007.

For Fall 2012, Virginia Tech's Authorized Salary was $90,392. This placed Virginia Tech at the 28th percentile of its peer group for 2012-13, based on the most recent peer salary data available data from the Integrated Postsecondary Education Data System (IPEDS). Because the state provided an increase in 2013-14, the authorized salary increased to $93,104. We estimate that Virginia Tech's rank will improve to the 31st percentile for Fall 2013, based on SCHEV's 2 percent forecast of salary escalation at peer institutions. Summary statistics are provided in the table below.

	Fall 2012	**Fall 2013**
60th Percentile IPEDS	$99,909	$101,907*
State Authorized Salary Average	$90,392	$93,104
Actual Average Salary[(a)]	$88,130	$91,775
Rank – Authorized	17 of 26	15 of 26 *
Rank – Actual	24 of 26	19 of 26 *
Percentile – Authorized	28th	31st *
Percentile – Actual	22nd	27th *

**IPEDS peer salary data for Fall 2013 is not yet available. Estimates are based on the State Council of Higher Education's forecast of 2% salary escalation at peer institutions.*

(a) Computed in accordance with traditional consolidated salary average guidelines provided by the Secretary of Education.

Attachment A provides a list of the university's peer group and the comparative salary averages for fall 2013.

2014-15 Pay Structure

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2014-15 is presented in Attachment B. This plan is derived from the 2013-14 approved plan, incorporating the proposed merit adjustment for 2014-15, and displays the normal entrance rate for each faculty category and the change from the approved compensation rate for each rank. Also displayed is the distribution of faculty across the ranks.

The salary average for administrative and professional faculty may not exceed the authorized salary average for the teaching and research faculty by more than 35 percent.

Promotion, Tenure, and Continued Appointment

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of instructional, research, outreach, and other professional activities. A current curriculum vitae together with student and

peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at three levels: by a departmental committee and the head or chair; by a college committee and the dean; and by a university committee and the Provost. Each candidate for promotion or tenure will be evaluated in the light of the tripartite mission of the university: instruction, research, and outreach. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected in recognition of the need for flexibility in the future establishment of priorities in academic programs. Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution require high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the material contained in this section, the Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Dossiers of candidates for promotion or continued appointment are submitted to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty by the relevant dean or director with accompanying recommendation. The recommendations of the Committee are conveyed to the Provost, who makes final recommendations to the President.

The following raises are recommended for promotions to:

Professor	$7,000
Associate Professor	5,000
Assistant Professor	3,000

For academic-year faculty members who have Research Extended Appointments (10, 11, or 12 month appointments funded by sponsored projects) with salaries adjusted in accordance with formulas in Policy 6200, or for those who have a limited-term appointment as department head or other administrator, the stipend is adjusted by the

same conversion rate to preserve its value when the faculty member returns to the academic-year base appointment.

The clinical faculty track provides for long-term, full-time or part-time faculty appointments to individuals whose primary responsibilities are instruction and/or service in a clinical setting, such as veterinary medicine. Tenure cannot be earned in these ranks, and time spent in one of these ranks is not applicable toward probationary tenure-track faculty service. There are four clinical ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Clinical Professor	$7,000
Clinical Associate Professor	5,000
Clinical Assistant Professor	3,000

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three professor of practice ranks, beginning with Assistant Professor of Practice. Instructors may be promoted into the Assistant Professor of Practice rank. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	$7,000
Associate Professor of Practice	5,000
Assistant Professor of Practice	3,000

There are three ranks for extension agents: Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Agent	$5,000
Agent	3,000

The instructor track provides for full- and part-time appointments to individuals whose primary responsibilities are to the undergraduate instructional program. Tenure will not

be awarded at any of these ranks and all service at any instructor rank will be excluded from the probationary period should the faculty member later be appointed to a tenure track position. There are three ranks in the series: Instructor, Advanced Instructor, and Senior Instructor. Those instructors with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Senior Instructor	$5,000
Advanced Instructor	3,000

At the June meeting each year, the university will submit to the Board of Visitors a report of recommended promotion, tenure, and continued appointment actions for review and approval.

Annual Evaluation and Salary Adjustments

Teaching and Research Faculty

An evaluation of every faculty member's professional performance is held each year. All persons holding non-temporary faculty appointments are asked to prepare a report at the end of each academic year (or other appropriate 12-month period) citing their instructional activities, creative scholarship, and other professional activities and recognitions during the year. Salary recommendations are based upon performance documented in these annual reports, which are reviewed by departmental personnel committees in some cases, by the department head or chair, and the dean.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the department head or chair and are reviewed by the dean. At the university level, the dean reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Administrative and Professional Faculty

Administrative and Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, and assistant or associate vice president or dean. Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects,

student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and financial specialists.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important university priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Research Faculty

Research faculty are those with the titles of research associate, senior research associate, postdoctoral associate, research scientist, senior research scientist, research assistant professor, research associate professor, research professor, project associate, senior project associate, or project director. Research faculty appointments are intended to promote and expedite the research activities of the university. Tenure cannot be earned in these ranks and service is not applicable toward probationary faculty service.

Each research faculty member is evaluated and given a merit adjustment on the same schedule for evaluations and raise recommendations as the other faculty groups. Salary adjustments are based on merit; they are not automatic. An annual performance review by the principal investigator and/or department head becomes part of the basis for salary adjustments. Recommendations for salary adjustments originate with the supervisor (usually the principal investigator or the department head or chair) and are reviewed as appropriate by the department head or chair, dean, and Vice President for Research. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Other Salary Adjustments

Faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are recommended at the June meeting and adjustments based on performance are recommended at the fall meeting. In addition to this process, it is sometimes necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for changes in duties and responsibilities, for special temporary assignments, for retention

or other exceptional needs, and for faculty selected for a different position as part of a search. Adjustments on the anniversary date of appointment for a restricted faculty member may also be approved in lieu of the November raise.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to $3,000 for completion of the doctorate effective upon official certification by the degree-granting institution that all requirements have been met for award of the degree.

The President, Provost, and Chief Financial Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. By separate resolution, the Board has delegated authority to the President or designee for approval of changes in employment status that do not involve any salary action, salary adjustments made in accordance with existing policies and standard formulas, off-cycle salary adjustments less than 10 percent, new appointments and salary adjustments for faculty members on restricted contracts, and new appointments of non-tenure track instructional faculty or administrative and professional faculty below the level of senior administrator and their direct reports. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution as identified in the resolution.

Faculty Research Incentive Plan

During 2011-12, a university workgroup developed a university savings program by incentivizing faculty research activities. This effort resulted in the Board's creation of a Faculty Research Incentive Program (FRIP) that has similarities to programs at peer institutions. This plan was implemented as a pilot in 2012-13, and will be continued in 2014-15.

The goal of the FRIP is to provide an incentive for principal or co-principal investigators to secure additional competitively awarded, externally sponsored activities. Through the leveraging of appropriately charged time to competitive grants and contracts, research time that is funded by departments or colleges can be reduced, resulting in salary savings that can be used to both support the incentive program as well as to support academic initiatives.

One-time research incentive payments are made from department or college salary savings and are based on a minimum savings threshold that is applied equitably within departments or colleges. Faculty must apply in advance to be considered for the program. Research incentive payments must be approved by the department head or chair, the dean, and the provost (or the appropriate administrators based on reporting structure); all disapprovals must also be reviewed by each management level. When salary savings result in a reduction in faculty assignments, those salary savings are excluded from the program.

Implementation of the 2014-15 Merit Review and Compensation Process

Recognizing the critical nature of faculty compensation, the university's standing relative to the 60th percentile of the university's peer group average salary, the higher levels of competing offers being received by key faculty, and to minimize the high cost of turnover, the university proposes continuing the traditional annual merit-based faculty salary increase program in 2014-15. While the state budget for 2014-15 is not yet completed, the university will tentatively plan to develop recommendations during the Fall of 2014 for a faculty merit review process.

As the commonwealth's 2014-16 biennial budget has not yet been approved, compensation programs at the state level are uncertain at this time. This plan authorizes management to plan and budget for the nongeneral fund resource allocations necessary to support a merit-based faculty salary increase in the order of magnitude recommended by SCHEV in fall of 2013, and the nongeneral fund portion of any statewide program implemented in 2014-15. If additional information regarding any potential statewide compensation program becomes available after the June meeting, we will provide an update to the Board.

To implement the 2014-15 merit review and compensation program, the Budget Office will develop salary pools for each academic and administrative area, based upon 2.75% of the existing faculty salary allocations. The vice presidents and deans are expected to balance the overall salary recommendations within the pools provided to them and implement reallocations of at least 0.5% to recognize performance by enhancing the salary pools.

The university may also elect to create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2014-15, such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary inequity and retention issues for specific faculty. If implemented, the funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all faculty members and may occur at any time during the year, subject to approval by the Board.

- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

RECOMMENDATION:

That the proposed 2014-15 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Research Faculty be approved.

June 2, 2014

Attachment A

VIRGINIA TECH

2012-13 Fiscal Year

Institution	Average Salary	Rank
California-Berkeley, University of	$128,259	1
Cornell University	121,797	2
Southern California, University of	113,859	3
California-Davis, University of	106,731	4
Texas at Austin, University of	103,527	5
Maryland-College Park, University of	102,852	6
Illinois at Urbana-Champaign, University of	101,043	7
Rutgers University-New Brunswick/Piscataway	100,431	8
Ohio State University-Main Campus	100,323	9
Purdue University-Main Campus	97,911	10
Minnesota-Twin Cities, University of	96,120	11
Wisconsin-Madison, University of	92,997	12
Michigan-Ann Arbor, University of	92,655	13
Stony Brook University	92,106	14
Colorado at Boulder, University of	91,044	15
Iowa State University	90,810	16
Virginia Tech	**90,392**	**17**
SUNY at Buffalo	90,369	18
Texas A & M University	90,045	19
Washington-Seattle Campus, University of	89,901	20
Michigan State University	89,433	21
Florida, University of	89,037	22
North Carolina State University at Raleigh	88,515	23
Pennsylvania State University-Main Campus	88,326	24
Pittsburgh-Main Campus, University of	83,547	25
Missouri-Columbia, University of	78,858	26

Virginia Tech's SCHEV Peer Percentile Ranking **28th**

Attachment B

2014-15 Pay Structure

Virginia Tech

	9-Month Faculty	12-Month Faculty	Distribution of Approximate % of Total Faculty By Rank
	Entrance	Entrance	
Professor	$84,208	$102,704	33%
Associate Professor	$64,405	$78,041	30%
Assistant Professor	$53,279	$64,807	25%
Senior Instructor	$45,695	$59,458	2%
Advanced Instructor	$40,740	$52,851	2%
Instructor	$37,340	$48,584	8%

Proposed Tuition and Fee Rates for 2014-15

FINANCE AND AUDIT COMMITTEE

April 24, 2014

Development of 2014-15 Tuition and Fee Rates

The university has traditionally developed tuition and fee proposals in February and March of each year, with final rates submitted to the Board of Visitors in late March or April. This process allowed the university to incorporate into the tuition and fee proposals the impact of legislative actions taken during the General Assembly session. Finalizing these rates at the March Board of Visitors meeting helps students plan for the financial costs of the upcoming academic year and allows the University Scholarships and Financial Aid Office to deliver timely and effective financial aid award information to current and prospective students.

The 2014 General Assembly, however, did not complete a budget proposal during the regular legislative session, and as of the writing of this recommendation, continues to deliberate the final outcome of the state's 2014-16 budget. In the absence of a completed state budget, the university has made assumptions regarding the amount of incremental General Fund support that the university is likely to receive in 2014-15, as well as the nongeneral fund cost assignments that must be met with self-generated resources. With that understanding, the following tuition and fee recommendation is now proposed to address the university's 2014-15 resource needs.

History of Tuition Legislation in Virginia

The period of 1989 to 2012 was one of significant change in the level of state support, tuition policies and rates. The substantial growth in tuition continues to be a source of increasing concern to institutions of higher education, students, parents, and state officials.

During the period of 1989 to 1996, tuition increased dramatically across the Commonwealth due to the decline in General Fund support for higher education. At Virginia Tech, undergraduate tuition increased by 49 percent for resident students and 91 percent for nonresident students in the six-year period 1989-90 to 1995-96, a direct result of six rounds of reductions in state General Fund support.

In 1994 the Appropriation Act included language which established tuition rate growth caps of 3 percent for resident students and 7.5 percent for nonresident students for each year of the biennium. For 1996-97 through 1998-99, the Appropriation Act included language to freeze tuition for Virginia undergraduates at the 1995-96 level. The 1999 General Assembly approved a 20 percent reduction in tuition and mandatory

Educational and General fees for Virginia undergraduate students and offset the reduction in revenue by providing new General Fund support. The 2000 Appropriation Act included language to continue tuition and mandatory Educational and General fees at 1999-00 levels for Virginia undergraduate students during the 2000-02 biennium.

To address state revenue shortfalls, language in the 2002 Appropriation Act provided authority to increase tuition and mandatory Educational and General fees for Virginia undergraduate students by 9 percent. The 2003 General Assembly allowed for the annualization of the Spring 2003 tuition increases and limited increases in tuition and mandatory Educational and General fees for Fall 2003 for Virginia undergraduate students to 5 percent plus nongeneral fund cost assignments.

The authority granted by the 2004 General Assembly continues for 2012-13 and establishes that "The Board of Visitors . . . of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in the act."

Effective July 1, 2006, the university entered into a management agreement with the Commonwealth of Virginia. A critical element of this agreement is the reaffirmation of the Board of Visitors' authority to establish tuition and fee rates. This rate setting authority, coupled with the sum sufficient revenue authority to establish nongeneral fund appropriations as provided in the management agreement, provides a much more stable environment for planning and establishment of future tuition and fee rates.

For 2007-08, the 2007 General Assembly established a Tuition Incentive for allocation to institutions contingent upon limiting the increase of tuition and E&G fees for in-state undergraduate students to 6 percent plus in-state undergraduate financial aid. The 2008 General Assembly continued the incentive fund concept to encourage institutions to limit the in-state undergraduate tuition and E&G fee increases to 3 percent for E&G operations and 1 percent for student financial aid in 2008-09.

Language included in the 2009 budget, and continued in 2010, reiterated the intent of the federal American Recovery and Reinvestment Act of 2009 (ARRA) to "mitigate the need to raise tuition on in-state students at public colleges and universities." As a result of this Act, the University division received over $11 million in funding in 2009-10. This funding came along with an understanding, expressed verbally by state budget-writers, that higher education institutions would use ARRA funding to mitigate the need to increase tuition to Virginia residents beyond 5 percent.

The Governor's Commission on Higher Education, Reform, Innovation, and Investment introduced the Higher Education Opportunity Act of 2011 at the start of the 2011 General Assembly. In this legislation, institutional tuition and fee-setting authority is retained by the Board of Visitors. However, total tuition and fee revenue is limited to the

aggregate cost of education for all enrolled students, minus state General Fund support. The model does allow for exclusion of Virginia resident tuition and fee revenue directed towards financial aid, an institution's NGF share of the state mandated salary and fringe increases, improving faculty salary competitiveness, and unavoidable cost increases to ensure flexibility and inclusion of specific institutional characteristics, missions, and goals. The university is in compliance with this test; thus, the Board of Visitors retains the authority to set tuition and fee levels.

Tuition

The defined state process envisions utilizing the Six-Year Financial Plans that are developed in accordance with state guidelines and approved by the Board as the framework for the development of tuition and E&G fees, given certain assumptions about General Fund support provided by the General Assembly. However, development of tuition and fee recommendations for the coming year must consider the actual level of support from the Commonwealth and nongeneral fund cost assignments in the first year of the biennium, when available. For 2014-15, the university is using estimated information as the General Assembly has not yet finalized the 2014-16 biennial budget. The university has worked to balance these criteria in developing the proposed 2014-15 rates shown below.

Full-Time Students

	2013-14 Charge	Proposed 2014-15
Undergraduate		
Resident	$ 9,617	$ 10,088
Nonresident	24,769	25,515
Graduate		
Resident On-Campus	11,185	11,656
Nonresident On-Campus	22,146	23,351
Resident Off-Campus	12,383	12,904
Nonresident Off-Campus	23,737	25,028

The semester rates equal one-half of the annual rates.

Impact of Student Financial Aid Programs

As reported to the Board in November 2013, the university maintains a robust student financial aid program to ensure access and affordability of the institutions programs. Consistent with this, it is important to remember that the proposed charges represent the gross amount assessed to students and may be offset by one of the university's various financial assistance programs, including the Funds For the Future program,

which shelters returning undergraduate students from tuition increases at increasing levels dependent upon need.

Part-Time Students

Part-time tuition charges for all student categories are derived from the full-time rate and are directly related to the number of credit hours taken. For tuition calculation purposes, the full-time undergraduate semester rate is divided by 12 credit hours and the full-time graduate student semester rate is divided by nine hours. The proposed per hour charges for 2014-15 are:

	2013-14 Charge	Proposed 2014-15
Undergraduate		
Resident	$400.75/hour	$420.25/hour
Nonresident	1,032.00/hour	1,063.25/hour
Graduate		
Resident On-Campus	621.50/hour	647.50/hour
Nonresident On-Campus	1,230.25/hour	1,297.25/hour
Resident Off-Campus	688.00/hour	717.00/hour
Nonresident Off-Campus	1,318.75/hour	1,390.50/hour

Special Tuition Rates

Summer and Winter Session Rate

The Higher Education Opportunity Act of 2011 outlines several objectives that seek to expand access to and enhance the completion of degrees across the Commonwealth's higher education system. Increasing year-round utilization of facilities and advancing opportunities for degree completion during non-traditional academic time periods is an important strategy to supporting these objectives. To position the university for continued innovation in non-traditional session enrollment growth, in 2012-13 the university shifted the assessment of undergraduate tuition to a per credit hour basis at a 10 percent discount of the regular session hourly rates to those students enrolled on-campus in Summer 2013 on a pilot basis. For 2014-15, the university proposes to continue this assessment methodology for the Winter and Summer sessions. It is the university's belief that the combination of these actions will not only position the university for improved year-round use of facilities, but also provide a financial incentive for students to complete their degree at an accelerated pace and offer improved flexibility for faculty to innovate academic offerings during these non-traditional sessions.

The proposed per hour charges for Winter and Summer 2015 are:

	2013-14 Charge	Proposed 2014-15
Undergraduate On-Campus		
Resident	$361.00/hour	$378.00/hour
Nonresident	929.00/hour	957.00/hour

Veterinary Medicine

When the Virginia-Maryland Regional College of Veterinary Medicine was formed, the two states agreed to provide equal contributions (per Virginia and Maryland student) to the instructional operating budget. It was also agreed that both Virginia and Maryland students would pay the same resident tuition rate. The tuition agreement has been sustained since the first class was admitted. Until 1996-97 only residents of Virginia and Maryland were admitted for study in the professional veterinary medicine curriculum.

Effective for the Fall 1996, the enrollment policy was modified to admit 10 nonresident students (i.e. non-Virginia and non-Maryland residents) per year until fully implemented in the Fall of 1999. This resulted in a total enrollment of 40 nonresident students. This change did not affect the enrollment totals for Virginia or Maryland. In 2009-10 the college expanded the incoming class by adding five additional nonresident students. For 2012-13, the enrollment plan adds 25 nonresident students into the entering cohort as well as five transfer students in the second year.

Each year the tuition proposal is reviewed with the Virginia-Maryland Regional College of Veterinary Medicine Budget and Program Review Board (established to review the college's budget and comprised of representatives from Virginia Tech and the University of Maryland). The university, in conjunction with the Budget and Program Review Board, proposes to increase the tuition rates for all veterinary medicine students for 2014-15. The current and proposed annual tuition rates are displayed below:

	2013-14 Charge	Proposed 2014-15
Virginia-Maryland Students	$18,708	$ 19,269
Nonresident Students	43,766	44,773

Program Specific On-line Graduate Tuition Rates

Tuition is generally based upon a student's campus. Students on the virtual campus are assessed the extended campus tuition rates except where a program specific rate has been approved. For select programs with significant demand beyond the Commonwealth's borders and the capacity for growth, the university has developed single tuition rates to be applied to all students in each program that ensure coverage of the direct and indirect cost of instruction and satisfy state policy requiring that nonresident students be assessed at least the average cost of education. These students will be assessed the basic E&G fees (Library and Technology) yet be exempted from the Capital & Equipment assessment since these degrees are 100 percent online.

The programs currently recommended for specific on-line tuition rate include the on-line Masters in Agriculture and Life Sciences (PSAL), on-line Graduate Certificate in Local Government Management (LGMC), and the on-line Masters in Natural Resources (MNR). The proposed per credit hour rates for these programs are summarized below:

Online Graduate Tuition	2013-14 Charge	Proposed 2014-15
MIT	$900	$900
MNR	N/A	$850
PSAL and LGM	N/A	$750

Special Tuition Rate for Elementary and Secondary School Personnel

The original policy regarding special tuition rates for elementary and secondary school personnel was approved in 1984 and allowed public school teachers to attend graduate classes at Virginia Tech on a reduced tuition schedule for purposes of recertification. Recertification is a statewide requirement that can strengthen the total education system. The original policy underscored the university's commitment to improving the quality of elementary and secondary education through the continued education of elementary and secondary school teachers.

In January 1989 the Board of Visitors approved a revised policy. Teachers, counselors, administrators, and supervisors employed by elementary and secondary school systems in the Commonwealth of Virginia may enroll in graduate classes, both on-campus and at off-campus locations, and pay approximately 60 percent of the authorized tuition rate. The Board of Visitors also expanded the policy in two ways. First, all elementary and secondary school personnel are now eligible for the reduced tuition rate. Second, all graduate hours qualify for the plan, not just recertification hours.

Further, elementary and secondary school personnel may enroll in an unlimited number of graduate courses for the purpose of recertification or for an advanced degree.

In February 1999 the Board of Visitors approved an expansion of the special tuition rate to include undergraduate-level courses for vocational teachers who do not have a bachelor's degree.

The special instructional fees for elementary and secondary school personnel are 60 percent of the corresponding campus tuition rates (excludes professional and executive programs).

The following table shows the proposed special rates per credit hour for 2014-15 Virginia residents:

	2013-14 Charge	Proposed 2014-15
Undergraduate	$240.00/hour	$252.00/hour
Graduate		
Blacksburg Campus	373.00/hour	389.00/hour
Extended Campus	413.00/hour	430.00/hour

Special Tuition Rate for Study-Abroad Programs

Providing the opportunity for students to study abroad is an important strategy in strengthening the international programs of Virginia Tech. The Board of Visitors has previously approved a special tuition rate for students who participate in the various study-abroad programs operated by the university. The special tuition rate reflects instructional services that all students receive, but excludes the cost of on-campus services.

In 2008-09 the study abroad rate was 80 percent of the on-campus tuition rates. The university proposes to continue the special tuition rate for study-abroad programs. Consistent with prior years, the special tuition rate for study abroad would not apply for students studying at the Center for European Studies and Architecture.

The following table shows the proposed special rates for study-abroad programs per credit hour for 2014-15:

	2013-14 Charge	Proposed 2014-15
Undergraduates		
Resident	$321.00/hour	$336.00/hour
Nonresident	826.00/hour	851.00/hour
Graduates		
Resident	497.00/hour	518.00/hour
Nonresident	984.00/hour	1,038.00/hour

Educational and General Fees

Technology Service Fee

In accordance with the language in the 1998 Appropriation Act, the university implemented an Educational and General technology service fee effective with the 1998 fall semester. The fee is currently $66 per academic year. Part-time students pay half the full-time rate. The technology fee is paid by all students. An increase in the technology service fee of $3 is recommended for 2014-15. For 2014-15, the technology fee will be $69 or $34.50 per semester for full-time students.

Library Fee

In order to support a robust scholarly environment to advance academic achievement, the university instituted a $20 per year library fee in Fall 2013 that directly supported the growing needs and rising costs of maintaining comprehensive library resources including, but not limited to, the rising cost of books and journal inflation. For 2014-15, the library fee will be $40 per academic year or $20 per semester for full-time students. Part-time students pay half the full-time rate.

Commonwealth Capital and Equipment Fee

The 2003 General Assembly required the establishment of a capital fee to be assessed to all nonresident students at institutions of higher education for 2003-04 to pay a portion of the debt service on bonds issued under the 21st Century Program. The 2004 General Assembly increased the nongeneral fund portion of lease payments for the 2004-06 allocation of equipment under the Higher Education Equipment Trust fund and stipulated the source of the nongeneral funds be an increase in fees for nonresident students at public institutions of higher education starting in 2005-06. The General Assembly increased the amount of debt service on bonds to be funded by nonresident students in 2007 and again in 2009. The 2010 General Assembly further increased the amount of debt service on bonds to be funded by nonresident students by $1.4 million, or 57 percent, beginning in 2010-11. As a result, the Commonwealth Capital and

Equipment fee for 2010-11 was increased to cover the debt service mandated by the 2010 General Assembly. Part-time students pay one-half the full-time rate. The capital and equipment fee of $604 is paid by all nonresident students. No change in the Commonwealth Capital and Equipment fee is proposed for 2014-15.

Average Cost of Education

The Commonwealth of Virginia has a well-established methodology for computing the per student educational cost for colleges and universities. This process identifies the average educational cost for all undergraduate and graduate students, including part-time and full-time students taking classes at both on-campus and off-campus locations. The Average Cost of Education does not include professional programs such as veterinary medicine.

Until 2004, the Average Cost of Instruction was utilized as the measure of per student instructional cost. The Average Cost of Instruction identified the instructional cost components within the Educational and General appropriation and computed an average instructional cost.

In 2004, a new state policy replaced the Average Cost of *Instruction* with the Average Cost of *Education*. The Average Cost of Education is the instructional funding need generated by the base budget adequacy model. The Average Cost of Education is not comparable to the Average Cost of Instruction due to the differences in methodology.

The Average Cost of Education now serves as the basis for ensuring that nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education as the General Assembly instructed colleges and universities in the 1991 legislative session. Nonresident tuition and mandatory E&G fee rates for the upcoming academic year are examined against the Average Cost of Education in the prior year to insure they cover 100 percent of the Average Cost of Education. Commonwealth policy continues to allow the university to recover the full cost from nonresidents as a group.

Because the State Council of Higher Education for Virginia does not compute the Average Cost of Education until July, the following table presents Virginia Tech's estimate of the Average Cost of Education and coverage percentages by student category for 2014-15. The Average Cost of Education is estimated to be $16,501. The proposed Virginia Tech nonresident tuition and mandatory E&G fees are 151 percent of the Average Cost of Education and are in compliance with state tuition policy.

Average percentages of the Cost of Education by individual student category are summarized in the following schedule.

	Amount*	% of Average
Average Cost of Education	$ 16,501	
Undergraduates		
Residents	10,197	62%
Nonresidents	25,624	155%
Graduates		
Residents	11,765	71%
Nonresidents	23,460	142%
Residency		
Residents		63%
Nonresidents		151%

*Amount includes proposed tuition, and E&G fees for 2014-15 (the nonresident capital and equipment fee is not comparable to the Average Cost of Education).

Excess Credit Hour Surcharge

The 2006 General Assembly (§ 23-7.4F Code of Virginia) required the establishment of a surcharge to be assessed to all resident undergraduate students beginning in the semester after 125 percent of credit hours required for baccalaureate degrees have been completed.

This applies to students entering on or subsequent to August 1, 2006. The surcharge amount is the difference between the Average Cost of Education and the in-state undergraduate tuition and mandatory E&G fees. In effect, the surcharge requires the student to pay the Average Cost of Education once they have exceeded 125 percent of degree requirements.

The following table displays the actual 2013-14 surcharge amount and an estimated surcharge amount for 2014-15 based on Virginia Tech's estimate of the Average Cost of Education for 2014-15 and the proposed 2014-15 tuition and mandatory E&G fees included in this package.

	2013-14 Charge	Estimated 2014-15*
Average Cost of Education	$ 16,389	$16,501
In State Undergraduate Tuition and E&G Fees	9,703	10,197
Surcharge-Annual	6,686	6,304
Surcharge Per Credit Hour	279	262

*The Average Cost of Education for 2014-15 is an estimated value pending SCHEV's computation in July 2014.

Comprehensive Fee

In 2013-14, students attending Virginia Tech paid a Comprehensive Fee totaling $1,752 to support six different services. The Student Activity Fee, the Health Service Fee, the Athletic Fee, the Bus Fee, the Recreational Sports Fee, and the Student Services Fee are consolidated into one fee in order to streamline the process for collecting and accounting for these charges. The $1,752 per student fee is the lowest Comprehensive Fee charged by any four-year institution in Virginia. Comprehensive fees at the other five doctoral institutions range from $1,998 to $4,932. Individual descriptions and recommended amounts for 2014-15 are given below for each component of the Comprehensive Fee.

Student Activity Fee

Full-time students currently pay $464 annually for the Student Activity Fee, which covers the debt retirement, maintenance and operation of the student centers, and supports student activities as determined by the Student Budget Board. Part-time students pay one-half of this fee. A $22 increase in the Student Activity Fee is recommended for 2014-15 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, and operating support for the Center for the Arts. If approved, the current $464 per year charge will be replaced by a $486 annual, or $243 per semester, charge in the 2014-15 academic year.

Health Service Fee

Full-time students currently pay $372 per year for normal medical and nursing attention and counseling services provided by Schiffert Student Health Services, Cook Counseling Center, and Virginia Tech Rescue Squad operations. Part-time students

may elect to pay the fee for health service coverage. A $16 increase in the Health Service Fee is recommended for 2014-15 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, and increases in general operating costs. If approved, the current $372 per year charge will be replaced by a $388 annual, or $194 per semester, charge in the 2014-15 academic year.

Athletic Fee

Full-time students currently pay $273 per year, to support a portion of the athletic program operations. Part-time students may elect to pay the Athletic Fee. A $9 increase in the Athletic Fee is recommended for 2014-15 to cover adjustments to facility and maintenance costs, increases in general operating costs, and Student Athlete Academic Services Support. The student fee revenue covers the costs of athletic administration and sponsoring intercollegiate varsity sports that do not generate revenue. This fee entitles students to free admissions into sporting events, while recognizing that student seating is limited thus not guaranteed. If approved, the current $273 per year charge will be replaced by a $282 annual, or $141 per semester, charge in the 2014-15 academic year.

Bus Fee

Students enrolled at Virginia Tech have unlimited access to bus transportation provided by the Blacksburg Transit System through a contract the university negotiates with the Town of Blacksburg each year. In the current year, students pay $123 per year for unlimited ridership. Part-time students pay one-half of the fee. An estimated three and a half million student trips on the Blacksburg Transit will occur in 2013-14. In addition to the convenience for students, the bus system saves the university considerable resources by lowering requirements for on-campus parking. A $1 increase in the Bus Fee is recommended for 2014-15 to cover operating and additional buses. If approved, the current $123 per year charge will be replaced by a $124 annual, or $62 per semester, charge in the 2014-15 academic year.

Recreational Sports Fee

Full-time students currently pay $273 annually for the Recreational Sports Fee, which supports debt retirement, maintenance, operations, intramural and extramural sports club programs, and recreational activities. Part-time students pay one-half of the full-time fee. A $9 increase in the Recreational Sports Fee is recommended for 2014-15 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, facility maintenance, student affairs costs, as well as operating, wages, and equipment replacement. If approved, the current $273 per year charge will be replaced by a $282 annual, or $141 per semester, charge in the 2014-15 academic year.

Student Services Fee

Full-time students currently pay $247 annually for the Student Services Fee, which supports the debt retirement, operation, and maintenance of the Career Services facility; non self-supporting student services components of the Hokie Passport Office, including the cost of new student IDs; the Office of Student Conduct; the Office of Fraternity and Sorority Life; and the cost of maintaining the campus wireless network.

A $3 increase for Career Services is recommended to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, and increases in general operating costs. An $8 increase is recommended for the wireless network component to cover telecommunications network infrastructure improvements. If approved, the current $247 charge will be replaced with a $258 annual, or $129 per semester, fee in the 2014-15 academic year. Part-time students would pay one-half of this fee.

Summary of Comprehensive Fee

	2013-14 Charge Annual Fee	Proposed 2014-15 Annual Fee
Student Activity Fee	$ 464	$ 486
Health Service Fee	372	388
Athletic Fee	273	282
Bus Fee	123	124
Recreational Sports Fee	273	282
Student Services Fee	247	258
Total	1,752	1,820

Room and Board Charges

The University's Residential and Dining Programs serve students by providing on-campus housing and dining services. Generally, all entering freshmen must live on campus, and housing is available on a limited basis for returning students who choose to live on campus at the fee approved by the Board of Visitors. The university establishes optional room and board rates based on a derivation of the Board-approved fee and to appropriately reflect costs for Summer Session and summer conferences. All students living on campus must select a meal plan, with the exception of students who elect to reside in the planned Oak Lane – Phase IV housing development; off-campus students may elect to participate in one of the meal plan programs.

Room Fees

A 3.0 percent increase is proposed to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, the maintenance of facilities,

and debt service and planning costs for major facility renovation projects and improvements.

Included within the dormitory rate is a charge for the university's telecommunication system. Since 1988, voice, video, and data services have been provided for all dormitory residents. In addition, the proposed room rates by location and room type are listed below:

	2013-14 Charge Annual Fee	Proposed 2014-15 Annual Fee
Upper Quad	$4,354	$4,486
Lower and Prairie Quad	4,622	4,762
Lee Hall inVenTs Living & Learning	4,622	4,862
Cochrane Hall	5,682	5,854
Special Purpose	5,698	5,870
Oak Lane IV	6,744	6,948
Payne Park		
Traditional - Single	6,806	7,012
Traditional - Double	5,058	5,210
Suite - Single	8,212	8,460
Suite - Double	6,034	6,216
Large Suite - Double	6,174	6,360
East & West Ambler Johnston Residential College		
Traditional – Double	5,932	6,110
Private Bath – Double	6,744	6,948
Efficiency – Double	6,826	7,032
Hillcrest		
Double	5,540	5,708
Single	7,430	7,654
Main Campbell		
Double	5,174	5,330
Single	6,926	7,134
Graduate Life Center at Donaldson Brown		
Double	6,308	6,498
Single	8,490	8,746
New Hall West		
Double	6,308	6,498
Single	8,490	8,746

Board Fees

Students living on-campus currently have a choice of three types of flexible meal plans. The Flex Plan operates like a debit account with a designated amount for the purchase of food in the dining facilities. Students are able to increase their Flex account balance during the year by depositing cash to their Flex accounts. Consistent with the purchasing power of traditional meal plans, the intent of annual rate changes for the Flex Plans is to hold overall purchasing power constant year-to-year.

A 4.4 percent increase is proposed for board fees to cover increased food costs, personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, the maintenance of facilities, as well as operating and debt service costs for the new Turner Street facility. The proposed board rates by meal plan program are listed below:

	2013-14 Charge Annual Fee	Proposed 2014-15 Annual Fee
Major Flex Plan	$3,028	$3,162
Mega Flex Plan	3,244	3,388
Premium Flex Plan	3,470	3,624

Specialized Campus Fees

Specialized campus fees are designed to cover costs that are unique to a specific campus. These fees are charges established for a specific campus which are beyond regular tuition and fees and are equal for students, both resident and nonresident.

Northern Virginia Center Student Services Fee

The comprehensive fee, which supports a number of on-campus services, is not charged to off-campus students. However, students attending courses at the Northern Virginia Center benefit from several of these services including the infrastructure and use of the wireless network, as well as the issuance and use of student identification cards. Full-time students currently pay $113 annually for the Northern Virginia Center Student Services Fee. An $8 increase is recommended for the wireless network component to cover telecommunications network infrastructure improvements. If approved, the current $113 charge will be replaced with a $121 annual, or $60.50 per semester, fee in the 2014-15 academic year. Part-time students would pay one-half of this fee.

Fee Rates for the Center for European Studies and Architecture

The Center for European Studies and Architecture (CESA) in Lugano, Switzerland, opened in the Fall of 1993. The Center serves as a resident educational facility for Virginia Tech students from many academic programs. Providing the opportunity for students to study abroad is an important strategy in strengthening the international programs of Virginia Tech, an objective of both the university and the Commonwealth.

For purposes of financing the operations of the Center, two separate programs are maintained. First, all instructional costs are accounted for in the Educational and General program of the University Division. Second, the housing, dining, and student activity auxiliary enterprise programs are recorded within the university's Residential and Dining Hall System. The Ferrari Foundation, the university's Swiss subsidiary corporation, manages the day-to-day activities of the Center.

Students attending the Center for European Studies and Architecture are assessed the same tuition as on-campus students, and it is recommended that this tuition policy continue.

For housing and dining services at the Center, the proposed fees are higher than on-campus rates to reflect the higher cost of living at the Center. Students are not required to pay the on-campus Comprehensive Fee while studying abroad. Students currently pay a $117 CESA student activity fee, which provides students with community-building social and recreational events and activities. The university proposes no increase in the student activity fee for the 2014-15 academic year and a $660 increase in the room and board fee to cover increased facility and operating costs; this represents an increase of 9.8 percent. If approved, CESA students will pay a $117 Student Activity Fee and $7,372 per semester for room and board. The university proposes the following semester rates for Virginia Tech students:

	2013-14 Charge Semester Rate	Proposed 2014-15 Semester Rate
CESA Student Activity Fee	$ 117	$ 117
CESA Room and Board Costs	6,712	7,372

Specialized Program Fees

Supplemental program fees are designed to cover costs that are unique to a specific discipline. To maintain the intent of the Commonwealth's funding policies regarding the collection and allocation of tuition revenues, Specialized Program Fees are charges established for a specific program which are beyond regular tuition and fees and are equal for students, both resident and nonresident.

Architecture + Design Supplemental Fee

Architecture, industrial design, interior design, and landscape architecture students in the School of Architecture + Design need access to appropriate studio equipment and technology. Since Fall 2008, the university has recognized this differential cost of instruction for students with majors in the School of Architecture + Design through a supplement program fee. This fee supports costs that are unique to Architecture + Design students including: the updating, equipment, and materials for instructional studios, student projects, and operational support of instructional studios. A $71 change in the supplemental fee is recommended for 2014-15:

	2013-14 Charge Annual Fee	Proposed 2014-15 Annual Fee
Full-time	$715	$786
Part-time	358	393

Engineering Supplemental Fee

To ensure that engineering students continue to receive a state-of-the-art education in a quality learning environment, the university began recognizing the higher cost of instruction in the College of Engineering (COE) through the establishment of a supplemental fee in fall 2007. This fee supports costs that are unique to College of Engineering students including: the continuing need for modernization of instrumentation and materials for instructional laboratories and student projects, instructional space costs, effective maintenance of instrumentation and technology, and operation of the instructional laboratories. The supplemental fee proposal for 2014-15, is presented below:

	2013-14 Charge	Proposed 2014-15
Undergraduate	$33/hour	$36/hour
Graduate		
Full-time	792/year	871/year
Part-time	396/year	436/year

Pamplin College of Business Fee

Delivering a high-quality business education requires the resources to address costs unique to the Pamplin College of Business. To ensure continued excellence in the Pamplin College of Business, a per-credit hour fee was established in 2013-14 to provide dedicated resources to be utilized exclusively for the Pamplin College of Business. The fee started with all 1000 level business courses in Fall 2013, and will phase in 2000 level courses starting in Fall 2014. Upper level courses will be phased-in for the Fall 2015 & Fall 2016 academic years.

	2013-14 Charge	Proposed 2014-15
1000 & 2000 Level Courses	$25/hour	$25/hour

Course Specific Charges

The university may establish course specific charges for study abroad costs, field trips, course materials, laboratory cost, or other extraordinary costs tied to individual courses. The university avoids establishing course charges for materials and laboratory charges in programs with specialized program fees.

Specialized Graduate Degree Program Fees

Specialized graduate degree programs provide a valuable service by meeting targeted educational and professional development needs. Since both the academic units and the university have added costs associated with providing high demand specialized graduate degree programs, specialized graduate program fees address these incremental college and university costs required to deliver high quality programs. To maintain the intent of the Commonwealth's funding policies regarding the collection and allocation of tuition revenues, Specialized Graduate Program Fees are charges established for a specific graduate program, potentially at a specific location, beyond regular tuition and fees and are equal for students, both resident and nonresident.

Veterinary Medicine Facility Fee

Capital improvements have enhanced the College of Veterinary Medicine instructional space. Increased and enhanced facilities were necessary for the recruitment and retention of high-quality faculty and students. All Veterinary Medicine students are assessed a facility fee. Proceeds from the facility fee will be used exclusively for College of Veterinary Medicine instructional space improvements. No increase in fee is proposed for 2014-15.

	2013-14 Charge	Proposed 2014-15
Veterinary Medicine Facility Fee	$1,250	$ 1,250

Master of Public Health (MPH) Supplemental Fee

The MPH degree program was approved by the Virginia Tech Board of Visitors on June 1, 2009 and by the State Council of Higher Education for Virginia (SCHEV) on January 12, 2010. For 2014-15, an annual increase of $25 is recommended. Part-time students will pay one-half of the fee.

	2013-14 Charge	Proposed 2014-15
Full-time	$500	$525
Part-time	250	263

Master of Business Administration Supplemental Fee

At the November 2009 Board of Visitors meeting, a new program fee for the Master of Business Administration (MBA) program was approved. This fee, implemented in Fall 2010, more appropriately aligns pricing of the Virginia Tech MBA program and provides increased funding for the college's academic program, expanded recruitment efforts, and enhanced career placement services for students.

The fee is not assessed to Executive MBA or Professional MBA students (which have separate rate structures). On and off campus students pay this fee; part-time students will pay the fee on a per credit hour basis. The supplemental fee proposal for 2014-15, with no change recommended, is presented below:

	2013-14 Charge	Proposed 2014-15
Full-time	$3,900	$3,900
Part-time	$162.50/hour	$162.50/hour

Executive Model Graduate Degree Program Fees

While similar to specialized graduate program fees, the industry standard for this type of professional education program is to be quoted in terms of a total cost, for the entire program period. A program period generally spans 18 months to two years. A new multi-year total cost is developed for each incoming cohort. The annual program fees are established as the difference between regular tuition and fees and the total cost during the cohort period. The program fee for a cohort's second year is established when tuition and fee rates are established for that year; this can be impacted by various factors including cost assignments by the General Assembly (such as the non-resident capital assessment), but are designed to honor the previously quoted total cost of the entire program period.

Professional Master of Business Administration (PMBA) Supplemental Fee

The PMBA program is intended for experienced working professionals to complete an MBA on a part-time basis in an accelerated format. The program is designed on the cohort model with face-to-face weekend classes (in Richmond and Roanoke) while leveraging online technology for supplemental instructional delivery to provide flexibility for busy working professionals to complete the program over a two year period. The charges for the Professional MBA program are presented in the table below:

	Two-Year Program Cost	2013-14 Charge	Proposed 2014-15	Placeholder 2015-16
Fall 2013 Cohort				
PMBA Total Cost – Resident	$37,500	$18,559	$18,941	
Less: Off-campus Tuition & Fees		(12,469)	(13,013)	
PMBA Fee – 2013 Resident		6,090	5,928	
PMBA Total Cost –Nonresident	58,500	30,517	27,983	
Less: Off-campus Tuition & Fees		(24,427)	(25,741)	
PMBA Fee – 2013 Nonresident		6,090	2,242	
Fall 2014 Cohort				
PMBA Total Cost – Resident	37,500		18,413	19,087
Less: Off-campus Tuition & Fees			(13,013)	TBD
PMBA Fee – 2014 Resident		N/A	5,400	TBD
PMBA Total Cost – Nonresident	58,500		31,141	27,359
Less: Off-campus Tuition & Fees			(25,741)	TBD
PMBA Fee – 2014 Nonresident		N/A	5,400	TBD

Executive Master of Natural Resources (XMNR) Supplemental Fee

In 2010-11, the College of Natural Resources expanded the existing Master of Natural Resources program delivered in the National Capital Region by adding an executive format cohort. The program is an accelerated, non-residential graduate degree for working professionals with significant management experience. The proposed total cost and resulting supplemental fee are listed below.

	Two-Year Program Cost	2013-14 Charge	Proposed 2014-15	Placeholder 2015-16
Spring 2014 Cohort				
XMNR Total Cost – Resident	$42,000	$20,669	$21,331	
Less: Off-campus Tuition & Fees		(12,469)	(13,013)	
XMNR Fee – 2014 Resident		8,200	8,318	N/A
XMNR Total Cost – Nonresident	61,971	32,627	29,344	
Less: Off-campus Tuition & Fees		(24,427)	(25,741)	
XMNR Fee – 2013 Nonresident		8,200	3,603	N/A
Spring 2015 Cohort				
XMNR Total Cost – Resident	42,000		20,663	21,337
Less: Off-campus Tuition & Fees			(13,013)	TBD
XMNR Fee – 2015 Resident		N/A	7,650	TBD
XMNR Total Cost – Nonresident	61,971		33,391	28,580
Less: Off-campus Tuition & Fees			(25,741)	TBD
XMNR Fee – 2015 Nonresident		N/A	7,650	TBD

Parking Fee

The General Assembly directed institutions of higher education to organize parking services as an auxiliary enterprise operation in 1989. The expenditure of General Fund dollars for the maintenance or improvement of parking lots and facilities was prohibited. Accordingly, Virginia Tech established the Parking Services Auxiliary Enterprise at the beginning of fiscal year 1989-90 and instituted a fee for faculty, staff, and students who parked in campus lots. For 2013-14, the annual parking fee is $247 for faculty and staff, $230 for commuter/graduate students, and $284 for resident students. The fee revenue covers the costs of operating, constructing, maintaining, and improving the parking lots and facilities. Annual student parking fees at other Virginia doctoral institutions for 2013-14 range from $216 to over $600 for students, dependent upon the type and proximity of parking facilities utilized.

The university proposes to increase the annual parking fee for commuter/graduate students from $230 to $250, resident students from $284 to $350, and faculty and staff from $247 to $260 for 2014-15. The increases are necessary to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, facility and maintenance costs, operating, and debt service. The university also proposes to continue to provide a parking rate discount to encourage car-pooling in an effort to reduce the amount of vehicular traffic on campus.

Summary of Tuition and Fee Rates

A summary of the recommended tuition rates is shown on Schedules 1 and 2, and a summary of fees is attached on Schedules 3 and 4. Also, the total mandatory costs for students to attend Virginia Tech is detailed on Schedule 5 for undergraduate students and Schedule 6 for graduate students.

RECOMMENDATION:

That the proposed tuition and fee rates be approved, effective Fall Semester 2014.

Schedule 1

VIRGINIA TECH

2014-15 TUITION RECOMMENDATIONS

SUMMARY OF ANNUAL CHARGES

RECOMMENDATION

	2013-14 Charge	Proposed 2014-15	Rate Increase $	Rate Increase %
Undergraduate Students				
Resident	$9,617	10,088	$471	4.9%
Nonresident	24,769	25,515	746	3.0%
Graduate Students				
On-Campus Programs				
Resident	11,185	11,656	471	4.2%
Nonresident	22,146	23,351	1,205	5.4%
Off-Campus Programs				
Resident	12,383	12,904	521	4.2%
Nonresident	23,737	25,028	1,291	5.4%
Veterinary Medicine				
Virginia/Maryland	18,708	19,269	561	3.0%
Out-of-State Non-Maryland	43,766	44,773	1,007	2.3%

Presentation Date: June 2, 2014

Schedule 2

VIRGINIA TECH

2014-15 SPECIAL TUITION RATES

SUMMARY OF HOURLY RATES

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Regular Part-Time Students (a)				
Undergraduate Students				
Resident	$400.75	$420.25	$19.50	4.9%
Nonresident	1,032.00	1,063.25	31.25	3.0%
Graduate Students				
On-Campus Programs				
Resident	621.50	647.50	26.00	4.2%
Nonresident	1,230.25	1,297.25	67.00	5.4%
Off-Campus Programs				
Resident	688.00	717.00	29.00	4.2%
Nonresident	1,318.75	1,390.50	71.75	5.4%
Summer and Winter Sessions				
On-Campus Programs				
Undergraduate Resident	361.00	378.00	17.00	4.7%
Undergraduate Nonresident	929.00	957.00	28.00	3.0%
Special On-Line Graduate Rates				
MIT Major	900.00	900.00	-	0.0%
MNR	N/A	850.00	N/A	N/A
PSAL and LGMC	N/A	750.00	N/A	N/A
School Personnel				
Undergraduate Resident	240.00	252.00	12.00	5.0%
Graduate Resident				
Blacksburg Campus	373.00	389.00	16.00	4.3%
Extended Campus	413.00	430.00	17.00	4.1%
Study Abroad Programs (b)				
Undergraduate Resident	321.00	336.00	15.00	4.7%
Undergraduate Nonresident	826.00	851.00	25.00	3.0%
Graduate Resident	497.00	518.00	21.00	4.2%
Graduate Nonresident	984.00	1,038.00	54.00	5.5%

(a) Part-time tuition charges for all student categories are derived from the full-time rate and are directly related to the number of credit hours taken. For tuition calculation purposes, the full-time undergraduate semester rate is divided by 12 credit hours and the full-time graduate student semester rate is divided by 9 hours.

(b) Special tuition rates for study abroad do not include students studying at the Center for European Studies and Architecture.

Presentation Date: June 2, 2014

Schedule 3

VIRGINIA TECH

2014-15 FEE RECOMMENDATIONS

SUMMARY OF ANNUAL CHARGES

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Educational and General Fee				
Technology Fee	66	69	3	4.5%
Library Fee	20	40	20	100.0%
Commonwealth Capital and Equipment Fee				
Resident	0	0	0	-
Nonresident	604	604	0	0.0%
Comprehensive Fee				
Student Activity Fee	464	486	22	4.7%
Health Service Fee	372	388	16	4.3%
Athletic Fee	273	282	9	3.3%
Bus Fee	123	124	1	0.8%
Recreational Sports Fee	273	282	9	3.3%
Student Services Fee	247	258	11	4.5%
Total Comprehensive Fee	1,752	1,820	68	3.9%
Northern Virginia Center Student Services Fee	113	121	8	7.1%
Room Fees				
Upper Quad	4,354	4,486	132	3.0%
Pre-1983 Dormitories	4,622	4,762	140	3.0%
Lee Hall (iVenTs Living & Learning)	4,622	4,862	240	5.2%
Cochrane Hall	5,682	5,854	172	3.0%
Special Purpose Housing	5,698	5,870	172	3.0%
Oak Lane IV	6,744	6,948	204	3.0%
Payne Park				
Traditional - Single	6,806	7,012	206	3.0%
Traditional - Double	5,058	5,210	152	3.0%
Suite - Single	8,212	8,460	248	3.0%
Suite - Double	6,034	6,216	182	3.0%
Suite - Double (Large Suite)	6,174	6,360	186	3.0%
East & West Ambler Johnston Residential College				
Traditional Double	5,932	6,110	178	3.0%
Private Bath Double	6,744	6,948	204	3.0%
Efficiency Double	6,826	7,032	206	3.0%
Hillcrest				
Double Occupancy	5,540	5,708	168	3.0%
Single Occupancy	7,430	7,654	224	3.0%
Main Campbell & Newman				
Double Occupancy	5,174	5,330	156	3.0%
Single Occupancy	6,926	7,134	208	3.0%
Graduate Life Center at Donaldson Brown				
Double Occupancy	6,308	6,498	190	3.0%
Single Occupancy	8,490	8,746	256	3.0%
New Residence Hall West				
Double Occupancy	6,308	6,498	190	3.0%
Single Occupancy	8,490	8,746	256	3.0%
Board Fees				
Major Flex Plan	3,028	3,162	134	4.4%
Mega Flex Plan	3,244	3,388	144	4.4%
Premium Flex Plan	3,470	3,624	154	4.4%

Presentation Date: June 2, 2014

Schedule 4

VIRGINIA TECH

2014-15 SUPPLEMENTAL PROGRAM FEES

All charges are academic year unless otherwise noted.

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Specialized Program Fees				
Architecture + Design Supplemental Fee				
Full-time	$715	$786	$71	9.9%
Part-time	358	393	36	9.9%
Engineering Supplemental Fee				
Undergraduate, per credit hour	33	36	3	9.1%
Graduate - Full-time	792	871	79	10.0%
- Part-time	396	436	40	10.0%
Pamplin College of Business Supplemental Fee				
1000 & 2000 level courses, per credit hour	25	25	0	0.0%
Specialized Graduate Degree Programs				
Veterinary Medicine Facility Fee	1,250	1,250	0	0.0%
Master of Public Health - Full-time	500	525	25	5.0%
- Part-time	250	263	13	5.0%
Master of Business Administration-Full-time	3,900	3,900	0	0.0%
- Part-time, per credit hour	162.50	162.50	0	0.0%
Executive Model Graduate Degree Programs (a)				
Professional MBA				
Fall 2013 Cohort - Resident	6,090	5,928	(162)	-2.7%
- Nonresident	6,090	2,242	(3,848)	-63.2%
Fall 2014 Cohort - Resident	N/A	5,400	N/A	N/A
- Nonresident	N/A	5,400	N/A	N/A
Executive Master of Natural Resources				
Spring 2014 Cohort - Resident	8,200	8,318	118	1.4%
- Nonresident	8,200	3,603	(4,597)	-56.1%
Spring 2015 Cohort - Resident	N/A	7,650	N/A	N/A
- Nonresident	N/A	7,650	N/A	N/A

(a) Supplemental program fees for Executive Model Graduate Degree Programs are designed to balance the difference between the quoted price (for a multi-year program) and actual tuition and fees.

Schedule 5

VIRGINIA TECH

TOTAL COST TO STUDENTS

Comparison of 2013-14 and 2014-15 Annual Charges

UNDERGRADUATE STUDENTS

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
Resident				
Tuition	$9,617	$10,088	$471	4.9%
Educational and General Fee	86	109	23	26.7%
Subtotal Tuition and E & G Fee	**9,703**	**10,197**	**494**	5.1%
Comprehensive Fee	1,752	1,820	68	3.9%
Total All Residents	11,455	12,017	562	4.9%
Room (Pre-1983 Dorms)	4,622	4,762	140	3.0%
Board (Flex Plan)	3,028	3,162	134	4.4%
Subtotal Room and Board	7,650	7,924	274	3.6%
Total Cost for Residents Living on Campus	19,105	19,941	836	4.4%
Nonresident				
Tuition	24,769	25,515	746	3.0%
Educational and General Fee	690	713	23	3.3%
Subtotal Tuition and E & G Fee	**25,459**	**26,228**	**769**	3.0%
Comprehensive Fee	1,752	1,820	68	3.9%
Total All Nonresidents	27,211	28,048	837	3.1%
Room (Pre-1983 Dorms)	4,622	4,762	140	3.0%
Board (Flex Plan)	3,028	3,162	134	4.4%
Subtotal Room and Board	7,650	7,924	274	3.6%
Total Cost for Nonresidents Living on Campus	34,861	35,972	1,111	3.2%

Presentation Date: June 2, 2014

Schedule 6

VIRGINIA TECH

TOTAL COST TO STUDENTS

Comparison of 2013-14 and 2014-15 Annual Charges

	2013-14 Charge	Proposed 2014-15	Increase $	Increase %
GRADUATE STUDENTS				
On-Campus Programs				
Resident				
Tuition	$11,185	$11,656	$471	4.2%
Educational and General Fee	86	109	23	26.7%
Subtotal Tuition and E & G Fee	**11,271**	**11,765**	**494**	**4.4%**
Comprehensive Fee	1,752	1,820	68	3.9%
Total Cost for Residents	13,023	13,585	562	4.3%
Nonresident				
Tuition	22,146	23,351	1,205	5.4%
Educational and General Fee	690	713	23	3.3%
Subtotal Tuition and E & G Fee	**22,836**	**24,064**	**1,228**	**5.4%**
Comprehensive Fee	1,752	1,820	68	3.9%
Total Cost for Nonresidents	24,588	25,884	1,296	5.3%
Off-Campus Programs				
Resident				
Tuition	12,383	12,904	521	4.2%
Educational and General Fee	86	109	23	26.7%
Subtotal Tuition and E & G Fee	**12,469**	**13,013**	**544**	**4.4%**
Northern Virginia Center Student Services Fee	113	121	8	7.1%
Total Cost for Residents	12,582	13,134	552	4.4%
Nonresident				
Tuition	23,737	25,028	1,291	5.4%
Educational and General Fee	690	713	23	3.3%
Subtotal Tuition and E & G Fee	**24,427**	**25,741**	**1,314**	**5.4%**
Northern Virginia Center Student Services Fee	113	121	8	7.1%
Total Cost for Nonresidents	24,540	25,862	1,322	5.4%
VETERINARY MEDICINE				
Virginia/Maryland Students				
Tuition	18,708	19,269	561	3.0%
Educational and General Fee	86	109	23	26.7%
Comprehensive Fee	1,752	1,820	68	3.9%
Vet Med Facility Fee	1,250	1,250	0	0.0%
Total Cost for Virginia/Maryland Students	21,796	22,448	652	3.0%
Out-of-State Students				
Tuition	43,766	44,773	1,007	2.3%
Educational and General Fee	690	713	23	3.3%
Comprehensive Fee	1,752	1,820	68	3.9%
Vet Med Facility Fee	1,250	1,250	0	0.0%
Total Cost for Out-of-State Students	47,458	48,556	1,098	2.3%

Proposed 2014-15 Operating and Capital Budgets

FINANCE AND AUDIT COMMITTEE

May 6, 2014

Each June, the university provides the Board of Visitors with an overview of the operating and capital budgets for the upcoming fiscal year.

State Appropriations

The 2014 General Assembly Session came to a close on March 8th without passage of a final 2014-16 biennial budget. Called back into a Special Session on March 24th, the legislature continues to deliberate the commonwealth's biennial budget. Though no final state budget is available, the university has moved forward with the development of its 2014-15 operating and capital budget utilizing an estimate of the state funding support for the university in 2014-15. Once the state completes the 2014-16 biennial budget and the university understands the actual 2014-15 level of General Fund support, the university's internal forecast will be updated and revised accordingly.

Virginia Tech anticipates an initial authorization of $1.27 billion during 2014-15 to carry out all of its programs, based on the forecast of direct appropriations to the university. However, the annual internal budget varies from this external expenditure authorization for several reasons, some of which increase the annual expenditure authority while others reduce the expenditure plans. For example, the university's expenditure authorization will be adjusted during 2014-15 when the state transfers funds to clear the Central Appropriation accounts and distributes the appropriation for nongeneral fund increases. Additionally, under the sum sufficient authority granted as part of restructuring, nongeneral fund appropriations may be established as needed by the institution.

General Fund Forecast

For 2014-15, the university forecasts incremental General Fund support of $16.4 million, including $9.5 million for the University Division's Educational and General program, $3.2 million to support research initiatives, $0.3 million for graduate financial aid, and $3.4 million for the land-grant programs in Agency 229. This includes envisioned direct appropriations as well as the university's estimate of Central Appropriation fund transfers during the fiscal year.

Given that the state budget is incomplete, the university developed these estimates by forecasting expected state funding support. Once the state completes the 2014-16 biennial budget, the university's internal forecast will be revised. In forecasting the level of state support, some items are more predictable than others.

General Fund support for technical adjustments and the state share of assigned costs are believed to be the most predictable. In December 2013, adjustments were proposed by the McDonnell administration to annualize 2013-14 partial year costs and update the cost of certain state programs. These General Fund actions were accepted and included in *both* the budgets of the Senate and House. Thus, these adjustments, presented below, are expected to be included in the final state budget without change.

	General Fund Forecast ($ in Millions)	
	University Division	CE/AES Division
Technical Adjustments		
Annualization of FY14 faculty salary increase	$ 0.4	$ 0.1
Line of Duty, PBS, Auto Ins, IT/Telecom, Workers' Comp	0.3	(0.0)
Other Adjustments (a)	(0.1)	0.1
Subtotal Technical Adjustments	0.6	0.2
General Fund Share of Assigned Costs		
FY15 Health Care Increase	0.8	0.4
FY15 VRS Increase	2.2	1.0
Group Life, VSDP, Retiree Health	0.5	0.2
Subtotal GF Share of Assigned Costs	3.5	1.5
Total	$ 4.1	$ 1.7

(a) Includes update of FY 14 central fund distribution and removal of one-time Rolls Royce funding.

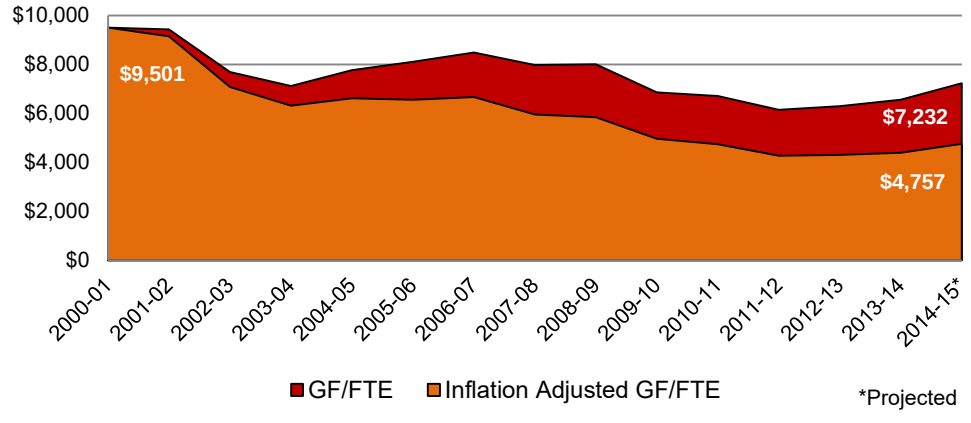
While the outcome of the 2014-16 biennial budget remains uncertain at the writing of this report, the university needed to identify a General Fund scenario for planning purposes. The university elected to utilize the House budget for this purpose. The House provided funding for academic priorities; these adjustments, as shown below, are generally unique and are included in the proposed budget only. While budgets for these items will be included in the university budget, the funds will not be allocated until the state budget is finalized and all budget decisions are known. The university will bring modifications back to the board.

	General Fund Forecast ($ in Millions)	
	University Division	CE/AES Division
Educational & General Program		
One Percent Bonus	$ 1.3	$ 0.5
Increase the Number of Full-time Teaching Faculty	1.9	
Increase Access for In-state Undergraduate Students (50)	0.6	
Degree Incentives	0.3	
Operation and Maintenance of New Facilities	1.3	1.1
Support for Agricultural Education Specialists		0.1
Subtotal Educational & General Program	5.4	1.7
Other		
Applied Research: Institute for Creativity, Arts, & Technology	0.3	
Research: Virginia Tech Transportation Institute	0.3	
Brain Disorder Research	2.6	
Graduate Student Financial Aid	0.3	
Subtotal Other	3.5	-
Total	$ 8.9	$ 1.7

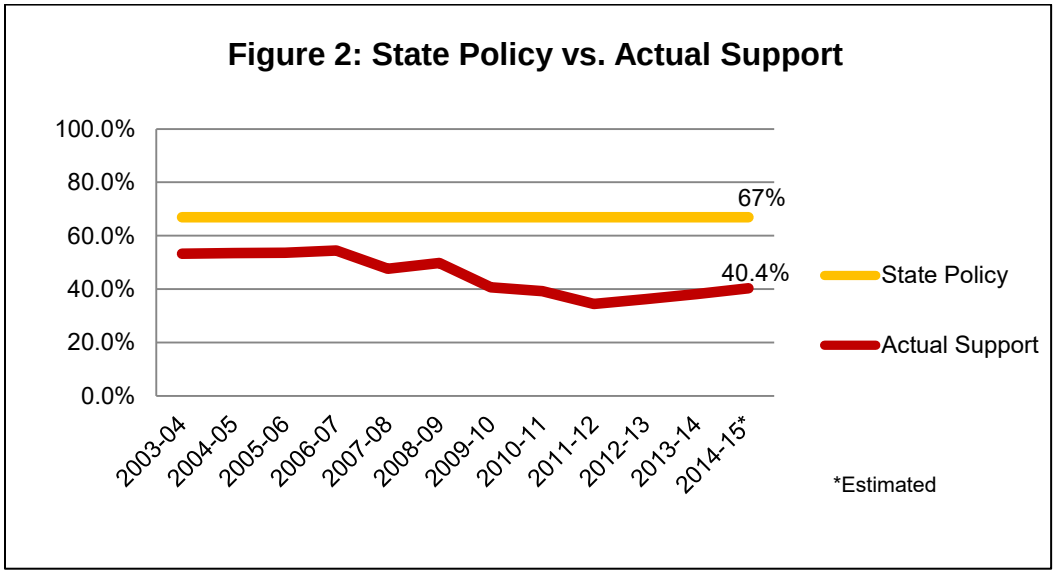
Impact of State Budget Revenue Changes

Even with the expected reinvestment, total state support per Virginia student for 2014-15 is projected to be an estimated 24 percent below the funding of 2001. The university enrolls over 2,200 additional Virginia undergraduates as compared to 2005. Inflation adjusted, the university will receive 50 percent less General Fund support per student than in fiscal year 2001, as seen in Figure 1. It is important to note that this analysis presents the state support in the most favorable light since it includes all General Fund resources allocated to E&G, including support for activities beyond instruction such as research and public service. The display below is presented in this manner because it is a commonly utilized perspective by external groups.

Figure 1: State Support per Virginia Resident Student

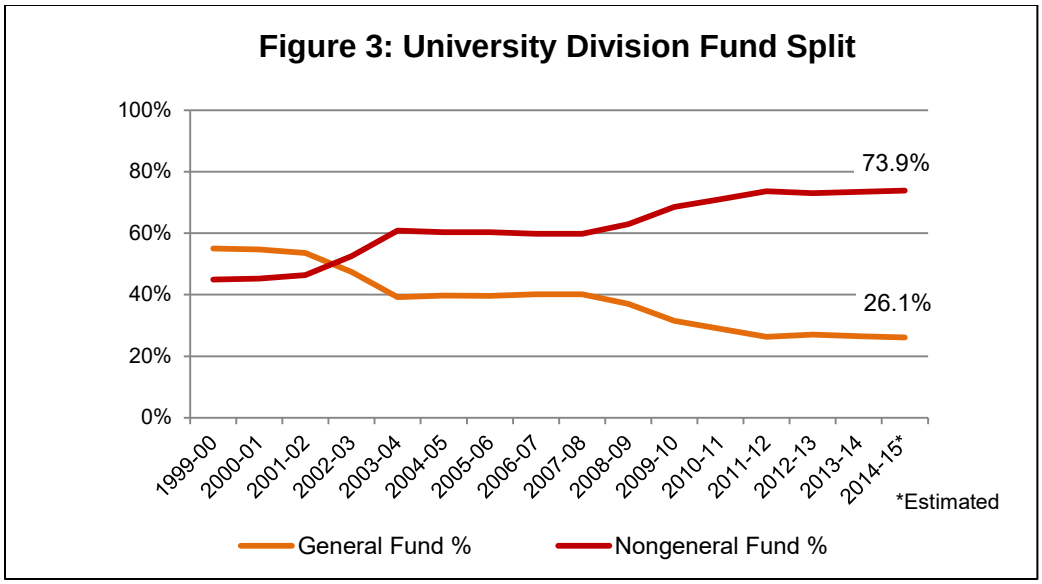


The state policy for funding higher education is to fund 67 percent of the cost of education of each Virginia resident at the institution. Figure 2 below displays the status of actual funding for instruction in relation to this policy over time. In 2014-15, the state will provide an estimated 40.4 percent of this cost. In response, the university has worked to reduce costs and streamline operations, but the shortfall in General Fund support has also created pressure to grow nongeneral fund resources.



Proposed Budgets for 2014-15

For 2014-15, the recommended internal budget for all operations is $1.35 billion. This is an increase of $39.3 million, approximately 3 percent, over the adjusted 2013-14 budget. This increase reflects changes in nongeneral fund revenues for 2014-15 and expected actions of the 2014 General Assembly sessions that will impact the 2014-15 General Fund appropriation. The overall change includes an increase of $22.6 million attributable to the Educational and General program and $6.1 million of projected growth in auxiliary enterprises. The total General Fund allocation is estimated to be approximately $256.3 million, an increase of $16.4 million from 2013-14. General Fund revenues will provide $234.2 million in support for the instructional, research, and extension programs, $20 million for student financial assistance, and $2.1 million for the Unique Military Activities program. The General Fund appropriation represents 26.1 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the 2001-02 budget, as seen below in Figure 3) and 18.9 percent of the total budget. (See Schedule 1)



Schedule 1 displays the proposed operating budgets for 2014-15, by major program and revenue and expense category. Schedule 2 is an expansion of the projected auxiliary operations budgets, categorized by major activity. These schedules display the comparative 2013-14 budget, as approved in June 2013, and the current revised 2013-14 budget as an additional comparison point. This report provides a brief discussion of the changes in the operating budget for each of the major programs.

Educational and General

The university's Educational and General budget will be $691.9 million in 2014-15. The Educational and General budgets for the University Division (208) and the Cooperative Extension/Agricultural Experiment Station Division (229) are presented below by source of funding.

	(Dollars in Thousands)		
	Univ. Division	CE/AES Division	Total
General Fund	$ 158,805	$68,100	$226,905
Tuition and Fees	410,277	-	410,277
Federal Funds	-	14,483	14,483
Other	39,344	866	40,210
Total Educational and General	$608,426	$83,448	$691,874
Percent of Total			
General Fund	26.1%	81.6%	32.8%
Tuition and Fees	67.4%	-	59.3%
Federal Funds	0.0%	17.4%	2.1%
Other	6.5%	1.0%	5.8%
Total Percentage	100.0%	100.0%	100.0%

The year-to-year comparison of the budget in Schedule 1 shows an overall revenue increase in the Educational and General program of $22.6 million, or 3.4 percent, over than the adjusted 2013-14 budget.

The university has moved forward with the development of its 2014-15 operating and capital budget utilizing an estimate of the state funding support for the university in 2014-15. This assumption, based generally upon the House budget proposal, includes new allocations of state General Fund support for new initiatives in the University Division (Agency 208) of $5.3 million, as well as $1.7 million in Cooperative Extension and Agricultural Experiment Station (Agency 229). The percentage of the Educational and General budget for the University Division provided by the General Fund decreased from 26.5 percent in 2013-14 to 26.1 percent in 2014-15.

The 2014-15 tuition and fee budget increased by $12.4 million, or 3.1 percent, over the adjusted 2013-14 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, planned enrollment growth, specialized program fees (including the fee in the Pamplin College of Business), library fee, the technology fee, unfunded scholarships to student aid programs, and adjustments to the other E&G fee budgets. Unfunded scholarships support both undergraduate need based aid and a portion of the graduate tuition remission program. Additionally, the revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment; thus, it is not reflected in the net revenue total.

Auxiliary Enterprises

The total 2014-15 auxiliary revenue budget is $294.2 million, a growth of $6.1 million or 2.1 percent over the adjusted 2013-14 budget, with a significant portion of the increase attributable to growth in Residential and Dining Programs, Parking and Transportation, Intercollegiate Athletics, Center for the Arts, and increased business volume in the Virginia Tech Electric Services utility. This increase includes resources to cover changes in personnel costs, increased energy costs, enhancements to student health services, student programming, maintenance of existing facilities, the cost of new facilities, and the campus-wide telecommunications improvements.

Financial Assistance for Educational and General Programs

The projected annual budget for Financial Assistance for Educational and General Programs is $340 million, a growth of $10.2 million or 3.1 percent over the adjusted 2013-14 budget. This is comprised primarily of sponsored program activities, the Eminent Scholars program, the Institute for Distance and Distributed Learning (IDDL) Enterprise Fund, and the Commonwealth's General Fund support for research. The most significant activity in this category is externally sponsored research. The current General Fund support of $4.1 million for research is forecasted to increase by $3.2 million to $7.3 million. This includes $2.6 million to enhance brain disorder research, $0.3 million for applied research within the Institute for Creativity, Arts & Technology, and $0.3 million for Virginia Tech Transportation Institute initiatives. Although

Sponsored Programs is expected to grow 6.0 percent over FY 14 actuals, the 2014-15 budget reflects existing capacity within the 2013-14 budget.

State Student Financial Assistance

The projected annual budget for the state supported Student Financial Assistance Program is $20 million. This includes state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program in 2014-15. The 2014-15 budget reflects an assumed increase of $0.3 million over the 2013-14 approved budget in additional graduate financial aid. The amounts are projections of the actions expected to be taken by the General Assembly.

All Other Programs

The All Other Programs component is comprised of the Unique Military Activities appropriation, surplus property, federal work study program, local funds, and Alumni Affairs. The annual budget for these funds is based on historic trends and projections of activity levels by program managers. These programs are funded by resources that are designated for specific purposes. The current General Fund support for Unique Military Activities remains constant in 2014-15 at $2.1 million. For All Other Programs, the recommended budget is $6.6 million, and reflects an increase of $0.3 million or 5.2 percent over the adjusted budget for 2013-14. This change is primarily due to higher than previously budgeted activity in federal work study programs.

Planned Change in Reserves

Existing state requirements, along with the university's budgeting and financial management strategies, generally result in the establishment of breakeven budgets for the major budget components, with the exception of auxiliary enterprises. That is the case for 2014-15, where only the auxiliary budgets project an addition to the reserves as of June 30, 2015. The projected addition of $4.6 million is the result of the intentional rebuilding of reserves in specific auxiliaries where expenditures in prior years created the need for restoring the reserves so that it may operate as a revolving fund. In other cases, the projected addition to reserves reflects the temporary positive impact of planning activities for new capital projects. The 2014-15 budget for auxiliary enterprises is also designed to ensure that the reserve levels remain in compliance with the tenants of bond covenants as well as SCHEV reserve targets.

Budget Allocations

The process of finalizing the 2014-15 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June 2014 and issued to the university community by the Vice President for Finance and Chief Financial Officer. The Office of Budget and Financial Planning will allocate these budgets to the colleges and vice presidential areas in time for the departments to open

the new fiscal year with the allocations in place in the financial system. To the extent that the forecast of state support remains uncertain, these incremental General Fund estimates will be planned as contingent resources. The university develops the annual budget as a one year quantification of the university's strategic plan. The strategic plan is the framework for enacting the university's mission.

Compensation Plan

Contingent upon funding availability and approval of the 2014-15 operating budget, the university plans to implement faculty and staff merit programs for fiscal year 2014-15. The attached operating budget includes funding, consistent with traditional funding principles, for the following proposed employee compensation actions:

- A faculty merit review and compensation program for each academic and administrative area for a 2.75 percent of base faculty salary allocation. The vice-presidents and deans are expected to reallocate an additional 0.5 percent to this base allocation for a total faculty merit pool of 3.25 percent. This process is consistent with the components of the faculty merit program proposed in the faculty compensation plan report.

- A new university staff merit program to be implemented in Fall 2014. The proposal, created under the authority of the Higher Education Restructuring Act and associated management agreement, establishes a merit pool of 2.25 percent of eligible university staff payroll. The program will be a merit-based program with differential salary increase recommendations based on performance. University staff includes all staff members hired on or after July 1, 2006, and all classified staff who have converted to university staff system on or after July 1, 2006.

- If the state provides authority for a classified staff salary increase or bonus for the fiscal year 2014-15, the university will enact a salary or bonus program for the classified staff. The university will also provide an opportunity for the state classified staff to convert to university staff and gain eligibility for the university staff merit process. Classified staff are defined as staff members hired before July 1, 2006 who have not subsequently converted to the university staff system.

If the state authorizes a salary or a bonus program for fiscal year 2014-15, the university will redesign the merit programs in light of the new authorization and adjust accordingly.

Capital Outlay Projects

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Initiation of a capital project requires authorization of a budget and funding sources from the state and/or the Board of Visitors. The state authorizes projects supported entirely or partially with General Fund revenues. Under the restructuring legislation and the 2006 Management Agreement between the Commonwealth and the university, the Board of

Visitors has the authority to approve capital projects funded entirely with nongeneral fund resources. New state authorized projects are requested as part of the state budget cycle, with authorizations approved in the Appropriation Act or through special action by the Governor. These projects normally become effective and are added to the program at the beginning of a fiscal year. New projects approved by the Board of Visitors become effective upon approval of a university resolution and are reflected on the subsequent Financial Performance Report. Existing capital projects carry forward to the next fiscal year until the projects are closed. Completed projects are closed and removed from the program at the end of a fiscal year.

Schedule 3 shows the total capital authorization by fund source and an estimated annual budget for each capital outlay project that will be active in fiscal year 2014-15. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for fiscal year 2014-15 is listed with expected amounts for the total authorization by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The portfolio of the capital outlay program for fiscal year 2014-15 (Schedule 3) is comprised of 14 Educational and General projects and 10 Auxiliary Enterprise projects for a total of 24 projects. The projects are in various phases of design and construction with a life span normally lasting two to four years, depending on the size and complexity of the facility. The total capital outlay budget for fiscal year 2014-15 includes approximately $628 million of authorizations with an estimated available balance of about $274 million. Of the available balance, the university plans to spend about $90 million in fiscal year 2014-15.

The state budget is expected to include two capital outlay actions for Virginia Tech. The items include increased funding for the Maintenance Reserve program allocation and funding for detailed planning for the Improve Kentland Facilities project.

The revenues to support capital outlay expenses are a mix of state support, university supported debt, and self-generated resources. When projects have multiple sources of funding, the university generally utilizes the resources in the following order: state support, bond proceeds, and then nongeneral funds. This order allows the most effective use of the university's nongeneral fund resources.

RECOMMENDATION:

That the proposed 2014-15 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

June 2, 2014

TOTAL OPERATING BUDGET FOR VIRGINIA TECH

Fiscal Year 2014-15

(Dollars in Thousands)

	2013-14 Original Budget	2013-14 Adjusted Budget	2014-15 Recommended Budget
Revenues			
Educational and General			
University Division			
General Fund	$149,325	$151,313	$158,805
Tuition and Fees	382,785	397,869	410,277
All Other Income	31,173	38,850	39,344
Subtotal	563,283	588,032	608,426
CE/AES Division			
General Fund	64,676	64,614	68,100
Federal Funds	14,521	15,543	14,483
All Other Income	840	1,040	866
Subtotal	80,037	81,196	83,448
Total Educational and General	643,320	669,228	691,874
Auxiliary Enterprises	286,541	288,107	294,243
Financial Assistance for E&G Programs (a)			
General Fund	4,139	4,139	7,339
Nongeneral Fund	325,600	325,600	332,629
Total	329,739	329,738	339,968
Student Financial Assistance			
General Fund	19,706	19,975	19,977
All Other Programs (b)			
General Fund (UMA)	2,084	2,084	2,084
Nongeneral Fund	4,229	4,220	4,547
Total	6,313	6,304	6,631
Total	$1,285,619	$1,313,352	$1,352,693
Expense			
Educational and General			
University Division	$563,283	$588,032	$608,426
CE/AES Division	80,037	81,196	83,448
Subtotal	643,320	669,228	691,874
Auxiliary Enterprises	281,557	294,584	289,602
Financial Assistance for E&G Programs (a)	329,739	329,738	339,968
Student Financial Assistance	19,706	19,975	19,977
All Other Programs (b)	6,313	6,441	6,631
Total	$1,280,635	$1,319,966	$1,348,052
Planned Change in Reserve			
Reserve Drawdown/(Deposit) (c)	(4,984)	6,615	(4,641)
Net	($0)	$0	($0)

(a) Financial Assistance for E&G Programs includes Sponsored Programs, the Eminent Scholars Program, and General Fund Research Initiative.

(b) All Other Programs include Unique Military Activities, Surplus Property, Local Funds, Federal Work Study, and Alumni Affairs.

(c) Reserve contributions are based on the budget plans of Auxiliary Enterprise units, and Surplus Property.

Presentation Date: June 2, 2014

Schedule 2

TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES
Fiscal Year 2014-15
(Dollars in Thousands)

	2013-14 Original Budget	2013-14 Adjusted Budget	2014-15 Recommended Budget
Residence and Dining Hall System			
Revenues	$101,342	$103,680	$105,084
Expenses	-97,575	-103,647	-102,045
Reserve Drawdown (Addition)	-3,767	-33	-3,039
Net	$0	$0	$0
Parking and Transportation			
Revenues	$12,736	$12,736	$13,107
Expenses	-13,242	-13,736	-13,537
Reserve Drawdown (Addition)	506	1,000	430
Net	$0	$0	$0
Telecommunications Services			
Revenues	$19,337	$20,136	$18,804
Expenses	-19,148	-21,432	-18,615
Reserve Drawdown (Addition)	-189	1,296	-189
Net	$0	$0	$0
University Services System			
Revenues	$40,099	$40,099	$41,565
Expenses	-39,082	-40,630	-40,357
Reserve Drawdown (Addition)	-1,017	531	-1,208
Net	$0	$0	$0
Intercollegiate Athletics			
Revenues	$55,507	$55,728	$57,798
Expenses	-55,590	-60,640	-56,421
Reserve Drawdown (Addition)	83	4,912	-1,377
Net	$0	$0	$0
Electric Service System			
Revenues	$36,377	$35,506	$36,853
Expenses	-35,642	-35,310	-36,040
Reserve Drawdown (Addition)	-735	-196	-813
Net	$0	$0	$0
Inn at Virginia Tech and Skelton Conference Center			
Revenues	$11,078	$10,453	$10,876
Expenses	-11,375	-10,949	-11,544
Reserve Drawdown (Addition)	297	496	668
Net	$0	$0	$0
Other Enterprise Functions			
Revenues	$10,065	$9,769	$10,156
Expenses	-9,903	-8,240	-11,043
Reserve Drawdown (Addition)	-162	-1,529	887
Net	$0	$0	$0
TOTAL			
Revenues	$286,541	$288,107	$294,243
Expenses	-281,557	-294,584	-289,602
Reserve Drawdown (Addition)	-4,984	6,477	-4,641
Net	$0	$0	$0

Schedule 3

EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2015

(Dollars in Thousands)

as of April 30, 2014

Educational and General Projects	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2014	ESTIMATED BALANCE AVAILABLE FOR FY2015	ESTIMATED ANNUAL BUDGET FY2015	ESTIMATED BALANCE AT CLOSE OF FY2015
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
Educational and General Maintenance Reserve									
Maintenance Reserve	$ 6,975	$ 0	$ 0	$ 0	$ 6,975	$ 0	$ 6,975	$ 6,975	$ 0
Design Phase									
Address Fire Alarms and Access	5,501	0	0	0	5,501	400	5,101	1,700	3,400
Classroom Building	40,851	0	0	0	40,851	3,279	37,572	14,400	23,172
Planning: Academic Buildings Renewal	0	0	1,890	0	1,890	1,348	542	542	0
Planning: Improve Kentland Facilities	0	0	1,500	0	1,500	200	1,300	530	770
Construction Phase									
Marching Virginians Practice Facility	0	0	4,750	0	4,750	400	4,350	3,300	1,050
Renovate Davidson Hall, Phase I	31,119	0	0	0	31,119	30,727	392	392	0
Signature Engineering Building	47,609	0	18,650	28,959	95,218	77,191	18,027	16,000	2,028
Close-Out									
Academic and Student Affairs Building	0	0	0	45,153	45,153	43,827	1,326	491	835
Chiller Plant, Phase I	12,059	0	400	7,639	20,098	19,878	220	220	0
Human & Agricultural Biosciences Building I	53,759	0	0	0	53,759	53,138	621	621	0
Performing Arts Center	27,387	0	32,565	40,135	100,087	99,277	810	810	0
On Hold and Not Funded									
Blanket: E&G Research Projects	0	0	3,500	0	3,500	0	3,500	0	3,500
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0
Total Educational and General Projects	$ 225,260	$ 0	$ 63,255	$ 121,886	$ 410,401	$ 329,665	$ 80,736	$ 45,981	$ 34,755

Presentation Date: June 2, 2014

Schedule 3 Continued

AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2015

(Dollars in Thousands)

as of April 30, 2014

Auxiliary Enterprises Projects	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2014	ESTIMATED BALANCE AVAILABLE FOR FY2015	ESTIMATED ANNUAL BUDGET FY2015	ESTIMATED BALANCE AT CLOSE OF FY2015
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
Auxiliary Maintenance Reserve									
Maintenance Reserve	$ 0	$ 0	$ 18,928	$ 0	$ 18,928	$ 0	$ 18,928	$ 7,000	$ 11,928
Design Phase									
Planning: Health Center Improvements	0	0	0	200	200	10	190	190	0
Planning: South Recreation Field Surface Replacement	0	0	0	230	230	65	165	165	0
Construction Phase									
Indoor Athletic Training Facility	0	0	21,300	3,700	25,000	1,508	23,492	18,900	4,592
Unified Communications and Network Renewal	0	0	4,500	12,008	16,508	10,890	5,618	2,809	2,809
Upper Quad Residential Facilities	0	0	17,662	72,338	90,000	6,504	83,496	14,400	69,096
Close-Out Phase									
Phase IV of Oak Lane Community (House 1)	0	0	6,002	-	6,002	5,881	121	121	0
On Hold and Not Funded									
New Residence Hall II	0	0	0	27,000	27,000	182	26,818	0	26,818
Parking Blanket Authorizations Balance	0	0	0	16,547	16,547	0	16,547	0	16,547
Phase IV Oak Lane Community	0	0	0	17,498	17,498	0	17,498	0	17,498
Total Auxiliary Enterprise Projects	$ 0	$ 0	$ 68,392	$ 149,521	$ 217,913	$ 25,040	$ 192,873	$ 43,585	$ 149,288
GRAND TOTAL ALL CAPITAL PROJECTS	$ 225,260	$ 0	$ 131,647	$ 271,407	$ 628,314	$ 354,705	$ 273,609	$ 89,566	$ 184,043

Presentation Date: June 2, 2014

Hotel Roanoke Conference Center Commission Budget

FINANCE AND AUDIT COMMITTEE

The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech on November 18, 1991 and by the City Council of the City of Roanoke, Virginia on April 14, 1992, pursuant to Chapter 440 of the 1991 Acts of Assembly of the Commonwealth of Virginia, adopted March 20, 1991. Section 21 B of the enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech (the "Participating Parties") a proposed operating budget showing its estimated revenues and expenses on an accrual basis for the forthcoming fiscal year and, if such estimated expenses exceed such estimated revenues, the portion of the deficit proposed to be borne by each Participating Party.

The Commission has adopted and approved its operating budget for the fiscal year 2014-15. Virginia Tech and the City of Roanoke will make equal contributions of $80,000 to the Commission for fiscal year 2014-15. The recommended budget is shown on the following page.

Presentation Date: June 2, 2014

HOTEL ROANOKE CONFERENCE CENTER COMMISSION
BUDGET
JULY 2014 - JUNE 2015

Revenues

City of Roanoke	$ 80,000
Virginia Tech	80,000
	$160,000

Expenses

Personal Services for part-time director	$ 67,900
Professional Fees – legal, audit, advisory services	83,000
Technology	4,100
Commission Operations	2,500
Training	2,500
	$ 160,000

RECOMMENDATION:

That the budget for The Hotel Roanoke Conference Center Commission for 2014-2015 be approved.

Presentation Date: June 2, 2014

Virginia Tech-Wake Forest University
School of Biomedical Engineering and Sciences
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE
April 30, 2014

The Board of Visitors of Virginia Tech adopted a resolution that authorized the establishment of the Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences on August 26, 2002. Subsequently, Virginia Tech and Wake Forest University entered into a collaboration agreement which outlines the relationship and responsibilities of each party. As stated in the collaboration agreement, the annual operating budget for the School of Biomedical Engineering and Sciences requires approval by the governing boards of each university.

The 2014-15 recommended budget of $2,956,681 for Virginia Tech's contribution to the School of Biomedical Engineering and Sciences is shown on the following page.

Virginia Tech-Wake Forest University
School of Biomedical Engineering and Sciences
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 30, 2014

Revenues

University Allocation		$ 2,956,681

Expenses

Faculty		$ 1,585,976
Staff		184,263
Graduate Students		307,082
Fringes		590,357
	Subtotal Personnel Costs	2,667,678
Operating Costs		289,003
	Total Expenses	$ 2,956,681
Net		-

RECOMMENDATION:

That the 2014-15 budget for the Virginia Tech - Wake Forest School of Biomedical Engineering and Sciences be approved.

Dormitory and Dining Hall System
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 28, 2014

The resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Dormitory and Dining Hall System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Dormitory and Dining Hall System during the fiscal year July 1, 2014 to June 30, 2015 and a recommended budget of current expenses for the System for the same period.

	Dormitories	Dining Halls	Total
Estimated Revenues			
Student Fees	$46,924,711	$51,359,597	$98,284,308
Other Income	(535,749)	7,335,519	6,799,770
Total Resources	$46,388,962	$58,695,116	$105,084,078
Current Expenses			
Personnel Services	$10,488,407	$22,102,874	$32,591,281
Operations	17,503,701	26,605,365	44,109,066
Administrative Charge	1,659,605	3,876,828	5,536,433
Maintenance Reserve	3,296,089	744,308	4,040,397
Debt Service	11,989,831	3,778,005	15,767,836
Total Expenses	$44,937,633	$57,107,380	$102,045,013
Reserve Contribution (Draw)	$1,451,329	$1,587,736	$3,039,065
Net	$0	$0	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2014 to June 30, 2015 represent an accurate estimate of the income to be received and current expenses of operating the Dormitory and Dining Hall System for the fiscal year.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

Annual Inspection and Recommendations Concerning Dormitory and Dining Hall System

FINANCE AND AUDIT COMMITTEE

April 28, 2014

Section 5.4, Article V, of the resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2014 to June 30, 2015:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $100,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That fees, rents, and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2014 to June 30, 2015 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

June 2, 2014

Electric Service System
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 28, 2014

The resolution authorizing and securing the Electric Service System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Electric Service System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Electric Service System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Electric Service System during the fiscal year July 1, 2014 to June 30, 2015 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues	
Sales to University Departments	$21,524,060
All Other Sales	15,232,992
Investment Income	95,823
Total Revenues	$36,852,875
Current Expenses	
Personnel Services	$2,759,549
Purchase of Electricity	25,873,853
Operating Expenditures	5,783,542
Capital Maintenance Reserve Projects	660,000
Maintenance, Repairs and Equipment Replacement	502,890
Debt Service	460,468
Total Expenses	$36,040,302
Reserve Contribution (Drawdown)	$812,573
Net	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2014 to June 30, 2015 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

Annual Inspection and Recommendations Concerning

Electric Service System

FINANCE AND AUDIT COMMITTEE

April 28, 2014

Section 5.4, Article V, of the resolution authorizing and securing the Electric Service System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2014 to June 30, 2015:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $100,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2014 to June 30, 2015 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

June 2, 2014

University Services System
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 28, 2014

The resolution authorizing and securing the University Services System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the University Services System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the University Services System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the University Services System during the fiscal year July 1, 2014 to June 30, 2015 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues	
Student Fees	$35,644,911
Sales and Services	3,429,671
Other Income	2,490,415
Total Revenues	$41,564,997
Current Expenses	
Personnel Services	$19,268,760
Operating	12,167,736
Debt Service	6,147,241
Capital Maintenance Reserve	961,121
Non-Capital Maintenance Reserve	139,984
Student Organization Allocation	1,407,766
One-Time Expenses	264,000
Total Expenditures	$40,356,608
Reserve Contribution (Drawdown)	$1,208,389
Net	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2014 to June 30, 2015 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

Annual Inspection and Recommendations Concerning
University Services System

FINANCE AND AUDIT COMMITTEE

April 28, 2014

Article V, Section 5.4, of the resolution authorizing and securing the University Services System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2014 to June 30, 2015:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $100,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

_____
M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2014 to June 30, 2015 for the operation of the University Services System and the report of the Annual Inspection be approved.

June 2, 2014

Intercollegiate Athletics System
2014-15 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 28, 2014

The resolution authorizing and securing the Athletics System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Athletics System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Athletics System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Athletics System during the fiscal year July 1, 2014 to June 30, 2015 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues	
Student Fees	7,866,883
Sales and Services	48,679,070
Other Income	1,251,653
Total Revenues	57,797,606
Current Expenses	
Personnel Services	26,787,483
Operations	16,133,517
Administrative Charge	3,647,922
Capital Maintenance Reserve	1,029,928
Maintenance, Repairs, & Equipment Replacement	1,853,649
Debt Service	5,318,488
One-Time Projects	1,650,000
Total Expenses	56,420,987
Reserve Contribution (Drawdown)	1,376,619
Net	0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2014 to June 30, 2015 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

Annual Inspection and Recommendations Concerning Intercollegiate Athletics System

FINANCE AND AUDIT COMMITTEE

April 28, 2014

Section 5.4, Article V, of the resolution authorizing and securing the Athletics System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2014 to June 30, 2015:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $100,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

_____

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2014 to June 30, 2015 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

June 2, 2014

Pratt Funds Overview

FINANCE AND AUDIT COMMITTEE

May 6, 2014

In 1975, the university received a significant bequest from the estate of Mr. John Lee Pratt of Stafford County, following his death on December 20, 1975. The bequest was divided equally into two distinct parts, one to support Animal Nutrition and one to support the College of Engineering. According to the will, the bequest for Animal Nutrition was to be used to promote the study of animal nutrition by supplementing salaries, providing equipment and materials to be used for experiments in feeding and in the preparation of feeds for livestock and poultry, and publishing and disseminating the research results of the studies. The will provided that the bequest for the College of Engineering should be used to support research and scholarships.

Distributions of the Pratt Estate were received in several installments: $9,561,819 in 1976, $1,330,000 in 1977, $47,000 in 1979, and $30,164 in 1981, for a total of $10,968,983. The Pratt endowment has grown to $44.5 million, as of March 31, 2014. The following paragraphs summarize some of the major accomplishments of the College of Engineering and the Animal Nutrition Programs that are directly tied to the funding provided by the Pratt estate.

When the Pratt Endowment was originally established, the College of Engineering was in the early stages of becoming a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role in allowing the College to enrich its pool of students and to offer additional international study opportunities to students and faculty. Additionally, the Pratt funds currently allow the College to invest resources in three research areas: biomedical engineering, microelectronics, and energy and advanced vehicles.

Income from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these Endowment earnings have concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

Presentation Date: June 2, 2014

2014-2015 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of $1,856,255 will be available for expenditure in FY 2014-2015. Targets of $939,430 and $916,825 were given respectively to the College of Engineering and to the Animal Nutrition Programs.

College of Engineering

Source of Funds:	
Endowment Income	$939,430
Repayment of Endowment Advance	(28,300)
Total Resources	**$911,130**
Proposed Expenditures:	
Undergraduate Scholarships	$350,000
Undergraduate Study Abroad Scholarships	60,000
Graduate Study Abroad Scholarships	30,000
Graduate Tuition Scholarships	90,000
Graduate Research Fellowships	182,000
Graduate Recruitment for Research Programs	123,430
Equipment for Research Programs	75,700
Total Proposed Expenditures	**$911,130**

Animal Nutrition

Source of Funds:	
Endowment Income	**$916,825**
Proposed Expenditures:	
Ph.D. and M.S. Fellowship Program	$450,000
Undergraduate Program Scholarships and Research	150,000
Visiting Scholars and Seminars	5,000
Equipment Purchases and Maintenance	147,825
Nutrition Technicians	162,000
Research Publications	2,000
Total Proposed Expenditures	**$916,825**

RECOMMENDATION:

That the proposed 2014-2015 allocation and use of Pratt Funds be approved.

Presentation Date: June 2, 2014

RESOLUTION TO APPOINT UNIVERSITY COMMISSIONER TO THE HOTEL ROANOKE CONFERENCE CENTER COMMISSION

WHEREAS, the Virginia General Assembly approved legislation known as the "Hotel Roanoke Conference Center Commission Act" to provide for the establishment of a conference center commission; and,

WHEREAS, the Act provides for the appointment of three commissioners each from the City of Roanoke and from Virginia Polytechnic Institute and State University; and,

WHEREAS, the Act provides that the commissioner appointments be staggered; and,

WHEREAS, the terms of the appointments shall be four years, and shall end on June 30 of the respective year; and,

WHEREAS, pursuant to the Act, the Board of Visitors of Virginia Polytechnic Institute and State University reappoints effective July 1,2014, the following as commissioner:

- Vice President for Outreach and International Affairs, Virginia Tech June 30, 2018

NOW, THEREFORE, BE IT RESOLVED that the appointment of the Vice President for Outreach and International Affairs of Virginia Tech shall continue effective July 1, 2014 with the approval of this resolution.

RECOMMENDATION:

That the above resolution of the appointment of the Vice President for Outreach and International Affairs of Virginia Tech as the university's representative on the Hotel Roanoke Conference Center Commission be approved.

June 2, 2014

Capital Project for McBryde 100 Classroom Renovation

JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

April 30, 2014

McBryde Hall (1971) is located within the north area of the Blacksburg campus and serves as a central instruction facility. An approximately 5,900 square foot, 560 seat classroom, commonly known as McBryde 100, was added in 1973 and is one of the most utilized instruction spaces on campus because of its size and seating capacity. This classroom's utilization accounts for more than 12,500 contact hours per semester, which is generally the university's highest used classroom space.

Since coming online in 1973, the space is largely unchanged with minimal updating. The room's outdated stage, steeply sloping floor, outdated teaching wall including an obsolete rear projection system, unbalanced acoustics, and deteriorating seating system do not meet classroom standards of the institution. Because of the conditions and the fact that so many students have one or more classes in McBryde 100, the room is frequently cited by students as a disappointing learning space in need of improvement. Further, faculty regard the room as unsatisfactory because it does not support modern learning technologies or practices. The intent of this renovation is to return the space to a state-of-the-art large auditorium learning environment for the benefit of undergraduate education.

The envisioned improvements include creating a fully accessible auditorium by reducing the floor slope, providing a redesigned teaching wall, upgrading the audio/visual systems, updating the mechanical, electrical and fire protection systems, replacing the worn and deteriorated seating, and replacing the ceiling and lighting systems. The mechanical system replacement is a planned part of the university's ongoing building maintenance plan and is scheduled for implementation independent of the program renovation. The costs for this element are being covered by the maintenance reserve program and are not part of this request.

Because of the importance of the room to meeting instructional capacity demands, the university desires the renovated space to be ready for fall 2015 class scheduling. A feasibility study has been completed that shows the envisioned scope of work for the space can be completed in the desired time under a design-bid-build delivery method provided that the design process begins in June of 2014. Under this plan, the project may be bid and awarded this calendar year such that staging may begin over the winter and construction may begin immediately after the end of classes in May of 2015.

Based on the feasibility study and internal estimates, the proposed renovation of the McBryde 100 classroom, inclusive of all hard and soft costs, will not exceed $2.8 million. As with all self-supporting projects, the university has developed a funding plan to provide assurance regarding the financial feasibility of the overall project. This plan calls

for internal financing repaid over time by self-generated revenues. With the scope, schedule, cost, and funding plan established, the university is ready to move forward with the project.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for an authorization to move forward with the proposed $2.8 million McBryde 100 Classroom Renovation project.

RESOLUTION ON CAPITAL PROJECT FOR THE MCBRYDE 100 CLASSROOM RENOVATION

WHEREAS, McBryde Hall is located within the north area of the main Blacksburg campus and was completed in 1971 with a 560 seat classroom added in 1973; and,

WHEREAS, Room 100 is McBryde Hall's largest classroom and is also one of the most heavily used classrooms on campus; and,

WHEREAS, the quality and functionality of this large classroom does not meet the expectations of students, faculty, or the university's classrooms standards for learning spaces; and,

WHEREAS, the scope of the proposed solution to renovate the classroom will transform the space to meet university expectations for a state-of-the-art learning environment inclusive of a fully accessible auditorium, a modern teaching wall, updated mechanical, electrical, and fire protection systems, replacing the seating and lighting, and upgraded audio/visual systems; and,

WHEREAS, the project delivery method will be design-bid-build and scheduled to ensure the updated space is available for fall 2015 class scheduling; and,

WHEREAS, the project cost of the proposed renovation to the McBryde 100 classroom, inclusive of all hard and soft costs, will not exceed $2.8 million; and,

WHEREAS, the university has developed a funding plan that can successfully support the estimated $2.8 million total project costs through internal financing with repayment over time through nongeneral fund sources; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects; and,

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to move forward with the McBryde 100 Classroom Renovation project at a cost not to exceed $2.8 million and to fund the project with internal financing.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to complete the McBryde 100 Classroom Renovation project be approved.

June 2, 2014

Committee Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Room 350, Lavery Hall
8:00 a.m.

June 2, 2014

Board Members Present:

Cordel Faulk (Chair), John Lee, Steve Sturgis, Erica Wood (undergraduate student representative). Also in attendance was Mike Quillen (Rector).

Guests:

Susan Angle, Whit Babcock, Cynthia Bonner, Tom Brown, Heather Evans, Ted Faulkner, Rick Ferraro, Eleanor Finger, Bill Foy, Randy Fullhart, Martha Glass, Nannette Jimenez Gordon, Hunter Gresham, Hikmet Gursoy, Byron Hughes, Kathy Kaplan, Frances Keene, Susan Pedigo, Patty Perillo, Donna Ratcliffe, Tim Sands, Lester Schonberger, Frank Shushok, Angela Simmons, Rachel Tully, Penny White, and Jaime Williams.

Open Session

1. **Opening Remarks and Approval of March 24, 2014 Minutes.** Cordel Faulk, committee chair, provided opening remarks and submitted the minutes of the March 24, 2014, meeting to the committee for review and acceptance.

   A motion was made and passed unanimously to approve the minutes as written.

2. **Intercollegiate Athletics Report.** Whit Babcock, director of Athletics, provided a report on intercollegiate athletics. Four key areas are the focus of the department's Commitment to Comprehensive Excellence: compliance, academics, performance, and support.
   The National Collegiate Athletic Association (NCAA) is implementing (as early as August 2014) a new governance structure that includes athletic directors reinstituted into the governance process (not just the university president), a focus on autonomy, a focus on cost of attendance, as well as a new threshold for passing legislation (currently one school, one vote; proposed representation not just from schools, but also student representatives with equal voting rights and where a required 2/3 majority vote of now 80 members – 65 schools, 15 student representatives – is required). In addition, discussions are continuing related to how/who would "police" the new governance structure and new rules; time demands on student athletes; academic support; health and safety of student

athletes; supporting lifelong scholarship; rules related to athlete transfers, supporting the academic mission, and continued provisions for financial support of student athletes. Next meeting related to these potential governance changes will occur in July with the hopes of ratifying the changes in August.

Mr. Babcock then focused on performance and academic achievement. Between 2008 and 2012, Virginia Tech has remained in the top seven of the 16 Atlantic Coast Conference (ACC) schools in graduation success rates. The 2014 Skelton Award Winners are Christian Beyer (Men's Basketball) and Katie Yensen (Women's Soccer). Academically, student athletes are doing extremely well: 147 student athletes (of approximately 450 individuals) are on dean's lists for spring 2014, 55% of student athletes achieved a 3.0 or greater grade point average, and 50% maintained a cumulative 3.0 or greater grade point average. Virginia Tech sits in the top half, or better, of Atlantic Coast Conference peers in the number of championship titles, number of ACC team titles, number of ACC sponsored sports, and had 14 NCAA Qualifying teams/individuals during the 2013-2014 season. For the first time ever, Virginia Tech is expected to enter the top 30 of 300 athletic departments in the country for the 2013-2014 Learfield Sports Directors' Cup Standings.

Financial, philanthropic, and fan support is vital to Virginia Tech's athletic success. An area of concern is the decline in season ticket sales in football and men's basketball. Also of importance are the university's additional sources of revenue including radio affiliates (Virginia Tech has more than double of any other school in the Commonwealth), IMG rights fees (advertising), and Nike contracts.

Mr. Babcock closed his report by reviewing his first 100 days including an update on his internal S.W.O.T (strengths, weaknesses, opportunities, threats) analysis, and his commitment to focusing on leading with integrity, supporting that which is being done well and identifying opportunities for growth and improvement.

3. **Career Services: Explore. Experience. Achieve.** Donna Ratcliffe, director of Career Services, presented an overview of the mission and vision of the Career Services department. Programs and services include the career development model, career exploration, graduate school preparation, and the value of practical professional experience. Career Services personnel collect and track data to identify trends that can shape the support they provide students. For example, 97.5% of employers factor practical experience into hiring decisions. While 91% of Virginia Tech's graduates had career-related experience, 58% of those wish they had gained more. In addition to professional counseling and guidance, Career Services also provides graduate school preparation. 25% of the university's students who complete an undergraduate degree immediately enroll in graduate education.

4. **Services for Students with Disabilities.** Susan Angle, director of Services for Students with Disabilities (SSD), shared with the committee the variety of services

available, as well as current statistics, trends, and patterns affecting students and the programs that SSD provides. Programs and services include removing physical barriers, academic coaching, providing sign language, participating on the university's care team, and an Autism Spectrum Disorder Social Interaction Group. SSD served more than 1200 individuals in 2012-2013, and have seen a 68% increase since 2007-2008 with no additional staffing. Other national trends, reflected at Virginia Tech, include increases in the numbers of students with chronic medical conditions, an increase in the number of requests for the presence of service animals and therapy/support pets, and a campus climate in need of more inclusive and accessible learning environments for students with disabilities.

5. **Update on the Upper Quad Residence Halls Project.** Randal Fullhart, commandant of the Corps of Cadets, and Eleanor Finger, director of Housing and Residence Life, updated the committee on the residence hall renovation of Virginia Tech's largest living-learning community. Replacing four aging facilities with two new facilities, this $90M project will provide dynamic community spaces for cadet engagement and offer social and academic areas, lounges, meeting rooms, and a community kitchen. The total targeted bed count is 1,095. Corps members displaced during construction in Rasche Hall are temporarily residing in Main and West Eggleston Halls, alongside civilian students.

6. **Resolution: Policy 8220; Clarification of Security Personnel.** Angela Simmons, director of Student Conduct, and Jaime Williams, assistant director of Leadership Development programs, who serve as the co-conveners of the Student Affairs Policy Review Committee, presented a resolution that proposes additional wording to University Policy 8220 (Security Requirements for Events Sponsored by Student Organizations) to allow the use of university-approved, non-Virginia Tech Police Department security personnel at student organization sponsored events.

   The resolution to clarify security personnel in Policy 8220 was unanimously approved by the committee.

7. **Resolution: Hokie Handbook; Expansion of Student Conduct Procedures.** Angela Simmons, highlighted proposed changes to the Hokie Handbook (www.hokiehandbook.vt.edu), including the expansion of student conduct procedures to incorporate the option of Adaptable Conflict Resolution.

   The resolution to expand student conduct procedures in the Hokie Handbook was unanimously approved by the committee.

Adjournment.

There being no further business, the meeting was adjourned at 11:07 a.m.

Intercollegiate Athletics report to the Student Affairs & Athletic Committee of the Board of Visitors

June 2, 2014

Agenda

- All-Sports Video
- Commitment to Comprehensive Excellence in Intercollegiate Athletics - C.A.P.S.
- Day 103+: Leadership, Observations, Assessment & Next Steps
- Thank you and Questions?

All-Sports Video

Commitment to Comprehensive Excellence in Intercollegiate Athletics - C.A.P.S.

- Compliance
- Academics
- Performance
- Support

Compliance

Update on new NCAA Compliance Governance Structure

Academics

Graduation Success Rates 2008-2012

(Cohort Years 2002-2006)

2008-09		2009-10		2010-11		2011-12		2012-13	
Notre Dame	99	Notre Dame	99	Notre Dame	99	Notre Dame	99	Notre Dame	99
Duke	97	Duke	97	Duke	97	Duke	98	Duke	98
Boston College	96	Boston College	96	Boston College	97	Boston College	97	Boston College	96
Wake Forest	93	Wake Forest	93	Wake Forest	94	Wake Forest	95	Wake Forest	94
North Carolina	87	Virginia Tech	89	Virginia Tech	91	Miami	93	Miami	92
Syracuse	86	Virginia	89	Miami	89	Virginia Tech	88	Virginia Tech	90
Virginia Tech	85	North Carolina	87	North Carolina	88	North Carolina	88	Virginia	88
Virginia	85	Miami	86	Virginia	87	Syracuse	87	Clemson	87
Pitt	83	Clemson	83	Syracuse	86	Virginia	87	Syracuse	87
Miami	82	Syracuse	83	Clemson	82	Clemson	84	Maryland	86
Clemson	82	Pitt	81	Maryland	82	Maryland	83	North Carolina	86
Florida State	79	Louisville	80	Louisville	81	Louisville	80	NC State	82
Louisville	77	Maryland	80	Florida State	79	Florida State	78	Florida State	81
Maryland	76	Florida State	79	Pittsburgh	78	Pittsburgh	78	Louisville	81
Georgia Tech	71	Georgia Tech	75	Georgia Tech	77	NC State	77	Georgia Tech	79
NC State	69	NC State	72	NC State	74	Georgia Tech	76	Pitt	77

Skelton Award Winners

Christian Beyer
Men's Basketball
Junior - New Bern, N.C.
Major: HNFE

Katie Yensen
Women's Soccer
Junior - Falls Church, Va.
Major: Biology
Minor: Spanish

Skelton Award Winners

- Enrolled at Tech as a "regular" student in the fall of 2011
- Had participated in one of Tech's basketball camps the summer after his junior year of high school
- Hokies' staff liked him, but they didn't feel he was quite good enough for a scholarship offer
- He (James Johnson) invited Beyer to become a member of the team b/c of roster attrition
- Playing pickup games at McComas Hall at the time
- Has played in 51 games, including 28 this past season. He averaged 1.1 points and 2.3 rebounds per game and shot 52 percent from the floor
- Is going to the Dominican Republic as part of a summer school course, and then he plans on shadowing an oncologist at a hospital in Charlotte, N.C.

Christian Beyer

Skelton Award Winners

- Took a medical service trip to Costa Rica over spring break in March
- Plans on taking the MCAT (Medical College Admission Test) in June
- Recorded seven goals (fourth on the team) and five assists (third on the squad) this season, and she made the ACC All-Tournament Team, scoring a goal in the Hokies' 4-2 upset of then-No. 1 Virginia in the ACC Tournament semifinals.
- Recorded five game-winning goals this past season for Tech and has eight for her career – the third-most in Tech history
- Hokies are 19-0 in her career when she tallies at least a point in a match
- Has gotten just one "B" as a college student, which came in a physics class. She also has just one "A-minus," which came in one of her biology labs

Katie Yensen

Spring 2014

- 55% of Student-Athletes achieved a 3.0 or > GPA
- 47% maintained a cumulative 3.0 or > GPA
- 20 Student-Athletes earned a 4.0 semester GPA
- 2 Student-Athletes maintained a 4.0 cumulative GPA
- Average Team Semester GPA: 3.09
- Average Team Cumulative GPA: 3.03
- 12 teams achieved a 3.0 or > semester GPA
- 11 teams maintained a 3.0 or > cumulative GPA

Updated numbers for Spring 2014 will be available at the Board meeting on June 2

168 Dean's List Members

Performance

2013-14 Learfield Sports Directors' Cup Standings

(as of April 24, 2014)

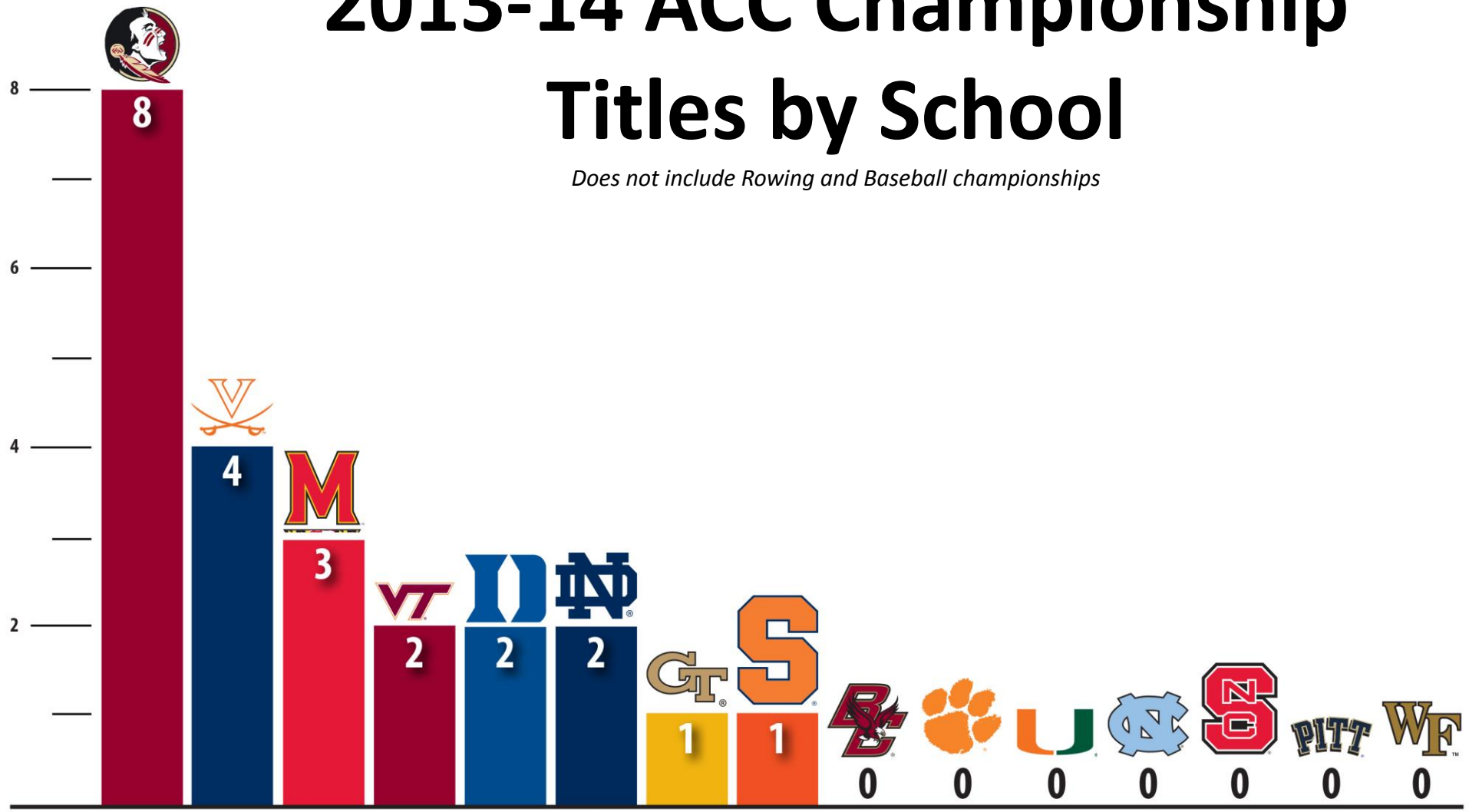
1	Stanford	11	Florida State	21	USC	31	Alabama
2	Penn State	12	Michigan State	22	Georgia	32	Iowa State
3	Florida	13	Texas	23	California	33	Arizona State
4	Michigan	14	Kentucky	24	LSU	34	Virginia Tech
5	Wisconsin	15	Virginia	25	UCLA	35	Indiana
6	Notre Dame	16	Arizona	26	Louisville	36	Maryland
7	Minnesota	17	Texas A&M	27	Oklahoma	37	UConn
8	North Carolina	18	Oregon	28	Colorado	38	NC State
9	Nebraska	19	Oklahoma State	29	BYU	39	Auburn
10	Duke	20	Ohio State	30	Arkansas	40	New Mexico

Other Schools of Note

41	Purdue	55	South Carolina	76	Miami	152	George Mason
45	West Virginia	57	Boston College	77	Mississippi State	160	Georgia Tech
52	Syracuse	68	Pittsburgh	89	Clemson	177	James Madison

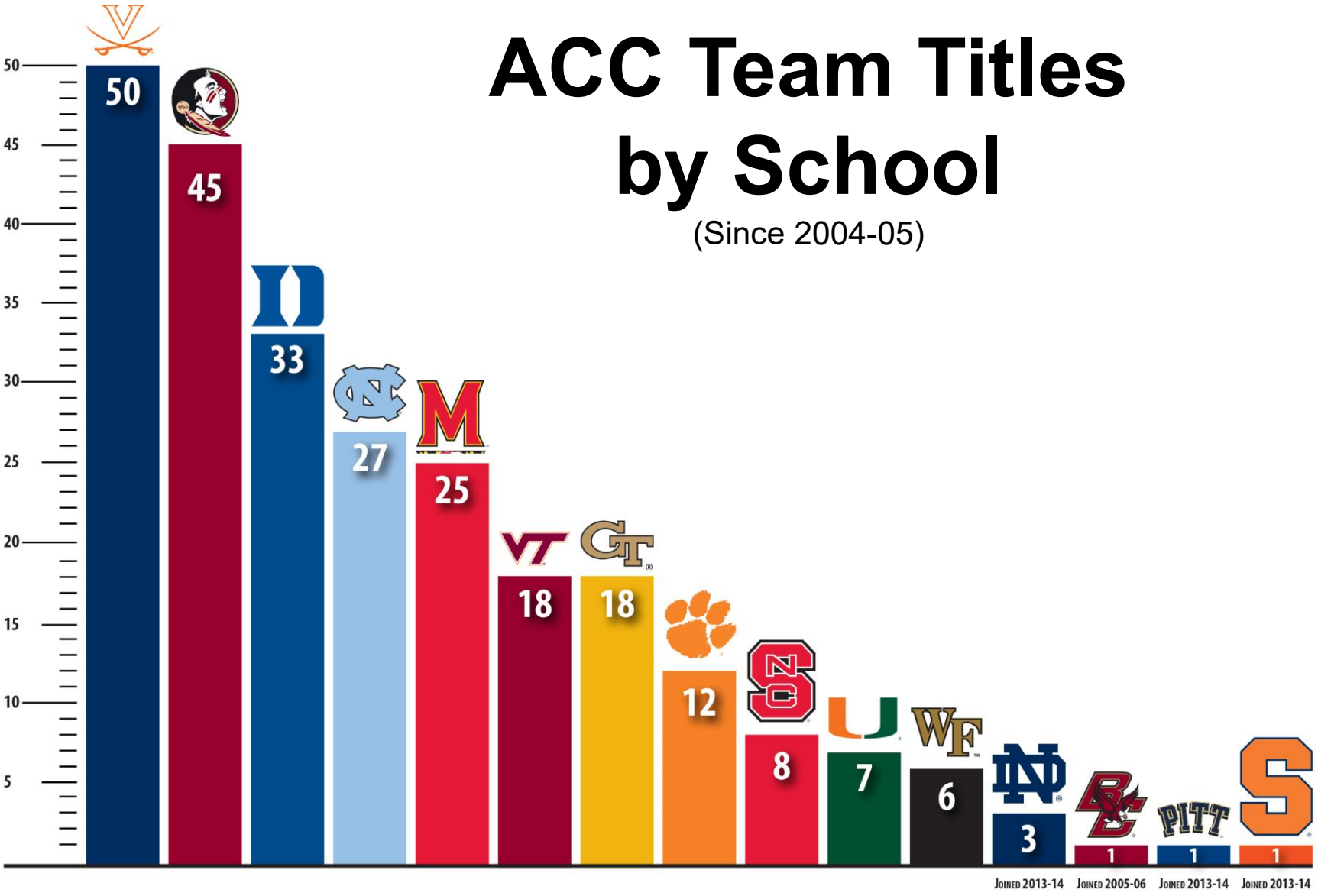
2013-14 ACC Championship Titles by School

Does not include Rowing and Baseball championships



ACC Team Titles by School

(Since 2004-05)



ACC Sponsored Sports by School

Does not include Gymnastics, Sand Volleyball, Ice Hockey, Cheer, Fencing, etc., which some schools have, but aren't ACC-sponsored sports

NCAA Qualifying Teams/Individuals

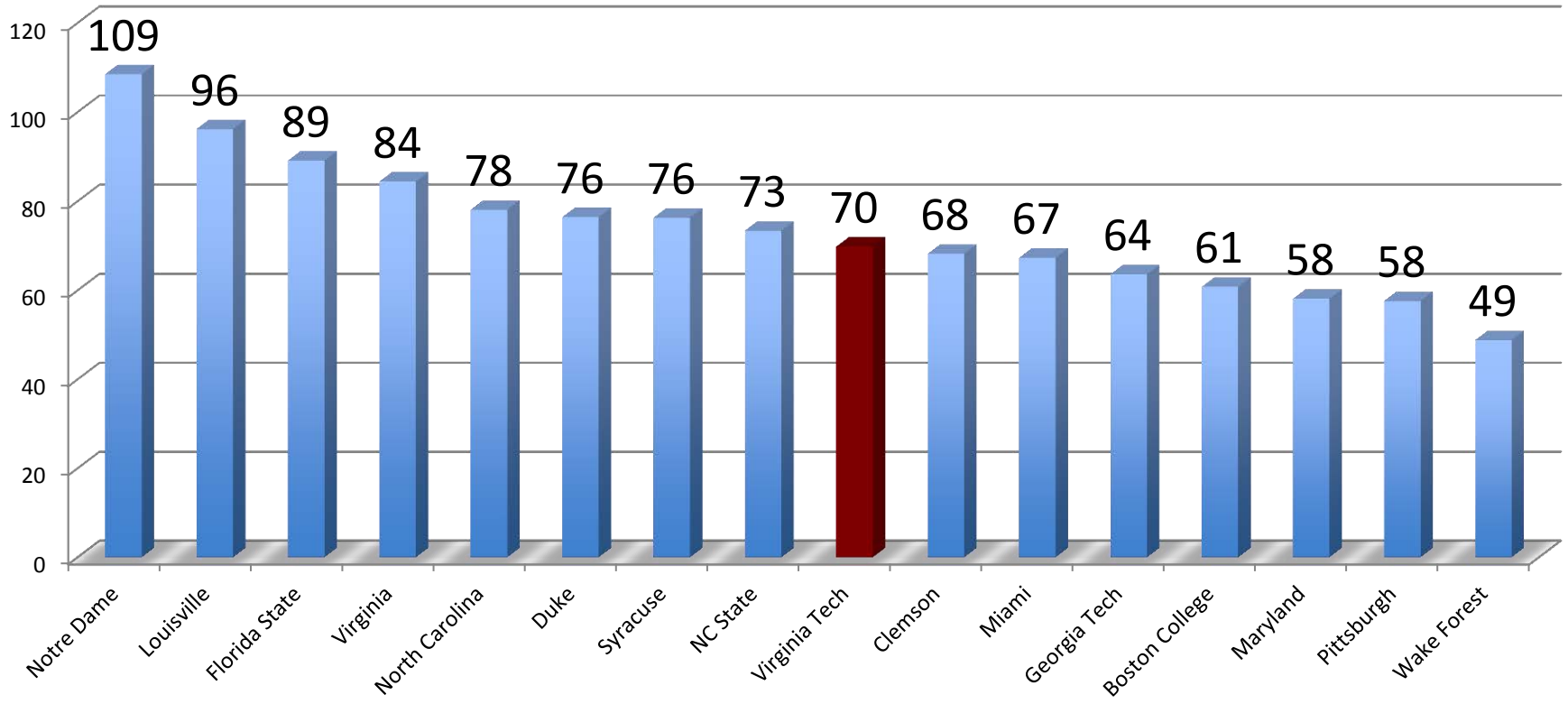
2013-2014 Season

Men's Cross Country
Women's Cross Country
Men's Golf
Women's Soccer
Softball
Men's Swimming & Diving
Women's Swimming & Diving
Men's Tennis
Men's Indoor Track & Field
Women's Indoor Track & Field
Men's Outdoor Track & Field
Women's Outdoor Track & Field
Wrestling

Support

EADA Total Revenue

June 30, 2013
(Numbers in Millions)

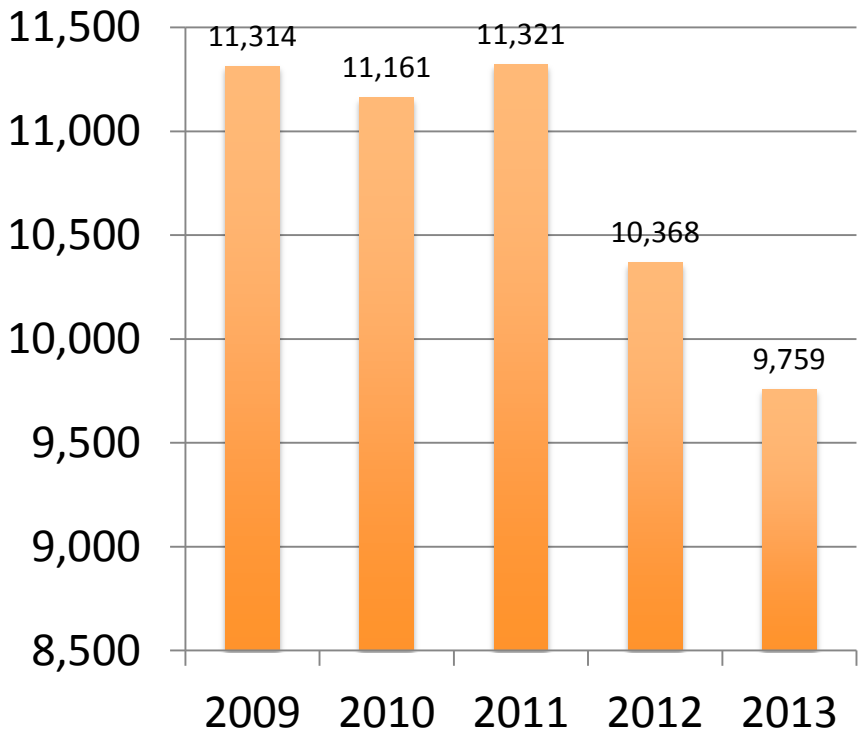


Hokie Club

Last Five Years

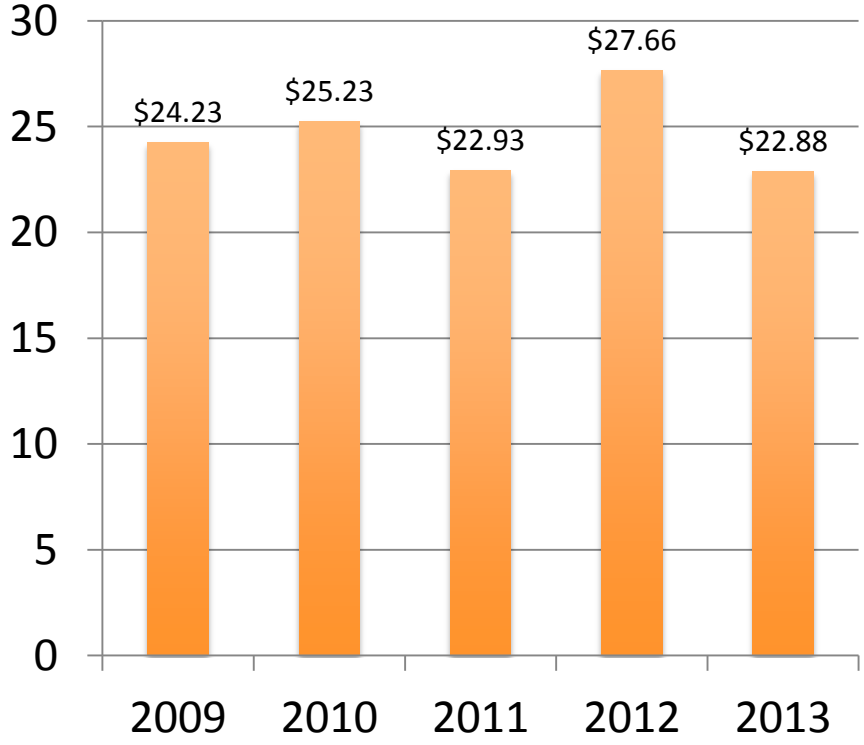
Total Donors

(Calendar Year End)



Annual Giving

(FY End - Numbers in Millions)



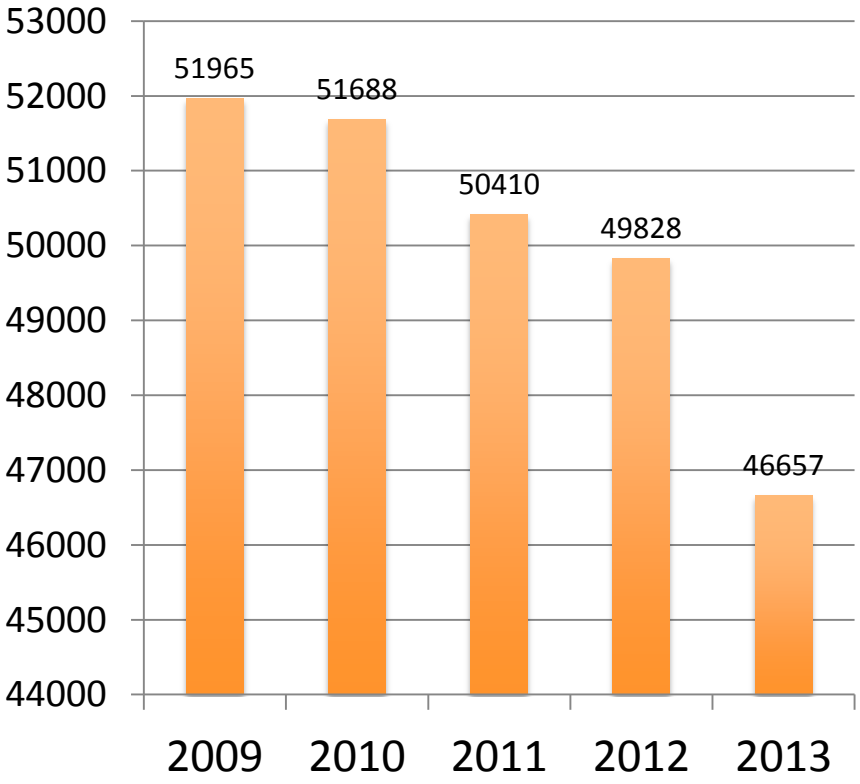
Orange & Maroon Tour

- April 7 - SW Virginia
- April 9 - Southside
- April 10 - Fauquier
- April 14 - Peninsula, Triad
- April 21 - Western Tidewater, Lynchburg
- April 23 - Northern Virginia, Martinsville/Danville
- April 28 – Raleigh-Durham
- April 29 - Tri Cities, Fredericksburg
- April 30 - Staunton/Waynesboro/Harrisonburg, Bluefield
- May 1 - Maryland
- May 6 - Richmond Golf Tournament/Peninsula Golf Tournament
- June 7 - Myrtle Beach Golf Tournament
- June 12 - Tidewater Golf Tournament

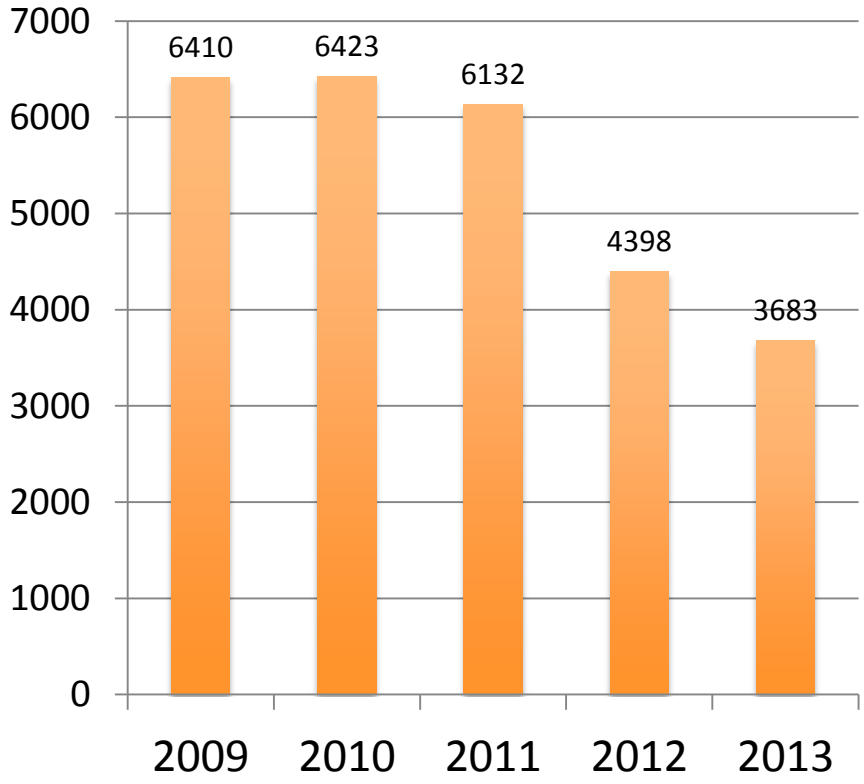
Season Ticket Sales

Last Five Years

Football



Men's Basketball

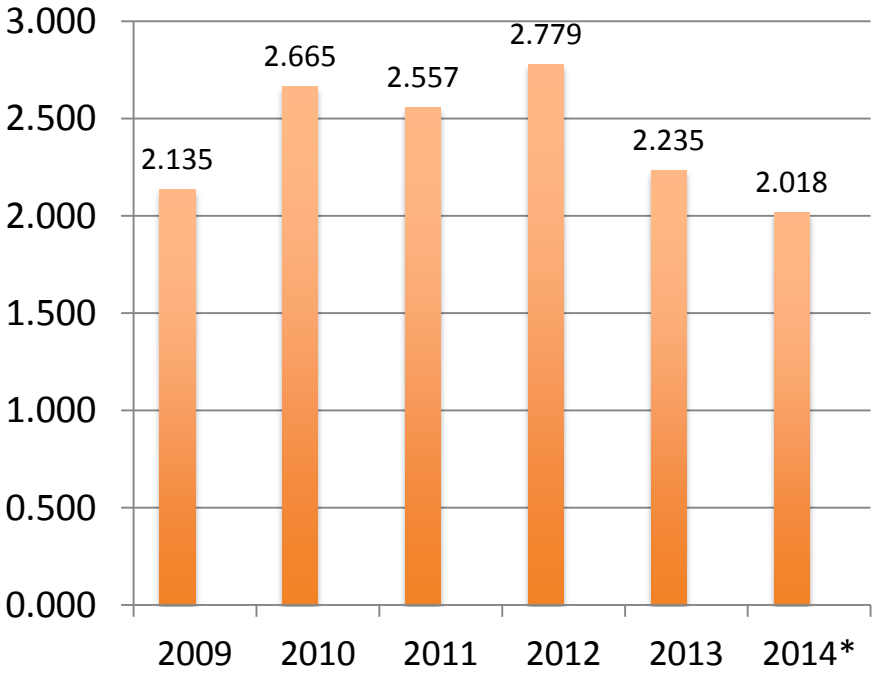


Website Traffic

Last Five Years

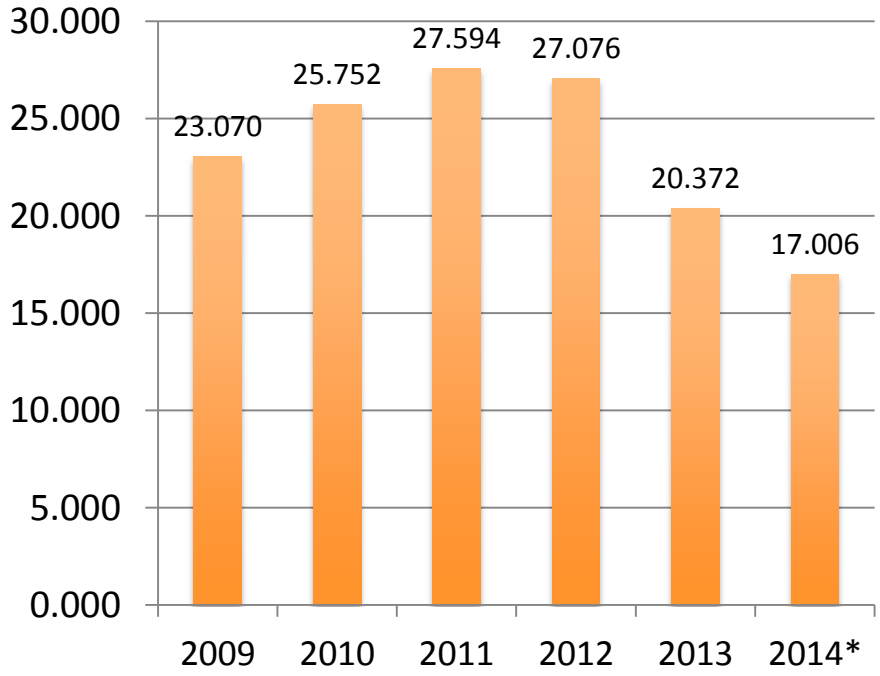
Users

(Academic Year End – Numbers in Millions)



Pageviews

(Academic Year End – Numbers in Millions)



* - 2014 data through May 12, 2014

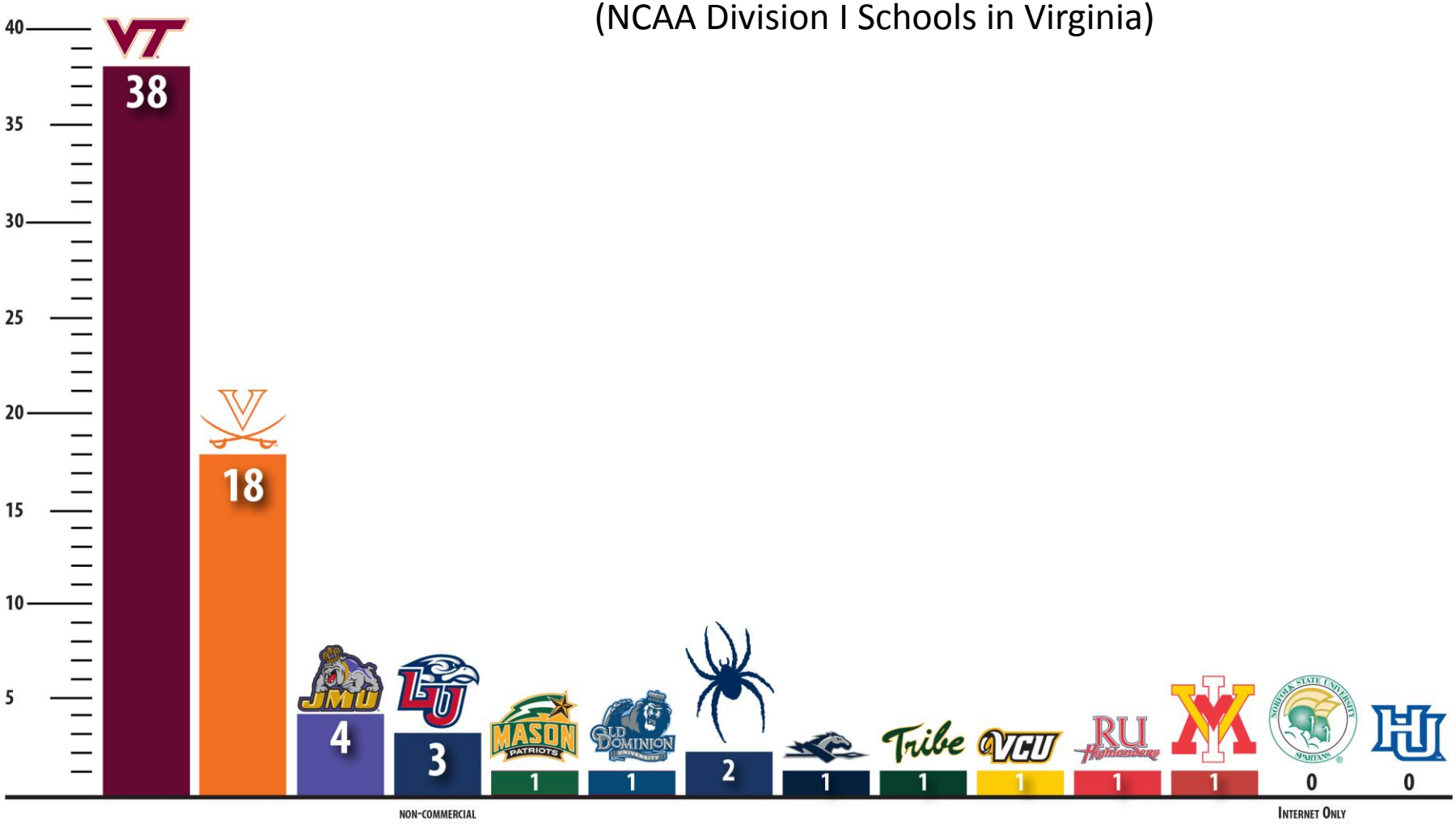
Social Media

- @hokiesports twitter followers: 16,373
- @VT_Football twitter followers: 43,819
  - Ranks 21st in number of followers for all FBS football twitter accounts.

VIRGINIA TECH
IMG SPORTS NETWORK

Radio Affiliates

(NCAA Division I Schools in Virginia)



IMG

Rights Fees

License Agreement Year	Base Rights Fee	New Football and Basketball Video/Scoring Stipend[1]	Print Stipend[2]	Total Guaranteed Royalty
2013/2014	$ 4,200,000	$ 0	$ 225,000	$ 4,425,000
2014/2015	$ 4,450,000	$ 650,000	$ 230,000	$ 5,330,000
2015/2016	$ 4,700,000	$ 650,000	$ 235,000	$ 5,585,000
2016/2017	$ 4,950,000	$ 650,000	$ 240,000	$ 5,840,000
2017/2018	$ 5,250,000	$ 650,000	$ 245,000	$ 6,145,000
2018/2019	$ 6,250,000	$ 650,000	$ 250,000	$ 7,150,000
2019/2020	$ 6,500,000	$ 650,000	$ 255,000	$ 7,405,000
2020/2021	$ 6,750,000	$ 650,000	$ 260,000	$ 7,660,000
2021/2022	$ 7,000,000	$ 650,000	$ 265,000	$ 7,915,000
2022/2023	$ 7,250,000	$ 650,000	$ 270,000	$ 8,170,000
2023/2024	$ 7,750,000	$ 650,000	$ 275,000	$ 8,675,000

NIKE

	Cash	Product
Year 1	$275,000	$1,600,000
Year 2	$275,000	$1,600,000
Year 3	$275,000	$1,600,000
Year 4	$275,000	$1,600,000
Year 5	$275,000	$1,800,000
Year 6	$275,000	$1,800,000
Year 7	$275,000	$1,800,000
Year 8	$275,000	$1,800,000

Day 103+: Leadership, Observations & Assessment

- S.W.O.T. Update
- Leadership – Questions those we lead ask of us (directly or indirectly)
  - Do you care about us?
  - Can I trust you?
  - Can you help me?
- What do we do well?
- Where can we grow & improve?

Thank You and Go Hokies!

Board of Visitors:

Student Affairs and Athletics Committee

VirginiaTech
Invent the Future

Career Services:

Explore. Experience. Achieve.

www.career.vt.edu

June 2, 2014

What do freshmen tell us ?

Primary reason for pursuing a VT degree

44.2%	To help me get a job
43.2%	To help me develop a strong foundation for success in graduate or professional school
11%	To broaden my knowledge base and skills such as writing and critical thinking
2%	At this point, I am not really sure

Most likely – At graduation

48%	Employment
43%	Graduate/Professional School
7%	Military
1%	Volunteer activity (e.g. Peace Corps)

Class of 2017:

VT Freshmen Survey – Summer 2013

VirginiaTech
Invent the Future

Career Services: Vision

Career Services at Virginia Tech will be *recognized by the University community as the premier resource* for actively engaging students in exploring and pursuing their career aspirations leading to meaningful and purposeful contributions to our global society.

VirginiaTech
Invent the Future

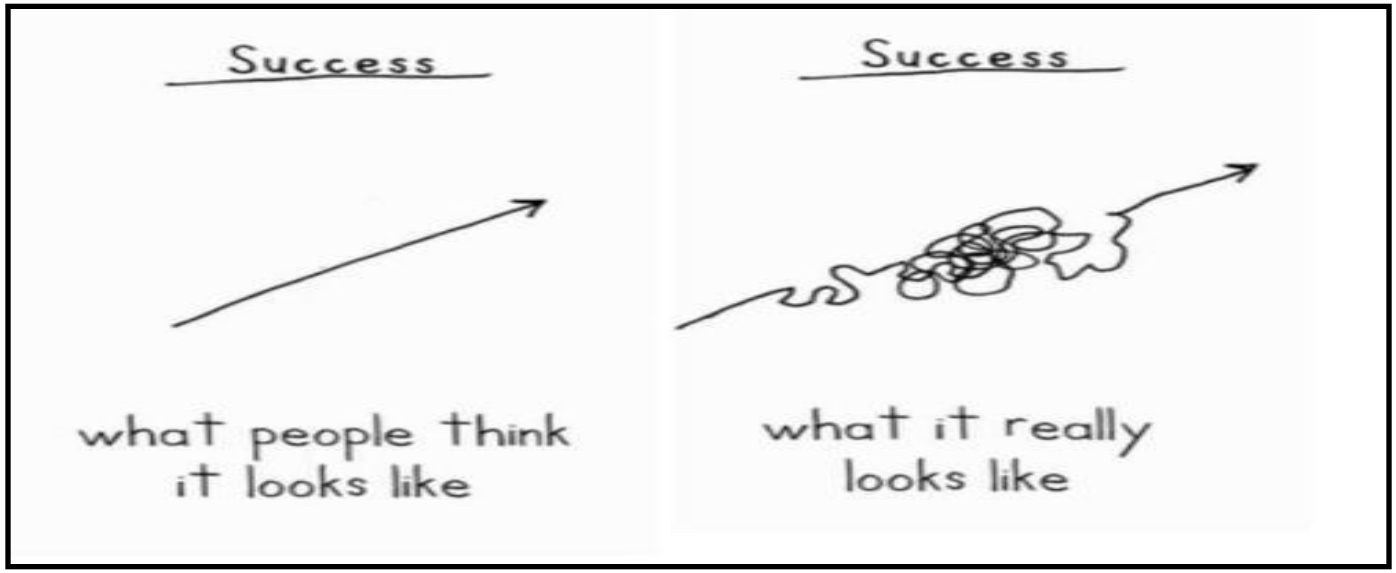
Mission

Recognizing that career development is a life-long process, the mission of Career Services is to educate and support Virginia Tech students as they discover and make optimal use of their interests, skills, strengths, values, and knowledge to…

- **Explore** and choose academic majors and career options
- Obtain and reflect upon career-related and other **experience**s, and
- Develop, pursue, and **achieve** post-graduation career plans, including graduate/professional school and employment

VirginiaTech
Invent the Future

Successful Career Path



Your Career: It's not just about the job ….it's about the journey

Explore

Career Development Model

One-on-One appointments can be made to assist you in every step of your Career Development Process

VirginiaTech
Invent the Future

Career Services Is for Everyone

- Career Services can be used at any point of the college career
- Start early; come often!
- A College Timeline – How to Plan for Success
- First Year Experience partner
- 23,177 contacts with 13, 914

A College Timeline – How to Plan for Success

Freshmen—Question

- ☐ Explore your interests and abilities through academic courses
- ☐ Utilize self-assessment tools through Career Services
- ☐ Consider volunteer positions to help you build your resume and broaden your experience
- ☐ Collect information on internships, cooperative education, and other paid work experiences
- ☐ Learn about the Cooperative Education/ Internship Program offered through Career Services
- ☐ Join university organizations that will offer you leadership roles in the future
- ☐ Attend job fairs to gather information on potential careers and employers
- ☐ Familiarize yourself with the services and resources available at Career Services
- ☐ Visit the Career Services website
- ☐ Attend a resume workshop and create a first draft of our resume

Sophomores—Research

- ☐ Choose a major that you will enjoy studying
- ☐ Enroll in UNIV 2004, "Exploring Careers: Making Decisions & Plans"
- ☐ Obtain an internship/field experience or other experience-based education, such as cooperative education
- ☐ Take on more responsibilities in extracurricular activities
- ☐ Explore at least three career options available to you through your major
- ☐ Attend job fairs and employer information sessions that relate to your major
- ☐ Identify organizations and associations in your interest areas for shadowing opportunities

Junior—Making Decisions

- ☐ Complete at least five informational interviews in careers you want to explore
- ☐ Shadow several professionals in your field of interest
- ☐ Find out more about career opportunities related to your major
- ☐ Attend job fairs and employer information sessions that relate to your interests
- ☐ Narrow your career interest areas
- ☐ Research potential organizations
- ☐ Talk to recent graduates in your major about the job market and potential employers using Hokie Nation Network
- ☐ Obtain an internship or other practical career experience
- ☐ Meet with a Career Advisor to have your resume updated
- ☐ Participate in Career Services seminars to learn more about job search strategies such as networking and interviewing skills

Seniors—Job Search

- ☐ Stay up-to-date with the Career Services calendar and participate in on-campus recruiting activities
- ☐ Participate in interviewing skills seminars or the mock interview program
- ☐ Develop a list of prospective employers with contact names and addresses from organizations you are interested in pursuing
- ☐ Determine your career-related strengths and skills; determine what you have to offer an employer
- ☐ Visit Career Services to have your updated resume reviewed
- ☐ Visit job listing websites
- ☐ Draft a cover letter that can be adapted for a variety of employers and have it reviewed
- ☐ Research information on realistic salary expectations
- ☐ Go on employment interviews, evaluate job offers and accept one!

Explore

Explore. Experience. Achieve.
www.career.vt.edu

VirginiaTech
Invent the Future

Career Exploration & Decision Making

1. **Self Assessment:** A realistic appraisal of self and the starting point for career planning.

2. **Career Research:** On-line and print career information; interview alumni and others in the fields of interest

3. **Explore:** Take advantage of clubs, organizations, classes, volunteering, jobs, leadership roles, etc.

4. **Decision Making:** Facilitated by familiarity with personality, skills, interests, strengths, and values, and exposure to various career options.

5. **Goal Setting and Action Plans**: Define career goal(s) and set a realistic action plan with steps and deadlines to meet goal(s).

Explore

Gain Experience and Reflect

Experience
Experience
Experience
Experience
Experience
Experience
Experience
Experience
Experience
Experience
Experience

Explore. Experience. Achieve.
www.career.vt.edu

VirginiaTech
Invent the Future

Why Gaining Experience Is Important

Experience

- **97.5%** of employers factor candidate experience in hiring
- **76.6%** of employers prefer to hire candidates with relevant work experience (NACE, 2013)
- "The survey also found that 66% of employers believe interview performance and relevant work experience are the most important factors in their hiring decisions—far more significant than strong academic performance." (Forbes, 2013)
- Of the **91%** of Virginia Tech graduates who had career related experience → **58%** wished they had gained more (VT-PGR)

Gaining Experience

Experience

- **Internship** (paid/unpaid, academic credit/no credit)
- **Cooperative Education** (Co-op)
- **Summer Job/Part-time employment**
- **Externship** (Job Shadowing)
- **Volunteer Work** (www.engage.vt.edu)
- **Study/Work Abroad**
- **Undergraduate Research**
- **Student Service Learning**
- **Field Study or Practicums**
- **Student Organizations**

Explore. Experience. Achieve.
www.career.vt.edu

VirginiaTech
Invent the Future

Some partners offering experience to VT students

Experience

IBM

EASTMAN

EXXON Mobil

BMW

Altria

NORTHROP GRUMMAN
DEFINING THE FUTURE

Altec

NS
NORFOLK SOUTHERN

Disney college program
MAGIC. MONEY. EXPERIENCE.

DUPONT

GE

Explore. Experience. Achieve.
www.career.vt.edu

VirginiaTech
Invent the Future

Connecting Students with Employers

- Company visits and tours
- Job Fairs (12)
- Information Sessions (78)
- Presentations to classes and student clubs/or
- Sponsor student events and projects
- Panels and presentations
- Employers giving advice
- Work for companies during college years

Achieve

VirginiaTech
Invent the Future

Tools For Finding Experience & Employment

Where the jobs are!

Achieve

- Hokies4Hire Database (Employers - 11,261; Job postings – 10,115)
- On-Campus Interviews (252 companies = 6,666 interviews)
- Hokie Nation Network and LinkedIn
- Job Fairs (12; 10,594 students)
- CareerShift
- Going Global

Explore. Experience. Achieve.
www.career.vt.edu

Graduate School Preparation

- Graduate School Preparation Seminars & Test Drives co-sponsored with Kaplan & the Princeton Review
- Graduate program directories such as Petersons Guides with program profiles & extensive online resources
- Test Drive – practice testing for entrance exams with feedback
- Personal statement seminars, examples and critiques
- Health Professions Advising Program

Achieve

Where do our graduates go?

2012-2013 Graduates (77% firm plans)

Who	Continuing education % (prior year %)	Employed % (prior year %)	Firm plans: continuing education or employed % (prior yr %)
Total Univ.	25% (down from 27%) Same as 10-11	52% (down from 55% and 53% prior 2 years)	77% (down from 82% & 78% prior 2 years)
AGLS	46 (46)	36 (36)	82 (82)
ARCHUS	11 (11)	51 (61)	62 (72)
BUS	10 (11)	73 (72)	83 (83)
ENGR	17 (18)	65 (67)	82 (85)
LAHS	26 (31)	46 (43)	72 (74)
NRE	18 (21)	55 (44)	73 (65)
SCI	42 (46)	33 (36)	75 (82)

2012-2013 Post Graduate Report

Where do VT graduates go?

Employment (over 900)

Virginia Tech (N=43)
Deloitte (N=25)
Accenture (23)
U.S. Army (22)
CGI (21)
GE (17)
U.S. Navy (16)
Microsoft (14)
Cvent (14)
U.S. Marine Corps (14)
Ernst & Young (13)
Teach For America (12)
U.S. Air Force (12)
Amazon (10)
FedBid (10)
IBM (10)

Graduate/Prof. School (156)

Virginia Tech (258)
Virginia Commonwealth University (32)
Virginia-Maryland College of Vet Med (19)
University of Virginia (14)
George Mason University (13)
Radford University (11)
VCOM (9)
College of William and Mary (8)
UNC, Chapel Hill (8)
University of Georgia (7)

2012-2013 Post Graduate Report

Achieve

Key VT Partnerships

- Admissions Office
- Colleges and University Studies (liaison to each)
  - Administrators
  - Faculty
  - Academic Advisors
  - Departmental Career Advisors
- Development Office
  - Corporate Relations
- Student Services Departments
- Economic Development
- Alumni Association

VirginiaTech
Invent the Future

VirginiaTech

CAREER SERVICES

Corner of Washington Street & West Campus Drive

www.career.vt.edu

231-6241

VirginiaTech
Invent the Future

EXIT

What VT Grads Do

Post-undergraduate degree

And How They Prepared!

Career Services at Virginia Tech | Post-Graduation Report

Based on the Post-Graduation Survey of new grads, open from prior to commencement to six months after commencement.

Single-year data is from 2012-2013 Virginia Tech graduates. All data is from graduates who completed undergraduate degrees. All 5,418 2012-2013 grads were asked to complete the survey. 3,232 (60%) did complete the survey.

Firm plans = continuing education + employed	Total	Cont. educ.	Employed
Total university	77%	25%	52%
AGLS	82%	46%	36%
ARCH	62%	11%	51%
BUS	83%	10%	73%
ENGR	82%	17%	65%
LAHS	72%	26%	46%
NRE	73%	18%	55%
SCI	75%	42%	33%

Grads continuing education:	***25%***
Type of degree – percent of those cont. educ::	
Another bachelor's degree	6%
Master's degree	59%
Law	6%
M.D., Pharm.D., D.C., D.O., other medical doctor	13%
D.V.M.	5%
Ph.D., Psy.D.	7%
Other, including associate's degree	2%

Did you have career-related experience? Yes:	***91%***
Types of experience *(✓all that apply)*	
Summer job	52%
Paid internship	50%
Part-time job	43%
Volunteer work	43%
Undergraduate research	24%
Unpaid internship	25%
Field study	13%
Co-op	6%
Other	5%

Grads reporting employment:	
Employment related to career goals?	
Very	72%
Somewhat	28%
Not	0%
Employment related to major?	
Very	63%
Somewhat	28%
Not	9%

Regrets on planning for life after college?	
No regrets. I did what I needed to achieve goals	***40%***
Yes, wish I had done something differently:	***60%***
More experience related to major or career goals	35%
Learned more/earlier about career options	30%
Learned more/earlier about grad or prof school	22%
Started job search earlier	23%
Asked professors, advisors for advice more/earlier	25%
Used more or different job search resources	14%

Ten-year facts:

- Networking has been #1 or #2 job source. Worked for employer prior: #1 or #2 for nine of ten years.
- 88-91% of grads had career-related experience in college; yet 26-35% wished they had gotten more.

How employed grads found jobs:	Univ	Variation by college:
Networking	23%	15-41%
Worked for employer during college (internship, volunteer, field study, summer, part-time, co-op, etc.)	26%	19-40%
Career fair (up to 15/year at VT, each sponsored by different colleges or academic depts.)	21%	3-26%
On-Campus Interviewing/Hokies4Hire	13%	0-19%
Employer's website	6%	3-12%
Job-seeker websites	7%	3-13%
Info from academic department	2%	2-9%

Employers:
Over 900 reported by employed grads.
43 grads at most-reported employer.
(2.6% of employed grads)
43 states + Wash, DC + abroad

Universities for continuing education:
156 reported by grads continuing educ.
258 grads at most-reported institution.
(32% of continuing education grads)
29 states + Wash, DC; 2% abroad

For questions about the Post-Graduation Survey or Report, contact Catherine Copeland | Career Services | copeland@vt.edu

Online see: Full annual reports with data for colleges and majors | Ten-year summaries | Full-sized charts
http://www.career.vt.edu/PostGraduationSurveyReport/PostGrad.html

VirginiaTech
Division of Student Affairs

Services for Students with Disabilities (SSD)

Susan Angle, Ph. D., NCC
Director

June 2, 2014

Services for Students with Disabilities

1. Overview of Services
2. Current Statistics
3. Trends and Patterns

SSD Mission

The Services for Students with Disabilities (SSD) office exists to assist the Division of Student Affairs and the University with advancing their missions and with protecting students' civil rights under the Americans with Disabilities Act. SSD establishes clear guidelines and procedures, creates collaborative partnerships, and provides progressive services to promote student learning, personal growth, and development of life skills. SSD endeavors to create a campus climate in which students with disabilities experience full access and inclusion in curricular and co-curricular opportunities in the academic community.

SSD's Tri-Part Mission

1. **Legal Compliance with Civil Rights Legislation**
2. **Student Development**
3. **Social Justice**

The provision of progressive and streamlined services; education and engagement of faculty; direct assistance to students to promote their independence, self-efficacy, and confidence; and the removal of physical and attitudinal barriers are interdependent parts of the true purpose of the SSD office.

SSD's mission is to complement, and advance, the university through supporting students, cultivating inclusive learning environments, and empowering the voices of the diverse.

Key Services and Programs

- Reviewing documentation to determine eligibility of services
- Intakes
- Temporary disabilities
- Academic Relief
- Care Team representation
- Asperger's or Autism Spectrum Disorder Social Interaction Group (G.A.M.E.)
- Provision of educational opportunities for the university and community
- Alternative Text and training in assistive technologies

Key Services and Programs

- Sign Language and C-Print Captioning
- Academic Coaching
- Provision of special housing and dining accommodations
- Removal of both academic and physical barriers on campus
- Provision of services for online and distance learners
- Support for Commencement or other large venue performances
- Collaboration with external agencies (medical, psychological, social services, etc.)
- Support of grants and research

Current Statistics

SSD Student Status 2012-2013: Status refers to the category of student who were served by SSD. Most students have multiple interactions with SSD each year**. See services provided data for that information.**	Number	Number (Percent Change From **2011-2012** to **2012-2013**)	Number (Percent Change from **2010-2011** To **2012-2013**)
Current Registered Students who were determined to have a disability and registered with SSD for accommodations and services	**833**	743 (+12%)	654 (+27%)
Referral Students: Students who were enrolled at Virginia Tech and were referred to SSD for assistance or for a determination of eligibility for registering with SSD.	**490**	411 (+19%)	397 (+23%)
Prospective Students: Incoming Virginia Tech students who worked with SSD prior to enrolling at Virginia Tech for determination of eligibility for registering with SSD.	176	170 (+4%)	173 (+2%)
Temporary Disability Students: Enrolled Virginia Tech students needing accommodations and services for temporary illness or injury.	33	20 (+65%)	36 (-8%)
Auxiliary Students: Students who received SSD services (such as proctoring or standardized testing accommodations) who were not current Virginia Tech students or did not have a disability.	12	7 (+71%)	17 (-29%)
Status Change: Students' statuses changed at least once during 2012-2013; this number is subtracted from total number of students.	308	280 (+10%)	240 (+28%)
TOTAL STUDENTS SERVED UNDUPLICATED COUNT (Current + Referral + Prospective + Temporary + Auxiliary) – Status Change = Total	**1,236**	1,071 (15%)	1,037 (19%)

SSD Disability Category 2012-2013 By GENDER (students can have multiple categories, so if totaled, would not match Current Registered Status)	Number	Percent MALE	Percent FEMALE
ADHD/ADD	426	61%	39%
Learning Disabilities	370	61%	40%
Psychological Disabilities	199	51%	49%
Medical Disabilities	138	49%	51%
Deaf and Hard of Hearing	24	50%	50%
Pervasive Developmental Disorders (Asperger's, Autism)	30	87%	13%
Mobility Impairments	12	58%	42%
Vision Impairments	13	38%	62%
Traumatic Brain Injuries	12	42%	58%
Communication Disorders	2	50%	50%
Number of Students represented in at least TWO of the categories listed above	324	58%	42%

Characteristics of CURRENT REGISTERED STUDENTS 2012-2013 N = 833			
		Percentage	#
Gender	Male	55%	462
	Female	45%	371
Ethnicity	White/Caucasian	82%	685
	African –American	7%	56
	Asian	4%	37
	Native Hawaiian/Pacific Islander	1.5%	12
	Native American/Alaskan Native	1.5%	13
	Hispanic	4%	34
Class Standing	Undergraduate	89%	741
	Graduate	11%	92
College Enrollment	College of Engineering	31%	260
	College of LAHS	16%	135
	College of Science	14%	120
	Pamplin College of Business	12%	96
	College of AG & LS	11%	92
	College of Arch & Urban S	6%	46
	US/IDST	4%	37
	College of Natural Resources	3%	25
	College of Vet Med	7%	22
Veteran Status (enrolled this year)			10
Students on Care Team (enrolled this year)			54

Date of Diagnosis for New Registered Students N=274			
Diagnosed K-12	49%		
Diagnosed in College	51%	**Breakdown by year n= 274**	
		Freshmen	14%
		Sophomore	13%
		Junior	11%
		Senior	9%
		Grad/PhD/Vet Med	4%

Trends and Patterns

- Criticality of Services
  - The SSD office has seen an increase in the number of students served, over a six year period, from 737 students served in the 2007-2008 academic year to 1,236 students served in the 2012-2013 year. This represents more than a 68% increase in the number of students served since 2007-2008.
  - The timely provision of services and accommodations for students registered with the SSD office is not optional nor is limiting the number of weekly student appointments, as accommodations and equal access are mandated by federal law and university policy.

Trends and Patterns

- Students with **mobility impairments remain low** on the Virginia Tech campus
- Students with **chronic medical conditions are increasing**
- Currently serving our **first blind student majoring in a STEM field**
- Students are **more apt to file grievances and complaints against professors for discrimination**
- The Office of Civil Rights in the Dept. of Education is more active on college campuses issuing **broad sweeping sanctions**

Trends and Patterns

- The presence of **Service Animals and Therapy/Support Pets** are more common
- Since the 2011-2012 academic year, the **number of tests proctored** has increased **48%** and the **number of alternative text materials** has increased **73%**
- A recent SSD survey indicates that the **campus climate** surrounding faculty creating an inclusive and accessible learning environment for students with disabilities still needs improvement

Questions and Answers

Upper Quad Residence Halls Project

Board of Visitors
Student Affairs and Athletics Committee
June 2, 2014

Presenters: Major General Randall Fullhart, Commandant of the Corp of Cadets
Dr. Eleanor F. Finger, Director of Housing and Residence Life

The Upper Quad Residence Hall Project is successfully underway! This initiative is a major step in a new era for the Corps of Cadets which is also the largest living-learning community within Housing and Residence Life. Planning has been ongoing since 2011 and the project will ultimately replace four aging buildings with two new facilities in the footprints of Rasche and Brodie halls. Upon completion, the $90M project will provide dynamic community spaces for Cadet engagement through a large-scale company room that offers flexible use for meetings, classes, presentations and studying. Lounges on each floor provide social and academic areas for student learning and connection and Cadets will also have a community kitchen, mailroom and mudroom area designated for their mural painting and art projects that reflect important traditions of the Corps.

Double and design triple occupancy student rooms have been incorporated into the scheme with community bathrooms on each floor. The targeted bed count is 1095 total for both buildings combined. Each hall will house the office and apartment of the Housing and Residence Life's Residential Learning coordinator who works directly with the community as the live-in AP faculty. Additionally, four offices will be provided for the two Deputy Commandants and two Battalion training non-commissioned officers as front line support for the Cadets. The buildings' designs reflect the Association for College and University Housing Officers-International's (ACUHO-I) 21st century housing concepts of extreme flexibility in both use of space as well as furniture selection. Both residence halls will be air conditioned, offer wireless technology capabilities and provide keyless doors. Additionally, the design captures the history and symbolism of the Corps experience through heraldry on the exterior of the buildings.

During project construction, students, who would have previously been assigned to Rasche hall, are temporarily residing in Main and West Eggleston halls. They have settled in well and share the building with civilian students. Eggleston hall will continue to house the overflow of Cadets until the project is completed. It will take two years to finish Rasche hall. Brodie is scheduled for demolition in fall 2015 with its anticipated opening one year later in fall 2016. The project is fast tracked and on schedule.

The Upper Quad project represents our commitment to a bright and exciting future for our Corps of Cadets, student learning and student success. Cadets will be able to integrate the aspirations for student learning into their daily experience through their formal and informal interactions. They were actively involved in the design discussions and care about leaving a meaningful legacy. Housing and Residence Life, the Corps of Cadets and Facilities have established a strong team to work closely with Clark Nexsen and Barton Malow to insure a comprehensive design and well-built facilities that open the door to an exciting next chapter of the Corps experience at Virginia Tech. This initiative would not have been possible without the incredible support of the Board of Visitors and as a result, we are able to transform the Corps experience moving forward.

RESOLUTION FOR CHANGES TO POLICY 8220
CLARIFICATION OF SECURITY PERSONNEL
POLICY 8220: SECURITY REQUIREMENTS FOR EVENTS SPONSORED BY STUDENT ORGANIZATIONS

WHEREAS, advance planning for adequate security precautions is sometimes necessary to protect Virginia Tech students and guests during events sponsored by student groups, and

WHEREAS, personnel in the Virginia Tech Police Department have the authority and responsibility to determine how much security is needed for any campus event, and

WHEREAS, event security is decided on a case-by-case basis, using event type, information gathering, event history, and other applicable parameters to determine level and amount of security needed, and

WHEREAS, in certain cases, VTPD determines that a third-party security company (for example, RMC Events) will best suit the needs of the organization and event (the underlined text below),

NOW, THEREFORE, BE IT RESOLVED, that the following change be made in Policy 8220:

2. Policy
   Events sponsored by student organizations are subject to the following security policies:

   1. The Virginia Tech Police Department has the authority and responsibility to determine how much security is needed for any campus event.

   2. After the VTPD have determined the security required for an event, the event may only be held if an adequate number of officers <u>or other University approved security personnel</u> are available to cover it.

<u>RECOMMENDATION:</u>

That the above resolution for changes to Policy 8220: Security Requirements for Events Sponsored by Student Organizations be approved and effective immediately.

JUNE 2, 2014

RESOLUTIONS FOR CHANGES TO THE HOKIE HANDBOOK (WWW.HOKIEHANDBOOK.VT.EDU) EXPANSION OF STUDENT CONDUCT PROCEDURES FOR THE UNIVERSITY STUDENT CONDUCT SYSTEM

WHEREAS, The University Student Conduct System is an educational tool that engages students in intentional conversation and activities that promote deep reflective learning to foster personal growth, community commitment, and civility, and

WHEREAS, Student Affairs professionals within the University Student Conduct System look to the Association for Student Conduct Administration, the leading higher education association for student conduct administration and conflict resolution, to provide guidance related to best practices, and

WHEREAS, the Association for Student Conduct Administration endorses adaptable forms of conflict resolution as a best practice and a viable conduct administration option; including pathways based upon social justice theories, restorative justice, conflict coaching, and mediation, and

WHEREAS, adaptable forms of conflict resolution offer creative educational strategies that engage students in intentional conversations about the impact of their conduct while also meeting the needs of the harmed parties and the community, and

WHEREAS, adaptable forms of conflict resolution serve as a best practice and are compatible with the University Student Conduct System's mission of personal growth, community commitment, and civility, and

WHEREAS, current policy does not include an option to address complaints via adaptable conflict resolution, and

WHEREAS, without an expanded policy (the underlined text below) students will not have access to adaptable conflict resolution to address complaints in a way that includes all identified parties impacted by the conflict, creates a shared and mutually acceptable solution, and repairs harm,

NOW, THEREFORE, BE IT RESOLVED, that Student Conduct Procedures for the University Student Conduct System be expanded as follows:

Adaptable Conflict Resolution

Adaptable conflict resolution (ACR) processes allow individuals involved in a conflict to have significant influence over the resolution process and the outcome. If (1) all identified parties impacted by the conflict agree to attempt resolution through one of these processes, and (2) the student conduct designee believes that the process is an appropriate form of resolution, then arrangements will be made for resolution via ACR.

The nature of some complaints, especially those involving abusive conduct, may render ACR inappropriate.

Participation in an ACR process is voluntary and may or may not result in an agreement or resolution. When a mutually satisfactory resolution is reached by the parties, the matter is resolved. By resolving the matter through ACR, the student/organization agrees to fulfill any outcomes that are developed during the meeting. Resolutions reached through ACR may not be appealed. If a resolution is not achieved through an attempt at ACR or there is a failure to complete the agreed upon outcomes and the matter involved a potential Student Code of Conduct violation, the director of student conduct, or his/her designee, will determine if the complaint will be resolved through an Agreed Resolution or a Formal Hearing .

RECOMMENDATION:

That the above resolution for changes to the Hokie Handbook, whereby expanding student conduct procedures to include the optional Adaptable Conflict Resolution, be approved and effective immediately.

JUNE 2, 2014

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT
March 1, 2014 through May 15, 2014

Reason for Conflict	External Entity	Owner	Principal Investigator	Co - P.I.'s	College/Dept.	Period of Performance	Award Amount	Project Description
Faculty Owned Business	Luna Innovations, Inc.	Harry Dorn			Chemistry & VTCRI	TBD	$800,000	This request is for a Master Agreement to fund research through 6-30-15 for an amount not to exceed $800,000. Dr. Dorn will not be involved in these projects. Two projects pending are for Dr. Marion Ehrich in Vet Med. First is a 2 year project for $299,873 and the second is a 1 year project for $54,700.
Faculty Owned Business	Power Fingerprinting	Jeffrey H. Reed	Krzysztof Kepa		Virginia Bioinformatics Institute	TBD	$24,999	Dr. Kepa will be funded under a NSF SBIR Phase II award. The aim of the project includes investigating the performance of the PFP monitor algorithm and partitioning the PFP monitor functionality.
Faculty Owned Business	FirstString Research Inc.	Robert Gourdie	Robert Gourdie		VT-Carilion Research Institute	TBD	$200,000 (Cost Share)	This award from the Virginia Biosciences Health Research Corporation (VBHRC) is required to have 2 VA universities and a small business. VT is the lead with a subaward to University of Virginia. The small business, FirstString is required to provide dollar for dollar cost share. A Management Plan is in place to monitor work/cost share provided by FirstString. Dr. Gourdie will not be involved in work performed by the company.
Faculty Owned Business	Centre for Conservation of African Resources: Animals, Communities and Land Use (CARACAL)	Kathleen Alexander Mark Vandewalle	Kathleen Alexander		Fisheries & Wildlife	TBD	$250,000	Dr. Kathleen Alexander and her husband, Dr. Mark Vandewalle established CARACAL, a not-for-profit non-governmental organization (NGO) in Kasane, Botswana prior to their association with VT. This is a registered in-country society of Botswana. This Master Agreement is to cover research and out-reach activities funded from the African Government through 6-30-15. The first project is valued at $75,000 for work with degraded forestry environments in the Chobe District of Botswana.
Faculty Owned Business	BioTherapeutics, Inc.	Josep Bassaganya-Riera Raquel Hontecillas			Virginia Bioinformatics Institute	TBD	$850,000	BioTherapeutics seeks to work with Virginia Tech on a variety of sponsored projects over the next year. This Master Agreement would facilitate this collaboration. Neither Dr. Bassaganya-Riera nor Dr. Hontecillas plans to be involved in any of these projects. Any subcontracts to the company will be reviewed by the VP for Research prior to execution. This agreement would be valid through 6-30-15.

RESOLUTION ON NAMING THE GRILL AT THE HAHN HURST BASKETBALL PRACTICE FACILITY AT VIRGINIA TECH FOR GLENN AND DIXIE REYNOLDS

WHEREAS, Glenn and Dixie Reynolds have been generous supporters of Virginia Tech Athletics; and

WHEREAS, Glenn and Dixie Reynolds have acquired three levels of donor memberships through the Hokie Club, being recognized as Orange & Maroon Benefactors, Hokie Benefactors and Hokie Century Champions within the Virginia Tech Athletic Fund; and

WHEREAS, Glenn Reynolds currently serves as the President of the Virginia Tech Athletic Fund; and

WHEREAS, Glenn Reynolds and Dixie Reynolds have contributed $59,000 to the Hahn Hurst Basketball Practice Facility;

NOW, THEREFORE, BE IT RESOLVED that in appreciation to Glenn and Dixie Reynolds for their generosity towards Virginia Tech and the Department of Athletics, the Grill on the Dick Quible Terrace at the Hahn Hurst Basketball Practice Facility at Virginia Tech will be known as The Glenn and Dixie Reynolds Grill.

RECOMMENDATION:

That the above resolution naming the Glenn and Dixie Reynolds Grill be approved.

June 2, 2014

RESOLUTION ON NAMING THE SEVENTH HOLE OF THE PETE DYE RIVER COURSE AT VIRGINIA TECH FOR GLENN AND DIXIE REYNOLDS

WHEREAS, Glenn and Dixie Reynolds have been generous supporters of Virginia Tech Athletics; and

WHEREAS, Glenn and Dixie Reynolds have acquired three levels of donor memberships through the Hokie Club, being recognized as Orange & Maroon Benefactors, Hokie Benefactors, and Hokie Century Champions within the Virginia Tech Athletic Fund; and

WHEREAS, Glenn Reynolds currently serves as the President of the Virginia Tech Athletic Fund; and

WHEREAS, Glenn Reynolds is an active member of both the Hackin' Hokies and Hackin' Hokies Too; and

WHEREAS, Glenn and Dixie Reynolds have contributed $100,000 to Virginia Tech's new clubhouse at the Pete Dye River Course;

NOW, THEREFORE, BE IT RESOLVED that in appreciation to Glenn and Dixie Reynolds for their generosity towards Virginia Tech and the Department of Athletics, the seventh hole (Hole #7) on the Pete Dye River Course at Virginia Tech will be known as the Glenn and Dixie Reynolds Hole.

RECOMMENDATION:

That the above resolution naming the Glenn and Dixie Reynolds Hole (Hole #7) be approved.

June 2, 2014

RESOLUTION ON FUTURE NAMING OF THE MARCHING VIRGINIANS CENTER AT VIRGINIA TECH FOR JAMES SOCHINSKI AND DAVID MCKEE

WHEREAS, Michael J. Sciarrino graduated from Virginia Tech in 1984 with a Bachelor of Science degree in Accounting and in 1986 with a Master's Degree in Accounting; and

WHEREAS, Michael Sciarrino has had a successful and respected career in accounting and housing development and has served as a member of the Tampa Bay/Orlando Regional Campaign Committee for his alma mater; and

WHEREAS, Michael and Deborah Sciarrino have been recognized as members of the Ut Prosim Society for their philanthropy to the university with considerable support provided to the Marching Virginians Endowment and the Marching Virginians Practice Facility; and

WHEREAS, Michael and Deborah Sciarrino have made generous contributions to the Marching Virginians, the Pamplin College of Business, and Athletics, and have also made a substantial documented commitment in support of the Marching Virginians Practice Facility; and

WHEREAS, Michael Sciarrino is a former member of the Marching Virginians and wishes to honor Dr. James Sochinski, Director of the Marching Virginians from 1976 to 1981, and Mr. David McKee, Director of the Marching Virginians from 1986 to the present; and

WHEREAS, Michael and Deborah Sciarrino have been, and continue to be, valued members of the university community;

NOW, THEREFORE, BE IT RESOLVED that in acknowledgement of the service and generosity of Michael and Deborah Sciarrino, in recognition of past and future benefits to the university, and in honor of Dr. James Sochinski and Mr. David McKee, the Marching Virginians Practice Facility will be known as the Sochinski-McKee Marching Virginians Center, effective at the time when both Dr. Sochinski and Mr. McKee have been retired from the university for one full year.

RECOMMENDATION:

That the above resolution naming the Sochinski-McKee Marching Virginians Center be approved, to become effective at the time when both Dr. Sochinski and Mr. McKee have been retired from the university for one full year.

June 2, 2014

RESOLUTION ON NAMING THE CENTER FOR EUROPEAN STUDIES AND ARCHITECTURE AT RIVA SAN VITALE FOR CHARLES W. STEGER '69

WHEREAS, while serving as dean of Virginia Tech's College of Architecture and Urban Studies, Dr. Charles W. Steger championed the purchase of an 18th century villa in Riva San Vitale, Switzerland by the Virginia Tech Foundation in 1991; and

WHEREAS, today, the villa houses Virginia Tech's hallmark international facility currently known as the Center for European Studies and Architecture (CESA), and is used by students from numerous colleges within our university; and

WHEREAS, Dr. Steger has served as a founding member of the Olivio Ferrari Foundation Board of Directors, established to be the guiding force for international academia and collaboration, in addition to providing direction for the management of the Center for European Studies and Architecture; and

WHEREAS, the Foundation's ownership of this facility on behalf of the University—as well as Virginia Tech's growing education efforts overseas—are credits to Dr. Steger's vision and leadership as the University's fifteenth president; and

WHEREAS, the center will fully achieve Dr. Steger's bold vision this summer (2014) with the completion of a major renovation and expansion; and

WHEREAS, upon the recommendation of the university's Commemorative Tributes Committee, the Virginia Tech Foundation and Virginia Tech's Board of Visitors wish to pay tribute to Dr. Steger's legacy by naming the facility the STEGER CENTER FOR INTERNATIONAL SCHOLARSHIP;

NOW, THEREFORE, BE IT RESOLVED that the Executive Committee of the Board of Directors of the Virginia Tech Foundation, Inc. hereby approves the naming of center as the STEGER CENTER FOR INTERNATIONAL SCHOLARSHIP to honor Dr. Steger's contributions to Virginia Tech and as a tribute to his long dedication to international scholarship by naming our most prominent international education home after him; and

BE IT FURTHER RESOLVED, that the Board of Visitors of Virginia Polytechnic Institute and State University (Virginia Tech) affirms the naming in honor of Dr. Steger through joint resolution.

RECOMMENDATION:

That the above joint resolution naming the Steger Center for International Scholarship be approved.

June 2, 2014

Summary

Emeriti Faculty Resolutions (6)

June 2, 2014

College of Agriculture and Life Sciences

Henry Wilson	Professor Emeritus of Weed Science

College of Agriculture and Life Sciences and University Libraries

Margaret Merrill	Assistant Professor Emerita of University Libraries

College of Architecture and Urban Studies

Ronald Kemnitzer	Professor Emeritus of Industrial Design

College of Liberal Arts and Human Sciences

Susan Asselin	Professor Emerita of Special Education
Fritz Oehlschlaeger	Professor Emeritus of English

College of Science

Golde Holtzman	Associate Professor Emeritus of Statistics

RESOLUTION FOR EMERITUS STATUS

WHEREAS, Henry P. Wilson, Ph.D. has for 47 years faithfully served Virginia Tech as a faculty member in the Department of Plant Pathology, Physiology, and Weed Science in the College of Agriculture and Life Sciences; and

WHEREAS, he advised five master of science and 13 Ph.D. students, mentored two postdoctoral faculty associates, and co-advised numerous students within the department; and

WHEREAS, he was principal or co-principal investigator on over 130 competitive and non-competitive grants researching new herbicides and herbicide resistant weeds; and

WHEREAS, he authored or co-authored over 400 refereed journal articles, extension publications, and abstracts; and

WHEREAS, he served as an officer in 16 academic or professional associations; and

WHEREAS, he received over 20 professional honors and awards, including the Henderson award from the Department of Plant Pathology, Physiology, and Weed Science for outstanding performance as a faculty member and, most recently, the Lifetime Achievement award presented by the Association of Virginia Potato and Vegetable Growers, for dedicated service, support and advocacy for the Eastern Shore Agricultural Community; and

WHEREAS, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on 18 committees; and

WHEREAS, he served as director of the Eastern Shore Agricultural Research and Extension Center for over 13 years;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Henry P. Wilson, Ph.D. for his distinguished service to the university with the title of Professor Emeritus of Weed Science.

RECCOMENDATION:

That the above resolution recommending Henry P. Wilson, Ph.D. for emeritus status be approved.

June 2, 2014

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1997, and continuing for 17 years, Margaret C. Merrill faithfully served Virginia Tech as college librarian in the College of Agriculture and Life Sciences; and

WHEREAS, she also faithfully served the Virginia Agricultural Experiment Station, and Virginia Cooperative Extension; and

WHEREAS, through her work in the college and library, she increased student awareness of how to find and evaluate information; and

WHEREAS, she was dedicated to enhancing student information literacy; and

WHEREAS, she was active on library and university committees as well as professional organizations where she served on two library advisory boards for publishers of life science information; and

WHEREAS, she developed an online textbook in information literacy, The Information Skills Modules; and

WHEREAS, she advised numerous faculty members on changes in scholarly communication and assisted faculty members with securing references for scholarly publications; and

WHEREAS, she supported the love of learning;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Margaret C. Merrill for her distinguished service to the university with the title of Assistant Professor Emerita of the University Libraries.

RECOMMENDATION:

That the above resolution recommending Margaret Merrill for emerita status be approved.

June 2, 2014

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in August of 2004, professor Ronald B. Kemnitzer has faithfully served Virginia Tech with distinction for 10 years in the School of Architecture + Design in the College of Architecture and Urban Studies, providing dedicated service as a professor in the Industrial Design Program, where he has been a beloved teacher and advisor to countless students, for which he was selected three times as one of *DesignIntelligence's* 30 “most admired” design educators in the U.S.; and

WHEREAS, he provided outstanding leadership and service as chair of the Industrial Design Program, instituting a number of significant academic and curricular initiatives and guiding the industrial design program to a top-10 ranking among all industrial design programs in the U.S. as selected by *DesignIntelligence*; and

WHEREAS, he previously served as a faculty member and chair of the Industrial Design Program at the University of Kansas and as the Nierenberg Distinguished Professor of Design at Carnegie Mellon University; and

WHEREAS, he was a principal investigator or co-principal investigator on a number of important interdisciplinary design research projects, including a $400,000 grant from the National Science Foundation (NSF), and he was a member of an interdisciplinary research team that received Virginia Tech’s XCaliber Award in 2012; and

WHEREAS, he has had a distinguished career as an industrial design professional, holding 19 U.S. and international patents for his design work, receiving recognition through many design awards and competitions, including a Gold Good Design Award, a Bronze Industrial Design Excellence Award, and an ISO Gold Award for his best-selling "Bola" chair, used extensively in public seating areas throughout the world; and

WHEREAS, he has served as president of the Industrial Designers Society of America (IDSA), where he was also chairman of the board and education vice president, serving six terms on the IDSA Board of Directors, and, in August 2003, he was elected to the prestigious IDSA Academy of Fellows for his distinguished service to the profession.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes professor Ronald B. Kemnitzer for his distinguished service to the university with the title Professor Emeritus of Industrial Design.

RECOMMENDATION:

That the above resolution recommending professor Ronald B. Kemnitzer for emeritus status be approved.

June 2, 2014

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1982, and continuing for 31 years, Susan Asselin, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Special Education, subsequently the Department of Teaching and Learning, School of Education, College of Liberal Arts and Human Sciences; and

WHEREAS, she made significant national, state, and local contributions in the field of special education, including diversity, assistive technology, transition from high school to college, and preparing students and families for post-secondary education; and

WHEREAS, she served on eight state and national editorial boards; and

WHEREAS, she touched the lives of hundreds of undergraduate and graduate students through her dedication to quality instruction and advising; and

WHEREAS, she developed, revised, updated, and taught 11 graduate level courses ranging across the special education curriculum; and

WHEREAS, she served as the research advisor on dozens of doctoral committees and continues to serve on two dissertation committees since retirement; and

WHEREAS, she served on 11 departmental committees, seven school committees, nine college committees, and 15 university committees, many for multiple years; and

WHEREAS, she received research funding from 45 external and internal grant programs; and

WHEREAS, she received eight awards for her research, exemplary teaching, and tireless service, including the Sally Bohland Excellence Award for Exceptional Leadership in Access and Inclusion; and

WHEREAS, she impacted special education professionals through 77 local, state, and national conference presentations, 70 invited presentations, 29 journal articles, eight book chapters, 16 technical reports, and 10 manuals and directories;

NOW, THEREFORE BE IT RESOLVED, that the Board of Visitors recognizes Susan Asselin, Ph.D. for her distinguished service to the university with the title of Professor Emerita of Special Education.

RECOMMENDATION:

That the above resolution recommending Susan Asselin, Ph.D. for emerita status be approved.

June 2, 2014

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1978 and continuing for 36 years, Dr. Fritz Oehlschlaeger faithfully served Virginia Tech as a faculty member in the Department of English in the College of Liberal Arts & Human Sciences; and

WHEREAS, with dedication, he taught, advised, and mentored undergraduates at every stage of their course of study, teaching well over 30 different courses over the years and receiving a number of college and university awards for teaching excellence, including a Certificate of Teaching Excellence, the Student-Athlete Advisory Committee Professor of the Year Award, and the Virginia Tech Alumni Teaching Award; and

WHEREAS, he also taught frequently in the graduate program in the Department of English, directing several capstone master of arts thesis or independent studies, participating as a reader on many others, and encouraging the efforts of numerous students, some of whom have gone on to provide very significant service of their own to Virginia Tech; and

WHEREAS, he made significant contributions to the understanding of American literature, not only by publishing in his original field of transcendentalism, but also by writing on a variety of figures and periods ranging from the late eighteenth century to the present; and

WHEREAS, he worked diligently at becoming an interdisciplinary scholar concerned with bringing into conversation the fields of literary criticism, philosophical ethics, bioethics, and Christian theology, fields to which he made significant published contributions; and

WHEREAS, in pursuing the fields enumerated above, he authored three books, co-authored a fourth, edited or co-edited three others, and published over 20 refereed journal articles and book chapters; and

WHEREAS, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Fritz Oehlschlaeger for his distinguished service to the university with the title of Professor Emeritus of English.

RECOMMENDATION:

That the above resolution recommending Dr. Fritz Oehlschlaeger for emeritus status be approved.

June 2, 2014

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1980 and continuing for 33 years, Golde Holtzman, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Statistics in the College of Science; and

WHEREAS, he made significant contributions to the understanding of statistics through his research in biomathematics and environmental statistics; and

WHEREAS, he ably served the scientific community through service to organizations including being the president of the Virginia Academy of Science; and

WHEREAS, he supported the mission of the department as the head of the department's Corporate Partners Program and organized the annual meeting with the partners; and

WHEREAS, with dedication, he taught a wide variety of undergraduate and graduate courses ranging across the full statistics curriculum, placing strong emphasis on pedagogy and student learning; and

WHEREAS, he advised and collaborated with numerous faculty and staff members and students on statistical analysis; and

WHEREAS, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Golde Holtzman, Ph.D. for his distinguished service to the university with the title Associate Professor Emeritus of Statistics.

RECOMMENDATION:

That the above resolution recommending Golde Holtzman, Ph.D. for emeritus status be approved.

June 2, 2014

Summary

Endowed Professorships and Fellowships (2)

June 2, 2014

College of Liberal Arts and Human Sciences

Anthony “Kwame” Harrison	Gloria D. Smith Professorship in Black Studies

College of Science

William Mather	Blackwood Junior Faculty Fellowship in Life Sciences

ENDOWED PROFESSORSHIP
Gloria D. Smith Professorship in Black Studies

The Gloria D. Smith Memorial Professorship in Black Studies was established in 1997 as a memorial to Gloria D. Smith an assistant professor in university counseling services who advocated for minority students. Created in partnership between the university and the Athletic Association, the professorship is awarded to an outstanding faculty member who contributes significantly to the development of minority students, student athletes, and scholarly pursuits. The honoree must teach in the Africana Studies Program in the College of Liberal Arts and Human Sciences and can be nominated from any college. The honoree oversees a speaker series and makes at least one university- wide presentation during their appointment. The Gloria D. Smith nomination committee and Interim Dean Joan Hirt nominate Dr. Anthony "Kwame" Harrison as the Gloria D. Smith Professor of Black Studies.

Since coming to the university as a visiting assistant professor in 2003, Dr. Harrison has worked tirelessly on behalf of Africana Studies. His involvement in faculty searches, as a key figure on the program's executive committee, his efforts at recruiting graduate students, his mentoring of graduate and undergraduate students, and his involvement in the initiation and support of program activities make him an invaluable resource to students and colleagues. His scholarship and reputation in popular music studies and ethnography bring considerable visibility to the program, the college, and the university. He is an award-winning teacher, inspiring students to exceed their own expectations for learning, intellectual development, and personal growth. The opportunity to serve as the Gloria D. Smith Professor of Black Studies will only enhance his capacities as a program leader, scholar, and teacher.

Dr. Harrison proposes to use the resources of the endowment to further the goal of establishing the Africana Studies Program as a key site in the field advancing scholarship on the new South and the Global South, and to undertake an event recognizing the scholarship of our late colleague, Dr. Hayward Farrar, and to bring noted popular music scholars to Virginia Tech; this is an ambitious agenda that will substantially enhance the standing of Virginia Tech's Africana Studies Program, as well as providing substantial benefit to the university as a whole.

RECOMMENDATION:

That Dr. Anthony Kwame Harrison be appointed the Gloria D. Smith Professor of Black Studies for two years effective August 10, 2014 with an annual stipend as provided by the endowment and, if available, with funds from the eminent scholars match program.

June 2, 2014

ENDOWED FACULTY FELLOWSHIP
The Blackwood Junior Faculty Fellowship in Life Sciences

Dr. Lay Nam Chang, dean of the College of Science, nominates professor William Mather for the Blackwood Junior Faculty Fellowship in Life Sciences. The nomination is supported by the Blackwood Fellowship selection committee, comprised of faculty members from the College of Science and the Pamplin College of Business, and is recommended by the Honorifics Committee and Dr. Leo Piilonen, chair of the Department of Physics.

The Blackwood Junior Faculty Fellowship in Life Sciences was established by Mary N. and Willis P. Blackwood to support instruction, research, and collaboration to advance the life sciences with a complementary focus on the development of entrepreneurial opportunities.

Dr. Mather, an assistant professor in the department of physics, is a highly regarded biophysicist who was hired in 2012 as part of the College of Science's emerging undergraduate systems biology degree program and Integrated Science Curriculum. Dr. Mather's research spans the theoretical and experimental aspects of synthetic and natural biological circuits, using computer modeling based on the formalism of nonlinear dynamics as well as laboratory investigations that involve placing suitable markers in yeast cells and other single-cell organisms to identify the behavior that results when the biological circuits under study are modified or disrupted.

Dr. Mather displays considerable entrepreneurship. He quickly made key hires and recruited graduate students to set up his laboratory and, simultaneously, to begin computations in synthetic biology and stochastic modeling. He secured a highly competitive three-year $960,000 sole-PI grant from the National Science Foundation. Dr. Mather is committed the Integrated Science Curriculum and the systems biology courses demonstrating his support of the college's entrepreneurial mission to create educational opportunities to attract a new population of students to Virginia Tech.

Dr. Mather's work in microfluidics and related devices will lead to new patents that will make a profound impact in research laboratories, hospitals, and other settings. Dr. Mather's software efforts will lead to licensable software that will bring systems biology research into educational settings and traditional research laboratories. Dr. Mather's synthetic-biology techniques may be patented for use in a broad array of academic and commercial settings.

RECOMMENDATION:

That Dr. William Mather be appointed the Blackwood Junior Faculty Fellow of Life Sciences for a three-year term, effective August 10, 2014, with the appropriate salary supplement and/or research grant provided by the endowment and, if available, with funds from the eminent scholars match program.

June 2, 2014

2014-15 Promotion, Tenure, and Continued Appointment Program

ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE

April 22, 2014

Traditionally, increases for faculty promoted in the spring are effective at the beginning of the academic year (or in the case of calendar-year faculty, at the beginning of the fiscal year). Consistent with the 2013-14 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2013-14 academic year. The following raises are recommended for promotions to:

Professor	$4,000
Associate Professor	3,000
Assistant Professor	2,000

There are four non-tenure track clinical faculty ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Clinical Professor	$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

There are three non-tenure track professor of practice faculty ranks. Instructors may be promoted into the Assistant Professor of Practice rank. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Professor of Practice	$4,000
Associate Professor of Practice	3,000
Assistant Professor of Practice	2,000

Extension faculty are also eligible for promotion in rank. The three ranks for extension faculty are Associate Agent, Agent, and Senior Agent. The following raises are recommended for promotions to:

Senior Agent	$3,000
Agent	2,000

There are three ranks for faculty on the instructor track: Instructor, Advanced Instructor, and Senior Instructor. The following raises are recommended for promotions to:

Senior Instructor	$3,000
Advanced Instructor	2,000

RECOMMENDATION:

That the following faculty are recommended for promotion and/or tenure or continued appointment in accordance with the faculty compensation plan.

Attachment CC

Name	Promoted Rank	Recommended Salary 2014-15	Appt	Increase over 2013-14 Amount	Increase over 2013-14 Percent	Code
COLLEGE OF AGRICULTURE & LIFE SCIENCES						
Benham, Brian L	Professor	102,857	AY	$ 4,000	4.05	2
Mallikarjunan, Parameswa	Professor	111,412	CY	4,000	3.72	2
Marathe, Achla	Professor	164,010	CY	4,000	2.50	2
Niemiera, Alexander X	Professor	100,267	CY	4,000	4.16	2
Zhang, Yi Heng Percival	Professor	105,514	AY	4,000	3.94	2
Balota, Maria	Associate Professor	82,471	CY	3,000	3.77	3
Ponder, Monica Anne	Associate Professor	82,096	AY	3,000	3.79	3
Reiter, Mark S	Associate Professor	87,915	CY	3,000	3.53	3
Rhoads, Robert P	Associate Professor	88,150	AY	3,000	3.52	3
Scott, Durelle T	Associate Professor	91,430	AY	3,000	3.39	3
Westfall-Rudd, Donna Mar	Associate Professor	79,524	AY	3,000	3.92	3
Williams, Mark A	Associate Professor	86,000	AY	3,000	3.61	3
COLLEGE OF ARCHITECTURE & URBAN STUDIES						
Albright, Kathryn C	Professor	96,000	AY	4,000	4.35	2
Breitschmid, Markus	Professor	99,000	AY	4,000	4.21	2
Hirt, Sonia A	Professor	130,660	CY	4,000	3.16	2
Wheeler, Joseph H	Professor	94,600	AY	4,000	4.42	2
Bassett, James	Associate Professor	74,000	AY	3,000	4.23	3
Bryon, Hilary	Associate Professor	73,000	AY	3,000	4.29	3
Kim, Mintai	Associate Professor	72,000	AY	-	0.00	1
Renard, Helene S	Associate Professor	70,000	AY	-	0.00	1
COLLEGE OF BUSINESS						
Abrahams, Alan Samuel	Associate Professor	133,356	AY	3,000	2.30	3
Klock, Derek Douglas	Associate Professor	75,981	AY	3,000	4.11	2
Malone, Jason B	Assistant Professor	57,692	AY	2,000	3.59	2
Jones, Richard Martin	Advanced Instructor	94,843	AY	2,000	2.15	2
COLLEGE OF ENGINEERING						
Lou, Wenjing	Professor	119,500	AY	4,000	3.46	2
North, Christopher L	Professor	106,488	AY	4,000	3.90	2
Paul, Mark R	Professor	122,714	AY	4,000	3.37	2
Sinha, Sunil Kumar	Professor	107,978	AY	4,000	3.85	2
Westman, Erik Christian	Professor	159,000	CY	4,000	2.58	2
Woolsey, Craig A.	Professor	123,390	AY	4,000	3.35	2
Baker, Joseph Benjamin	Associate Professor	127,558	CY	3,000	2.41	3
Clancy, Thomas Charles	Associate Professor	153,703	CY	-	0.00	1
Farhood, Mazen H	Associate Professor	86,580	AY	3,000	3.59	3
Mueller, Rolf	Associate Professor	101,208	AY	-	0.00	1
Socha, John	Associate Professor	103,974	AY	3,000	2.97	3
Sultan, Cornel	Associate Professor	89,920	AY	3,000	3.45	3
Williams, Christopher Br	Associate Professor	93,171	AY	3,000	3.33	3
Yao, Danfeng	Associate Professor	100,985	AY	3,000	3.06	3

Name	Promoted Rank	Recommended Salary 2014-15	Appt	Increase over 2013-14 Amount	Increase over 2013-14 Percent	Code
COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES						
Jones, Brett D	Professor	96,601	AY	$ 4,000	4.32	2
Austin, Elisabeth L	Associate Professor	61,198	AY	3,000	5.15	3
Ernst, Jeremy V	Associate Professor	90,627	CY	3,000	3.42	3
Eska, Charlene Marie	Associate Professor	62,562	AY	3,000	5.04	3
Falconier, Mariana	Associate Professor	74,420	AY	3,000	4.20	3
Gudmestad, Aarnes E	Associate Professor	66,112	AY	3,000	4.75	3
Gumbert, Heather L	Associate Professor	73,204	AY	3,000	4.27	3
Heaton, Matthew M	Associate Professor	67,208	AY	3,000	4.67	3
Mackay, Jennifer Burleso	Associate Professor	68,512	AY	3,000	4.58	3
Peguero, Anthony	Associate Professor	79,646	AY	3,000	3.91	3
Rawlings, Cara E	Associate Professor	58,695	AY	3,000	5.39	3
Seniors, Paula	Associate Professor	67,168	AY	3,000	4.68	3
Weinstein, Alan Samuel	Associate Professor	66,101	AY	3,000	4.75	3
Allnutt, Robin M	Senior Instructor	43,645	AY	3,000	7.38	2
Lawrence, Jennifer	Senior Instructor	46,265	AY	3,000	6.93	2
Mengert, Julie Lynn	Senior Instructor	44,390	AY	3,000	7.25	2
Barton, Jennifer Lee	Advanced Instructor	36,000	AY	2,000	5.88	2
Gallagher, Karen R	Advanced Instructor	54,000	CY	2,000	3.85	2
Lautenschlager, Edward A	Advanced Instructor	38,225	AY	2,000	5.52	2
COLLEGE OF NATURAL RESOURCES						
Hopkins, William A	Professor	157,003	CY	4,000	2.61	2
Prisley, Stephen P	Professor	116,140	AY	4,000	3.57	2
Alexander, Kathleen Ann	Associate Professor	106,080	AY	-	0.00	1
Day, Susan D	Associate Professor	75,761	AY	3,000	4.12	3
McGuire, Kevin J	Associate Professor	80,438	AY	3,000	3.87	3
Quesada Pineda, Henry Jo	Associate Professor	81,120	CY	3,000	3.84	3
Thomas, Valerie Anne	Associate Professor	77,046	AY	3,000	4.05	3
Carroll, David Frederick	Advanced Instructor	56,432	AY	2,000	3.67	2
COLLEGE OF SCIENCE						
Link, Jonathan Marion	Professor	84,000	AY	4,000	5.00	2
Minic, Djordje	Professor	89,100	AY	4,000	4.70	2
Pleimling, Michel Jean	Professor	96,000	AY	4,000	4.35	2
Schreiber, Madeline E	Professor	102,500	AY	4,000	4.06	2
Hong, Yili	Associate Professor	84,500	AY	3,000	3.68	3
Scarola, Vito W	Associate Professor	78,000	AY	3,000	4.00	3
Tsang, Kwok Ping	Associate Professor	93,500	AY	3,000	3.31	3
Weiss, Robert	Associate Professor	95,889	AY	3,000	3.23	3
Yue, Pengtao	Associate Professor	78,000	AY	3,000	4.00	3
Rosenzweig, Michael S	Senior Instructor	56,988	AY	3,000	5.56	2
COLLEGE OF VETERINARY MEDICINE						
Eubank, Stephen G	Professor	204,000	CY	4,000	2.00	3
Hodgson, Jennifer L	Professor	172,513	CY	4,000	2.37	2
Pleasant, Robert S	Professor	134,658	CY	4,000	3.06	2
Henao Guerrero, Piedad N	Associate Professor	104,708	CY	3,000	2.95	3
LIBRARIES						
Tomlin, Patrick L	Associate Professor	65,060	CY	3,000	4.83	5
Brodsky, Marc David	Assistant Professor	51,738	CY	-	0.00	4

Name	Promoted Rank	Recommended Salary 2014-15	Appt	Increase over 2013-14 Amount	Increase over 2013-14 Percent	Code
VIRGINIA COOPERATIVE EXTENSION						
Dickerson, Ambre Michell	Senior Agent	60,631	CY	$ 3,000	5.21	2
Young, Kendra J k	Senior Agent	53,113	CY	3,000	5.99	2
Barts, Stephen G	Agent	46,950	CY	2,000	4.45	2
Bunn, Travis Haywood	Agent	43,114	CY	2,000	4.86	2
Howland, Catherine Clayt	Agent	46,292	CY	2,000	4.52	2
Mosley, Cristy Lynn	Agent	48,682	CY	2,000	4.28	2
Simons, Amanda Sue Arthu	Agent	43,327	CY	2,000	4.84	2
	TOTAL PROMOTION AND ADJUSTMENTS:			**$ 260,000**		

Code:

1: Tenure
2: Promotion
3: Promotion with Tenure
4: Continued Appointment
5: Promotion and Continued Appointment

Summary of Promotion & Tenure Adjustments

Promoted Rank	Increase	Number of Actions	Total Amount
Agent	$ 2,000	5	$ 10,000
Senior Agent	3,000	2	6,000
Assistant Professor	2,000	1	2,000
Associate Professor	3,000	40	120,000
Professor	4,000	25	100,000
Senior Instructor	3,000	4	12,000
Advanced Instructor	2,000	5	10,000
		82	**$ 260,000**

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

Quarter ending March 31, 2014

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and for administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the university has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty	
New Appointments with Tenure or Continued Appointment	6
New Appointments to Tenure-Track or Continued Appointment-Track	25
New Appointments to Non-Tenure Track	0
Adjustments in Salary	6
Administrative and Professional Faculty	
New Appointments	12
Adjustments in Salary	14
One-time payments	3
One-time payments for Post-Season Sports Events	23

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report

June 2, 2014

FACULTY PERSONNEL CHANGES
June 2, 2014

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Agriculture & Life Sciences								
Feng, Xueyang	Assistant Professor	Biological Systems Engineering	Reg	9	10-Aug-14	100	$ 85,000	
Gomez, Aureliano	Assistant Professor	Horticulture	Reg	9	10-Aug-14	100	$ 77,000	
Haak, David	Assistant Professor	Plant Pathology, Physiology & Weed Science	Reg	9	10-Aug-14	100	$ 78,000	
Leeth, Caroline	Assistant Professor	Animal & Poultry Sciences	Reg	9	10-Aug-14	100	$ 85,000	
Architecture & Urban Studies								
de Hahn, Henri	Professor - Tenured	School of Architecture + Design	Reg	12	10-Jul-14	100	$ 145,000	
Business								
Beal, Daniel	Associate Professor - Tenured	Management	Reg	9	10-Aug-14	100	$ 150,000	
Huang, Jingjing	Assistant Professor	Accounting and Information Systems	Reg	9	10-Aug-14	100	$ 180,000	
Hunt, Richard	Assistant Professor	Management	Reg	9	10-Aug-14	100	$ 135,000	
Townsend, David	Assistant Professor	Management	Reg	9	10-Aug-14	100	$ 135,000	
Xu, Jin	Assistant Professor	Finance, Insurance and Business Law	Reg	9	10-Aug-14	100	$ 209,000	
Engineering								
Black, Jonathan	Associate Professor	Aerospace and Ocean Engineering	Reg	9	10-Aug-14	100	$ 105,000	
Boreyko, Jonathan	Assistant Professor	Engineering Science & Mechanics	Reg	9	10-Aug-14	100	$ 90,000	
Luther, Kurt	Assistant Professor	Computer Science	Reg	9	10-Aug-14	100	$ 90,000	

continued

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Liberal Arts and Human Sciences								
Briggs, Ryan	Assistant Professor	Political Science	Reg	9	10-Aug-14	100	$ 55,000	
Charmichael, Katie	Assistant Professor	English	Reg	9	10-Aug-14	100	$ 58,000	
Farmer, Laura	Assistant Professor	School of Education	Reg	9	10-Aug-14	100	$ 61,000	
Horning, Michael	Assistant Professor	Communication	Reg	9	10-Aug-14	100	$ 61,500	
Jewitt, Caitlin	Assistant Professor	Political Science	Reg	9	10-Aug-14	100	$ 59,250	
Lee, Jung Eun	Assistant Professor	Apparel, Housing and Resource Management	Reg	9	10-Aug-14	100	$ 59,000	
Myers, Cayce	Assistant Professor	Communication	Reg	9	10-Aug-14	100	$ 60,000	
Parrish, Timothy	Professor - Tenured	English	Reg	9	10-Aug-14	100	$ 120,000	
Pula, Besnik	Assistant Professor	Political Science	Reg	9	10-Aug-14	100	$ 58,000	
Sands, Laura	Professor - Tenured	Center for Gerontology	Reg	9	10-Aug-14	50	$ 55,000	
Stewart, Trevor	Assistant Professor	School of Education	Reg	9	10-Aug-14	100	$ 63,000	
Walker, Abby	Assistant Professor	English	Reg	9	10-Aug-14	100	$ 58,000	
Watkins, Brandi	Assistant Professor	Communication	Reg	9	10-Aug-14	100	$ 60,000	
Natural Resources								
Snodgrass, Joel	Professor - Tenured	Fish and Wildlife Conservation	Reg	12	10-Aug-14	100	$ 150,666	
Science								
Ferreira, Marco	Associate Professor - Tenured	Statistics	Reg	9	10-Aug-14	100	$ 105,000	
Li, Jie	Assistant Professor	Statistics	Reg	9	10-Aug-14	100	$ 85,000	
Veterinary Medicine								
Byron, Christopher	Associate Professor	Large Animal Clinical Sciences	Reg	12	25-Jun-14	100	$ 127,500	
Vice President for Research								
Smyth, James	Assistant Professor	Virginia Tech Carilion Research Institute	Reg	12	1-Jul-14	100	$ 110,000	

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Business								
Ghandforoush, Parviz	Interim Associate Dean for Extended Campus	Dean of Business	Reg	12	25-Feb-14	100	$ 260,000	
Natural Resources								
Barrett, Scott	Assistant Professor	Forest Resources and Environmental Conservation	Reg	12	10-Jan-14	100	$ 72,000	
Science								
Berg, Michael	Advanced Instructor	Chemistry	Reg	9	25-Dec-13	100	$ 68,000	
Khodaparast, Giti	Associate Professor	Physics	Reg	9	10-Feb-14	100	$ 84,530	
Pleimling, Michel	Associate Professor	Physics	Reg	9	10-Feb-14	100	$ 92,000	
Santos, Webster	Associate Professor	Chemistry	Reg	9	25-Feb-14	100	$ 110,000	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Liberal Arts and Human Sciences								
Spiller, Elizabeth	Dean and Professor - Tenured	Liberal Arts and Human Sciences	Reg	12	1-Jul-14	100	$ 275,000	
President								
Chew, Isaac	Assistant Men's Basketball Coach	Athletics	Reg	12	10-Apr-14	100	$ 250,000	
Eugene, Ernest	Assistant Athletic Director, Sports Medicine/Men's Basketball Trainer	Athletics	Reg	12	5-May-14	100	$ 90,000	
Johnson, Devin	Men's Basketball Video Coordinator	Athletics	Reg	12	8-Apr-14	100	$ 50,000	
McNeilly, Jamie	Director, Student-Athlete Development/Assistant Men's Basketball Coach	Athletics	Reg	12	11-Apr-14	100	$ 125,000	
Reynolds, Jeffrey	Director of Men's Basketball Operations	Athletics	Reg	12	1-May-14	100	$ 125,000	
Roccaforte, Steven	Assistant Men's Basketball Coach	Athletics	Reg	12	8-Apr-14	100	$ 180,000	
Sands, Timothy	President - Tenured	President - Administration	Reg	12	1-Jun-14	100	$ 500,000	
					1-Jun-14	100		$ 15,000
Williams, Brent	Head Men's Basketball Coach	Athletics	Reg	12	24-Mar-14	100	$ 500,000	
Wolf, Lyle	Assistant to Head Men's Basketball Coach	Athletics	Reg	12	8-Apr-14	100	$ 27,500	
Vice President for Administration								
Baker-Lloyd, Lori	Executive Director, University Organizational & Professional Development	Human Resources	Reg	12	25-Jan-14	100	$ 118,000	
Vice President for Information Technology								
Pike, Dale	Executive Director, Technology-enhanced Learning & Online Strategies	Technology-enhanced Learning & Online Strategies	Reg	12	3-Mar-14	100	$ 135,000	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Dean of Libraries								
Mather, Paul	Systems Engineer	University Library	Reg	12	25-Jan-14	100	$ 70,000	
President								
Adair, Charles	Head Women's Soccer Coach	Athletics	Reg	12	1-Mar-14	100	$ 125,000	
Bell, Aaron	Assistant Swim Coach	Athletics	Reg	12	10-Apr-14	100		$ 3,000
					10-Apr-14	100		$ 1,000
Cianelli, David	Director, Track/Field & Cross Country Programs	Athletics	Reg	12	25-Mar-14	100		$ 2,000
					25-Mar-14	100		$ 2,000
Dresser, Kevin	Head Wrestling Coach	Athletics	Reg	12	25-Mar-14	100		$ 10,000
Foster, Charles	Assistant Track & Field Coach	Athletics	Reg	12	25-Mar-14	100		$ 1,000
					25-Mar-14	100		$ 1,000
Hart, Natalie	Director of Government Affairs	President's Staff	Reg	12	10-Jan-14	100	$ 90,000	
Hoffman, David	Assistant Wrestling Coach	Athletics	Reg	12	25-Mar-14	100		$ 5,000
Hooper, Elizabeth	Director of State Relations	President's Staff	Reg	12	10-Jan-14	100	$ 90,000	
Jack, Gregory	Associate Head Coach, Track &	Athletics	Reg	12	25-Mar-14	100		$ 1,000
					25-Mar-14	100		$ 1,000
Kopp, Andrew	Assistant Women's Soccer Coach	Athletics	Reg	12	1-Mar-14	100	$ 55,000	
Mason, Patrick	Head Baseball Coach	Athletics	Reg	12	10-May-14	100		$ 5,000
McCloskey, Sharon	Senior Associate Director of Athletics	Athletics	Reg	12	25-Mar-14	100	$ 143,843	
Piemonte, Ronald	Head Diving Coach	Athletics	Reg	12	10-Apr-14	100		$ 6,000
					10-Apr-14	100		$ 2,000
Ridley, Erin	Assistant Women's Soccer Coach	Athletics	Reg	12	1-Mar-14	100	$ 52,800	
Robelot, Reed	Assistant Swim Coach	Athletics	Reg	12	10-Apr-14	100		$ 3,000
					10-Apr-14	100		$ 1,000
Robie, Anthony	Associate Head Coach	Athletics	Reg	12	25-Mar-14	100		$ 5,000
Skinner, Ned	Director, Swimming & Diving	Athletics	Reg	12	10-Apr-14	100		$ 6,000
					10-Apr-14	100		$ 2,000
Stockwell, Sarah	Assistant Swim Coach	Athletics	Reg	12	10-Apr-14	100		$ 3,000
					10-Apr-14	100		$ 1,000

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Thomas, Benjamin	Assistant Coach	Athletics	Reg	12	25-Mar-14	100		$ 1,000
					25-Mar-14	100		$ 1,000
Wolff, Dennis	Head Women's Basketball Coach	Athletics	Reg	12	10-May-14	100		$ 5,000
Yianilos, Christopher	Executive Director of Government Relations	President's Staff	Reg	12	10-Jan-14	100	$ 194,592	
Zalewski, Paul	Assistant Coach	Athletics	Reg	12	25-Mar-14	100		$ 1,000
					25-Mar-14	100		$ 1,000
Vice President for Administrative Services								
Avis, Kimberly	Assistant Director, Leasing	Facilities Services, University Planning	Reg	12	17-Feb-14	100	$ 65,000	
Charles, Richard	Director, HR Information Systems	Human Resources	Reg	12	17-Mar-14	100	$ 89,000	
Foust, Kevin	Interim Chief of Police and Director of Security	Police Department	Reg	12	1-Feb-14	100	$ 132,635	
Hinson, William	University Building Official	Facilities Services, University Building Official	Reg	12	25-Mar-14	100	$ 110,321	
Ritenour, Joey	Laboratory Inspector	Environmental Health & Safety	Reg	12	10-Feb-14	100	$ 45,000	
Vice President for Outreach & International Affairs								
Jobst, Shelly	Associate Director of CPE for Operations & Program Services	Continuing & Professional Education	Reg	12	10-Jan-14	100	$ 85,000	

Erica Wood
Undergraduate Constituent Report
June 1, 2014

Good morning Rector Quillen, President Sands, distinguished members of the Board, administration, and guests. I am astounded that my year with you has gone by so quickly, and am honored to report to you one last time, as a proud alumni of this great university.

First, I'd like to welcome you, Dr. Sands, to Virginia Tech. Students are so excited that you are a part of the Hokie community, and we look forward to working with you in the near future.

The months since we last met have been a whirlwind for undergraduate students. This past April, students participated in the Big Event, International Street Fair, sorority and fraternity initiation ceremonies, and the Largest Collegiate Relay for Life event in the country. We rose close to 522,000 dollars this year. In addition, over 10,000 people registered and 8,500 people participated in the 3.2 Run in Remembrance, celebrating the lives of the 32 Hokies who lost their lives in on April 16th. For the first time ever, graduating Veteran students were recognized in a ceremony sponsored by the Office of the Provost and the Alumni Association.

Cranwell International Center moved to the residential side of campus, which is the beginning of a new "Global Village". This area will house all of our international engagement offices. I believe that this is a great improvement for international student inclusion, and will foster better relationships between international and domestic students while fostering interest in the international experience.

Faculty members have also made great strides in improving our Curriculum for Liberal Education. An open house was held for undergraduates to learn about the new changes and give feedback. Students were able to also give feedback on the CLE and other academic issues, at the VT Voice Academic Forum hosted by myself, my student advisory committee, and the Student Government Association. We were proud to have approximately 60 students in attendance. Pilot classes are scheduled to begin this fall.

I would also like to introduce Austin Larrowe, the incoming undergraduate representative, who will begin his term on July 1st. She is pursuing a dual degree in Agricultural Sciences and Applied Economic Management. He has previously served on the student advisory committee to the undergraduate representative, and is a member of University Council, Student Government, and the German club. He has served as the Virginia state vice-president for FFA, and started his own 501-C3 organization, Feed by

Seed, which aims to bring agricultural education to developing countries. Clearly, Austin is extremely accomplished. I have no doubt that he will represent the undergraduate student population wonderfully in the upcoming year.

Serving as the Undergraduate Representative to the Board of Visitors has truly been one of the most enriching and rewarding experiences of my college experience. I am so very thankful for the opportunity. Thank you all for your dedication to Virginia Tech.

Graduate Student Constituency Report
Virginia Tech Board of Visitors
June 2, 2014
Presented by Nick Warrington, Graduate Student Representative

Good afternoon Rector Quillen, President Sands, members of the board, university administration, and guest. It is bitter sweet that I give my constitute report for the last time as the Graduate Student Representative to the board. Although I have enjoyed my time on the board, I know that my successor will do an amazing job advocating on behalf of the graduate student population just as I have this year.

Before I continue with my report, please allow me to take a moment to simply say, "Thank You". As I look around the room this afternoon, there's not one person that hasn't taught me a valuable lesson over the past year. It has been a great privilege for me to serve in this role over and it's one that I will cherish for a lifetime. Over the past year I have had the opportunity to learn much more than I ever imagined about the graduate student population here at Virginia Tech. From what I have learned and experienced over the past year, our graduate student community will continue to grow and become more engaged in a way that we have never seen.

In my report today, I chose not to give you a summery or recap of the initiatives I did or did not tackled this year because I believe that sends a message that "my" work is complete. I can promise you, the work that I set out to do a year ago is far from complete. Instead, I will share with you what I have been working on since we last met in March.

In my first report to the board in September I made it clear that I was going to continue the work of my predecessors in advocating for childcare options for graduate students. After serving on the search committee for a childcare coordinator, I am very pleased to share today that Ms. Marin Riegger was hired as the first Childcare Coordinator for Virginia Tech. Marin will report to Dean DePauw in the Graduate School and started in this role last Tuesday. Marin has a great deal of experience and knowledge in developing childcare programs. I am very pleased that Marin will be joining the Virginia Tech family and look forward to what she will bring forward in the future. I want to thank President Steger and the Office of the President for helping support the Childcare Coordinator position.

In March I shared with you that I was working in collaboration with the graduate student assembly to meet with the deans of each college to discuss how each college communicates and engages their graduate students. Since the last meeting, Greg Purdy, Ashley Francis, and I have met with three of the eight colleges. Through our conversations with each of the colleges we have learned a lot! Unfortunately, due to timing, I was unable to meet with every college and develop a comprehensive report on our findings. However, I know that Ashley and Greg will continue to work with the colleges over the summer and fall to bring this initiative full circle.

Helen Keller put it best when she said, “Alone we can do so little, but together we can do so much”. Over the past year I have had the pleasure of working along side an amazing group of leaders that include my partner in crime, Erica Wood- undergraduate student representative to the board of visitors, Shiamaa Abdella and Greg Purdy of the graduate student assembly, Brent Ashley with Student Government, and Kylie Gilbert with the Commission on Student Affairs. The “core 5” as we liked to call it have worked collaboratively to make Virginia Tech a better university for all students. Although we still have some kinks to work out, I am excited to see what the core 5 brings forward in the fall with respect to the university governance structure. I am also appreciative for Dr. Perillo’s leadership in recognizing a void in how student leaders engage with one another. You will see great things come from this group of student leaders in the coming years, I promise!

In closing, I want to share that the graduate student community is grateful for the support provided by the faculty, staff, and administration at Virginia Tech. However, there is still work to be done- there will always be work that needs to be done- to take Virginia Tech to the next level with respect to graduate education. I encourage the board of visitors, President Sands, other administrators, and graduate students to think big and identify what it would take to, “invent the future” once again. Thank you for allowing me to be apart of this family for the past year and I hope that I was able to serve the university virtuously and with great dignity.

Now, I would like to share a little bit about next graduate student representative to the board of visitors, Ashley Francis. A native of Franklin, Virginia, Ashley is no stranger to the Hokie Nation. She graduated in 2009 with a Bachelors of Science degree in Human Nutrition, Food, and Exercise from Virginia Tech. After graduation Ashley worked for Teach for America for two year where she taught high school science in North Carolina and a summer in Chicago, Illinois. After spending two years with Teach for America Ashley worked for the Richmond City Health District as a Health Educator before returning to Virginia Tech to pursue a Master’s degree in Public Health. Ashley is a graduate assistant in the Graduate School where her primary responsibility is planning and executing professional and social events for the graduate student community. With her knowledge of Virginia Tech and experiences working with the graduate student community in the past, I believe Ashley will do a phenomenal job over the next year and I wish her all the best.

Thank you once again for your commitment to Virginia Tech and taking value in the concerns and challenges our graduate student face. I know that over the past year I have been apart of meetings, conversations, and events that will make a positive impact for years to come. As I have shared before, this role is not about how many policies you can change in a year; it’s about advocating for your constituency and standing up for what is right. Thank you for your time and attention.

Staff Senate Constituency Report
Virginia Tech Board of Visitors
June 1-2, 2014
Presented by Sue Teel, Staff Senate President

Rector Quillen, members of the Board of Visitors, President Sands, administrators, and guests: for one final time I am here to present to you the activities and initiatives of the Virginia Tech Staff and Staff Senate. It has been an honor to serve as the staff representative to the Board of Visitors these past two years. I have truly enjoyed getting to know each of you and appreciate your openness to the opinions of staff.

The spring semester, like fall semester, has been relatively quiet for the staff. In April, Rector Quillen visited Staff Senate. There was some discussion about outsourcing security for student events and inequity among various divisions for opportunities for staff. Rector Quillen, your attendance at Staff Senate meetings has meant a lot to staff. Even if there are few issues of concern voiced to you, just the fact that you took the time out of your very busy schedule to make yourself available tells the staff that they matter.

In May, Becky Morris joined us to discuss open enrollment for insurance and the few changes to this year's benefits package. Also, in May, the James D. McComas Staff Leadership Seminar and the Annual Staff Appreciation Day were held. We had 223 attendees this year at the McComas Seminar where past years we have only had around 100 attendees. The committee who organizes the event went to VP areas and Deans soliciting funding to be able to accommodate the much larger number. The theme for the day was "Leaders and Legacies." It was an incredible day with Dr. Charles Steger as the keynote speaker. My favorite quotes from the Seminar, borrowed from Dr. Steger's and Dr. McNamee's talks, are, "lead from where you stand," and, "don't become a character in someone else's movie." I believe that all staff can be leaders and positively influence others in their work situations regardless of their positions in the institution. It can be as simple as not being drawn into the drama that others may create. Finally, Staff Appreciation Day was held May 21st. As always, this day was well attended as we were treated to fun, food, and fellowship.

Thank you again for always being mindful of the opinions of the faculty, staff, and students. Our shared governance system works because the leadership here at Virginia Tech believes in the process. I also want to thank each of you, the Board members, for your service to this University that I love so dearly. I am grateful for the support you have shown and am confident you will enjoy getting to know my successor, Mr. Dan Cook, as we begin the next chapter under the leadership of President Sands.

My successor will be Mr. Dan Cook. Dan is a lifelong resident of the New River Valley, having lived in both Blacksburg and Giles County. He is a proud veteran of the US Army. Dan has

worked for Virginia Tech for 20 years, during which time he has served in various capacities within the Communications Network Services division.

Dan has served as the Vice President of Staff Senate for the past two years. As such, he chaired the Commission on Staff Policies and Affairs. Additionally, he has served on and chaired the Employee Benefits Committee, served on the President's Awards of Excellence selection committee, and was part of the Advisory Committee on Security and Infrastructure in the aftermath of the April 16th tragedy. I believe you will enjoy getting to know Dan and he will represent staff well. Please join me in welcoming Mr. Dan Cook as the incoming Staff Senate President and the next Staff Representative to this Board.

Respectfully,
Sue Teel
President, Staff Senate

Faculty Senate Constituency Report
Virginia Tech Board of Visitors
June 2, 2014
Presented by Joe Merola, Faculty Senate President

Dear Rector Quillen, Vice-Rector Petrine, President Sands, Provost McNamee and all board members and honored guests,

It is hard to believe that my year as President of Faculty Senate and Faculty Representative to the VT BOV is almost at an end. I want to thank all of the board for receiving both me and my opinions with respect and warmth and I always got the clear message that you wanted to do the best that could be accomplished to aid the faculty and staff. We are extremely grateful for the voice we were given on the Presidential search process.

President Sands, on behalf of all the faculty, allow me to welcome you to the first day of your Presidency and that we are looking forward to working with you in the years to come.

My primary duty, as the title Faculty Representative leaves little doubt, is to express to the board the wishes, needs and aspirations of the faculty. First, let me express the Faculty gratitude for the commitment the university has made to provide faculty and staff raises over the next 6 years regardless of moneys the commonwealth provides. I hope the news out of Richmond does not change this crucial plan.

Second, faculty senate has been intensely discussing the issue of faculty voice. Mr. President, in the article in today's Roanoke Times, you are quoted "I can throw out ideas, but I have to bring along the faculty. The faculty can throw out ideas, and staff, and they need to bring me and the board along," he said. "It's a two-way street." The two-way street is exactly what we ask for and we truly need. While we have a great tradition of shared governance at Virginia Tech, it can be greatly improved by the addition of a forum for more frank (emphasis here) discussions on programs. Right now many of those discussions are compartmentalized and often they get far down the road at which time no one wants to be seen as obstructive,

Faculty definitely do not want to be obstructive, but it seems that some of the biggest issues FS has faced over the last several years have us reacting and not being proactive. Several administrative decisions have placed significant burdens on faculty and when that is pointed out, the only answer is "it's too late to do anything about it". What we are asking is a voice in all aspects of the university as well as a commitment to a shared vision across all units of the university. In some cases, it would

appear that the driving force for a particular unit is “What makes things easier for our unit” rather than “What makes things better and easier for faculty, staff and students.”

We have a real opportunity to work hand in hand to greatly improve an already great university. I think the university has done a great job in enhancing the research infrastructure, but now faculty firmly believe we need a little more balance. Perhaps one analogy is to a financial portfolio - we are not properly diversified and therefor may be headed for rocky times. I would liken our current situation to a house - we have put on some wonderful additions but have not checked the foundation in a while perhaps to find that we really do need to invest some resources into shoring up that foundation.

Forgive me if I use my home department of chemistry to highlight this point. I do so simply because the department just completed its internal and external reviews and so the numbers are fresh, accurate and at my fingertips. And, Randy Marchany earlier picked chemistry, so I feel justified…

Department base budgets have not changed for quite some time.

For Chemistry, curing the period 2000 to 2012 there has been a 123% in the number of students chemistry teaches in the fall and150% in the spring. Yet, we have the same number of tenured and tenure track faculty. In fact, we have the same number since I joined 27 years ago.

You can easily guess why I am making this next comparison, but Purdue University with 29,000 undergraduates and VT has 24,000. Yet the Purdue Chemistry department has 54 faculty and VT 30. When you subtract people who have gone into administration for higher pay, VT Chemistry has only 27 faculty.

With that, faculty are being hired and admin structures are being built to serve new programs with many fewer students while departments are stretched to the breaking point.

I will not go into any more detail, but the important issue is that faculty are being overburdened and overworked and this is happening across the university.

President Sands, the second part of your job is to make sure that all other unit administrators share your stated task of listen to faculty staff and student and not just listen, but hear.

Thank you for listening and hearing.