

Virginia Tech Board of Visitors Meeting

June 20, 2008

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II: [Resolution](#) Ratification of Contractual Bonuses and Approval of Non-Contractual Bonuses for Athletic Events - ACC Women's Indoor and Outdoor Track and Field Championship, Men's Basketball, and Softball

JJ: [Report](#) Constituency Report by Dr. Kerry Redican, Faculty Representative

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JJ: [Report](#) Constituency Report by Mr. Ryan Smith, Undergraduate Student Representative

JJ: [Report](#) Constituency Report by Mr. Brennan Shepard, Graduate Student Representative

MINUTES
June 20, 2008

The Board of Visitors of Virginia Polytechnic Institute and State University met on Friday, June 20, 2008, at 10:00 a.m. at Virginia Tech's Northern Virginia Center in Falls Church, Virginia.

Present

Mr. Michael Anzilotti
Ms. Beverley Dalton
Mr. Ben J. Davenport, Jr.
Ms. Michele Duke
Mr. Robert L. Freeman, Jr.
Mr. John R. Lawson, II
Ms. Sandra Stiner Lowe
Mr. Jacob A. Lutz, III
Mr. James R. Smith
Mr. Philip S. Thompson
Dr. Lori Wagner
Dr. Kerry J. Redican, President, Faculty Senate
Ms. Judy U. Alford, President, Staff Senate
Mr. Ryan C. Smith, Undergraduate Student Representative
Ms. Brennan E. Shepard, Graduate Student Representative

Absent

Mr. L. Bruce Holland
Mr. George Nolen
Mr. James W. Severt, Sr.

Also present were the following: Dr. Charles Steger, Captain Joseph Albert, Mr. Erv Blythe, Mr. Ralph Byers, Mr. Chris Clough, Dr. Karen DePauw, Dr. Elizabeth Flanagan, Chief Wendell Flinchum, Dr. David Ford, Ms. Kay Heldbreder, Dr. Zenobia Hikes, Dr. Patricia Hyer, Lt. Scott Lau, Dr. Mark McNamee, Ms. Kim O'Rourke, Mr. Mark Owczarski, Mr. Jay Poole, Ms. Kathy Sanders, Mr. Dwight Shelton, Dr. Raymond Smoot, Dr. Ed Spencer, Dr. Norrine Bailey-Spencer, Dr. Lisa Wilkes, Dr. Sherwood Wilson, Ms. Linda Woodard, Ms. Sandra Smith, Dr. Robert Walters, faculty, staff, students, guests, and reporters.

Rector Lutz welcomed everyone to the June 2008 Board of Visitors' meeting.

Rector Lutz asked for a motion of approval of the minutes of the March 31, 2008, meeting as distributed. The motion was made by Mr. Thompson and seconded by Mr. Lawson. The minutes were approved.

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

Rector Lutz called on Mr. Lawson for a report of the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment A.)

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

Resolution for Approval of Southside Electric Cooperative Easement

That the resolution authorizing the Vice President for Administrative Services to execute the easement to Southside Electric Cooperative be approved. (Copy filed with the permanent minutes and marked Attachment B.)

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

Resolution to Establish a University Building Official and Building Code Review Unit

That the University shall designate an individual to be the University Building Official and create its own building code review unit, and that the Bylaws of the Board of Visitors will be amended to reflect the Board's oversight through the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment C.)

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REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Lutz called on Ms. Lowe for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment D.) Ms. Lowe added that Mr. Smith reclused himself from discussion regarding the "Appointment of Directors for the Virginia Tech Carilion Medical Center" during the committee meeting.

As part of the Academic Affairs Committee report, the following resolution was moved by Ms. Lowe, seconded by Ms. Duke, and approved unanimously.

**Resolution for Approval of
Master of Information Security Assurance (MISA)**

That the Master of Information Security Assurance program proposal be approved and forwarded to the State Council for Higher Education in Virginia for their review and approval. (Copy filed with the permanent minutes and marked Attachment E.)

As part of the Academic Affairs Committee report, and with the endorsement of the Student Affairs and Athletics Committee, the following resolution was moved by Ms. Lowe, seconded by Ms. Duke, and approved unanimously.

**Resolution Affirming Creation and Continued Operation
Of the Campus and Workplace Violence Prevention and
Risk Assessment Committee and the Threat Assessment Team**

That the resolution affirming the creation and continued operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and the Threat Assessment Team, as required by law, be approved. (Copy filed with the permanent minutes and marked Attachment F.)

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

**Resolution to Appoint Class A Directors for the Virginia Tech
Carilion Medical School, Inc.**

That Charles W. Steger, Mark McNamee, Gerhardt Schurig, and James Smith be appointed as Class A Directors of the Board of Directors of the Virginia Tech Carilion Medical School, Inc. (Copy filed with the permanent minutes and marked Attachment G.)

REPORT OF THE FINANCE AND AUDIT COMMITTEE

Rector Lutz called on Mr. Thompson for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment H.)

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

Resolution for Approval of The Year-to-Date Financial Performance Report (July 1, 2007 – March 31, 2008)

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, 2007, through March 31, 2008, and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment I.)

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

Resolution for Approval of 2008-2009 Faculty Compensation Plan

That the proposed 2008-2009 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved. (Copy filed with the permanent minutes and marked Attachment J.)

As part of the Finance and Audit Committee report, the following resolutions were moved by Mr. Thompson, seconded by Ms. Lowe, and approved unanimously.

Resolutions for Approval of 2008-2009 University Budget

Operating and Capital Budgets

That the proposed 2008-2009 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved. (Copy filed with the permanent minutes and marked Attachment K.)

Student Financial Assistance

That the recommended allocations for student financial assistance for the fiscal year 2008-2009 be approved. (Copy filed with the permanent minutes and marked Attachment K.)

Hotel Roanoke Conference Center Commission Budget

That the budget for The Hotel Roanoke Conference Center Commission for 2008-2009 be approved. (Copy filed with the permanent minutes and marked Attachment K.)

Virginia Tech/Wake Forest University School of Biomedical Engineering and Sciences Budget

That the 2008-2009 budget for the Virginia Tech – Wake Forest School of Biomedical Engineering and Sciences be approved. (Copy filed with the permanent minutes and marked Attachment K.)

As part of the Finance and Audit Committee report, the following resolutions were moved by Mr. Thompson, seconded by Ms. Lowe, and approved unanimously.

Resolution for Approval of 2008-2009 Auxiliary Systems Budgets

Dormitory and Dining Hall System Budget

That the recommended budget for the fiscal year July 1, 2008 to June 30, 2009 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved. (Copy filed with the permanent minutes and marked Attachment L.)

Electric Services System Budget

That the recommended budget for the fiscal year July 1, 2008 to June 30, 2009 for the operation of the Electric Service System and the report of the Annual Inspection be approved. (Copy filed with the permanent minutes and marked Attachment L.)

University Services System Budget

That the recommended budget for the fiscal year July 1, 2008 to June 30, 2009 for the operation of the University Services System and the report of the Annual Inspection be approved. (Copy filed with the permanent minutes and marked Attachment L.)

Intercollegiate Athletics System Budget

That the recommended budget for the fiscal year July 1, 2008 to June 30, 2009 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 L.)

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

Resolution for Approval of 2008-2009 Pratt Funds Budgets

That the proposed 2008-2009 allocation and use of Pratt Funds be approved. (Copy filed with the permanent minutes and marked Attachment M.)

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

**Resolution for Approval of Revisions to and Renewal of
Related Corporation Affiliation Agreements**

That the affiliation agreements listed below be revised according to the attached template and extended for a four-year period, terminating on June 30, 2012:

- **Virginia Tech Alumni Association, Inc.**
- **Virginia Tech Athletic Fund, Inc.**
- **Virginia Tech Corps of Cadets Alumni, Inc.**
- **Virginia Tech Foundation, Inc.**
- **Virginia Tech Intellectual Properties, Inc.**
- **Virginia Tech Services, Inc.**

(Copy filed with the permanent minutes and marked Attachment N.)

As part of the Finance and Audit Committee report, the following resolution was moved by Mr. Thompson, seconded by Mr. Davenport, and approved unanimously:

**Resolution for Approval to Increase Administrative Efficiencies through
Expansion of Automated Systems and Enhanced Security**

That the proposed resolution charging university administrators to develop and implement a plan to continue to automate the university's administrative systems and to establish a timeline for ongoing automation of administrative processes be approved.

(Copy filed with the permanent minutes and marked Attachment O.)

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

**Resolution for Approval of Capital Project for the Visitors
and Undergraduate Admissions Center**

That the resolution authorizing Virginia Tech to enter into the design, construction, and financing of a Visitors and Undergraduate Admissions Center be approved. (Copy filed with the permanent minutes and marked Attachment P.)

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

Resolution for Approval of Capital Project for the Parking Structure Project

That the resolution authorizing Virginia Tech to enter into the design, construction, and financing of a parking structure be approved. (Copy filed with the permanent minutes and marked Attachment Q.)

REPORT OF THE RESEARCH COMMITTEE

Rector Lutz called on Mr. Davenport for the report of the Research Committee. Mr. Davenport noted that the previous day, the Research Committee met at Virginia Tech's Advanced Research Institute in Arlington, Virginia, and Dr. Jim Bohland gave a full report on the project to construct a new university research facility in Ballston. The Board was very impressed with plans for use of the facility. President Steger added that a groundbreaking ceremony will be planned for fall 2008. (Copy of Bohland's PowerPoint presentation filed with the permanent minutes and marked Attachment R.)

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Lutz called on Mr. Anzilotti for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment S.)

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

Resolution for Approval of Changes to University Policies for Student Life: Interim Suspension Policy

That the Resolution for Changes to University Policies for Student Life: Interim Suspension Policy be approved. (Copy filed with the permanent minutes and marked Attachment T.)

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

Resolution for Approval of Policy on Dismissal of Patient from Care at Schiffert Health Center

That the Resolution updating the Policy on Dismissal of Patient from Care at Schiffert Health Center Resolution be approved. (Copy filed with the permanent minutes and marked Attachment U.)

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

Resolution for Approval Regarding Students on the Sex Offender Registry

That the Resolution regarding Students on the Sex Offender Registry be approved. (Copy filed with the permanent minutes and marked Attachment V.)

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

Resolution for Approval of Policy to Notify Parents of Tax-Dependent Students in Instances of Psychological Emergency

That the resolution recommending adoption of a policy to notify parents of tax-dependent students in instances of psychological emergency, as required by a new law, be approved. (Copy filed with the permanent minutes and marked Attachment W.)

REPORT OF THE EXECUTIVE COMMITTEE

Rector Lutz asked for a motion of approval of the minutes of the May 5, 2008, meeting as distributed. The motion was made by Mr. Thompson and seconded by Mr. Anzilotti. The minutes were approved. (Copy filed with the permanent minutes and marked Attachment X.)

As part of the Executive Committee report, the following resolution was moved by Ms. Duke, seconded by Mr. Thompson, and approved unanimously.

Resolution to Ratify Action of Executive Committee of the Board of Visitors regarding 2008-2009 Tuition and Fees

That the resolution ratifying the action taken by the Executive Committee of the Board of Visitors at a special meeting convened on May 5, 2008, for the primary purpose of setting tuition and fees for 2008-2009, be approved. (Copy filed with the permanent minutes and marked Attachment Y.)

PRESIDENT'S REPORT

Report of Research and Development Disclosures

(Copy filed with the permanent minutes and marked Attachment Z.)

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Progress Report on Implementation of April 16 Recommendations

President Steger gave a progress report on implementation of recommendations resulting from the report of the Governor's independent Virginia Tech Review Panel and the university's three internal reviews.

He noted that the full progress report grouped by initiative had been placed at each Board member's seat. The items noted in red indicate the progress made since the Board was last updated in March of this year. This report will be posted on the President's website within the next couple of weeks. Because of time constraints, he then highlighted only a few actions today and noted that Board members can read the complete progress report when time allows.

First, he noted that under Emergency Preparedness - Training on page 3, last week, 30 members of the senior leadership of the university, including himself, the Provost, Vice Presidents, and Deans attended a training session held by the Virginia Department of Emergency Management on campus. The training included an introduction to the National Incident Management System created after 9-11. Over the next several months, VDEM will work with our emergency management staff to develop training modules tailored to the university.

Under Reporting and Helping Distressed Students on page 2, he noted that a new Dean of Students Reporting System is available on the web through faculty access, within the faculty and advisor student menu. This is a new tool for faculty members to use to share concerns for a student, and all teaching and advising faculty have access automatically. Administrative and professional faculty and staff may request access. Submitted reports are checked twice daily by the Dean of Students case manager. However, this new tool does not replace phone calls, e-mail, or face-to-face contact with Dean of Students staff members. And, the report form states clearly that emergency situations should be reported immediately and directly to the Virginia Tech Police Department. The system is live now, and classroom and on-line training sessions will be conducted in August.

Next, he discussed Emergency Notification on page 7. Work is under way to create a single web-based portal to allow simultaneous transmission of emergency messages.

Currently, the university has several communications channels available to distribute emergency messaging. They include:

1. Broadcast email - to all vt.edu accounts
2. Homepage alerts
3. VT Alerts - to mobile devices or other accounts
4. Weather/Hotline - a recorded message on call-in line
5. Broadcast phone mail - to all campus phones
6. Sirens

7. Notifications to Public Broadcast media
8. Classroom message boards (Banner Textual Displays) – to be installed this summer

Currently, each (with the exception of the message boards, which do not yet exist) is a separate system with unique sign-in. For example, VT Alerts has its own web-based sign-in portal. Broadcast email has a unique entry portal. To send a broadcast phone message requires calling a number and entering a series of cumbersome codes multiple times. The Hotline has its own number and codes. The sirens must be activated from the police department. Each requires the sender to write a separate message or record a unique message. Obviously, it would take one person a very long time – possibly 20 minutes or more - to create and distribute messages on all the current distribution channels. At least three people in UR and three people in the VT PD have the authority and codes to do this. The Single Portal Emergency Communications will allow those who send emergency notices to use one portal and create essentially one message to be distributed to all the channels. Phase I will be completed by the start of the school year and will include broadcast e-mail, homepage alerts, VT Alerts, and classroom message boards. Phase II will be completed sometime during fall semester and will include the weather hotline, broadcast phone mail, and, should technology allow, the sirens. Notification of Public Broadcast Media will not be part of our unified emergency notification system; rather, Larry Hincker will activate that notification separately. One unique aspect of this system is this: since it is web-based, it can be used by anyone anywhere who has access to the internet. However, each could still be entered from its own unique system....In other words, we could use VT Alerts during a power outage by calling 3N on their toll free line, or we could still call in to record a Hotline message, etc.

Lastly, he called their attention to the Banner Textual Display System on page 8. These will be electronic digital message boards installed in each of the 176 general purpose classrooms that can be used to alert the room's occupants of an emergency or urgent notice. For example: School to be dismissed early because of an approaching hurricane. They will have a short display and an audible alert, if needed. During all other times, they will display time and date. These message boards will be installed the beginning of fall semester and will be controlled from the Single Portal described a moment ago.

(Copy of the full report filed with the permanent minutes and marked Attachment AA.)

President Steger commended the members of the Board and others involved with April 16 for all of their efforts. Rector Lutz commended and thanked President Steger for his leadership.

Motion to begin Closed Session

Mr. Lawson 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. The consideration of individual salaries of faculty, 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 athletic department personnel bonuses.
2. The status of current litigation and briefing on actual or probable litigation.
3. Special awards.

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 Ms. Duke and passed unanimously.

Litigation Report

No Action Required

Motion to Return to Open Session

Following the Closed Session, members of the press, students, and the public were invited to return to the meeting. Rector Lutz called the meeting to order and asked Mr. Anzilotti to make the motion to return to open session. Mr. Anzilotti 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 provisions 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. Lawson and passed unanimously.

Academic Affairs Closed Session Items for Board Approval

Upon motion by Mr. Thompson and second by Ms. Lowe, unanimous approval was given to the resolutions for approval of **Emerita and Emeritus Status** (11), as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment BB.)

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Upon motion by Ms. Lowe and second by Mr. Thompson, unanimous approval was given to the resolutions for approval of **Faculty Leave** (3), **Study Research Leave** (2), and **Research Assignment** (1) – as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment CC.)

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Upon motion by Ms. Lowe and second by Mr. Thompson, unanimous approval was given to the resolution for approval of **Change of Duty Station** (1) as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment DD.)

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Upon motion by Mr. Thompson and second by Mr. Lawson, unanimous approval was given to the resolutions for approval of **Endowed Professorships** (2) as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment EE.)

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Closed Session President's Report Item for Board Approval

Upon motion by Mr. Thompson and second by Mr. Davenport, unanimous approval was given to the **Resolution to Name a University Facility** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment FF.) Rector Lutz recused himself from discussion/voting of this item. Mr. Lawson served as chair.

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Closed Session Salary and Personnel Actions for Board Approval

Upon motion by Mr. Thompson and second by Mr. Lawson, unanimous approval was given to a resolution for **Ratification of the Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment GG.)

Upon motion by Mr. Thompson and second by Mr. Lawson, unanimous approval was given to a resolution for **Approval of the 2008-2009 Promotion, Tenure, and Continued Appointment Program** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment HH.)

Upon motion by Mr. Thompson and second by Mr. Lawson, unanimous approval was given to a resolution for **Ratification of Contractual Bonuses and Approval of Non-contractual Bonuses for Athletic Events – ACC Women's Indoor and Outdoor Track and Field Championship, Men's Basketball, Softball**, as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment II.) At Mr. Thompson's request, with the consensus of the Board, President Steger will send a letter on behalf of the Board to the Softball Team, commending them for their efforts and congratulating them for their exceptional accomplishment.

REPORT OF THE NOMINATING COMMITTEE

Nominating Committee Chair – Ben J. Davenport, Jr.

Nominating Committee Members – James W. Severt, Beverley Dalton, and Philip S. Thompson

Upon motion by Mr. Davenport and second by Mr. Thompson, unanimous approval was given to the following slate of Board officers for 2008-2009:

Mr. John R. Lawson II – Rector

Mr. George Nolen – Vice Rector

Ms. Kim O'Rourke - Secretary

**Reports from Constituency Representatives
given on June 19, 2008,
following the Research Committee meeting.**

Dr. Kerry Redican, Faculty Senate Representative to the Board of Visitors

Ms. Judy U. Alford, President, Staff Senate

Mr. Ryan C. Smith, Undergraduate Student Representative

Ms. Brennan E. Shepard, Graduate Student Representative

(Copies of constituency reports filed with the permanent minutes and marked Attachment JJ.)

Rector Lutz acknowledged and thanked representatives to the Board for their outstanding working throughout the year.

Rector Lutz and President Steger expressed the appreciation of the Board and the University to Mr. Thompson upon the ending of his second term for his outstanding service and leadership, particularly for his guidance and firm stance in addressing difficult issues. Mr. Lutz noted that the university had not yet received any notification from the Governor as to whether Ms. Dalton or Mr. Freeman would be reappointed for a second term.

Rector Lutz acknowledged and thanked Mr. Jay Poole, for his outstanding work through the past year as the Director of the Office of Recovery and Support. He thanked Ms. Karen Akers, Director of Virginia Tech's Northern Virginia Center, and her staff for their efforts in regard to today's meeting. He commended Mr. Lawson for his leadership and congratulated him on his election to Rector.

Mr. Lawson thanked Rector Lutz for his leadership.

President Steger added that Virginia Tech is very fortunate to have the experience, expertise, passion, and commitment of the Board to advance the university. He thanked Rector Lutz for his leadership and commitment throughout his eight years on the Board and particularly during this most difficult past year.

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Eight of the Board members will attend the Board's VT-Advance program, which is a long-term planning session about the future of the university with a 20-year horizon. The program will be held at Virginia Tech's Center for European Studies and Architecture in Switzerland on June 21-24, 2008.

The date for the next regular meeting is August 25, 2008, in Blacksburg, Virginia.

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The meeting adjourned at 11:10 a.m.



**MINUTES OF THE BUILDINGS AND GROUNDS COMMITTEE
OF THE BOARD OF VISITORS
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

June 20, 2008

**Northern Virginia Center
Falls Church, Virginia**

PRESENT

Board of Visitors Members:

Mr. John R. Lawson, II
Mr. Robert L. Freeman, Jr.
Mr. Jacob A. Lutz, III

VPI&SU Staff:

Mr. Michael Coleman
Ms. Lynn Eichhorn
Mr. Z. Scott Hurst
Ms. Elizabeth D. Reed
Dr. Sherwood G. Wilson
Ms. Linda Woodard

Guests:

Dr. Elizabeth A. Flanagan, Vice President for Development
Mr. Ken Gallagher – Clark Nexsen Architecture and Engineering
Mr. Doug Gehley – SmithGroup
Mr. Jim Merriman – Perkins & Will
Dr. Charles W. Steger, President of Virginia Tech

ABSENT

Board of Visitors Member:

Mr. James W. Severt, Sr.

OPEN SESSION

Opening Comments: Mr. John Lawson called the meeting to order at 8:10 a.m. Mr. Freeman moved the Committee enter into Closed Meeting at 8:10 a.m. to discuss an award of a public construction contract and the acquisition, use, or disposition of real property pursuant to §2.2-3711, Code of Virginia, as amended. The motion passed unanimously.

CLOSED MEETING

The Committee met in a Closed Meeting to discuss an award of a public construction contract and the acquisition, use, or disposition of real property. Mr. Freeman moved the Committee be reconvened in Open Session at 8:20 a.m. The motion passed unanimously. The Committee

reconvened in Open Session at 8:20 a.m. The motion passed unanimously. The Committee members individually certified that, pursuant to §2.2-3711, the Closed Meeting was conducted in conformity with the Code of Virginia.

OPEN SESSION

1. **Report of Closed Meeting:** Mr. Lawson reported that the Committee met in Closed Meeting to discuss an award of a public construction contract and the acquisition, use, or disposition of real property. No actions were taken.
2. **Approval of Minutes:** The minutes of the March 31, 2008 meeting were unanimously approved.
3. **Design Review of Institute for Critical Technology and Applied Science (ICTAS) II:** Mr. Doug Gehley from SmithGroup, Inc., presented the design of the ICTAS II building. The building's scope has been reduced to provide a fully fit-up facility. The ICTAS II building is now planned as a 42,000+/- gross square foot (GSF) research facility. Predominate exterior materials include Hokie Stone, precast concrete, glass, metal, and slate. The ability to construct a future addition(s), in a phased manner, was conceptually identified as part of the modified scope. The Committee approved the design.
4. **Design Review of Virginia Bioinformatics Institute (VBI) Addition:** Mr. Jim Merriman from Perkins & Will presented the design of the VBI addition. The addition will house the Network Dynamics and Simulation Science Laboratory (NDSSL) and the Cyber Infrastructure Group. Space requirements include private and open office space for faculty, researchers, research associates, and support personnel. Additional conference, meeting, and assembly space of varying sizes for all VBI research groups will be provided. The Committee requested the building be designed to retain the A-frame and gable features as the original building.
5. **Design Review of Ambler Johnston Hall Renovation:** Mr. Ken Gallagher from Clark Nexsen Architecture and Engineering presented the design of the renovation. The project involves the complete interior renovation with limited exterior construction to the existing residence hall. Throughout the building residence rooms will be updated, air conditioning added, and toilet rooms will be renovated and reconfigured. Elevators will be replaced. Suites and community/gathering spaces will be added. Curtain wall window openings will be cut at the stairwells to bring in natural daylight. HVAC, electrical, and plumbing systems will be completely replaced. The Committee approved the design with the provision that medallions be added to the Ambler corridor end elevation with student input. Both main entrances will access the new courtyard gathering area.
6. **Proposal to Erect a Statue with Plaque Honoring Police Dogs Killed in the Line of Duty:** Mr. Hurst presented the final proposal from the College of Veterinary Medicine (CVM) to place an exterior statue near the Animal Hospital entrance of the CVM complex in honor of police dogs killed in the line of duty. The Committee approved the proposal.
7. **Capital Outlay Project Status Report:** The Committee reviewed the status of all capital projects in design, under construction, recently completed, and pending. Thirteen projects are in the design phase, thirteen projects are under construction, two projects have recently been completed, and two projects are pending.

8. **Resolution for Southside Electric Cooperative Easement:** Southside Electric Cooperative has requested the University grant an overhead easement forty feet in width across University property at the Southern Piedmont Agricultural Research and Extension Center in Blackstone, Virginia, to provide for the installation of electrical power lines to facilitate research initiatives at the center. The Committee recommends for full board approval the resolution authorizing the Vice President for Administrative Services to execute the easement to Southside Electric Cooperative.
9. **Resolution to Establish a University Building Official and Building Code Review Unit:** 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 and create its own building code review unit. The Committee recommends for full board approval the resolution granting the University the authority to designate an individual to be the University Building Official and to create its own building code review unit, and amending the Bylaws of the Board of Visitors to reflect the Board's oversight through the Buildings and Grounds Committee.
10. **English Field Batting Facility:** The conceptual design for a baseball and softball batting facility was presented to the Committee for informational purposes. The Committee recommended adding landscaping around the building and Hokie Stone at the entrance site.
11. **Joint Meeting with the Finance and Audit Committee:** The Committee held a Joint Meeting with the Finance and Audit Committee on two agenda items. First, the Committees reviewed for approval a resolution authorizing Virginia Tech to enter into the design, construction, and financing of a Visitors and Undergraduate Admissions Center. Second, the Committees reviewed for approval a resolution authorizing Virginia Tech to enter into the design, construction, and financing of a parking structure.

The Committee deferred to the Finance and Audit Committee to request full Board approval for both projects.

The meeting of the Buildings and Grounds Committee adjourned at 9:50 a.m.

RESOLUTION FOR SOUTHSIDE ELECTRIC COOPERATIVE EASEMENT

WHEREAS, Southside Electric Cooperative desires to acquire a forty foot (40') overhead easement, twenty feet (20') on each side of the centerline, to lay, erect, construct, operate, maintain, and repair electrical power line or lines and all equipment, accessories, and appurtenances necessary for the purpose of transmitting and distributing electrical power, over, upon, and across real property of Virginia Polytechnic Institute and State University; and

WHEREAS, said easement would constitute an easement extending approximately four hundred and sixty-eight feet (468') comprising approximately 0.430 acre of real property located at the Southern Piedmont Agricultural Research and Extension Center in Blackstone, Virginia; and

WHEREAS, said easement is more particularly described on a drawing prepared by Southside Electric Cooperative dated April 17, 2008 and entitled Southside Electric Cooperative Southern Piedmont AREC Easement; and

WHEREAS, Virginia Polytechnic Institute and State University desires to grant said easement to Southside Electric Cooperative;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administrative Services be authorized to execute an easement to Southside Electric Cooperative in accordance with Section 23-38.88 of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administrative Services to execute the easement to Southside Electric Cooperative be approved.

June 20, 2008

**RESOLUTION TO ESTABLISH A UNIVERSITY BUILDING OFFICIAL
AND BUILDING CODE REVIEW UNIT**

WHEREAS, Virginia Polytechnic Institute and State University currently uses on a fee basis the services of the Department of General Services, Division of Engineering and Buildings (DEB), to perform the Building Official function to ensure building code compliance for all university related capital projects; and

WHEREAS, Section 23-38.109D of 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; and

WHEREAS, the University performed a cost benefit analysis comparing the cost of continuing to use the services of DEB with the cost of hiring an individual to be the University Building Official and creating a building code review unit to review plans, specifications, and documents for compliance with building codes and standards and perform required inspections of work in progress and the completed capital project; and

WHEREAS, the results of the cost benefit analysis is extremely positive for the University to designate an individual to be the University Building Official and to create its own building code review unit; and

WHEREAS, the University Building Official shall issue building permits for each capital project required by the Virginia Uniform Statewide Building Code to have a building permit, and shall determine the suitability for occupancy of, and shall issue certifications for building occupancy for all capital projects requiring such certification; and

WHEREAS, when serving as the University Building Official, such individual shall organizationally report directly and exclusively to the Board of Visitors through the Board's Buildings and Grounds Committee;

NOW, THEREFORE, BE IT RESOLVED that the University shall designate an individual to be the University Building Official and to create its own building code review unit.

BE IT FURTHER RESOLVED that the Bylaws of the Board of Visitors will be amended to reflect that when serving in the capacity of the University Building Official, the university employee shall organizationally report directly and exclusively to the Board of Visitors through the Buildings and Grounds Committee.

RECOMMENDATION:

The University shall designate an individual to be the University Building Official and to create its own building code review unit, and the Bylaws of the Board of Visitors will be amended to reflect the Board's oversight through the Buildings and Grounds Committee.

**Minutes of the Academic Affairs Committee
June 20, 2008**

Board members present:

Sandra Stiner Lowe (chair), James Smith, Shelley Duke, and Brennan Shepard

CLOSED SESSION:

The committee began its meeting with a closed session to consider resolutions concerning appointments to emeritus status; faculty leaves; a change of duty station; appointments to endowed professorships; recommendations for promotion, tenure, and continued appointment; and ratification of the personnel changes report. **All resolutions were unanimously approved with a correction to the personnel changes report noted. The session was formally certified and the committee moved to open session.**

OPEN SESSION:

1. Welcome

Ms. Lowe welcomed staff and guests to the meeting.

2. Approval of Minutes

The minutes of the March 31, 2008 meeting were approved.

3. Report of Closed Session Action Items

Actions taken in closed sessions were reported. All resolutions were approved with a correction to one action in the personnel changes report.

4. Academic Initiatives:

a. Master of Information Security Assurance

Dr. Saifur Rahman presented an overview of the proposed master's degree in information security assurance which will be offered in the National Capital Region. The degree program crosses the disciplines of engineering, management, policy and legal studies, and takes a global perspective. The program will be 30 credit hours offered in a weekend format over 18 months to working professionals. Hands-on experience in a laboratory, an international technical visit, and peer-to-peer collaborative learning will create an exceptional executive-level learning environment for the cohort of 25 students.

The demand for highly trained IT managers to oversee information security in a variety of corporate and governmental settings is strong and growing at a fast rate. The program will be market priced with a special tuition rate. An advisory board of

corporate and governmental representatives from both the U.S. and the European Union will help plan, advise, and guide the program.

A motion to approve the new master's degree program was made and seconded. The resolution was approved.

b. Report on Undergraduate Admissions

Dr. Norrine Bailey Spencer reported on the record number of freshman applications - over 20,000; 64% were offered admission and, as of the first week in May, 5,600 made deposits. Several important goals were achieved including meeting goals for the number of out-of-state and transfer students, and increasing the number of deposits from freshmen from underrepresented groups. Students who accepted the offer of admission had stronger academic credentials than their predecessors, including an average high school GPA of 3.8 and an average SAT total of 1208. Plans for the new visitors' and undergraduate admissions center are proceeding. The new center will be located near the Inn at Virginia Tech; occupancy is estimated for June 2011.

5. Campus and Workplace Violence Prevention and Risk Assessment Committee

The 2008 General Assembly passed a bill requiring Boards of Visitors to create both a violence prevention committee and a threat assessment team on each college campus. Virginia Tech has both structures in place, which serve the purposes outlined in the legislation.

A motion was made and seconded to approve the resolution affirming the creation and continued operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and the Threat Assessment Team. The resolution was approved.

6. Appointment of Directors for the Virginia Tech Carilion Medical School

A motion was made and seconded to appoint Charles Steger, Mark McNamee, Gerhard Schurig, and James Smith as Class A Directors for the Virginia Tech Carilion Medical School in accordance with the memorandum of agreement between the two partners. The appointments were approved.

7. Pratt Fund Budget Proposal

A motion was made and seconded to approve the proposed Pratt Fund budget proposals for 2008-09 in support of the College of Engineering and of Animal Nutrition Programs. The resolution was approved.

Committee members expressed appreciation for Ms. Lowe's leadership of the Academic Affairs Committee over the last year.

MASTER OF INFORMATION SECURITY ASSURANCE (MISA)

Program Overview:

Executive leadership in Information Security Assurance (ISA) or Information Assurance (IA) is essential for the nation's prosperity and security. Government and industry executives in cooperation with academia must take the lead in ensuring that a culture of information security pervades their organizations, the critical infrastructure, and the society as a whole to enable efficient and dependable operations. Executives must develop and utilize sound policies that would drive local, national, and international cooperation to protect the global information infrastructure and significantly curtail cyberspace vulnerabilities and hazards. This requires that current and future executives have broad understanding of information systems and their services and underlying infrastructures. Executives must know the engineering and management processes to effectively acquire, manage, plan, design, and evaluate enterprise-wide trustworthy information systems. They must know equally well how to realize the security, to articulate the social and economic benefits of information assurance engineering and management, and to ensure business continuity in the face of cyberspace hazards.

The term "Information Assurance" (or Information Security Assurance) is defined as "information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities." (CNSSI 4009, Committee on National Security Systems (CNSS)).

The proposed program builds upon Virginia Tech's leadership in faculty strengths, innovative programs and strong reputation in research and education in electrical and computer engineering, wireless communications, and information assurance¹ that span the Commonwealth of Virginia and beyond. The program will be located in the National Capital Region, which is in the heart of metropolitan Washington, DC area close to the proliferation of high-technology companies and multi-national organizations, as well as the federal government and defense agencies.

The executive MISA degree will be the only program of its kind at an institution of higher learning in Virginia.

Program Curriculum and Delivery:

The thirty-credit hour executive MISA is designed to be completed in eighteen months. The courses will be taught in a classroom setting during alternate weekends at the Virginia Tech – Advanced Research Institute (ARI) in Arlington. The program includes extensive hands-on projects and lab experience and an international field study – in coordination with international industrial and academic affiliates – where students are exposed to information security assurance standards and realizations at a global scale.

The executive MISA is cohort-based program of 25 to 28 students. Following approval by SCHEV, the first cohort would begin Spring 2009.

¹ Virginia Tech has been designated by the NSA and DHS as a National Center of Academic Excellence in Information Assurance Education (2005-2008).

Central to the strategy of preparing tomorrow's information assurance leaders are:

- (1) A multi-disciplinary program that uniquely addresses information security assurance (ISA) engineering, management, and policy issues in information and communication technology (ICT)-integrated critical infrastructures;
- (2) Hands-on experience in a state-of-the-practice ISA laboratory;
- (3) The utilization of the plethora of ISA experts in the National Capital Region in course content delivery;
- (4) A cohort-based program that stimulates peer learning and professional networking with the added value of enhancing communication skills of engineers and the technical savvy of the managers in the program; and
- (5) A unique international field study involving Virginia Tech's international partners to expose students to the global dimension of ISA engineering policy, technology, management, and workplace.

The executive MISA program requires thirty credit hours distributed over twelve courses. The ISA foundation courses give the student an overall appreciation of many important concepts fundamental to ISA and the information and communication technology (ICT) integrated critical infrastructure. The highlight of the MISA field and case study course is a two-week intensive learning program located at one of Virginia Tech's international collaborating organizations.

The remaining content is designed for in-depth and blended coverage of IA concepts, engineering, management, technology, policy, and application. The MISA program incorporates a laboratory experience that takes place mostly in Virginia Tech's information security assurance laboratories located at ARI where students receive extensive innovative hands-on experience demonstrating the connectedness of the subject matter topics they study in the program. In this laboratory, students learn how to protect and defend against cyber attacks, and can conduct an examination and analysis of their performance. The final course provides a MISA capstone project in which students plan, design, execute, and critique a real-world information security and trust project.

Requirements for Admission:

The executive MISA program accommodates students with a variety of undergraduate backgrounds in science and engineering. Admission will be granted based on evidence of ability to perform at a high academic level. Criteria include undergraduate grade-point average, scores on the Graduate Management Admissions Test (GMAT) or the Graduate Record Exam (GRE), work experience (minimum five years) in information assurance related fields, letters of recommendation, and the applicant's personal statement. All students applying to the program, who pass the initial screening, will be carefully interviewed for their leadership aptitude, relevant experience and skill set.

Program Learning Outcomes:

Students entering the program are expected to have fundamental knowledge of information technology. The educational objective of the proposed program is for students to comprehend the concepts underlying information systems, ICT-integrated infrastructures and information security and trust, apply these concepts to the engineering, management, and policy development of trustworthy infrastructure systems, and critically analyze and evaluate information systems' conformance to their assurance requirements. The program emphasizes the role of people, policies, and technology as intrinsic to the activities of the information assurance lifecycle (risk assessment, policy setting, protection, detection, response, and auditing). Upon graduation, students will have a deep understanding of how information assurance is critical to public utilities (telecommunications, electric power, natural gas supply networks, etc.), finance (banking, insurance, stocks and bonds, etc.), transportation (ground, sea, air) and government (healthcare, public safety, etc.). Specifically, upon completion of the program the students shall be able to:

- Describe and evaluate critical infrastructures' interdependencies;
- Analyze attackers, threats, vulnerabilities and fraud in ICT-integrated critical infrastructure systems using applicable methods;
- Describe the different phases of the information assurance engineering and management lifecycles and implement information assurance concepts and processes in these lifecycles;
- Identify and specify information assurance requirements of enterprise-level information systems;
- Conduct formal risk analysis;
- Explain major information assurance standards, laws, and regulations related to information assurance in the US and Europe;
- Explain, analyze, develop, and implement information assurance business-driven policies and management plans for trustworthy information systems in a federated architecture;
- Evaluate and audit trustworthiness and compliance of information systems and associated processes;
- Explain global perspectives in information security and trust;
- Develop strategies for evaluating the effectiveness and economics of an organization's information assurance program; and
- Develop plans for enterprise-wide situational awareness and for emergency preparedness and continuity of service against cyber and physical hazards.

Assessment of Learning Outcomes:

The degree program goals for student learning are based on the program courses. The program goals for student learning will be to prepare graduates for employment in the information assurance executive workforce with the knowledge in the primary disciplines influencing information assurance technology. These will be measured based on the learning objectives of the twelve courses. The executive MISA is a non-thesis degree and will not involve in-depth research methods or a thesis. The measures for the program goals will focus on the following:

Knowledge assessment: The student's knowledge will be assessed during the course of the program using formal methods including homework assignments, case studies, demonstration of hands-on project results, project reports, presentations, research reports and posters, and written exams. Feedback on the content and learning performance for each course will be reviewed annually by the teaching faculty and by the executive MISA Program Review Committee so that curriculum improvement can take place as soon as needed improvements are identified.

Employer feedback: Employers will be surveyed on an annual basis and invited to provide additional feedback through focus groups.

Program Benchmarks:

Enrollment – The program is cohort based. The enrollment in each cohort is expected to be 25 to 28 students. Benchmarks for enrollment would be achieved if at least 25 students are enrolled in each cohort. Integrated approaches will be used to advertise the program, which include marketing via websites, open houses, newspapers, radio channels, outreach programs, as well as referrals from our advisory board members. It is also possible to make a contract with our target companies with 5-10% group discounts.

Job placement - Most information assurance students are employed full-time while completing the graduate degree part-time. Benchmarks for job placement would be achieved if 50% of the students experience positive career and job outcomes such as increased or new responsibility, increased ability to work on more complex and challenging technical projects, increased ability of student's business unit to attract new business based on improved credentials, assignment to special business projects or units based on improved credentials, ability to improve one's employment situation. Jobs in which an executive MISA program graduate may be employed include, but are not limited to, the following:

- Chief Information Security Officer
- Vice President of Global Information Security
- Director, Information Assurance
- Vice President, Enterprise Information Assurance
- Information Protection Manager
- Manager, Security Incident and Response Team
- Chief Compliance Officer
- Global Information Security Officer
- Manager - Security Operations Support Department
- Director of Information Assurance

Satisfaction of graduates - As reported on alumni feedback instruments at 12 months after graduation, 95% is expected to report satisfaction with the quality of teaching and course content of the degree program, and that the program has assisted them in retaining or advancing in their careers in information technology.

Satisfaction of employers - As reported by surveys and focus groups, 95% of employers are expected to be satisfied with graduates of the program. The number of employers seeking IA graduates is such that 95% of all graduates are expected to remain employed or gain new employment in IA fields within six months of graduation.

Graduation rates - The target for the program is 85% graduation rate per cohort.

Employment Demand:

According to the U.S. Department of Labor, Bureau of Labor Statistics, www.bls.gov, employment of information assurance (IA) managers is expected to grow 16 percent over the 2006-16 decade, which is **faster than the average** for all occupations.

With respect to the job market, prospects for computer and information assurance managers are **excellent** due to fast-paced occupational growth and the limited supply of technical workers. New applications of information technology in the workplace will continue to build demand for information assurance officers, fueling the need for more managers. The outlook for computer and information assurance managers remains strong. This is because most business is conducted over computer networks and thus security will continue to be an important issue for businesses and organizations.

Median annual earning of these managers in May 2006 was \$101,580. The Robert Half Technology 2007 Salary Guide lists the following annual salary ranges for various computer and information assurance manager positions:

- Chief Technology Officer: \$101,000 - \$157,750
- Chief Security Officer: \$97,500 - \$141,000
- Vice President of Information Technology: \$107,500 - \$157,750

In addition to the employment data from the U.S. Department of Labor, statistics by surveys and job portals reveal a growing employment demand for IA professionals in the coming years. According to a keyword search in a well-known job-search website (monster.com) as of 21 March 2008, there were more than 5,000 hits for information security or information assurance related jobs. The results represent current IA-related positions announced in various businesses and practices, including government, the private sector, utility, healthcare, telecommunications and consulting firms, all over the United States.

Examples of such positions include Chief Information Security Officer (National Security Agency, MD), Vice President of Technical Operations in a Data Center (MRI Network, Washington DC), Chief Security Officer (PJM interconnection, PA), Senior Information Assurance Engineer (Ocean Systems Engineering, Northern VA), Senior Systems Security Compliance Officer (ICF international, Northern VA), Senior Information Assurance Officer (Knowledge Consulting Group, Chantilly, VA), Senior Information Assurance Analyst (Pragmatics, Inc., Arlington, VA) and Senior Information Security Engineer (Computer Sciences Corp., Alexandria, VA).

Student Demand

The IDC's Global Information Security Workforce Studies led by Carey² also indicated that there is a high student demand for an advanced study in information assurance in the United States. On average 86% of respondents said that an advanced degree in IA would be either somewhat or very important to their career advancement. More than 60% of IA professionals stated that they intend to acquire an advanced study in information assurance in the next 12 months. These surveys stated that the student demand became high because over 90% of employers and hiring managers have placed emphasis on an advanced degree in IA as a differentiator in their hiring process. Company policy, employee competency, legal/due diligence and regulatory requirements are major drivers of company insistence on and investment in employee training and graduate credentials.

Program Costs and Special Tuition Charge:

The tuition and fees for the 18-month MISA program will be market-priced and all-inclusive, which will cover all expenses such as course materials, advertisement, 10-day practicum in Europe or Asia, laboratory equipment, software licenses, laptops for students and program management. Since there is no executive-level information assurance master's program in the National Capital Region, or on the east coast, it is difficult to make a one-on-one comparison. However, an executive education for Chief Information Officer (CIO), which is a certificate program – based on short courses - is offered by Carnegie Mellon University in Arlington, VA <http://ism.cmu.edu/CIO-Executive-Education/index.asp>. The complete certificate program contains eight short courses, each of which costs about \$3,000 for a three-day session. The tuition and fees for the entire certificate program thus cost roughly \$24,000. On the other hand, the total tuition and fees for the 18-month executive MISA degree program will be set at \$62,000. This reflects 420 hours of classroom instruction (30 credit hours), a significant amount of online interaction among students, as well as a 10-day international field trip.

(The special tuition charge for this program is on the agenda for the Finance and Audit Committee of the Board.)

RECOMMENDATION:

That the Master of Information Security Assurance program proposal be approved and forwarded to the State Council for Higher Education in Virginia for their review and approval.

² Carey, A. (2005, December). White paper: 2005 Global information security workforce study. IDC. Retrieved January, 2007. Website: <https://www.isc2.org/download/workforcestudy05.pdf> and Carey, A. (2006, October). White paper: 2006 Global information security workforce study. IDC. Retrieved January, 2007. Website: <https://www.isc2.org/download/workforcestudy06.pdf>

**RESOLUTION AFFIRMING CREATION AND CONTINUED OPERATION OF
THE CAMPUS AND WORKPLACE VIOLENCE PREVENTION AND RISK
ASSESSMENT COMMITTEE AND THREAT ASSESSMENT TEAM**

WHEREAS, Senate Bill 539 passed the 2008 General Assembly and said bill requires the creation of both a violence prevention committee and a threat assessment team; and

WHEREAS, the bill specifically requires that the governing boards of each institution of higher education establish a relevant committee structure on campus; and

WHEREAS, the Board of Visitors adopted the Campus and Workplace Violence Prevention Policy in 2005, which includes the creation of a Campus and Workplace Violence Prevention and Risk Assessment Committee, which committee was charged with education and prevention of violence on campus; and

WHEREAS, President Steger appointed a Threat Assessment Team on December 10, 2007 which team includes representatives from the Virginia Tech Police Department, Academic Affairs, Student Affairs, and Human Resources, and a clinical psychologist from the University's Counseling Center. Legal Counsel will serve as an advisor to the Threat Assessment Team. The team was charged with developing comprehensive fact-based assessments of student, employees, or other individuals who may present a threat to the university and it was empowered to take timely and appropriate action consistent with university policy and applicable law.

THEREFORE, be it resolved that the Board of Visitors ratifies the continued operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee (Policy No. 5616) and the Threat Assessment Team (Presidential Policy Memorandum No. 251); and

FURTHER, be it resolved that the Threat Assessment Team shall report to the President; and

FURTHER, be it resolved that the two teams perform their functions in accordance with the provisions of applicable law.

RECOMMENDATION:

That the above resolution affirming the creation and continued operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and the Threat Assessment Team be approved.

2008 SESSION

ENROLLED

1 VIRGINIA ACTS OF ASSEMBLY — CHAPTER

2 *An Act to amend the Code of Virginia by adding in Chapter 1 of Title 23 a section numbered 23-9.2:9,*
3 *relating to violence prevention and threat assessment at each public institution of higher education in*
4 *the Commonwealth.*

[S 539]

Approved

5 Be it enacted by the General Assembly of Virginia:

6
7
8
9 1. That the Code of Virginia is amended by adding in Chapter 1 of Title 23 a section numbered
10 23-9.2:9 as follows:

11 § 23-9.2:9. Violence prevention committee; threat assessment team.

12 A. Each public college or university shall have in place policies and procedures for the prevention of
13 violence on campus, including assessment and intervention with individuals whose behavior poses a
14 threat to the safety of the campus community.

15 B. The board of visitors or other governing body of each public institution of higher education shall
16 determine a committee structure on campus of individuals charged with education and prevention of
17 violence on campus. Each committee shall include representatives from student affairs, law enforcement,
18 human resources, counseling services, residence life, and other constituencies as needed. Such committee
19 shall also consult with legal counsel as needed. Once formed, each committee shall develop a clear
20 statement of: (i) mission, (ii) membership, and (iii) leadership. Such statement shall be published and
21 available to the campus community.

22 C. Each committee shall be charged with: (i) providing guidance to students, faculty, and staff
23 regarding recognition of threatening or aberrant behavior that may represent a threat to the community;
24 (ii) identification of members of the university community to whom threatening behavior should be
25 reported; and (iii) policies and procedures for the assessment of individuals whose behavior may present
26 a threat, appropriate means of intervention with such individuals, and sufficient means of action,
27 including interim suspension or medical separation to resolve potential threats.

28 D. The board of visitors or other governing body of each public institution of higher education shall
29 establish a specific threat assessment team that shall include members from law enforcement, mental
30 health professionals, representatives of student affairs and human resources, and, if available, college or
31 university counsel. Such team shall implement the assessment, intervention and action policies set forth
32 by the committee pursuant to subsection C.

33 E. Each threat assessment team shall establish relationships or utilize existing relationships with
34 local and state law enforcement agencies as well as mental health agencies to expedite assessment and
35 intervention with individuals whose behavior may present a threat to safety.

ENROLLED

SB539ER

**RESOLUTION TO APPOINT CLASS A DIRECTORS FOR THE VIRGINIA TECH
CARILION MEDICAL SCHOOL, INC.**

June 20, 2008

WHEREAS, the Board of Visitors of Virginia Polytechnic Institute and State University and Carilion Clinic have entered into a Memorandum of Understanding in which they agreed by joint effort to establish a medical school and research institute;

WHEREAS, the Board of Visitors of Virginia Polytechnic Institute and State University and Carilion Clinic further agreed that the Board of Directors of the Virginia Tech Carilion Medical School, Inc. would be organized into three classes of directors of which the Board of Visitors of Virginia Polytechnic Institute and State University would appoint four (4) directors, the slate of candidates of which would be provided by the President of Virginia Tech, as Class A Directors; the Board of Directors of Carilion Clinic would appoint four (4) directors as Class B Directors; and three (3) additional individuals would be appointed by a majority vote of Board of Directors of the Virginia Tech Carilion Medical School, Inc. and approved by both the Board of Visitors of Virginia Polytechnic Institute and State University and the Board of Directors for Carilion Clinic to serve as Class C Directors;

WHEREAS, the President of Virginia Polytechnic Institute and State University has provided the list of candidates to the Board of Visitors for the Class A Directors; and

WHEREAS, due consideration and deliberation has been given to the qualifications of each.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY that the following individuals are appointed to serve as Class A Directors on the Board of Directors of the Virginia Tech Carilion Medical School, Inc.:

Charles W. Steger, President of Virginia Polytechnic Institute and State University;

Mark McNamee, Senior Vice President and Provost, Virginia Polytechnic Institute and State University;

Gerhardt G. Schurig, Dean, College of Veterinary Medicine, Virginia Polytechnic Institute and State University; and

James Smith, Board Member, Board of Visitors of Virginia Polytechnic Institute and State University.

RECOMMENDATION:

That Charles W. Steger, Mark McNamee, Gerhardt Schurig, and James Smith be appointed as Class A Directors of the Board of Directors of the Virginia Tech Carilion Medical School, Inc.

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE
OF THE BOARD OF VISITORS
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

June 20, 2008

FINANCE CLOSED SESSION

PRESENT:

BOARD OF VISITORS: Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Philip Thompson

VPI&SU STAFF: Mr. Mel Bowles, Ms. Kay Heidbreder, Mr. Dwight Shelton, Dr. Lisa Wilkes

FINANCE CLOSED SESSION: The Committee met in Closed Session to review and take action on the quarterly personnel changes report; the Promotion, Tenure and Continued Appointment Program; and bonuses for athletic events.

FINANCE OPEN SESSION

PRESENT:

BOARD OF VISITORS: Ms. Judy Alford – Staff Senate President, Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jacob Lutz, Mr. Philip Thompson

VPI&SU STAFF: Mr. Erv Blythe, Mr. Mel Bowles, Mr. Ralph Byers, Mr. Allen Campbell, Mr. Al Cooper, Mr. Corey Earles, Dr. David Ford, Ms. Laura Fornash, Ms. Deborah Fulton, Mr. Tim Hodge, Ms. Sharon Kurek, Mr. John Kuykendall, Ms. Anne Moore, Ms. Kathy Sanders, Mr. Dwight Shelton, Dr. Raymond Smoot, Dr. Norrine Spencer, Ms. Melinda West, Dr. Lisa Wilkes

FINANCE AGENDA

1. APPROVAL OF ITEMS DISCUSSED IN CLOSED SESSION:

The Committee reviewed and took the following actions on items discussed in closed session: ratified the Personnel Changes Report, approved the 2008-2009 Promotion, Tenure and Continued Appointment Program, and ratified the contractual bonuses and approved the non-contractual bonuses for athletic events.

2. APPROVAL OF MINUTES OF THE MARCH 31, 2008 MEETING:

The Committee reviewed and approved the minutes of the March 31, 2008 meeting.

3. REPORT ON SUPPORT OF STUDENT RECRUITMENT THROUGH ENHANCED STUDENT FINANCIAL AID PROGRAMS:

At the March 2008 meeting, the Finance and Audit Committee requested a report be brought back at the June meeting that would provide a review of university support planned to ensure student access and to meet strategic enrollment objectives. The Committee received an update on the evolution of three programs: the Virginia Tech Presidential Scholarship program, the Virginia Tech Scholars program, and the Funds for the Future Program. Enhancements made to the University's three scholarship programs are expected to improve the success in yielding a higher quality pool of students that achieve strategic enrollment objectives. The University will continue monitoring the results of these programs annually and adjusting the financial support until the desired goals are achieved.

4. REPORT ON THE 2008 LEGISLATIVE SESSION:

At the March 2008 meeting, the Committee received a status report on the 2008 appropriations requests. At that time, the Joint Conference Committee of Virginia's General Assembly had reached an agreement on March 13 for the operating budget, Maintenance Reserve, equipment funding for previously approved capital projects, and capital supplement funding as reflected in House Bills 29 and 30. The General Assembly had not finalized recommendations for new capital projects during the Joint Conference Committee. No changes with significant implications to operating allocations or to the Tuition Moderation Incentive Fund have occurred since that time. The Committee received an update on the status of the capital budget recommendations reached on April 23 during a special session of the General Assembly. The University received capital appropriations totaling \$112.4 million, with a total value of approximately \$242.9 million when all of the approved projects are fully funded.

ITEMS PRESENTED TO THE FULL BOARD FOR APPROVAL

5. APPROVAL OF YEAR-TO-DATE FINANCIAL PERFORMANCE REPORT (July 1, 2007 – March 31, 2008):

The Committee reviewed for approval the Year-to-Date Financial Performance Report for July 1, 2007 – March 31, 2008. For the third quarter, all programs of the university are on target, and routine budget adjustments were made to reflect changes in projected revenues and expenditures.

Tuition and Fee revenue is higher than historical projections primarily due to the timing of collection and lower than projected awards of unfunded scholarships.

Total sponsored programs expenditures are less than projected, but are ahead of 2006-07 activity levels. Revenues in Residence and Dining Halls exceed projections due to higher than anticipated dorm occupancy, continued growth in off-campus meal plan sales and dining dollar receipts, and investment income growth. Revenues for the Intercollegiate Athletics System exceed projections due to student fee revenue, football, licensing, media contract and investment revenues offset by the delayed timing of bowl revenue receipts.

For the quarter ending March 31, 2008, \$55.9 million had been expended for Educational and General and General Obligation Bond Projects, and \$7.9 million had been expended for Auxiliary Enterprises capital projects.

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

6. APPROVAL OF 2008-2009 FACULTY COMPENSATION PLAN:

The Committee reviewed for approval the 2008-2009 Faculty Compensation Plan. The University continues to use the parameters provided by the Secretary of Education in the "Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education" that outline the authorized salary average for full-time teaching and research faculty positions, define the qualification criteria for teaching and research faculty and administrative and professional faculty, and require a board-approved faculty compensation plan. In the late 1980s, the General Assembly established an objective 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.

Included in the faculty compensation plan are the processes that guide the promotion, tenure, and continued appointment actions, the annual evaluation of faculty, and the salary adjustments for faculty, including those adjustments that are made outside of the annual merit cycle.

The authorized salary average for 2007-08 for Virginia Tech is \$89,215. This places Virginia Tech at the 49th percentile of its peer group for 2007-08. Because the General Assembly is expected to provide funding for an average increase of 2.0 percent in 2008-09, the authorized salary average is expected to increase to \$90,999 while the rank is projected to decrease to the 45th percentile (assuming a 3.2 percent increase at peer institutions).

The compensation plan includes a provision for the University to alter the percentage increase expected to be provided by the state in order to achieve certain salary compensation needs. In such cases, any increased salary allocations may come from reallocations of existing resources, or from a special pool of funds established by the University through the use of nongeneral funds.

The Committee recommended the 2008-2009 Faculty Compensation Plan to the full Board for approval.

7. APPROVAL OF 2008-2009 UNIVERSITY BUDGET:

The Committee reviewed for approval the following 2008-2009 University budgets:

University Budget

The University anticipates authorization of \$1.038 billion during 2008-09 to carry out all of its programs, based upon the direct appropriations. However, the University's 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 2008-09, the net of these transactions results in an annual internal budget for all operations of approximately \$1.024 billion; this is an increase of \$56.4 million over the original 2007-08 budget. This increase reflects changes in nongeneral fund revenues for 2008-09 as well as actions in the 2008 General Assembly session that will impact the 2008-09 General Fund appropriation.

The Educational and General budget will be \$564 million in 2008-09 and reflects the increased General Fund support as well as the approved tuition and fees. In 2008-09, the auxiliary operations are projected to grow approximately 6.3 percent over the original 2007-08 budget; a significant portion of the growth will occur due to the growth in Residential and Dining Programs, increased sales revenue for Virginia Tech Electric Service, and an increase in Intercollegiate Athletics revenue. The University anticipates that increases in research activities will occur; thus, sponsored programs activity for 2008-09 is projected to grow by \$19 million or 8.95 percent over 2007-08 projected activity levels. The university's student financial assistance program is anticipated to increase by 2.4 percent in 2008-09, providing \$17.2 million in state-supported student financial assistance.

The capital outlay program for fiscal year 2009 includes 19 Educational and General projects, 9 General Obligation Bond projects, and 11 Auxiliary Enterprise projects for a total of 39 projects. The total capital outlay budget for fiscal year 2009 includes approximately \$714.7 million of authorizations with an estimated available balance of \$522.4 million. Of the available balance, the University plans to spend about \$139.1 million in fiscal year 2009.

Student Financial Assistance

Discretionary financial assistance from the General Fund is appropriated by the General Assembly for students attending state colleges and universities in Virginia. For the 2007-2008 fiscal year, the University received a total of \$16.7 million for undergraduate and graduate financial assistance. For the 2008-2009 fiscal year, the University received an additional allocation of \$408,268 for undergraduate Virginians. Thus, a total of \$17.2 million is anticipated to be available for state-supported student financial assistance in 2008-2009. It is recommended that the allocation be distributed in the following manner: \$11,000 for Soil Scientist Scholarships; \$307,500 for the Multicultural Academic Opportunities Program, \$4,222,580 for Graduate Fellowships; and \$12,609,825 for Undergraduate Scholarships.

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 reviewed its operating budget for 2007-2008 and has adopted and approved its operating budget for the fiscal year 2008-09. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2008-09. The funds for Virginia Tech will come from Continuing Education fees and from the Fralin endowment which was established to assist with the project.

Virginia Tech/Wake Forest University School of Biomedical Engineering and Sciences Budget:

The Committee reviewed for approval the 2008-2009 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 Committee requested a briefing at the August Board meeting on the Virginia Tech/Wake Forest University School of Biomedical Engineering and Sciences funding, including sources of funds, revenue streams, and research initiatives.

The Committee recommended the 2008-2009 operating and capital budget, Student Financial Assistance, Hotel Roanoke Conference Center Commission budget, and Virginia Tech/Wake Forest University School of Biomedical Engineering and Sciences budget to the full Board for approval.

8. **APPROVAL OF 2008-2009 AUXILIARY SYSTEMS BUDGETS:**

The Committee reviewed for approval the 2008-2009 Auxiliary Systems Budgets. In accordance with the resolution authorizing and securing the Dormitory and Dining Hall System, Electric Service System, University Services System and Intercollegiate Athletic System revenue bonds, the Board of Visitors is required to adopt an annual budget. 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.

Dormitory and Dining Hall System

The 2008-2009 budget and revenues for dormitories (\$30.4 million) and dining halls (\$39.1 million) are equal to that of budgeted expenses. The expenses, including debt service required to operate the Dormitory and Dining Hall System

for the fiscal year, will be in accordance with the approved revenues and in accordance with the approved fee structure.

Electric Service System

The 2008-2009 budget for the Electric Service System, including debt service, is \$24.5 million for the period July 1, 2008 to June 30, 2009.

University Services System

The 2008-2009 budget for the University Services System, including debt service, is \$26.5 million for the period July 1, 2008 to June 30, 2009.

Intercollegiate Athletics System

The 2008-2009 budget for the Intercollegiate Athletics System, including debt service, is \$44.3 million for the period July 1, 2008 to June 30, 2009.

The Committee recommended the 2008-2009 Auxiliary Systems Budgets to the full Board for approval.

9. APPROVAL OF 2008-2009 PRATT FUND BUDGETS:

The Committee reviewed for approval the 2008-2009 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 2008-2009, the College of Engineering proposes expenditures of \$985,000. Animal Nutrition proposes expenditures of \$1,189,666 for 2008-2009.

The Committee recommended the 2008-2009 Pratt Fund Budgets to the full Board for approval.

10. APPROVAL OF REVISIONS TO AND RENEWAL OF RELATED CORPORATION AFFILIATION AGREEMENTS:

The Committee reviewed for approval revisions to and renewal of related corporation affiliation agreements. As approved by the Board of Visitors, the university has entered into affiliation agreements with the following university-related corporations for the purpose of defining the relationship and requirements of university-related corporations:

- Virginia Tech Alumni Association, Inc.
- Virginia Tech Athletic Fund, Inc.
- Virginia Tech Corps of Cadets Alumni, Inc.
- Virginia Tech Foundation, Inc.
- Virginia Tech Intellectual Properties, Inc.
- Virginia Tech Services, Inc.

The terms of these agreements end on June 30, 2008. It is recommended that the agreements be renewed at this time to be extended to a term ending June 30, 2012.

The Committee recommended the revisions to and renewal of related corporation affiliation agreements to the full Board for approval.

FINANCE OPEN JOINT SESSION

Joint meeting with Building and Grounds Committee

PRESENT:

BOARD OF VISITORS: Ms. Judy Alford – Staff Senate President, Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Robert Freeman, Mr. John Lawson, Mr. Philip Thompson

VPI&SU STAFF: Mr. Erv Blythe, Mr. Mel Bowles, Mr. Ralph Byers, Mr. Allen Campbell, Mr. Michael Coleman, Mr. Al Cooper, Mr. Corey Earles, Dr. Elizabeth Flanagan, Ms. Laura Fornash, Ms. Deborah Fulton, Mr. Tim Hodge, Mr. Scott Hurst, Ms. Sharon Kurek, Mr. John Kuykendall, Ms. Anne Moore, Ms. Kathy Sanders, Mr. Dwight Shelton, Ms. Melinda West, Dr. Lisa Wilkes, Dr. Sherwood Wilson

ITEMS PRESENTED TO THE FULL BOARD FOR APPROVAL

1. VISITORS AND UNDERGRADUATE ADMISSIONS CENTER PROJECT RESOLUTION:

Existing facilities for visitors and undergraduate admissions operations are not adequate to serve the needs of the University's constituents. As the visitors and admissions programs are critical elements of the University and provide benefits that extend to essentially all campus programs, replacing these facilities is a high priority for the University. At the March 2008 Board of Visitors' meeting, the Buildings and Grounds Committee reviewed and accepted a pre-planning study of the site, program, scope, and cost estimate for the project. The University has developed a financing plan to provide assurance regarding the financial feasibility of 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. The Committees reviewed for approval a resolution authorizing Virginia Tech to enter into the design, construction, and financing of a Visitors and Undergraduate Admissions Center.

The Committees recommended the Visitors and Undergraduate Admissions Center Project Resolution to the full Board for approval.

2. PARKING STRUCTURE PROJECT RESOLUTION:

The University Master Plan includes several parking structures over the course of time to ensure adequate proximal parking to academic activities. Specifically, for some time, the University has forecast the need for a parking structure in the

north section of campus. Recent construction activities in the north area have decreased the number of available spaces resulting from building on parking surfaces and increased the parking demand by shifting activity to the area, thus precipitating a need for more parking capacity in the north area of campus. Based on the parking and transportation master plan and the University Master Plan, the University has determined that a parking structure located on the existing Prices Fork lots is needed to accommodate the parking demand of students, faculty, staff and visitors. The University has developed a financing plan to provide assurance regarding the financial feasibility of 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. The Committees reviewed for approval a resolution authorizing Virginia Tech to enter into the design, construction, and financing of a parking structure.

The Committees recommended the Parking Structure Project Resolution to the full Board for approval.

There being no further business, the meeting adjourned at 9:50 a.m.

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE
OF THE BOARD OF VISITORS
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

June 20, 2008

AUDIT CLOSED SESSION

PRESENT:

PRESENT:

BOARD OF VISITORS: Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Philip Thompson

VPI&SU STAFF: Mr. Mel Bowles, Mr. Dwight Shelton, Dr. Lisa Wilkes

AUDIT CLOSED SESSION: The Committee met in Closed Session with the Acting Director of Internal Audit to discuss audits of specific departments and units where individual employees were identified. The Committee also received an update on the outstanding fraud, waste, and abuse cases.

AUDIT OPEN SESSION

PRESENT:

BOARD OF VISITORS: Ms. Judy Alford – Staff Senate President, Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jacob Lutz, Mr. Philip Thompson

VPI&SU STAFF: Mr. Erv Blythe, Mr. Mel Bowles, Mr. Ralph Byers, Mr. Allen Campbell, Mr. Al Cooper, Mr. Corey Earles, Ms. Laura Fornash, Ms. Deborah Fulton, Mr. Tim Hodge, Ms. Sharon Kurek, Mr. John Kuykendall, Ms. Anne Moore, Ms. Kathy Sanders, Mr. Dwight Shelton, Dr. Raymond Smoot, Ms. Melinda West, Dr. Lisa Wilkes

AUDIT AGENDA

1. APPROVAL OF MINUTES OF THE MARCH 31, 2008 MEETING:

The Committee reviewed and approved the minutes of the March 31, 2008 meeting.

2. REVIEW AND ACCEPTANCE OF THE AUDIT OF THE HOKIE SPIRIT MEMORIAL FUND:

The Committee received a report on the audit of the Hokie Spirit Memorial Fund.

ITEM PRESENTED TO THE FULL BOARD FOR APPROVAL

3. RESOLUTION ON INCREASING ADMINISTRATIVE EFFICIENCIES THROUGH EXPANSION OF AUTOMATED SYSTEMS AND ENHANCED SECURITY:

During the review of an internal audit report at the March 2008 meeting of the Finance and Audit Committee, Committee members expressed concern about the extent of the University's automation of its administrative processes and use of information technology to enhance the efficiency of these electronic commerce activities while also providing the appropriate level of security. The Committee asked for a plan for aggressive implementation of process improvements using information technology to automate and enhance the efficiency of business and administrative processes and provide needed security. The Committee further requested the development of a resolution to be presented for approval at the June Board of Visitors' meeting that would reflect the Board's goals for the University with regard to automation of administrative processes that would result in more efficient processes. In response to the Committee's requests, members received a report which presents additional information regarding the University's administrative systems and the management's initial plans to pursue the goals presented by Committee members and reviewed for approval a resolution on the University's plans to increase administrative efficiencies through expansion of automated systems and enhanced security.

The Committee recommended the Resolution on Increasing Administrative Efficiencies through Expansion of Automated Systems and Enhanced Security to the full Board for approval.

ITEMS NOT PRESENTED TO THE FULL BOARD FOR APPROVAL

4. 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. At the March meeting, the university reported that as of December 31, 2007, 5 high or medium risk audit comments remained outstanding. An additional 6 high or medium risk comments have been issued since then for a total of 11 comments. As of March 31, 2008, the University has addressed 7 comments, leaving 4 comments still in progress.

The Committee accepted the report.

5. REVIEW OF INTERNAL AUDIT DEPARTMENT'S STATUS REPORT AS OF MARCH 31, 2008:

The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2008. In addition to conducting scheduled audits, the audit department participated in annual audit activities; fraud, waste, and abuse audits; and professional development activities.

The Committee accepted the report.

6. REVIEW AND DISCUSSION OF SUGGESTED 2008-2009 AUDIT PLAN:

The Committee reviewed the suggested audits for the development of the audit plan for fiscal year 2009. Internal audit conducted its annual risk analysis to identify entities that should receive the most audit attention; scheduled audits were selected as a result of this analysis. Approximately 9,950 hours annually will be devoted to risk-based audits and compliance reviews. Nineteen audits are scheduled for 2008-09. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the 2008-2009 audit plan.

7. REVIEW AND ACCEPTANCE OF THE FOLLOWING INTERNAL AUDIT REPORTS/MEMOS ISSUED:

The Committee reviewed and accepted the following Internal Audit reports:

A. Accounts Payable

The Committee received a report on the audit of Accounts Payable. The audit indicated that the overall risk exposure is high and the internal control system is effective. Audit identified and discussed with management some minor opportunities for additional improvement. Management has implemented improvements to address the recommendations.

B. Office of University Bursar – Cash Receipts

The Committee received a report on the audit of the Office of University Bursar – Cash Receipts. The audit indicated that the overall risk exposure is high and the internal control system is effective. Audit identified and discussed with management some minor opportunities for additional improvement. Management is working to implement improvements to address the recommendations.

C. President's Office

The Committee received a report on the audit of the President's Office. The audit indicated that the overall risk exposure is high and the internal control system is effective. Audit identified and discussed with management some

minor opportunities for additional improvement. Management is working to implement improvements to address the recommendations.

D. Information Technology Acquisitions (ITA)

The Committee received a report on the audit of Information Technology Acquisitions. The audit indicated that the overall risk exposure is high and the internal control system is effective, but some improvements are recommended. The audit recommendations include: Discontinue and reverse markup charges to federal projects and develop a method to identify purchases charged to a federal project, Ensure that comprehensive records are maintained that document the administration of ITA contracts, and Strengthen controls over software media inventory. Management is working to implement improvements to address the recommendations.

E. Virginia Tech Transportation Institute

The Committee received a report on the audit of the Virginia Tech Transportation Institute. The audit indicated that the overall risk exposure is high and the internal control system is effective. Audit identified and discussed with management some minor opportunities for additional improvement. Management is working to implement improvements to address the recommendations.

There being no further business, the meeting adjourned at 9:50 a.m.

Hokie Spirit Funds of the Virginia Tech Foundation, Inc. (Foundation) and Virginia Polytechnic Institute and State University (University)
Unaudited Combined Schedule of Receipts and Disbursements and Fund Balances
For the Period April 16, 2007 through December 31, 2007

	Hokie Spirit Memorial Fund	Hokie Spirit Scholarship Fund	32 Named Memorial Funds	Victim Assistance Tuition Fund	Total
Beginning Fund Balance, April 16, 2007	\$ -	\$ -	\$ -	\$ -	\$ -
Receipts					
Contributions	8,500,849	644,368	969,522	-	10,114,739
Total Receipts	<u>8,500,849</u>	<u>644,368</u>	<u>969,522</u>	<u>-</u>	<u>10,114,739</u>
Cash Disbursements					
Paid to/on behalf of Claimants - Death Claims	(5,899,872)	-	-	-	(5,899,872)
Paid to/on behalf of Claimants - Physical Injury/Other Claims	(1,179,805)	-	-	-	(1,179,805)
Tuition and mandatory fees for summer and fall semesters 2007	-	-	-	(103,739)	(103,739)
Internal Revenue Service filing fees for private ruling on Form 1099 issuance	(10,000)	-	-	-	(10,000)
Total Cash Disbursements	<u>(7,089,677)</u>	<u>-</u>	<u>-</u>	<u>(103,739)</u>	<u>(7,193,416)</u>
Fund Transfers In/(Out)					
Transfers to 32 Named Memorial Funds (per claimant requests)	(756,128)	-	756,128	-	-
Transfers to Victim Assistance Tuition Fund	-	(684,099)	-	684,099	-
Transfers to Hokie Spirit Scholarship Fund (per donor requests)	(100,000)	100,000	-	-	-
Transfer to other Foundation Funds (per donor requests)	(3,517)	(40,000)	-	-	(43,517)
Total Transfers	<u>(859,645)</u>	<u>(624,099)</u>	<u>756,128</u>	<u>684,099</u>	<u>(43,517)</u>
Ending Fund Balance, December 31, 2007	<u>\$ 551,527</u>	<u>\$ 20,269</u>	<u>\$ 1,725,650</u>	<u>\$ 580,360</u>	<u>\$ 2,877,806</u>

Footnotes:

Note 1: This schedule combines the activity of the Hokie Spirit Funds for Virginia Polytechnic Institute and State University and the Virginia Tech Foundation, Inc. The information on this schedule was obtained from the separately audited financial statements for each organization. Transactions such as transfers between the two organizations have been eliminated in this schedule.

Note 2: Summary of Payments/Transfers Made to/on behalf of Claimants:

	Death Claims	Physical Injury/ Other Claims	Total
University	\$ 5,805,797	\$ 1,154,841	\$ 6,960,638
Foundation	94,075	24,964	119,039
Subtotal per schedule above	5,899,872	1,179,805	7,079,677
Transfers to 32 Named Funds (per claimant requests)	756,128	-	756,128
Total per schedule above	<u>\$ 6,656,000</u>	<u>\$ 1,179,805</u>	<u>\$ 7,835,805</u>

Note 3: Summary of Tuition and Fees Paid/to be Paid on behalf of Claimants:

Tuition and mandatory fees for summer and fall semesters 2007	\$ 103,739
Reserve for future estimated tuition & fee payments	580,360
Total per schedule above	<u>\$ 684,099</u>



**VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS**

Statement of Cash Receipts and Disbursements
and Fund Balances

Period from April 16, 2007
to December 31, 2007

(With Independent Auditors' Report Thereon)

**VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS**

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KPMG LLP
Suite 1710
10 South Jefferson Street
Roanoke, VA 24011-1331

Independent Auditors' Report

The Board of Directors
Virginia Tech Foundation, Inc.:

We have audited the accompanying statement of cash receipts and disbursements and fund balances of the group of funds collectively known as the "Hokie Spirit Funds" held by the Virginia Tech Foundation, Inc. (the Foundation) for the period from April 16, 2007 to December 31, 2007. This financial statement is the responsibility of the Foundation's management. Our responsibility is to express an opinion on this financial statement based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the statement of cash receipts and disbursements and fund balances is free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the statement of cash receipts and disbursements and fund balances, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the statement of cash receipts and disbursements and fund balances. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 2, this financial statement was prepared on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statement referred to above presents fairly, in all material respects, the cash receipts and disbursements and fund balances of the group of funds collectively known as the "Hokie Spirit Funds" held by the Virginia Tech Foundation, Inc. for the period from April 16, 2007 to December 31, 2007, on the basis of accounting described in Note 2.

KPMG LLP

March 25, 2008

**VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS**

Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

	Hokie Spirit Memorial Fund	Hokie Spirit Scholarship Fund	32 Named Memorial Funds	Victim Assistance Tuition Fund	Total
Fund balance, April 16, 2007	\$ —	—	—	—	—
Receipts:					
Contributions	8,500,849	644,368	969,522	—	10,114,739
Total receipts	<u>8,500,849</u>	<u>644,368</u>	<u>969,522</u>	<u>—</u>	<u>10,114,739</u>
Fund transfers in/(out):					
Transfers to 32 Named Memorial Funds (per claimant requests)	(756,128)	—	756,128	—	—
Transfers to Victim Assistance Tuition Fund	—	(684,099)	—	684,099	—
Transfers to Hokie Spirit Scholarship Fund (per donor requests)	(100,000)	100,000	—	—	—
Transfers to other Virginia Tech Foundation, Inc. funds (per donor requests)	(3,517)	(40,000)	—	—	(43,517)
Total transfers in/(out)	<u>(859,645)</u>	<u>(624,099)</u>	<u>756,128</u>	<u>684,099</u>	<u>(43,517)</u>
Disbursements:					
Paid to/on behalf of Claimants – Death Claims	(94,075)	—	—	—	(94,075)
Paid to/on behalf of Claimants – Physical Injury/ Other Claims	(24,964)	—	—	—	(24,964)
Distributions to Virginia Tech	(6,970,638)	—	—	(103,739)	(7,074,377)
Total disbursements	<u>(7,089,677)</u>	<u>—</u>	<u>—</u>	<u>(103,739)</u>	<u>(7,193,416)</u>
Fund balance, December 31, 2007	<u>\$ 551,527</u>	<u>20,269</u>	<u>1,725,650</u>	<u>580,360</u>	<u>2,877,806</u>

See accompanying notes to statement of cash receipts and disbursements and fund balances.

VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

(1) Description of Organization and Funds

The purpose of the Virginia Tech Foundation, Inc. (Foundation) is to receive, invest, and manage private funds given in support of Virginia Polytechnic Institute and State University (University or Virginia Tech). After the tragic shootings that occurred on the University campus on April 16, 2007, there was an outpouring of private financial support. The Foundation established the following funds, collectively known as the "Hokie Spirit Funds," to receive and manage the resulting contributions:

Hokie Spirit Memorial Fund: This fund was established to receive private gifts as a result of the tragic events of April 16, 2007. The fund received contributions for the period from April 17, 2007 through December 31, 2007, and was closed to further contributions after December 31, 2007. The University's executive leadership determined that the priority for the fund would be to support victims of the April 16th tragedy, approved as Claimants under the Virginia Tech Victim Assistance Program Final Protocol (Protocol) issued by Mr. Kenneth R. Feinberg, the Virginia Tech Victim Assistance Program Fund Administrator (Fund Administrator). The designation of the fund balance of the Hokie Spirit Memorial Fund held by the Foundation at December 31, 2007 is estimated as follows:

<u>Designation</u>	<u>Amount</u>
Audit fees for the Foundation	\$ 20,300
Audit fees on behalf of the University	30,700
Legal fees	45,150
Remainder for use as designated by the University	<u>455,377</u>
Total fund balance	<u>\$ 551,527</u>

Hokie Spirit Scholarship Fund: This fund was established in memory of the victims of April 16, 2007. Disbursements from the fund are restricted to tuition and mandatory student fees. The University determined that the contributions to this fund would first be used to cover tuition and mandatory fees for claimants as approved by the Fund Administrator under the Protocol, and any remainder to be used for general scholarships to be awarded based on the University's enrollment priorities.

32 Named Memorial Funds: Individual named memorial scholarship or graduate fellowship funds were established to remember each of the 32 deceased victims of the April 16th tragedy. The University is working with family members in determining the specific criteria for each memorial fund.

Victim Assistance Tuition Fund: This fund was established to hold a portion of the Hokie Spirit Scholarship Fund designated by the University to cover the tuition and mandatory fees to be provided to claimants as approved by the Fund Administrator under the Protocol. A transfer in the amount of \$684,099 was made from the Hokie Spirit Scholarship Fund to establish this fund. This amount represents the total, based on estimated graduation dates and estimated future tuition rates, needed to fund tuition and mandatory student fees for claimants as approved by the Fund Administrator under the Protocol. Once all approved tuition and mandatory fee payments have been made, any residual balance will be returned to the Hokie Spirit Scholarship Fund, and this fund will be terminated.

VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

(2) Summary of Significant Accounting Policies

(a) *Basis of Accounting*

The Foundation prepared the accompanying financial statement of the Hokie Spirit Funds on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than U.S. generally accepted accounting principles. Under this basis, receipts are recognized when received and disbursements are recognized when paid. Fund transfers represent transactions between the specific funds included in the accompanying financial statement, and other funds held by the Foundation.

(b) *Income Taxes*

The Internal Revenue Service has ruled that the Foundation qualifies under Section 501(c)(3) of the Internal Revenue Code and is, therefore, not generally subject to income taxes under current tax laws. All of the Foundation's disbursements to/on behalf of claimants were limited to covering expenses for immediate needs of victims and families following the April 16, 2007 tragedy, as permitted under the Internal Revenue Code.

(c) *Contributions*

All contributions to the Hokie Spirit Funds were recorded to the respective funds as designated by the donors.

(3) Fund Transfers and Disbursements

(a) *Transfers to 32 Named Memorial Funds (per claimant requests)*

These transfers represent transfers from the Hokie Spirit Memorial Fund into the 32 Named Memorial Funds as requested by Claimants as a portion of their approved distributions from the University under the Protocol.

(b) *Transfers to Victim Assistance Tuition Fund*

In order to earmark a portion of the Hokie Spirit Scholarship Fund for tuition and fee payments for Claimants as approved in the Protocol, the University requested a transfer of \$684,099 to establish this fund.

(c) *Transfers to Hokie Spirit Scholarship Fund (per donor requests)*

These transfers represent the changes in donor designation of contributions. Certain donors who originally designated their contributions to the Hokie Spirit Memorial Fund subsequently requested that their donations be transferred to the Hokie Spirit Scholarship Fund.

VIRGINIA TECH FOUNDATION, INC.
HOKIE SPIRIT FUNDS

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

(d) Transfers to Other Foundation Funds (per donor requests)

These transfers represent the changes in donor designation of contributions. Certain donors who originally designated contributions to the Hokie Spirit Funds subsequently requested that their donations be transferred to other funds held by the Foundation that are not included in the accompanying financial statement of the Hokie Spirit Funds.

(e) Payments to/on Behalf of Claimants

Disbursements made by the Foundation were for the immediate needs of victims and families following the April 16th tragedy. These disbursements are presented on the accompanying financial statement in categories consistent with those identified in the Protocol.

(f) Distributions to Virginia Tech

Given the Foundation's 501(c)(3) status, the Foundation received a legal opinion that the Hokie Spirit Funds could not be disbursed by the Foundation in the manner outlined in the Protocol. Therefore, the University received authority to disburse the Hokie Spirit Funds through the issuance of the Governor's Executive Order 56 (2007).

The Foundation made periodic cash disbursements from the Hokie Spirit Funds to the University, as requested by the University, for the University's distributions under the terms of the Protocol. Disbursements totaling \$6,970,638 and \$103,739 were made from the Hokie Spirit Memorial Fund and the Victim Assistance Tuition Fund, respectively, during the period from April 16, 2007 to December 31, 2007.



**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIM ASSISTANCE TUITION FUND**

Statement of Cash Receipts and Disbursements
and Fund Balances

Period from April 16, 2007
to December 31, 2007

(With Independent Auditors' Report Thereon)

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIM ASSISTANCE TUITION FUND**

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KPMG LLP
Suite 1710
10 South Jefferson Street
Roanoke, VA 24011-1331

Independent Auditors' Report

The Board of Visitors
Virginia Polytechnic Institute and State University:

We have audited the accompanying statement of cash receipts and disbursements and fund balances of the Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund of Virginia Polytechnic Institute and State University (the University) for the period from April 16, 2007 to December 31, 2007. This financial statement is the responsibility of the University's management. Our responsibility is to express an opinion on this financial statement based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the statement of cash receipts and disbursements and fund balances is free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the statement of cash receipts and disbursements and fund balances, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the statement of cash receipts and disbursements and fund balances. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 2, this financial statement was prepared on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statement referred to above presents fairly, in all material respects, the cash receipts and disbursements and fund balances of the Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund of Virginia Polytechnic Institute and State University for the period from April 16, 2007 to December 31, 2007, on the basis of accounting described in Note 2.

KPMG LLP

March 25, 2008

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIMS ASSISTANCE TUITION FUND**

Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

	Hokie Spirit Memorial Fund	Victim Assistance Tuition Fund	Total
Fund balance, April 16, 2007	\$ —	—	—
Receipts:			
Virginia Tech Foundation, Inc. contributions transferred to the University	6,970,638	103,739	7,074,377
Total receipts	<u>6,970,638</u>	<u>103,739</u>	<u>7,074,377</u>
Disbursements:			
Paid to/on behalf of Claimants – Death Claims	(5,805,797)	—	(5,805,797)
Paid to/on behalf of Claimants – Physical Injury/Other Claims	(1,154,841)	—	(1,154,841)
Tuition and mandatory fees for summer and fall semesters 2007	—	(103,739)	(103,739)
Internal Revenue Service filing fees for private ruling on Form 1099 issuance	(10,000)	—	(10,000)
Total disbursements	<u>(6,970,638)</u>	<u>(103,739)</u>	<u>(7,074,377)</u>
Fund balance, December 31, 2007	\$ <u>—</u>	<u>—</u>	<u>—</u>

See accompanying notes to statement of cash receipts and disbursements and fund balances.

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIM ASSISTANCE TUITION FUND**

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

(1) Description of Organization and Funds

Virginia Polytechnic Institute and State University (University or Virginia Tech) is a public land-grant university serving the Commonwealth of Virginia, the nation, and the world. After the April 16, 2007 tragic shootings that occurred on the University campus, there was an outpouring of private financial support to assist in the University's recovery efforts. These funds were received and held in the Virginia Tech Foundation, Inc. (Foundation). The purpose of the Foundation, a 501(c)(3) related party of the University, is to receive, invest, and manage private funds given in support of the University.

The Foundation established the following funds, collectively known as the "Hokie Spirit Funds", to receive and manage the resulting contributions: Hokie Spirit Memorial Fund, Hokie Spirit Scholarship Fund, 32 Named Memorial Funds, and Victim Assistance Tuition Fund. Mr. Kenneth R. Feinberg, Special Master of the Federal September 11th Victims Compensation Fund of 2001, accepted Virginia Tech President Charles Steger's request to serve as the Fund Administrator for the Hokie Spirit Funds. Mr. Feinberg issued the Virginia Tech Victim Assistance Program Final Protocol (Protocol) on August 15, 2007. Given the Foundation's 501(c)(3) status, the Foundation received a legal opinion that the Hokie Spirit Funds could not be disbursed by the Foundation in the manner outlined in the Protocol. Therefore, the University received authority to disburse the Hokie Spirit Funds through the issuance of the Governor's Executive Order 56 (2007). The University requested that the Foundation disburse funds to the University, pursuant to the Protocol, as approved by the Fund Administrator. To manage the disbursements, the University established two funds which mirror the fund names for two of the funds established by the Foundation.

Hokie Spirit Memorial Fund: This University fund was established to receive disbursements from the Foundation of private financial support received by the Foundation as a result of the tragic events of April 16, 2007. The University determined that the priority for the fund would be to support victims of the April 16th tragedy as identified in the Protocol. The Protocol established the process by which disbursements would be made from the Hokie Spirit Memorial Fund. Disbursements were made pursuant to the Protocol and as approved by the Fund Administrator.

The Protocol disbursement amounts are listed below:

<u>Classification per the Final Protocol</u>	<u>Disbursement</u>
A. Death Claims	\$208,000
B. Physical Injury Claims with Hospitalization of 10 days and nights (or more)	\$104,000 AND Tuition and Mandatory Fees
C. Physical Injury Claims with Hospitalization of 3 to 9 days and nights	\$46,000 AND Tuition and Mandatory Fees

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIM ASSISTANCE TUITION FUND**

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

<u>Classification per the Final Protocol</u>	<u>Disbursement</u>
D. Other Physical Injury Claims not Addressed in A, B, or C above	\$11,500 OR Tuition and Mandatory Fees +\$1,500
E. Other Claims	\$11,500 OR Tuition and Mandatory Fees +\$1,500

Victim Assistance Tuition Fund: This University fund was established to receive disbursements from the Foundation to cover the tuition and mandatory fees to be provided to claimants as approved by the Fund Administrator under the Protocol. The \$103,739 amount received from the Foundation is for summer and fall semester 2007 tuition and mandatory fees. Each semester, funds will be transferred, upon request of the University, from the Foundation to the University for tuition and mandatory fees as authorized by the Protocol.

(2) Summary of Significant Accounting Policies

(a) Basis of Accounting

The University prepared the accompanying financial statement of the Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than U.S. generally accepted accounting principles. Under this basis, receipts are recognized when received and disbursements are recognized when paid.

(b) Income Taxes

The Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund established by the University are exempt from the payment of income taxes by the University. Virginia Tech is a corporate agency of the Commonwealth of Virginia (Commonwealth), created and existing under the laws of the Commonwealth pursuant to Section 23-114, Code of Virginia, and subject to the control of the General Assembly. As an agency of the Commonwealth, the University is exempt from taxation pursuant to Section 115(a) of the Internal Revenue Code. As a result of legislation passed by the U.S. Congress and signed into law by President Bush in December 2007, Protocol disbursement amounts described in Note 1, items A through E, were declared non-taxable to the recipients for Federal income tax reporting purposes.

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOKIE SPIRIT MEMORIAL FUND AND
VICTIM ASSISTANCE TUITION FUND**

Notes to Statement of Cash Receipts and Disbursements and Fund Balances

Period from April 16, 2007 to December 31, 2007

(3) Related-Party Transactions

The Foundation is a legally separate, tax-exempt organization established in 1948 to receive, manage, and disburse private gifts in support of University programs. The Foundation serves the University by generating significant funding from private sources and aggressively managing its assets to provide funding, which supplements state appropriations.

The Foundation made periodic cash disbursements from the separate Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund established by the Foundation to the separate Hokie Spirit Memorial Fund and Victim Assistance Tuition Fund established by the University to fund University distributions under the terms of the Protocol. Upon its request, the University received \$6,970,638 and \$103,739 from the Foundation for the Hokie Spirit Memorial Fund and the Victim Assistance Tuition Fund, respectively, during the period from April 16, 2007 to December 31, 2007.

(4) Subsequent Event

On March 14, 2008, the University decided to make an additional payment from the Hokie Spirit Memorial Fund totaling \$2,245 to reimburse expenditures incurred by the family of one of the victims of the tragedy, which has been in dispute since the time that final payments had been issued to the family pursuant to the Protocol. As a result, the University has requested the Foundation to make a cash disbursement of \$2,245 from the separate Hokie Spirit Memorial Fund established by the Foundation to the separate Hokie Spirit Memorial Fund established by the University to fund the amount of the payment to be made by the University to resolve this matter.

VIRGINIA TECH

FINANCIAL PERFORMANCE REPORT

Operating and Capital Expenditures

July 1, 2007 to March 31, 2008

FINANCIAL PERFORMANCE REPORT

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 2007-08 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. Tuition and Fee revenue is higher than historical projections through the third quarter primarily due to the timing of collections and lower than projected awards of unfunded scholarships.
2. Other Income is behind projections due to the activity level for continuing education programs being less than anticipated.
3. Academic Program expenditures are behind historical projections due to the timing of operation expenditures.
4. The budget for federal revenue is established to match projected allotments from the federal government. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agricultural Experiment Station Division was less than the projected budget due to the timing of receipt of federal drawdowns. Expenditures are temporarily exceeding revenues due to the timing of federal drawdowns.
5. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
6. 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 expenditures are less than projected, but ahead of 2006-07 activity levels.
7. Revenues and expenditures are below projections due to lower than expected surplus property equipment transfer sales, lower than expected Federal Work Study activity, position vacancies in Investment & Debt Management, and reduced bank fees resulting from a new contract.
8. The General Fund revenue budget has been increased by \$221,000 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program, by \$31,253 for VIVA libraries distribution costs, by \$1,301,100 to support costs related to April 16, 2007, by \$824,926 to match the actual central appropriations transfer for fringe benefits and staff and by \$200,000 to support recovery from the quarantine at the Equine Medical Center. The budget has also been decreased by \$10,152,243 for the General Fund reduction assigned to the E&G component of the University Division by the Governor on October 1, 2007. The corresponding expenditure budgets have been adjusted accordingly.
9. The annual budget for Tuition and Fees has been increased by \$223,619 to finalize estimates for the Tuition and Fee budget and by \$8,344,308 for strong fall enrollments and by \$2,431,453 for strong spring retention. The corresponding expenditure budgets have been adjusted accordingly.
10. The All Other Income revenue budget for the University Division has been increased by \$149,562 to reflect higher than projected interest earnings, by \$179,976 for Virginia Tech's share of the Commonwealth's credit card rebate, by \$50,000 for review of the medical school proposal, by \$130,000 for strong agricultural sales, by \$500,000 for increased activity at the Veterinary Teaching Hospital, and decreased by \$2,385,000 for fewer Continuing Education programs than anticipated. The corresponding expenditure budgets have been adjusted accordingly.
11. The General Fund revenue budget for the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$145,935 to match the actual central appropriations transfer for fringe benefits and staff raises. The budget has also been decreased by \$2,437,555 for the General Fund reduction assigned to the Cooperative Extension/Agricultural Experiment Station Division by the Governor on October 1, 2007. The corresponding expenditure budgets have been adjusted accordingly.
12. The annual budget for Federal Appropriations in the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$3,067,634 to reflect changes in the Federal formula funds and by \$1,240,000 to utilize unexpended federal appropriations. The corresponding expenditure budgets have been adjusted accordingly.
13. The All Other Income revenue budget for the Cooperative Extension/Agricultural Experiment Station Division has been decreased by \$48,634 to reflect lower than projected interest earnings and increased by \$275,000 for agricultural sales and by \$40,000 for 4-H participant fees. The corresponding expenditure budget has been adjusted accordingly.
14. The Sponsored Programs budget has been decreased for the General Fund reduction for the Commonwealth Research Initiative assigned by the Governor on October 1, 2007.
15. The projected annual revenue and expense budgets for Student Financial Assistance were reduced by \$221,000 for the transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program, increased for the reappropriation of \$2,843 from the prior fiscal year, and increased by \$32,000 for the Virginia Military Survivors and Dependents program.
16. The projected annual budgets in All Other Programs were adjusted to reflect the finalization of the budget for Investments and Debt Management, increases for activities that were initiated prior to June 30, 2007 but incomplete at fiscal year end, and a Unique Military Activities General Fund appropriation reduction of \$70,442 assigned by the Governor on October 1, 2007.

OPERATING BUDGET

2007-08

Dollars in Thousands

	July 1, 2007 to March 31, 2008			Annual Budget for 2007-08		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
<u>University Division</u>						
<u>Revenues</u>						
- General Fund	\$139,661	\$139,661	\$0	\$183,443	\$175,870	\$-7,573 (8)
- Tuition and Fees	247,191	245,889	1,302 (1)	238,851	249,850	10,999 (9)
- All Other Income	24,859	26,102	-1,243 (2)	33,934	32,558	-1,376 (10)
Total Revenues	\$411,711	\$411,652	\$59	\$456,228	\$458,278	\$2,050
<u>Expenses</u>						
- Academic Programs	\$-216,869	\$-217,419	\$550 (3)	\$-289,835	\$-289,734	\$101 (8, 9, 10)
- Support Programs	-132,761	-132,510	-251	-166,393	-168,544	-2,151 (8, 9, 10)
Total Expenses	\$-349,630	\$-349,929	\$299	\$-456,228	\$-458,278	\$-2,050
NET	\$62,081	\$61,723	\$358	\$0	\$0	\$0
<u>CE/AES Division</u>						
<u>Revenues</u>						
- General Fund	\$52,089	\$52,089	\$0	\$68,358	\$66,067	\$-2,291 (11)
- Federal Appropriation	10,693	11,520	-827 (4)	14,173	18,481	4,308 (12)
- All Other Income	855	815	40	808	1,074	266 (13)
Total Revenues	\$63,637	\$64,424	\$-787	\$83,339	\$85,622	\$2,283
<u>Expenses</u>						
- Academic Programs	\$-59,749	\$-59,996	\$247	\$-75,980	\$-78,263	\$-2,283 (11, 12, 13)
- Support Programs	-3,929	-4,165	236	-7,359	-7,359	0 (11, 12, 13)
Total Expenses	\$-63,678	\$-64,161	\$483	\$-83,339	\$-85,622	\$-2,283
NET	\$-41 (4)	\$263	\$-304	\$0	\$0	\$0
Auxiliary Enterprises						
Revenues	\$176,399	\$173,254	\$3,145 (5)	\$192,466	\$201,951	\$9,485 (5)
Expenses	-136,604	-139,013	2,409 (5)	-182,379	-199,968	-17,589 (5)
Reserve Drawdown (Deposit)	-39,795	-34,241	-5,554 (5)	-10,087	-1,983	8,104 (5)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Sponsored Programs						
Revenues	\$153,636	\$155,250	\$-1,614 (6)	\$212,651	\$212,103	\$-548 (14)
Expenses	-159,099	-171,045	11,946 (6)	-212,651	-212,103	548 (14)
Reserve Drawdown (Deposit)	5,463	15,795	-10,332	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
Student Financial Assistance						
Revenues	\$16,542	\$16,542	\$0	\$16,743	\$16,556	\$-187 (15)
Expenses	-15,903	-15,949	46	-16,743	-16,556	187 (15)
NET	\$639	\$593	\$46	\$0	\$0	\$0
All Other Programs *						
Revenues	\$3,831	\$4,307	\$-476 (7)	\$5,812	\$5,581	\$-231 (16)
Expenses	-3,734	-4,033	299 (7)	-5,812	-5,755	57 (16)
Reserve Drawdown (Deposit)	-97	-274	177	0	174	174 (16)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Total University						
Revenues	\$825,756	\$825,429	\$327	\$967,239	\$980,091	\$12,852
Expenses	-728,648	-744,130	15,482	-957,152	-978,282	-21,130
Reserve Drawdown (Deposit)	-34,429	-18,720	-15,709	-10,087	-1,809	8,278
NET	\$62,679	\$62,579	\$100	\$0	\$0	\$0

* All Other Programs include federal work study, alumni affairs, surplus property, and unique military activities.

AUXILIARY ENTERPRISE BUDGET

1. Revenues in Residence and Dining Halls exceed projections due to higher than anticipated dorm occupancy, continued growth in off-campus meal plan sales and dining dollar receipts, and investment income growth. Expenditures in Residence and Dining Halls are lower than projected overall because of employee turnover and vacancy and the timing of one-time expenses. The University continues to work with the Auxiliary to utilize revenue growth and one-time expenditure savings to address critical facility needs.
2. Expenses for Parking and Transportation are lower than projected due to increased recoveries for parking services at campus events and football games and Blacksburg Transit service to the Corporate Research Center and campus events.
3. Revenues in Telecommunications Services exceed projections for student fees and self-generated revenues due to higher enrollments than anticipated and additional campus projects. Investment income also exceeds projections. Expenditures are lower than projected due to employee turnover and vacancy offset by one-time operating expenses related to the campus telecommunications infrastructure upgrade.
4. Revenues in the University Services System exceed projections due to higher student fees because of higher enrollments than budgeted, increased self-generated revenues from student health and recreational program charges, and investment income growth. Expenditures for the System are lower than projected due to employee turnover and vacancy and the timing of filling additional counseling staff positions added at Cook Counseling Center.
5. Revenues for the Intercollegiate Athletics System are higher than projected because of increased student fee, football, licensing, media contract and investment revenues offset by the delayed timing of bowl revenue receipts. Expenditures for the Intercollegiate Athletics System exceed projections due to higher than anticipated operating costs for food and game settlements.
6. Revenues for Electric Services are less than projected due to electricity consumption by the campus and Town that is lower than anticipated. Expenditures in Electric Service are less than projected for purchased electricity because of reduced consumption compounded by actual electrical rates charged under the new contract that took effect July 1, 2007 being less than projected.
7. Revenues at the Inn at Virginia Tech are more than projected due to increased business activity and investment income growth.
8. Revenues are higher than projected in the Other Enterprise Functions due to higher than projected investment income, student fee revenues in the Hokie Passport and Student Orientation auxiliaries from increased enrollments, royalties from the sales of Virginia Tech merchandise in the Licensing and Trademark auxiliary, revenue from software sales in the Student Software Sales auxiliary, and increased Tailor Shop sales. Expenditures are lower than projected due to employee turnover and vacancy and the timing of one-time expenses in the Hokie Passport Office.
9. The projected annual budget was adjusted for outstanding 2006-07 commitments and projects that were initiated but not completed before June 30, 2007.
10. The projected revenue, expenditure and reserve budgets for Residence and Dining Halls were adjusted for higher than anticipated dorm occupancy, increased dining sales, increased operating expenses related to dining activity, and one-time projects to address critical facility needs.
11. The projected annual revenue, expense and reserve budgets for Parking and Transportation were adjusted to accommodate the one-time cost of \$51,000 for a pilot expansion of Blacksburg Transit service to the Corporate Research Center and an accounting change of the aircraft maintenance reserve from Air Transportation to better plan for these future costs.
12. The projected annual revenue, expense, and reserve budgets for Telecommunications Services were adjusted to accommodate increased campus project activity, increased data connections, investment income growth, and one-time equipment purchases related to the campus infrastructure upgrade.
13. The projected annual revenue, expense, and reserve budgets for the University Services System were adjusted to accommodate additional student fee income from higher enrollments, self-generated revenue from fitness classes, one-time office renovations and equipment purchases necessary to support additional counseling staff added at Cook Counseling Center, and the replacement of the McComas Hall pool air and water filtration system.
14. The projected annual revenue budget for Intercollegiate Athletics was adjusted to accommodate increased revenue from higher than anticipated football student ticket sales, the ISP Sports multimedia contract, interest income, private fund raising, and participation in the ACC Football Championship and the Orange Bowl. Expenditure and reserve budgets were adjusted to accommodate various personnel actions, operating adjustments, equipment purchases, programmatic adjustments, facility maintenance needs, technology improvements, renovations (Softball Seating/Press Box, Baseball Seating, Batting Facility, and the West Side Academic Memorabilia Area), and costs associated with participation in the ACC Football Championship and the Orange Bowl.
15. The projected annual revenue, expenditure and reserve budgets for the Inn were adjusted to accommodate the additional expense from the purchase and installation of a security camera system in response to a recent audit and increased business activity.
16. The projected annual revenue, expenditure and reserve budgets for Other Enterprise Functions were adjusted to accommodate an increase in Licensing and Trademark revenue from royalties on sales of Virginia Tech merchandise and increased contributions to academic and athletic scholarships as a result of the licensing revenue sharing agreement, an increase in software sales revenue and expenses from the sale of software to students, and an increase in Hokie Passport equipment purchases for door access and the one-time upgrade of the point of sale system.

**UNIVERSITY DIVISION
AUXILIARY ENTERPRISES**

Dollars in Thousands

	July 1, 2007 to March 31, 2008			Annual Budget for 2007-08		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	\$62,587	\$61,378	\$1,209 (1)	\$63,164	\$65,689	\$2,525 (10)
Expenses	-46,212	-46,857	645 (1)	-60,644	-64,920	-4,276 (9, 10)
Reserve Drawdown (Deposit)	-16,375	-14,521	-1,854	-2,520	-769	1,751 (9, 10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Parking and Transportation						
Revenues	\$5,434	\$5,411	\$23	\$5,780	\$5,752	\$-28 (11)
Expenses	-3,226	-3,418	192 (2)	-5,244	-5,438	-194 (9, 11)
Reserve Drawdown (Deposit)	-2,208	-1,993	-215	-536	-314	222 (9, 11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications Services						
Revenues	\$14,201	\$14,031	\$170 (3)	\$16,456	\$17,857	\$1,401 (12)
Expenses	-11,187	-11,360	173 (3)	-16,395	-18,401	-2,006 (9, 12)
Reserve Drawdown (Deposit)	-3,014	-2,671	-343	-61	544	605 (9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
University Services System						
Revenues	\$25,023	\$23,865	\$1,158 (4)	\$24,915	\$24,967	\$52 (13)
Expenses	-16,397	-17,184	787 (4)	-24,233	-25,899	-1,666 (9, 13)
Reserve Drawdown (Deposit)	-8,626	-6,681	-1,945	-682	932	1,614 (9, 13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Intercollegiate Athletics						
Revenues	\$39,448	\$39,385	\$63 (5)	\$43,276	\$47,770	\$4,494 (14)
Expenses	-31,367	-31,024	-343 (5)	-38,360	-46,339	-7,979 (9, 14)
Reserve Drawdown (Deposit)	-8,081	-8,361	280	-4,916	-1,431	3,485 (9, 14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Electric Service						
Revenues	\$15,832	\$16,257	\$-425 (6)	\$22,816	\$22,816	\$0
Expenses	-15,988	-16,769	781 (6)	-22,616	-22,509	107 (9)
Reserve Drawdown (Deposit)	156	512	-356	-200	-307	-107 (9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	\$7,748	\$7,331	\$417 (7)	\$10,105	\$10,280	\$175
Expenses	-7,916	-7,878	-38 (7)	-9,885	-10,286	-401 (9, 15)
Reserve Drawdown (Deposit)	168	547	-379	-220	6	226 (9, 15)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Other Enterprise Functions						
Revenues	\$6,126	\$5,596	\$530 (8)	\$5,954	\$6,820	\$866 (16)
Expenses	-4,311	-4,523	212 (8)	-5,002	-6,176	-1,174 (9, 16)
Reserve Drawdown (Deposit)	-1,815	-1,073	-742	-952	-644	308 (9, 16)
Net	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AUXILIARIES						
Revenues	\$176,399	\$173,254	\$3,145	\$192,466	\$201,951	\$9,485
Expenses	-136,604	-139,013	2,409	-182,379	-199,968	-17,589
Reserve Drawdown (Deposit)	-39,795	-34,241	-5,554	-10,087	-1,983	8,104
Net	\$0	\$0	\$0	\$0	\$0	\$0

CAPITAL OUTLAY BUDGET**Educational and General Projects**

1. The project total budget reflects the state's partial (95 percent) appropriation allotment available for fiscal year 2008, including amounts carried forward from fiscal year 2007. The revised annual budget reflects an anticipated expenditure level that will satisfy the state's 85 percent performance requirement.
2. Blanket Authorizations allow 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 Research and Academic Building to expedite the project in anticipation of state funding. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
3. The project is complete and will be closed when final payments are processed.
4. This project is complete and will be closed when final payments are processed.
5. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future buildings in the southwest area of campus. The project will be accomplished in multiple phases. Phases I, II, and III have been bid, and construction is underway. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
6. The project is complete and will be closed when final payments are processed. The total estimated cost is expected to be \$7.606 million.
7. This Critical Technologies Research Laboratory building project is envisioned to construct a state-of-the-art research facility that will support multidisciplinary research. The anticipated size of the facility may be reduced from 73,000 gross square feet (GSF) to approximately 42,000 GSF in order to align the project with the budget. The project utilizes a CM (Construction Manager) at Risk contracting method. Re-design is underway and will address the accommodation of a future addition. A Guaranteed Maximum Price (GMP) contract is expected by spring 2009.
8. This project is envisioned to construct a 16,300 gross square foot high containment research laboratory facility for the study of infectious diseases. Schematic design is underway.
9. The purpose of this project is to construct a 48,000 gross square foot building along the campus perimeter to house various administrative and academic support functions in one central location. The project is in the preliminary programming phase. The annual budget was adjusted to reflect deferral of the project start date until fiscal year 2009.
10. This project includes a new Visitors and Undergraduate Admissions Center at the Prices Fork entrance to the university near the new Alumni Center. The project is in the preliminary planning phase. The final program carries a cost estimate of \$10.5 million. The original authorization is from the state, and the university is requesting Board approval of a resolution at the full amount to move the project expediently. If the resolution request is approved, this state authorization may be removed from the books.
11. This project will construct a 7,500 gross square foot building to provide a central location for the management, storage, and eventual disposal of hazardous materials that are products of the academic program. The project is in the preliminary planning phase.
12. The project envisions construction of the originally designed 1,400 square foot classroom addition at the Hampton Roads Center, which was removed from the 2003 Hampton Roads project due to cost constraints. The low bid has been awarded, with the start of construction expected by May. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
13. This project encompasses planning of a 91,200 square foot facility on the north side of campus to house dining and shared instructional space. The project is in the preliminary planning phase. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
14. This project comprises planning of a 50,000 square foot addition to the VBI facility to provide office, meeting, and conference space for VBI faculty, research, and support personnel. The project is in the preliminary planning phase. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
15. This project is for planning of a 35,000 gross square foot facility to house the public safety programs of the police department, rescue squad, and emergency management. The original purpose of the planning project was to expedite the project schedule in the event the state funded the university's 2008 General Assembly request. The state did not fund the project; thus, the planning is on hold. The annual budget was adjusted to reflect deferral of the project to a later date.
16. This project encompasses planning of a multipurpose laboratory building for agricultural research conducted by the Southern Piedmont Agricultural Research and Extension Center (SPAREC). The sources of funding include a grant from the Tobacco Indemnification and Community Revitalization Commission and partial matching from proceeds derived from timber sales. A contract for A/E services was executed in February and planning is underway.

2002 General Obligation Bond Program

17. Construction is complete, with equipment upfit expected to continue this summer. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
18. The project is complete and will be closed when final payments are processed. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
19. This project will update out-of-date general assignment classrooms on campus. The renovation work has been scheduled primarily over three summers, with completion expected in fiscal year 2008-09. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
20. This project will update the building's power and HVAC infrastructure to support modern instructional technology. Construction is underway, with occupancy expected this summer. The total estimated cost is expected to be \$10.468 million. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
21. Construction is substantially complete and the project will be closed when limestone coating is complete and final payments are processed. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
22. This project will renovate Henderson Hall and construct an experimental theater to house art programs. The low bid has been awarded and construction is underway. The annual budget was reduced to reflect time lost due to the first bid overrun and subsequent re-bidding of the project.
23. This project is envisioned to construct a state-of-the-art performance theatre. The process of selecting an A/E firm for project pre-planning is underway.
24. The project calls for the renovation of Agnew Hall and part of Burruss Hall for improved instructional space. The Burruss Hall component is complete. Construction is now underway in Agnew Hall.
25. This project will build a state-of-the-art, multidisciplinary research laboratory. The project is under construction, with an expected occupancy date by January 2009. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.

**CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF MARCH 31, 2008**

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	
<u>Educational and General Projects</u>										
Maintenance Reserve	\$ 8,606	\$ 10,200	\$ 9,036	\$ 16,952	\$ 0	\$ 0	\$ 0	\$ 16,952	\$ 15,206	(1)
Blanket Authorizations	1,300	200	12	0	0	4,660	0	4,660	13	(2)
Fisheries and Aquatics Research Center	167	167	160	0	0	870	0	870	864	(3)
Boiler Pollution Controls	449	449	430	3,850	0	0	2,000	5,850	5,832	(4)
Upgrade Campus Heating Plant	15,000	10,000	5,084	17,250	0	2,750	11,500	31,500	7,554	(5)
Surge Space Building	1,204	1,204	837	0	0	0	8,500	8,500	7,238	(6)
Institute for Critical Technology and Applied Science II	1,800	1,800	1,163	13,519	0	0	17,500	31,019	1,310	(7)
Infectious Disease Research Facility	150	150	0	3,137	0	6,163	0	9,300	1	(8)
Administrative Services Building	400	0	0	0	0	0	12,000	12,000	0	(9)
Visitors and Undergraduate Admissions Center	100	100	0	0	0	0	5,250	5,250	0	(10)
Materials Management Facility	200	200	26	3,500	0	0	0	3,500	26	(11)
Hampton Roads Extension Center Classroom	100	200	37	500	0	0	0	500	37	(12)
Planning: Academic and Student Affairs Building	1,200	300	11	0	0	0	2,720	2,720	11	(13)
Planning: VBI Addition Facility	1,100	700	79	0	0	0	2,400	2,400	79	(14)
Planning: Public Safety Building	0	0	0	0	0	1,600	0	1,600	0	(15)
Planning: Southern Piedmont AREC Laboratory	0	188	50	0	0	375	0	375	50	(16)
TOTAL	31,776	25,857	16,924	58,708	0	16,418	61,870	136,996	38,220	
<u>2002 General Obligation Bond Program</u>										
Life Sciences I	11,304	9,000	6,682	4,987	26,263	0	8,750	40,000	35,379	(17)
Bishop-Favrao Hall	6,137	5,800	5,351	1,048	2,500	6,048	0	9,596	8,512	(18)
Classroom Improvements, Phase I	2,700	2,400	2,109	2,740	4,530	0	0	7,270	5,720	(19)
Cowgill Hall HVAC and Power	9,000	7,400	5,317	3,825	7,500	0	0	11,325	6,124	(20)
Litton-Reaves Hall Exterior Repairs	2,174	1,770	1,356	1,630	2,500	0	0	4,130	3,311	(21)
Henderson Hall	6,000	2,300	70	3,875	6,542	4,683	0	15,100	1,249	(22)
Performing Arts Center	0	0	0	0	0	5,000	58,000	63,000	0	(23)
Agnew & Burruss Hall Renovations	2,200	2,200	1,447	0	4,802	113	0	4,915	3,423	(24)
Inst. for Critical Technology and Applied Science, Ph I	20,000	21,000	16,613	9,994	13,996	6,989	17,000	47,979	35,094	(25)
TOTAL	59,515	51,870	38,945	28,099	68,633	22,833	83,750	203,315	98,812	

CAPITAL OUTLAY BUDGET (continued)**Auxiliary Enterprises Projects**

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process. The annual budget reflects a spending performance target of 85 percent.
2. Construction of a parking lot on Chicken Hill has begun, with an estimated total cost of \$1,600,000. Another \$356,000 is expected to be charged to the consolidated capital project for the costs of planning a parking deck. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
3. The project is essentially complete and will be closed when final payments have been processed, with an expected total cost of \$54.02 million. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
4. This project will build a new residence hall of approximately 256 beds, along with office space for residential services and judicial affairs. Construction is underway. The annual budget was adjusted to reflect reduced cash outflows for fiscal year 2008 as a result of delays incurred due to unexpected adverse site conditions.
5. This project will address ongoing facility upgrade and improvement needs in the existing residence and dining system to keep the programs up-to-date with student expectations. Renovations may include the addition of air conditioning, upgrading electrical and infrastructure systems, exterior improvements, and modernization of room arrangements. This authorization will cover design of the planned renovation of East and West Ambler Johnston Hall, which is underway. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
6. This project includes 43,000 gross square feet of new construction to meet the growing demand for increased student counseling and clinical space and additional recreational areas for the growing exercise and sports programs serving the university community. The project is in the early design phase to validate program, size, and budget. Program evaluations indicate a larger scope may be required to fully address the space needs of the Counseling unit and alternative solutions are under consideration. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
7. The purpose of this project is to build a new, 120,000 gross square foot field house to increase the availability of indoor training time for football and other athletic programs. The project is on temporary hold to advance the Basketball Practice Facility.
8. This project was authorized to implement planning and construction of an athletic practice facility next to Cassell Coliseum. Initial site work is underway, with a desired construction completion date by fall 2009. The estimated costs are \$21.5 million, 7.5 percent beyond the original \$20 million authorization. The total budget authorization was increased administratively as a minor adjustment in accordance with the university's management agreement and original project construction resolution.
9. This project envisions a new residence hall of approximately 250 beds. Cost estimates exceed the project budget, and the project is on hold while the university identifies potential alternatives. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.
10. This is the first phase of a repair project to address moisture penetration and structural problems in the exterior walls of McComas Hall. Construction is underway, with completion anticipated in fall 2008. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2008.

Capital Outlay Projects Authorized as of March 31, 2008 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT						
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES	
<u>Auxiliary Enterprises Projects</u>										
Maintenance Reserve	\$ 4,800	\$ 4,800	\$ 2,487	\$ 0	\$ 0	\$ 5,897	\$ 0	\$ 5,897	\$ 2,487	(1)
Parking Auxiliary Projects	483	1,400	189	0	0	79	19,505	19,584	792	(2)
Expand Lane Stadium, West Side	2,253	2,000	1,462	0	0	4,962	54,740	59,702	53,229	(3)
New Residence Hall	7,200	6,000	1,637	0	0	9,088	22,000	31,088	2,604	(4)
Residence and Dining Hall Improvements	1,600	2,000	990	0	0	0	10,000	10,000	992	(5)
Recreational, Counseling, Clinical Space	650	100	30	0	0	0	13,000	13,000	65	(6)
Indoor Athletic Training Facility	0	0	0	0	0	0	25,000	25,000	0	(7)
Basketball Practice Facility Planning	1,750	2,000	614	0	0	12,100	9,400	21,500	614	(8)
New Residence Hall II	100	150	129	0	0	0	27,000	27,000	129	(9)
Repair McComas Hall Exterior Wall Structure, Phase 1	1,000	800	357	0	0	0	1,500	1,500	357	(10)
TOTAL	19,837	19,250	7,896	0	0	32,125	182,145	214,271	61,269	
GRAND TOTAL	\$ 111,128	\$ 96,977	\$ 63,765	\$ 86,807	\$ 68,633	\$ 71,377	\$ 327,765	\$ 554,582	\$ 198,302	

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, 2007 through March 31, 2008 and the Capital Outlay report be accepted.

2008-09 FACULTY COMPENSATION PLAN

VIRGINIA TECH

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 a board-approved faculty compensation plan.

In accordance with this, the 2008-09 Faculty Compensation Plan provides information about (1) the promotion and tenure process, (2) the annual evaluation and salary adjustment process for teaching and research faculty, administrative and professional faculty, and special research faculty, (3) salary adjustments within the evaluation period, and (4) the 2008-09 pay structure.

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 averages in 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 (SCHEV) last reviewed and updated each institution’s Faculty Salary Peer Group in 2007. The 2008-09 benchmarking of Virginia Tech’s Faculty Salary Average is made using the peer group established in 2007.

The authorized salary average for 2007-08 for Virginia Tech is \$89,215. This places Virginia Tech at the 49th percentile of its peer group for 2007-08. Because the General Assembly is expected to provide funding for an average increase of 2.00 percent in 2008-09, the authorized salary average is projected to increase to

\$90,999 while the rank is projected to decrease to the 45th percentile (assuming a 3.2 percent increase at the peer institutions). Attachment A provides a list of the University's peer group and the comparative salary averages for 2007-08.

In November of each year, the University will submit a report to the Board of Visitors concerning the status of the consolidated salary average and the University's standing within its benchmark group.

2008-09 Pay Structure

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2008-09 is presented. This plan is derived from the 2007-08 approved plan and shows the normal entrance rate for each faculty category and the change from the approved compensation rate for each rank. Because the merit increases for faculty will not be awarded until November 25, 2008, two salary levels are provided. The salary levels and changes recommended for the 2008-09 teaching and research faculty pay structure are presented on Attachment B.

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 triple mission of the University: instruction, research, and outreach (public service or extension). 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 requires 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	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

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	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

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	\$3,000
Agent	2,000

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	\$3,000
Advanced Instructor	2,000

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 faculty perform work directly related to management of the activities of the institution, department, or unit. Professional faculty positions are normally limited to librarians, counselors, extension agents, coaches, physicians, and other professional positions serving education, public service, research, athletic, medical, student affairs, and development functions or activities.

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, administrative and professional faculty members 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.

Special Research Faculty

Special 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. Special 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 special 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 administrative or professional faculty member may also be approved in lieu of the November raise. 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. All salary changes established through this process will be submitted for ratification to the Board of Visitors on a quarterly basis in the Personnel Changes Report.

Implementation of the 2008-09 Merit Review and Compensation Process

The General Assembly will provide funding for 2008-09 for an average increase of 2.00 percent for Teaching and Research faculty and 2.00 percent for administrative and professional faculty. The University will conduct the salary merit process for continuing faculty based on the overall 2008-09 salary increase along with possible modifications of the allocations as described below.

To implement the 2008-09 merit review and compensation program, the Budget Office will develop salary pools for each academic and administrative area, based upon the existing faculty salary allocations. While making salary decisions based on merit as described in this plan, the vice presidents and deans are expected to balance the overall salary recommendations within the pools provided to them.

The University may also elect to alter the percentage increase provided by the state to achieve certain salary compensation needs. For example, in some years the University has allocated additional funds to address issues such as salary compression and equity needs. For 2008-09, such changes may result from one or more of the following processes:

- The University provides the vice presidents and deans the flexibility to use savings from vacant positions to make special salary adjustments beyond the capacity of their budget pools upon justification that situations within their units require different total allocations. The total of such incremental allocations is expected to be within a minor range of their salary pools, and is subject to approval by the President during the salary hearings.
- 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.
- The University may elect to increase the percentage allocation provided to all senior management areas for the merit process, above the two percent planned for in the state budget process, for both teaching and research faculty and administrative and professional faculty if sufficient funding is identified from nongeneral fund sources in the University's budget development process.

RECOMMENDATION:

That the proposed 2008-09 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.

Attachment A

VIRGINIA TECH

2007-08 Fiscal Year

<u>Institution</u>	<u>Average Salary</u>	<u>Rank</u>
California, University of (Berkley)	\$113,137	1
Cornell University (Endowed)	108,960	2
Southern California, University of	103,007	3
Rutgers University (New Brunswick)	98,772	4
Maryland, College Park, University of	97,841	5
California, University of (Davis)	96,296	6
Texas at Austin, University of	92,258	7
Ohio State University	92,190	8
Minnesota-Twin Cities, University of	91,695	9
Illinois at Urbana, University of	91,500	10
Washington-Seattle, University of	89,451	11
Virginia Tech	89,215	12
Stony Brook University	88,936	13
SUNY at Buffalo	88,788	14
Michigan, University of (Ann Arbor)	88,787	15
Michigan State University	87,293	16
Wisconsin, University of (Madison)	86,512	17
Colorado, University of (Boulder)	86,209	18
North Carolina State University	84,568	19
Florida, University of	82,520	20
Texas A&M University, Main Campus	82,433	21
Pennsylvania State University	81,635	22
Iowa State University	78,532	23
Pittsburgh, University of (Main Campus)	77,515	24
Purdue University	76,595	25
Missouri, University of (Columbia)	70,410	26
Virginia Tech's Percentile Ranking	49th	

Attachment B**2008-09 Pay Structure****Virginia Tech****July 1 through November 24, 2008**

	<u>9-Month Faculty</u>		<u>12-Month Faculty</u>		<u>Distribution</u>
	<u>Entrance</u>	<u>Change</u>	<u>Entrance</u>	<u>Change</u>	Approximate % of Total Faculty <u>By Rank</u>
Professor	\$76,478	--	\$93,276	--	37%
Associate Professor	58,493	--	70,877	--	30%
Assistant Professor	48,388	--	58,858	--	22%
Instructor	33,913	--	44,124	--	11%

November 25, 2008 through June 30, 2009

	<u>9-Month Faculty</u>		<u>12-Month Faculty</u>		<u>Distribution</u>
	<u>Entrance</u>	<u>Change</u>	<u>Entrance</u>	<u>Change</u>	Approximate % of Total Faculty <u>By Rank</u>
Professor	\$78,008	\$1,530	\$95,142	\$1,866	37%
Associate Professor	59,663	1,170	72,295	1,418	30%
Assistant Professor	49,356	968	60,035	1,177	22%
Instructor	34,591	678	45,006	882	11%

PROPOSED 2008-09 OPERATING AND CAPITAL BUDGETS**VIRGINIA TECH****June 2008**

With the close of the General Assembly session, the University is able to develop its internal budgets for the upcoming fiscal year. Virginia Tech anticipates authorization of \$1.038 billion during 2008-09 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 example, the Cooperative Extension/Agricultural Experiment Station Division has been assigned incremental nongeneral fund revenue authorization that cannot be utilized because revenue from outside funding sources, such as the federal government, remain level; this authority cannot be internally budgeted unless additional revenue is identified. In addition, the University has positioned external appropriations to accommodate growth in sponsored programs. On the other hand, the University's expenditure authorization will increase during 2008-09 when the State transfers funds from its Central Appropriation to the University to cover the General Fund share of faculty and staff salary increases and other central adjustments. In addition, as a part of restructuring the University has sum sufficient authority to establish nongeneral fund appropriations as needed.

For 2008-09, the net of these transactions results in an annual internal budget for all operations of approximately \$1.024 billion. This is an increase of \$56.4 million over the original 2007-08 budget. This increase reflects changes in nongeneral fund revenues for 2008-09 as well as actions in the 2008 General Assembly session that will impact the 2008-09 General Fund appropriation. The overall change includes an increase of \$24 million attributable to the Educational and General program and \$12.2 million of projected growth in auxiliary enterprises. The General Fund allocation is estimated to be approximately \$268 million, a decrease of \$10.4 million from 2007-08. General Fund revenues will provide \$249.3 million in support for the instructional, research, and extension programs, \$17.2 million for student financial assistance, and \$1.6 million for the Unique Military Activities program. The General Fund appropriation represents 43.5 percent of the Educational and General budget (as compared to 58.6 percent in the original 2001-02 budget, prior to the 2002-04 budget reductions), 37 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the original 2001-02 budget), and 26.2 percent of the total budget.

Schedule 1 displays the proposed operating budgets for 2008-09, 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 2007-08 budget, as approved in June 2007, and the current revised 2007-08 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 \$564 million in 2008-09. 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)		
	208	229	Total
General Fund	\$178,492	\$67,133	\$245,625
Tuition and Fees	269,681		269,681
Federal Funds		13,915	13,915
Other	33,967	851	34,818
Total Educational and General	\$482,140	\$81,899	\$564,039
Percent of Total			
General Fund	37.0%	82.0%	43.5%
Tuition and Fees	56.0%	0.0%	47.8%
Federal Funds	0.0%	17.0%	2.5%
Other	7.0%	1.0%	6.2%
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 \$24 million. The proposed 2008-09 budget is 4.5 percent larger than the original 2007-08 budget. This increase results from incremental tuition and fee revenue. The General Assembly budget includes the \$10.2 million General Fund reduction, the provision of General Fund support for its share of faculty and staff salary increases and fringe benefit rate changes, and \$1.8 million for base budget adequacy. General Fund support in the University Division decreased by \$5 million from the original 2007-08 budget. The percentage of the Educational and General budget for the University Division provided by the General Fund dropped from 40.2 percent in 2007-08 to 37 percent in 2008-09. The 2008-09 tuition and fee budget is \$30.8 million, or 12.9 percent, higher as compared to the original 2007-08 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, updated enrollment plans, an increase in the allotment of unfunded scholarships to student aid programs, specialized program fees, and adjustments to the other E&G fee budgets, i.e., the academic fee and the technology fee. The revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment; thus, there is no material impact on the University's annual revenue budget resulting from this out-of-state student fee. All tuition and fee revenues are based on the rates approved by the Executive Committee at the May 5, 2008 meeting.

At the March 2008 meeting, the Finance and Audit Committee requested information on the state of the Agricultural Research and Extension Centers (ARECs) which is a major activity within Agency 229. In response, the University facilitated a review with the College of

Agriculture. A supplemental report is provided in Appendix A to respond to this information request.

Auxiliary Enterprises

The total auxiliary revenue will grow 6.3 percent over the original 2007-08 budget in 2008-09, with a significant portion of the increase attributable to growth in Residential and Dining Programs, increased electricity sales revenue for Virginia Tech Electric Services, and an increase in Intercollegiate Athletics revenue. This increase includes resources to cover the cost of funding legislated salary increases; adjustments to fringe benefit rates; increased utility and fuel costs; increased demand for services provided by auxiliaries such as Dining Programs; enhancements to critical student health and counseling services; equipment repair and replacement; maintenance of existing facilities and planning for new facilities.

Financial Assistance for Educational and General Programs

Financial Assistance for Educational and General Programs is comprised 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 the Research Initiative. The most significant activity in this category is externally sponsored research. The General Fund support for the Higher Education Research Initiative was reduced from \$7.525 million to \$2.8 million for Biomedical Research, Biomaterials Engineering, and nanotechnology initiatives. The University anticipates \$19 million of growth over 2007-08 due to projected increases in externally sponsored research activities.

Student Financial Assistance

The projected annual budget for the Student Financial Assistance Program includes state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program. The University's Student Financial Assistance Program is anticipated to increase by 2.4 percent in 2008-09 over the original 2007-08 budget, with \$17.2 million available for state-supported student financial assistance.

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. For All Other Programs, the recommended budget represents an increase of \$0.3 million or 4.7 percent over the original budget for 2007-08. This change is due primarily to higher than previously budgeted activity in both Alumni Affairs and federal work study programs.

Budget Allocations

The process of finalizing the 2008-09 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June

2008 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.

Capital Outlay Projects

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Each project, independent of funding source, has traditionally required a state authorization for its initiation, and the majority of projects on the 2008-09 program were approved by the state. Under the restructuring legislation and the 2006 Management Agreement between the Commonwealth and the University, the Board of Visitors has the authority to approve the budget, size, and funding of nongeneral fund capital projects. New state authorized projects on the plan 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 budget by fund source and an estimated annual budget for each capital outlay project that will be active in 2008-09. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for 2008-09 is listed with the total budget by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The current capital outlay program for 2008-09 (Schedule 3) is comprised of 19 Educational and General projects, 9 General Obligation Bond projects, and 11 Auxiliary Enterprise projects for a total of 39 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 2009 includes approximately \$714.7 million of authorizations with an estimated available balance of about \$522.4 million. Of the available balance, the University plans to spend about \$139.1 million in 2008-09. Some projects are near completion and may close prior to June 30th. Projects that close will be removed from the Financial Performance Report for fiscal year 2009 with minimal impact on the planned expenditure level for 2008-09.

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 2008-09 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

TOTAL OPERATING BUDGET FOR VIRGINIA TECH

Fiscal Year 2008-09
(Dollars in Thousands)

	2007-08 Original Budget	2007-08 Adjusted Budget	2008-09 Recommended Budget
<u>Revenues</u>			
Educational and General			
University Division			
General Fund	\$183,443	\$175,870	\$178,492
Tuition and Fees	238,851	249,850	269,681
All Other Income	33,934	32,558	33,967
Subtotal	<u>456,228</u>	<u>458,278</u>	<u>482,140</u>
CE/AES Division			
General Fund	68,358	66,067	67,133
Federal Funds	14,173	18,481	13,915
All Other Income	808	1,074	851
Subtotal	<u>83,339</u>	<u>85,622</u>	<u>81,899</u>
Total Educational and General	539,567	543,900	564,039
Auxiliary Enterprises	192,466	201,951	204,637
Financial Assistance for E&G Programs ^(a)			
General Fund	8,427	7,901	3,701
Nongeneral Fund	204,224	204,202	227,975
Total	<u>212,651</u>	<u>212,103</u>	<u>231,675</u>
Student Financial Assistance			
General Fund	16,743	16,556	17,151
All Other Programs ^(b)			
General Fund (UMA)	1,570	1,499	1,570
Nongeneral Fund	4,242	4,082	4,518
Total	<u>5,812</u>	<u>5,581</u>	<u>6,088</u>
Total	<u>\$967,239</u>	<u>\$980,091</u>	<u>\$1,023,590</u>
<u>Expense</u>			
Educational and General			
University Division	\$456,228	\$458,278	\$482,140
CE/AES Division	83,339	85,622	81,899
Subtotal	<u>539,567</u>	<u>543,900</u>	<u>564,039</u>
Auxiliary Enterprises	182,379	199,968	193,748
Financial Assistance for E&G Programs ^(a)	212,651	212,103	231,675
Student Financial Assistance	16,743	16,556	17,151
All Other Programs ^(b)	5,812	5,755	6,088
Total	<u>\$957,152</u>	<u>\$978,282</u>	<u>\$1,012,701</u>
<u>Planned Change in Reserve</u>			
Reserve Drawdown/(Deposit) ^(c)	(10,087)	(1,809)	(10,889)
Net	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

(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.

TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES
Fiscal Year 2008-09
(Dollars in Thousands)

	2007-08 Original Budget	2007-08 Adjusted Budget	2008-09 Recommended Budget
Residence and Dining Hall System			
Revenues	\$63,164	\$65,689	\$69,520
Expenses	-60,644	-64,920	-64,754
Reserve Drawdown (Addition)	-2,520	-769	-4,766
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Parking and Transportation			
Revenues	\$5,780	\$5,752	\$6,202
Expenses	-5,244	-5,438	-5,726
Reserve Drawdown (Addition)	-536	-314	-476
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Telecommunications Services			
Revenues	\$16,456	\$17,857	\$17,190
Expenses	-16,395	-18,401	-17,463
Reserve Drawdown (Addition)	-61	544	273
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
University Services System			
Revenues	\$24,915	\$24,967	\$26,468
Expenses	-24,233	-25,899	-23,832
Reserve Drawdown (Addition)	-682	932	-2,636
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Intercollegiate Athletics			
Revenues	\$43,276	\$47,770	\$44,284
Expenses	-38,360	-46,339	-42,297
Reserve Drawdown (Addition)	-4,916	-1,431	-1,987
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Electric Service System			
Revenues	\$22,816	\$22,816	\$24,490
Expenses	-22,616	-22,509	-24,258
Reserve Drawdown (Addition)	-200	-307	-232
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Inn at Virginia Tech and Skelton Conference Center			
Revenues	\$10,105	\$10,280	\$10,192
Expenses	-9,885	-10,286	-10,088
Reserve Drawdown (Addition)	-220	6	-104
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Enterprise Functions			
Revenues	\$5,954	\$6,820	\$6,291
Expenses	-5,002	-6,176	-5,330
Reserve Drawdown (Addition)	-952	-644	-961
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL			
Revenues	\$192,466	\$201,951	\$204,637
Expenses	-182,379	-199,968	-193,748
Reserve Drawdown (Addition)	-10,087	-1,983	-10,889
Net	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2009

(Dollars in Thousands)

as of April 30, 2008

	TOTAL PROJECT BUDGET					ESTIMATED TOTAL EXPENSES June 30, 2008	ESTIMATED BALANCE AVAILABLE FOR FY2009	ESTIMATED ANNUAL BUDGET FY2009	ESTIMATED BALANCE AT CLOSE OF FY2009
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL BUDGET				
<u>Educational and General Projects</u>									
Maintenance Reserve	\$ 17,081	\$ 0	\$ 0	\$ 0	\$ 17,081	\$ 0	\$ 17,081	\$ 7,687	\$ 9,395
Blanket Authorizations	0	0	4,643	0	4,643	201	4,442	2,000	2,442
Upgrade Campus Heating Plant	17,250	0	2,750	11,500	31,500	12,470	19,030	10,000	9,030
Institute for Critical Technology and Applied Science II	13,519	0	0	17,500	31,019	1,947	29,072	6,000	23,072
Infectious Disease Research Facility	3,137	0	6,163	0	9,300	151	9,149	1,000	8,149
Administrative Services Building	0	0	0	12,000	12,000	0	12,000	400	11,600
Visitor and Undergraduate Admissions Center	0	0	0	5,250	5,250	50	5,200	600	4,600
Materials Management Facility	3,500	0	0	0	3,500	200	3,300	500	2,800
Hampton Roads Extension Center Classroom	500	0	0	0	500	200	300	300	0
Planning: Academic and Student Affairs Building	0	0	0	2,720	2,720	300	2,420	1,500	920
Planning: VBI Addition Facility	0	0	0	2,400	2,400	700	1,700	1,700	0
Planning: Public Safety Building	0	0	1,600	0	1,600	0	1,600	0	1,600
Planning: Southern Piedmont AREC Laboratory	0	0	375	0	375	188	187	187	0
VT-Carilion School of Medicine and Research Institute	59,000	0	0	0	59,000	0	59,000	35,000	24,000
Sciences Building Laboratory I	28,758	0	0	16,800	45,558	0	45,558	1,000	44,558
Planning: Renovate Davidson Hall	1,506	0	0	0	1,506	0	1,506	1,506	0
Planning: Chiller Plant, Phase I	480	0	0	0	480	0	480	480	0
Planning: Human & Agricultural Biosciences Bldg. I	2,040	0	0	0	2,040	0	2,040	1,500	540
Pre-Planning: Engineering Signature Building	250	0	0	0	250	0	250	250	0
Total Educational and General Projects	\$ 147,021	\$ 0	\$ 15,531	\$ 68,170	\$ 230,722	\$ 16,406	\$ 214,316	\$ 71,610	\$ 142,706
<u>2002 General Obligation Bond Program</u>									
Life Sciences I	4,987	26,263	0	8,750	40,000	37,696	2,304	2,304	0
Bishop-Favrao Hall	1,048	2,500	6,048	0	9,596	8,961	635	337	298
Classroom Improvements, Phase I	2,740	4,530	0	0	7,270	6,011	1,259	1,259	0
Cowgill Hall HVAC and Power	3,825	7,500	0	0	11,325	8,207	3,118	2,261	857
Litton-Reaves Hall Exterior Repairs	1,630	2,500	0	0	4,130	3,726	404	404	0
Henderson Hall	7,333	6,542	4,683	0	18,558	3,479	15,079	8,000	7,079
Performing Arts Center	0	0	5,000	58,000	63,000	0	63,000	1,000	62,000
Agnew Hall Renovation	0	1,816	113	0	1,929	1,190	739	739	0
Institute for Critical Technology and Applied Science I	9,994	13,996	6,989	17,000	47,979	39,581	8,398	6,409	1,989
Total 2002 General Obligation Bond Program	\$ 31,557	\$ 65,647	\$ 22,833	\$ 83,750	\$ 203,787	\$ 108,852	\$ 94,936	\$ 22,712	\$ 72,224

Schedule 3 Continued

AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2009

(Dollars in Thousands)

as of April 30, 2008

	TOTAL PROJECT BUDGET					ESTIMATED TOTAL EXPENSES June 30, 2008	ESTIMATED BALANCE AVAILABLE FOR FY2009	ESTIMATED ANNUAL BUDGET FY2009	ESTIMATED BALANCE AT CLOSE OF FY2009
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL BUDGET				
<u>Auxiliary Enterprises Projects</u>									
Maintenance Reserve	\$ 0	\$ 0	\$ 8,068	\$ 0	\$ 8,068 (a)	\$ 0	\$ 8,068	\$ 5,071	\$ 2,997
Parking Auxiliary Projects	0	0	79	18,819	18,897	1,317	17,581	650	16,930
Expand Lane Stadium, West Side	0	0	4,962	54,740	59,702	53,767	5,935	253	5,682
New Residence Hall	0	0	953	30,047	31,000	6,880	24,120	16,000	8,120
Renovate Ambler Johnston Hall	0	0	0	65,000	65,000	2,002	62,998	6,010	56,988
Recreational, Counseling, Clinical Space	0	0	0	13,000	13,000	134	12,866	750	12,116
Indoor Athletic Training Facility	0	0	0	25,000	25,000	0	25,000	0	25,000
Basketball Practice Facility	0	0	12,100	9,400	21,500	2,000	19,500	15,000	4,500
New Residence Hall II	0	0	0	27,000	27,000	150	26,850	0	26,850
Repair McComas Hall Exterior Wall Structure	0	0	0	6,000	6,000	800	5,200	700	4,500
Renovate Owens & West End Market Food Courts	0	0	0	5,000	5,000	0	5,000	300	4,700
Total Auxiliary Enterprise Projects	\$ 0	\$ 0	\$ 26,162	\$ 254,005	\$ 280,167	\$ 67,049	\$ 213,118	\$ 44,735	\$ 168,383
GRAND TOTAL ALL CAPITAL PROJECTS	<u>\$ 178,578</u>	<u>\$ 65,647</u>	<u>\$ 64,526</u>	<u>\$ 405,925</u>	<u>\$ 714,677</u>	<u>\$ 192,307</u>	<u>\$ 522,370</u>	<u>\$ 139,057</u>	<u>\$ 383,313</u>

(a) The total budget shown for the Auxiliary Maintenance Reserve reflects a budget carryforward of \$2.997 million from fiscal year 2008 and an estimated \$5.071 million revenue budget from the auxiliary enterprises for this program for fiscal year 2009.

Appendix A

Supplemental Budget Update on Agricultural Research Extension Centers

At the March 2008 Board of Visitors meeting, the Finance and Audit Committee requested additional information on the status of the financial resources of the Agricultural Research Extension Centers (ARECs) and the impact of state budget reductions. In response, the University facilitated a review. This supplemental report summarizes the status and results of this review.

Background

The Virginia Agricultural Research and Extension Centers (ARECs) help serve the Commonwealth's agricultural needs. Virginia's diverse geography is reflected in the thirteen AREC sites, which total nearly 3,900 acres, plus approximately 400 acres of adjacent leased land. The AREC system in the 229 Agency is of particular importance in the process of translating research to the agricultural producers of the Commonwealth. These centers continue to provide critical support and information to the Commonwealth's thousands of farming communities across the state. The regional location of these centers throughout Virginia provides a valuable, regionally relevant asset for translating new and important research to the Commonwealth's agricultural producers.

Major ARECs which have faculty on-site include:

- **Alson H. Smith** (located in Winchester) – research and extension activities provide producers with knowledge on tree fruits and viticulture for the burgeoning wine industry in the Commonwealth.
- **Eastern Shore** (located in Painter) – provides vegetable and field crop industries with efficient, state-of-the-art production and management strategies.
- **Hampton Roads** (located in Virginia Beach) – research and extension activities provide for sustainability of the environmental horticulture industries (nursery, landscape, greenhouse, and turf) of Virginia.
- **Southern Piedmont** (located in Blackstone) – research and extension activities focus on flue-cured and burley tobacco, forages crops, and specialty crops including small fruits and wine grapes.
- **Tidewater** (located in Suffolk) – research and extension activities focus on crop (cotton, peanuts, soybean, corn, vegetables, etc.) production and protection through comprehensive disease prevention and pest control studies.
- **Virginia Seafood** (located in Hampton) – research and extension activities focus on providing technical assistance to the seafood and aquaculture industries of Virginia to help them remain competitive on a global scale.

The remaining ARECs provide necessary field research space for translational projects related to plant breeding (e.g. soybean, wheat, and barley), soil erosion and

management, beef production, equine research, hair sheep studies, animal nutrition research including alternative feeds, aquaculture, and forestry. These ARECs support research done on campus and extension outcomes throughout the Commonwealth:

- Eastern Virginia (located in Warsaw)
- Northern Piedmont (located in Orange)
- Shenandoah Valley (located in Steeles Tavern)
- SW Virginia (located in Glade Spring)
- Middleburg (located in Middleburg)
- Reynolds Homestead (located in Critz)
- SW Va. Aquaculture (located in Saltville)

All ARECs are managed by the College of Agriculture and Life Sciences except for Reynolds Homestead which is managed and operated by the College of Natural Resources.

AREC Funding Support

ARECs receive funding from federal, self-generated, and state sources.

Federal resources are defined for specific purposes. For example, Shenandoah Valley and SW Virginia Aquaculture are primarily funded through federal grants that are restricted to the activities at these locations. As a result, these restricted monies are not available for other purposes. Other federal funds, including Hatch formula grants, are utilized more broadly to support salaries at the ARECs. Stipulations, matching requirements, and reporting requirements by the federal government define how these funds are most appropriately allocated.

Self-generated resources come from field studies, research programs, private gifts, and sales and services. Balances of the field study funds are utilized at the discretion of the ARECs. As of April 2008, the balances in these funds were \$1.7 million. Several of the AREC directors have implemented business practices to recover a percentage of these field study funds to support center needs. These funds are invested back into the infrastructure of the ARECs or into other critical operational or personnel needs. Technical support for applied research is also provided by sponsored grants and contracts.

State funds support 122 FTE's at the ARECs and over \$5.4 million in salaries. In addition, \$886,000 in state funds is provided for annual operating expenses of the ARECs. Operational needs for equipment, facilities, laboratory, and field support are reviewed annually through the College of Agriculture and Life Science's strategic budgeting process. In recent years, base increases have been provided to the ARECs for fuel and energy costs and to restore extension base budgets lost in the 2003-04 budget reductions. One-time allocations are also made for critical needs to supplement annual operating allocations. Since 2003-04, the state budget resources provided to the ARECs increased by \$2,032,000. This is a 34% increase in state funds to help these critical research and extension units meet the needs of the Commonwealth. In 2007-08, Agency 229 had to revert \$2,437,555 to the Commonwealth of Virginia to meet state budget reduction assignments. No reductions were applied to the AREC

system. This reduction assignment was continued into the next biennium. At present, no reductions are targeted to the AREC system.

Needs Assessment and Future Strategies

The University is currently assessing the needs of the ARECs. The University is reviewing facilities, equipment, strategic plans, and funding levels.

A comprehensive facility review is being compiled. The review of the condition of AREC facilities identified that the recent updates with University Maintenance Reserve funding had addressed critical facilities needs. It was confirmed that the current facilities meet programmatic objectives. The Commonwealth of Virginia's ongoing Maintenance Reserve program is designed for the major repair or replacement to plant, property, or installed building systems to ensure that facilities are well maintained.

A review of current equipment inventory is underway. A complete inventory of AREC equipment was completed to confirm the type of equipment, status, age, and replacement cycle. Equipment needs were assessed as were the ongoing strategies for the replacement of equipment which include Service Centers and other equipment financing strategies.

The strategic outlook for the ARECs is also under review. Consistent with the questions raised by the Committee at the March meeting, the review encompasses the cost and benefit of each AREC to ensure that each is addressing the goals outlined in the strategic plan. Options addressed in this review include: no change, modification of research focus, closure, merger, or change in status (e.g. college farm, service center). Suggestions for AREC closures and/or mergers have been reviewed in concept. Each alternative has complexities due to state land arrangements, the employment considerations, funding earmarks, and opportunities for self-generated resources. There are several options, and each is being thoroughly explored as to the economic impact on the Commonwealth, area stakeholders, and the university's research and extension missions. Each AREC provides significant impacts and outcomes for the area it serves and the Commonwealth in general. At the current time, the College of Agriculture and Life Sciences has determined that closure of any of the ARECs would not result in a positive program action or yield any significant benefit; thus, closure is not an option currently under consideration.

The budgetary needs of ARECs are reviewed on an annual basis through a strategic budgeting and investment process. This is a well established process for requesting support through the college in order to leverage AREC self-generated resources. The ability of each AREC to self-generate funding is also considered. The ARECs participate in this process each year and have seen increases in both one-time and base funds as a result. In addition, ARECs which have utilized field study funds and/or foundation funds in partnership with the college have been able to leverage funds to advance the operational, equipment, and facility needs of the AREC.

Since each AREC supports its own operations, increases in energy costs have significant implications. As a result, additional resources are necessary for the ARECs to support both fuel and energy costs that are increasing dramatically. There is also the need for specialized equipment such as irrigation systems and the cost of operating those systems. On-site reviews of the ARECs are planned during the Spring and Summer of 2008 in order to complete the review process.

During the 2008-10 state biennial budget process, the University put forward a request for \$3,000,000 to support translational research. \$1,000,000 of that was designated to increase the support provided to the AREC system by providing essential funding for the translation of research in practical (and critical) solutions for the Commonwealth's agricultural industry and farming communities. \$200,000 would have been invested in two critical faculty positions, \$340,000 in crucial technical support throughout the Commonwealth, and the remaining \$460,000 in the necessary operating dollars to provide for basic research and extension needs of the stations. The initiative did not receive funding in the state biennial budget process.

Summary

The University will continue to focus its limited resources in order to maximize the ARECs ability to accomplishment stated strategic goals. The next state budget process will be critical to the future of the ARECs. The University will consider the resubmission of the most recent state budget request as well as the need for fuel, energy, specialized equipment and the related operation and maintenance of that equipment.

In addition, the funds generated by the ARECs through field trials, research grants, private gifts, overhead distribution, and sales and services are critical to the on-going viability of the system. Many of the ARECs have created business strategies around these funds that allow them to reinvest in their facilities, equipment, operations, and personnel. These resources are also being utilized to leverage additional funding through partnerships with the college and external groups. The University will continue to explore ways to extend these best practices to other ARECs in order to ensure their long-term financial viability.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**STUDENT FINANCIAL ASSISTANCE****2008-09 GENERAL FUND APPROPRIATION**

The General Assembly appropriates discretionary financial assistance from the General Fund for students attending state colleges and universities in Virginia. Historically, discretionary financial aid for undergraduates has been distributed based on a formula which incorporates unmet need and the average amount of loan carried by students at each institution. The available funds have been allocated in proportion to the composite of these two factors at the individual institutions of higher education. Money has also been allocated to institutions for graduate fellowships. These funds have been distributed based on a programmatic assessment of institutional justification of funds for this purpose.

For 2007-08, a total of \$16,742,637 was allocated to Virginia Tech for undergraduate and graduate financial assistance. For 2008-09 the University received an additional allocation of \$408,268 for need based awards to undergraduate Virginians. Thus, a total of \$17,150,905 is anticipated to be available for state-supported student financial assistance in 2008-09.

The recommended distribution of the \$17,150,905 appropriation for Scholarships and Fellowships in 2008-09 is shown below.

I. \$11,000 for Soil Scientist Scholarships

These funds are appropriated by the General Assembly in support of up to 20 annual soil scientist scholarships. They provide University fees for Virginia residents majoring in agronomy. In return, recipients agree to work as soil scientists for the State of Virginia for a period equal to the number of years they received the scholarship.

II. \$307,500 for the Multicultural Academic Opportunities Program

These funds are appropriated by the General Assembly for "Scholarships, internships, and graduate assistantships administered by the Multicultural Academic Opportunities Program at the University . . . Eligible students must have financial need and participate in an academic support program."

III. \$16,832,405 for Scholarships and Fellowships

1. \$4,222,580 for Graduate Fellowships

In 2007-08, \$4,222,580 was approved for graduate fellowships. No additional funding was appropriated for this category in 2008-09. Fellowship awards will be made to graduate students in amounts not to exceed the instructional fees to be paid by the student for the year in which the award is made. Not more than 50 percent of these funds will be awarded to persons who are not eligible to be classified as Virginia domiciliary resident students. Approximately 503 full-time equivalent fellowships can be awarded from this fund in 2008-09.

2. \$12,609,825 for Undergraduate Scholarships

In 2007-08, \$12,201,557 was approved for undergraduate scholarships. An increase of \$408,268 was appropriated for this category for 2008-09. Scholarship awards will be made to Virginia domiciliary residents in amounts not to exceed total University tuition and fees depending on financial need and other sources of financial aid available. Approximately 1,828 full-time equivalent scholarships can be awarded from this fund in 2008-09.

RECOMMENDATION:

That the recommended allocations for student financial assistance for the fiscal year 2008-09 be approved.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
HOTEL ROANOKE CONFERENCE CENTER COMMISSION BUDGET

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 2008-09. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2008-09. The recommended budget is shown on the following page.

HOTEL ROANOKE CONFERENCE CENTER COMMISSION
BUDGET
JULY 2008 - JUNE 2009

Revenues

City of Roanoke	\$ 80,000
Virginia Tech	<u>80,000</u>
	<u>\$160,000</u>

Expenses

Personal Services for part-time director	\$ 64,140
Professional Fees – legal, audit, insurance consultant	47,600
Technology, travel	2,000
Training	2,500
FF & E Reserve	40,260
Operations	<u>3,500</u>
	<u>\$ 160,000</u>

RECOMMENDATION:

That the budget for The Hotel Roanoke Conference Center Commission for 2008-2009 be approved.

**VIRGINIA TECH-WAKE FOREST UNIVERSITY
SCHOOL OF BIOMEDICAL ENGINEERING AND SCIENCES
2008-09 OPERATING BUDGET
June 2008**

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 2008-09 recommended budget 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**

OPERATING BUDGET

2008-09

Revenues

University Allocation	\$ 1,592,583
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Expenses

Faculty	\$ 674,128
Staff	173,145
Graduate Students	226,455
Fringes	291,498
Subtotal Personnel Costs	1,365,226
Operating Costs	227,357
Subtotal Non-personnel Costs	227,357
Total Expenses	\$ 1,592,583

Net	-
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RECOMMENDATION:

That the 2008-09 budget for the Virginia Tech - Wake Forest School of Biomedical Engineering and Sciences be approved.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

DORMITORY AND DINING HALL SYSTEM


2008-09 Operating Budget

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, 2008 to June 30, 2009 and a recommended budget of current expenses for the System for the same period.

	<u>Dormitories</u>	<u>Dining Halls</u>	<u>Total</u>
<u>Estimated Revenues</u>			
Student Fees	\$26,940,128	\$34,124,453	\$61,064,581
Other Income	3,488,279	4,967,546	8,455,825
Total Resources	<u>\$30,428,407</u>	<u>\$39,091,999</u>	<u>\$69,520,406</u>
<u>Current Expenses</u>			
Personnel Services	\$9,278,528	\$15,468,592	\$24,747,120
Operations	9,322,830	17,815,707	27,138,537
Administrative Charges	1,210,745	2,242,744	3,453,489
Maintenance Reserve	2,215,250	738,417	2,953,667
Debt Service	5,361,743	1,099,340	6,461,083
Total Expenses	<u>\$27,389,096</u>	<u>\$37,364,800</u>	<u>\$64,753,896</u>
Reserve Contribution (Draw)	\$3,039,311	\$1,727,199	\$4,766,510
Net	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2008 to June 30, 2009 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.

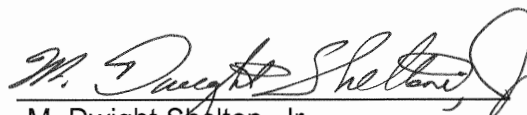

 M. Dwight Shelton, Jr.
 Vice President for Finance and Chief
 Financial Officer

ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING DORMITORY AND DINING HALL SYSTEM

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, 2008 to June 30, 2009:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000 (effective 7/1/2008).
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, 2008 to June 30, 2009 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

ELECTRIC SERVICE SYSTEM

2008-09 Operating Budget

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, 2008 to June 30, 2009 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Sales to University Departments	\$14,346,764
All Other Sales	9,903,314
Investment Income	240,000
Total Revenues	<u>\$24,490,078</u>

Current Expenses

Personnel Services	\$2,369,316
Purchase of Electricity	17,596,546
Operating Expenditures	2,629,068
Capital Maintenance Reserve Projects	350,000
Maintenance, Repairs and Equipment Replacement	570,719
Debt Service	742,415
Total Expenses	<u>\$24,258,064</u>

Reserve Contribution (Drawdown)	\$232,014
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Net	<u><u>\$0</u></u>
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I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2008 to June 30, 2009 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

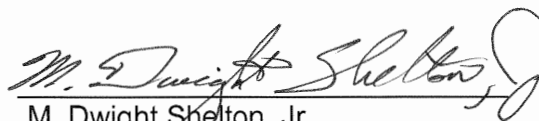

M. Dwight Shelton, Jr.
Vice President for Finance and Chief
Financial Officer

ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING ELECTRIC SERVICE SYSTEM

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, 2008 to June 30, 2009:

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.
1. 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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
2. 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, 2008 to June 30, 2009 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

UNIVERSITY SERVICES SYSTEM

2008-09 Operating Budget

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, 2008 to June 30, 2009 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Student Fees	\$24,394,627
Sales and Services	1,711,369
Other Income	362,322
Total Revenues	<u>\$26,468,318</u>

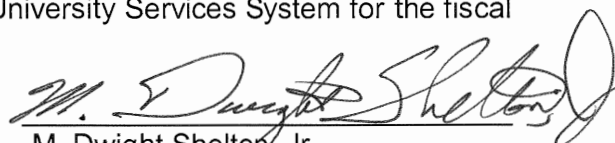
Current Expenses

Personnel Services	\$14,613,535
Operating	4,552,105
Debt Service	2,577,145
Capital Maintenance Reserve	718,848
Non-Capital Maintenance Reserve	114,208
Student Organization Allocation	1,255,885
Total Expenditures	<u>\$23,831,726</u>

Reserve Contribution (Drawdown)	\$2,636,592
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Net	<u><u>\$0</u></u>
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I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2008 to June 30, 2009 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

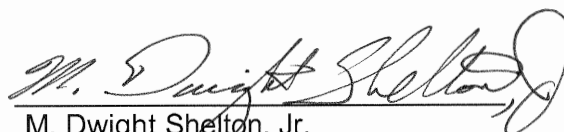

 M. Dwight Shelton, Jr.
 Vice President for Finance and Chief
 Financial Officer

ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING UNIVERSITY SERVICES SYSTEM

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, 2008 to June 30, 2009:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 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, 2008 to June 30, 2009 for the operation of the University Services System and the report of the Annual Inspection be approved.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

INTERCOLLEGIATE ATHLETICS SYSTEM

2008-09 Operating Budget

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, 2008 to June 30, 2009 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Student Fees	\$6,225,954
Sales and Services	33,540,844
Other Income	4,516,881
Total Revenues	<u>\$44,283,679</u>

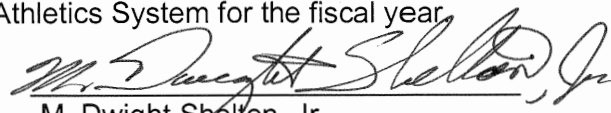
Current Expenses

Personnel Services	\$16,501,332
Operations	12,504,845
Administrative Charge	2,046,292
Capital Maintenance Reserve	664,000
Maintenance, Repairs, and Equipment Replacement	1,428,636
Debt Service	7,911,532
One-Time Projects	1,240,000
Total Expenses	<u>\$42,296,637</u>

Reserve Contribution (Drawdown)	\$1,987,042
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Net	<u><u>\$0</u></u>
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I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2008 to June 30, 2009 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.

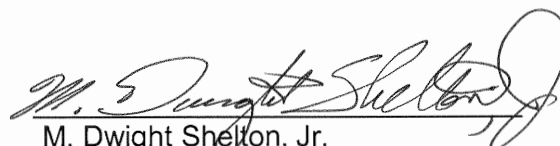

 M. Dwight Shelton, Jr.
 Vice President for Finance and Chief
 Financial Officer

ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING INTERCOLLEGIATE ATHLETICS SYSTEM

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, 2008 to June 30, 2009:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000 (effective 7/1/2008).
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, 2008 to June 30, 2009 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

PRATT FUNDS OVERVIEW

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 1975, \$1,330,000 in 1977, \$47,000 in 1979, and \$30,164 in 1981, for a total of \$10,968,983. Over the years, the Pratt endowment has grown to \$44 million, as of March 31, 2008. 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 established as a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role over the years 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.

The expenditure of income funds from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these endowment earnings has 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.

2008-2009 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of \$2,060,666 will be available for expenditure in FY 2008-2009. Targets of \$1,064,000 and \$1,100,666 were given respectively to the College of Engineering and to the Animal Nutrition Programs. For the College of Engineering, \$104,000 will be allocated for a partial repayment of amounts previously severed from principal.

College of Engineering

Source of Funds:

Endowment Income	\$960,000
Carryover (estimated)	<u>25,000</u>
Total Resources	<u>\$985,000</u>

Proposed Expenditures:

Undergraduate Scholarships	\$350,000
Undergraduate Study Abroad Scholarships	25,000
Graduate Study Abroad Scholarships	50,000
Graduate Tuition Scholarships	52,000
Graduate Fellowships	377,000
Graduate Recruitment Programs	<u>131,000</u>
Total Proposed Expenditures	<u>\$985,000</u>

Animal Nutrition

Source of Funds:

Endowment Income	\$1,100,666
Carryover (estimated)	<u>289,000</u>
Total Resources	<u>\$1,389,666</u>

Proposed Expenditures:

Ph.D. and M.S. Fellowship Program	\$ 450,000
Undergraduate Program Scholarships and Research	150,000
Visiting Scholars and Seminars	25,000
Equipment Purchases and Maintenance	383,666
Nutrition Technicians	175,000
Publication Costs	<u>6,000</u>
Total Proposed Expenditures	<u>\$1,189,666</u>

RECOMMENDATION:

That the proposed 2008-2009 allocation and use of Pratt Funds be approved.

AFFILIATION AGREEMENT RENEWALS

As approved by the Board of Visitors, the university has entered into affiliation agreements with the following university-related corporations for the purpose of defining the relationship and requirements of university-related corporations.

- Virginia Tech Alumni Association, Inc.
- Virginia Tech Athletic Fund, Inc.
- Virginia Tech Corps of Cadets Alumni, Inc.
- Virginia Tech Foundation, Inc.
- Virginia Tech Intellectual Properties, Inc.
- Virginia Tech Services, Inc.

The terms of these agreements end on June 30, 2008. It is recommended that the agreements be renewed at this time to be extended for a term ending June 30, 2012.

RECOMMENDATION: That the affiliation agreements listed above be revised according to the attached template and extended for a four-year period, terminating on June 30, 2012.

June 20, 2008

**AFFILIATION AGREEMENT BETWEEN
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
AND
(CORPORATION)**

THIS AFFILIATION AGREEMENT, dated as of _____, is by and between VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, a Virginia public corporation (the "UNIVERSITY"), and (corporation), a Virginia non-stock corporation (the "CORPORATION").

RECITALS

1. The University recognizes the contribution the Corporation will make to the University's missions and goals and, therefore, the University is willing to be affiliated with and provide certain benefits to the Corporation. Such action shall not, however, be construed to mean that the Corporation is part of or controlled by the University; that the University is responsible for the Corporation's contracts or other acts or omissions; or that the University approves of the Corporation's activities.
2. The purpose of this Agreement is to describe the entire relationship between the University and the Corporation including the University benefits the Corporation may receive and the conditions for their receipt.

Accordingly, the parties agree as follows:

a. Representations

- 1) The Corporation represents that it is a Virginia non-stock corporation in good standing with the Virginia State Corporation Commission. The Corporation will provide the University a copy of its current articles of incorporation, bylaws and all future amendments, a list of all directors, administrators and offices, their addresses and phone numbers, and any changes made to this list.
- 2) The Corporation further represents that the officers and board members of the Corporation were provided a copy of this Agreement and they authorized the person executing this Agreement on behalf of the Corporation to execute this Agreement.

b. Relationship between the Corporation and the University

The University is a Virginia public corporation and the Corporation is not part of that corporation, but rather exists and operates independently, and for the benefit of, the University.

The Corporation is required to distribute to the University or its designee, on a regular basis, any surplus revenues as determined in conjunction with the Chief Financial Officer of the University or any successor thereof.

Annually, prior to consideration by its Board of Directors, the Corporation shall review its annual operating budget, capital budget, long-term program plans, and intended distribution of surplus with the University's designee.

The Corporation agrees that, without the prior written consent of the University President, it will not distribute any assets or proceeds thereof, other than in the ordinary course of business, to any entity or person other than the University or its designee.

The Corporation shall convey to the University upon written request of the Board of Visitors, any interest in real property owned by the Corporation, which real property is and shall be indirectly owned by the University.

The Corporation shall provide a benefits and compensation plan for its employees that as nearly as practicable matches that of the University.

The President of the University shall designate a person to be elected as a director and member of the Executive Committee of the Corporation.

The parties understand and agree that this Agreement is the only source of control the University may have over the Corporation or its activities except to the extent, if any, the University chooses to exercise control over activities occurring on its property and as provided in the governing documents of the Corporation.

c. Fund-Raising Activities

The Corporation agrees not to conduct fund-raising activities without the prior written consent of the University, provided that the solicitation of research grants and contracts by the Corporation shall not be considered fund-raising activities for purposes of this Agreement.

d. The Corporation's Dealings with Third Parties

The Corporation shall not hold itself out as being part of, controlled by, or acting on behalf of the University. The Corporation agrees to take reasonable measures to ensure that third parties understand that it is not part of the corporation which is the University. With respect to advertising, publicity, correspondence, contracts, and other formal means of communication, the Corporation will use its full corporate name to avoid confusion on the part of the third parties.

e. Tax Matters

The Corporation shall prepare and timely file all tax returns and reports including information returns required to be filed by it under federal, state and local laws. The Corporation will promptly advise the University in the event of any audit of its tax returns or reports by any governmental entity. The Corporation shall not use the University's taxpayer identification number or the University's tax-exempt status in connection with purchases or sales by the Corporation, gifts to the Corporation, interest or other income of the Corporation, or any other activity of the Corporation.

f. Liability Insurance and Defense

The Corporation understands and agrees that the University, the Commonwealth of Virginia, and the employees and agents of either will not be liable for any of the Corporation's contracts, torts, or other acts or omissions, or those by the Corporation's directors, officers, employees or staff, provided that the limitations of liability provided herein shall not apply to faculty and staff of the University acting within the scope of their employment with the University. The Corporation understands and agrees that neither it nor its directors, officers, employees or staff are protected by the University's or the Commonwealth of Virginia's insurance policies or self-insurance plans in connection with the Corporation's activities, and the University and the Commonwealth will not provide any legal defense for the Corporation or any such person in the event of any claim against any of them, provided that the limitations of liability provided herein shall not apply to faculty and staff of the University acting within the scope of their employment with the University.

g. Non-Discrimination

The Corporation agrees to follow the University's Equal Opportunity and Affirmative Action Statement.

h. Charges for Services

The Corporation agrees to reimburse the University upon request for the costs of services provided. To the extent that a rate schedule exists for these services, the Corporation will be charged at the appropriate rate. To the extent there is no rate schedule charge set for a service, the Corporation will be charged a rate to be mutually agreed on by the University and the Corporation based on a cost study to be conducted by the University Controller's Office.

i. Use of Facilities, Resources and Services

The University hereby makes the Corporation eligible to use the University's facilities, resources and services, subject to availability and the policies and procedures of the University applicable to such facilities, resources and services.

j. Audit

The Corporation shall have an annual audit performed by an independent auditor and shall provide copies of its IRS form 990 or 990T, financial statements, management letter and management response produced in connection with the audit to the President of the University. The Corporation agrees to participate in the university-related corporation internal audit program. All costs of both the annual audit and the internal audit work performed for the Corporation shall be paid by the Corporation. The Corporation will be exempted from the requirement for annual external audit provided that:

- the Corporation has not held any financial assets for the twelve month period preceding the fiscal year ending date,
- the officers of the Corporation certify annually that no financial activities or transactions have occurred or are occurring outside those reflected in the records of the Corporation,
- on an as needed basis, the Corporation agrees to provide as a supplement to its annual financial statements separate unaudited financial schedules providing information on the activities of the Corporation recorded in its records, and
- the Corporation continues to participate in the university-related corporation internal audit program.

k. Subsidiary Corporations

The provisions of this agreement shall be applicable to any subsidiary corporations and limited liability companies of the Corporation. Approval of the University's Board of Visitors is required for the establishment of University related corporations.

l. Dissolution

If the University, acting at the direction of its Board of Visitors, shall request in writing, the Corporation agrees to timely cease all operations and take all appropriate actions to dissolve the Corporation. In the event of such dissolution or final liquidation of the Corporation (a) none of the property of

the Corporation or any proceeds thereof shall be distributed to or divided among any of the officers or directors of the Corporation or inure to the benefit of any individual; and (b) after all liabilities and obligations of the Corporation have been paid, satisfied, and discharged, or adequate provision made thereof, all remaining property of the Corporation and the proceeds thereof shall be distributed by the Board of Directors of the Corporation to the University or its designee provided such designee is an organization or organizations that is (are) qualified under Section 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended.

m. Term and Termination of Agreement

This agreement shall become effective as of the date written below and shall expire on June 30, 2012, but it will remain in effect past the expiration date unless (i) terminated by the University, with or without cause, at any time by written notice to the Corporation, (ii) terminated by mutual written agreement of the parties, or (iii) replaced by a new agreement.

n. Waiver

Failure of either party to enforce any of the provisions of this Agreement shall not be construed as a waiver of that, or any other, provision or any later breach thereof.

o. Notices

Any notice under this Agreement shall be deemed given when deposited in the mail, postage prepaid, and addressed as follows:

If to the Corporation:

If to the University:

University Treasurer
Virginia Tech
902 Prices Fork Road (0142)
Suite 4000
Blacksburg, Virginia 24061

or to such other person, at such addresses, as either party may designate for itself and so notify the other party in writing.

p. Entire Agreement; Amendments.

This Agreement constitutes the entire agreement between the Corporation and the University concerning the subject matter, and it supersedes all prior written or oral agreements concerning this subject matter. This Agreement may not be amended except by written document executed by both parties.

IN WITNESS THEREOF, the parties have executed this Agreement below:

(NAME OF CORPORATION)

VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY

By: _____
(Authorized Officer)

By: _____
(Authorized Officer)

Title: _____

Title: _____

Date: _____

Date: _____

**RESOLUTION ON INCREASING ADMINISTRATIVE EFFICIENCIES THROUGH EXPANSION
OF AUTOMATED SYSTEMS AND ENHANCED SECURITY**

WHEREAS, the University has implemented a comprehensive suite of administrative systems to support its various academic programs; and,

WHEREAS, the University operates in a decentralized environment in which the efficiency of these administrative systems is crucial in terms of administrative cost control; and,

WHEREAS, the University is committed to promoting an efficient administrative operating environment, has several automation projects in process, and has included a commitment to initiate a significant automation project on an annual basis, as is evidenced on the University's scorecard; and,

WHEREAS, the Audit Committee believes that the University administrative processes have not taken full advantage of the benefits available from electronic paperless processing; and,

WHEREAS, the Audit Committee has expressed concern about the pace of the University's progress toward the implementation of fully automated administrative systems that achieve operational efficiencies through electronic paperless processing of transactions; and,

WHEREAS, the Audit Committee has requested that adequate security be established regarding all transactions within the University's administrative systems;

NOW, THEREFORE, BE IT RESOLVED, that the Audit Committee charges the University's Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology to develop a plan to continue to automate the University's administrative systems utilizing modern information technology processes and security tools to gain process efficiencies; and,

BE IT FURTHER RESOLVED, that the Audit Committee charges the University's Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology to implement the plan in a way that addresses business processes and the manner in which they are being conducted; and,

BE IT FURTHER RESOLVED, that the Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology establish a timetable for the ongoing automation of administrative processes in accordance with the plan provided to the Audit Committee and to identify available resources such that the strategic systems improvements are implemented as soon as is practical in order to achieve administrative cost savings.

RECOMMENDATION: That the proposed resolution be approved.

June 20, 2008

INCREASING ADMINISTRATIVE EFFICIENCIES THROUGH EXPANSION OF AUTOMATED SYSTEMS AND ENHANCED SECURITY

FINANCE AND AUDIT COMMITTEE

June 20, 2008

During the review of a report on the audit of the Virginia Tech Certification Authority at the March 2008 meeting of the Finance and Audit Committee of the Board of Visitors, the committee members expressed concern about the extent of the University's automation of its administrative processes and use of information technology to enhance efficiency of these electronic commerce activities while also providing appropriate levels of security. The Committee asked for a plan for aggressive implementation of process improvements using information technology to automate and enhance the efficiency of business and administrative processes and provide needed security. The Committee further requested the development of a resolution to be adopted at the June Board of Visitors' meeting; this resolution would reflect the Board's goals for the University with regard to automation of administrative processes that would result in more efficient business processes. Subsequent to the March meeting, several members of the University's administrative operations have invested significant amounts of time assisting in the analysis and development of materials that support the goals expressed by the Committee. In response to the Committee's requests, this report presents additional information regarding the University's administrative systems and management's plans concerning the goals presented by Committee members.

Executive Summary

Immediately following the March 31, 2008 Board Meeting, the Vice President for Finance and Chief Financial Officer initiated a survey of administrative offices to review automation of operational and service processes. The results of the survey particularly highlighted the University's success in addressing academic administrative processes with more than 90% of these processes estimated as automated. In addition, the majority of critical and high value administrative processes utilize information technology for operations and customer service. Areas for additional progress identified for the University Plan include:

- Student projects including April 16 response efforts and FERPA compliant information release tracking
- Support for the Southern Association of Colleges and Schools (SACS) reaccreditation process including ePortfolios expansion, WEAVE online implementation, and a SACS information system
- Faculty activities reporting system through implementation of the Digital Measures system
- Enterprise space management system using the ARCHIBUS system
- Research Administration system as an enhancement to the Banner system including electronic proposals, effort reporting, labor redistributions, and other enhancements

- Electronic Commerce expansion of the SciQuest Higher Markets system including receiving data integration, electronic invoice integration, and support for internal service providers

Some financial and personnel resources to accomplish system improvement goals exist and are currently assigned to administrative areas. While these resources are potentially sufficient to achieve automation and security goals over time, the Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology will make strategic decisions to prioritize the process improvements and identify and assign resources to increase the pace of priority initiatives. Ultimately, the rate of progress towards these university-wide goals and the administrative office goals will be dependent upon the allocation of constrained resources.

This report includes background information on system automation at Virginia Tech, an overview of the process review results, an overview of the IT enterprise architecture for administrative systems, a description of the University Plan for administrative systems initiatives, and an outline of areas of emphasis that are included in the current plan.

Background

Virginia Tech established the core foundation for its administrative systems over a decade ago with a decision to purchase the SunGard Higher Education (SunGardHE) Banner suite of products. Banner was the best option for providing an integrated suite of enterprise-wide applications on a single database, designed specifically to support institutions of higher education. Virginia Tech's implementation of the Banner administrative system includes modules for Human Resources, Finance, Alumni Development, and Student Records. While the Banner system enabled significant business process improvement, each of the modules contained functions that were not completely automated and paperless. As a result, following the implementation, opportunities for additional improvements and efficiencies existed in all components of the system.

Despite the need for continuing automation efforts, University management and the majority of system users and technical staff would agree that the original decision to move from a set of in-house developed systems to a vendor-supplied administrative system was appropriate and effective. Many of our peer research institutions have followed this trend of purchasing their administrative systems environment, and the Banner product is the most widely used collegiate administrative suite in the world today. To ensure Banner's ongoing usefulness and viability, the University actively participates in SungardHE focus groups and other feedback venues that influence the direction of the system. As an example, during this last year, Virginia Tech has partnered with SunGardHE to develop significantly expanded Banner functionality and automation for research administration processes.

Following the successful deployment of all the Banner modules, information technology resources were migrated from the implementation efforts and assigned to

specific administrative areas for providing Banner support and continuing the design, development, and enhancement of enterprise systems. Each administrative area assumed responsibility for prioritization of projects, for allocating its assigned IT resources to projects, and for aligning administrative technology initiatives with its goals and objectives. Coordination of projects has occurred as required to enable software upgrades and to facilitate initiatives that spanned multiple administrative areas. For example, the project to convert ID numbers from SSN to a Virginia Tech generated number was a joint project coordinated across all administrative units.

For academic administrative processes, the offices of the Registrar, Provost, Admissions, Financial Aid, and the Graduate School, as well as others, provided direction and defined initiatives for the IT resources assigned to their areas. The strategic projects of these units have included providing degree audit using the Miami University DARS system, document management for the Graduate School using the Noli system, financial aid document management using SungardHE Xtender solutions, NCAA compliance and advising reporting and tracking, a departmental system for graduate admission analysis, an orientation registration system, and SEVIS international student tracking compliance, as well as many others. Development efforts during this past year have focused on a SACS reaccreditation system and April 16 response efforts including a Dean of Students' system for coordination of information with the University CARE team. Prioritization of academic administrative efforts continues to emphasize gains in efficiencies, regulatory compliance requirements, and responsiveness to the evolving needs of the University.

Following the Banner implementation, the Vice President for Finance established a financial systems strategic planning group with Financial, Human Resources, and IT representation to address automated process initiatives and priorities within the Financial and Human Resource (HR) areas. This planning effort led to significant advances including electronic payment via Nelnet, electronic billing, electronic procurement through SciQuest's Higher Markets product, and automated HR applicant processing using a PeopleAdmin product. This past year, realizing that many of the objectives of the previous plan had been completed, the Vice President for Finance initiated an update to the financial systems strategic plan. As part of this process, finance staff reviewed plans during the University's annual business practices seminar on February 29, 2008 for updating the strategic plan and solicited feedback from campus business managers concerning opportunities for further system automation, improved reporting, and in some cases process reengineering.

Comprehensive Process Review

Immediately following the March 31, 2008 Board Meeting, the Vice President for Finance and Chief Financial Officer initiated a survey of administrative offices to review major business processes and assess their degree of automation. The survey included metrics for each process that were intended to evaluate either the impact of existing automation or the relative benefits that might be attained from additional automation. These metrics included feedback on the importance of the administrative function and the volume of transactions in a given process, as well as an assessment of the monetary impact of that process. Respondents were also

asked to assess from a business perspective the level of assurance needed for appropriate security measures for a given process. An overview of the results of this survey and the current status of administrative processes follows.

Student Records. The results of the systems review demonstrated that the University has been very successful in automating the administrative processes related to student records. Management estimated that more than 90% of these processes have been automated with high levels of customer service. Students apply, review course listings, request courses, view grades, complete housing contracts, add or revise meal plans, and request transcripts online. To support student academic progress, Virginia Tech has implemented the Miami University Degree Audit Reporting System which provides auditing and compliance of degree requirements, transfer credit analysis, and advising support and is an essential component in enabling Virginia Tech to distribute diplomas during graduation ceremonies. Reporting for NCAA and ACC athletic advising are critical athletic compliance functionalities that have also been successfully developed and implemented.

Admissions. The student undergraduate application process is automated using the CollegeNet application system with 92% of student applications submitted online and subsequently electronically transferred into Banner. Applicants are able to view their application status online and receive automated email communications concerning the application process. Some aspects of the review process for offering admission to Virginia Tech are currently automated with additional enhancements under consideration. A system was developed and implemented to meet federal compliance and reporting requirements for international students (the SEVIS system), including integration with Banner and automated submission to SEVIS. Virginia Tech developed and implemented an undergraduate orientation registration system for more effective coordination of summer orientation sessions. The graduate admissions process has been significantly enhanced through the development of a graduate admission analysis system that enables departments to review and select their graduate students. In addition, the Graduate School admissions area is currently implementing a document management system to process the materials that are received from students during the application process.

Academic Systems. For enterprise course management functionality, Virginia Tech uses Blackboard which is integrated with administrative information from Banner and used by more than 28,000 students. Virginia Tech is also currently implementing the Sakai system, which the University refers to as Scholar, as an open source initiative for course management and collaboration. In supporting this initiative, the University continues to provide noteworthy participation and leadership to the Sakai development community. A significant efficiency is enabled for graduate education through the electronic submission and management of theses and dissertations. The implementation of ePortfolios, a system for organizing and managing student academic materials and accomplishments, is a strategic initiative supporting accreditation requirements and providing better tools for assessing academic outcomes and accountability. In addition, efforts have begun to replace paper-

based course evaluation forms with online submission of student course evaluations to support academic assessment and accountability and to improve efficiency.

Student Financial Aid. The Office of University Scholarships and Financial Aid estimates about half of their processes are automated. Financial Aid processing requires receipt of significant numbers of financial materials from applicants such as personal tax returns, has frequent regulatory updates to its systems, and inherently requires extensive communications with families. Each year electronic application data is received from Free Application for Federal Student Aid (FAFSA) and loaded into the financial aid system. Financial Aid scans and then electronically accesses a variety of documents (i.e., Federal 1040 forms, etc.) that are submitted to the office by students and their families as supporting materials for the application process. Students are provided numerous automated, self-service functions including reviewing the status of award information, financial aid holds, application processing requirements, cost of attendance, award history, account summary, and loan application history. All Direct Loans processing is completed electronically, from the origination to the disbursement of monies to the students. Additionally, work has begun on a similar process for alternative loans which are separate from the federal program.

Financial Systems. The majority of the critical and high value financial processes are automated. For example, students and employees are billed electronically and have the ability to make payments electronically. More than 94% of Virginia Tech employees choose to receive their compensation via direct deposit, greatly reducing the expenses associated with paper checks. More than 90% of the Virginia Tech workforce receives online earnings and deductions statements. Recent implementation of online W-2 forms saves the University the costs associated with purchasing and mailing paper forms. The submissions of electronic files to the bank for payment or receipt processes are fully automated. The posting of federal, state, Virginia Tech, and Virginia Tech Foundation financial aid payments are also fully automated. The Controller's Office reports more than 30 financial processes that are currently automated.

Procurement. Virginia Tech recognized that an electronic procurement module was not provided with the Banner system and was critical to achieving the goal of automating all transactions from the purchase requisition to vendor payment. To provide this essential functionality, Virginia Tech purchased and implemented the Higher Markets product from SciQuest, a strategic partner of SunGardHE. Referred to as the HokieMart, the system enables selection of products from electronic catalogs and the ability to "punch out" to some vendors' websites to select items for purchase, and fully automates purchase approval processing. Implementation of HokieMart has provided significant gains in efficiency in a decentralized purchasing environment by automating a paper-intensive, manual process. Virginia Tech is currently working with SungardHE and SciQuest for the development of increased integration between Banner and HokieMart to enhance automation in the receipt of goods and services and in the processing of accounts payable. Efforts are also underway to extend HokieMart to include electronic purchases and payments between the University's internal suppliers and customers. Currently, this concept has been applied to replace paper processes in 15 operating units such as print

services, the glass shop, and air transportation services. Management believes that several other campus operating units, such as the motor pool, will be able to utilize this capability to improve the efficiency of internal transactions.

Research Administration. The Office of Sponsored Programs (OSP) oversees research administration within the University and supports principal investigators, departmental budget managers, and University administration in pre-award, post-award, and research administrative processes. Research administration at Virginia Tech, as is the case at most research institutions, has historically functioned with a variety of somewhat automated processes combined with many manual activities. Last year Virginia Tech administration determined that research administration had reached a tipping point where the demands for greater processing volume, the expanding compliance requirements, and the criticality of research to the institution could not be sustained without an enterprise level application system. To address this critical need, OSP and IT evaluated several options, none of which offered an immediate, full featured solution and all of which required several years of development work. After evaluation, Virginia Tech partnered with SungardHE to develop new functionality and enhance existing processes for the Banner system to ultimately craft a comprehensive Research Administrative System. This initiative is currently in progress with initial emphasis on electronic proposals, electronic effort reporting, and electronic labor redistributions, as well as other enhancements to reporting and administrative processes.

Human Resources. The Human Resources (HR) area estimates that approximately half of its processes are automated. The recruitment and applicant management process is fully automated using the PeopleAdmin recruiting module including functionality for departments and for HR as well as full self-service support for applicants. Hiring and employee status changes are processed with an electronic personnel action form for wage and graduate students. An initiative is currently in progress to automate the appointment process for salaried employees. Annual faculty and staff salary adjustments processes are managed and loaded into Banner using automated processes. Efforts are in progress to enable loading summer school faculty appointments. In addition, employees have access to a number of self-service features including the ability to view and update tax withholdings information, leave balances, and direct deposit information.

Information Technology Architecture for Administrative Enterprise Systems

Following the March 31, 2008 Board Meeting, the Vice President for Information Technology met with senior IT management to review information technology and security perspectives related to the concerns expressed by the Board during the Finance and Audit Committee meeting. Information Technology has a responsibility to ensure that administrative systems and automation projects are developed within an overall technology architecture that addresses security, technology standards, and long-term viability of the systems, all supporting the overarching responsibility for alignment with the strategic needs of the University. Key areas of emphasis to be included in the University Plan from the perspective of IT architecture for administrative enterprise systems include:

Security. Today's environment dictates that appropriate security must be an essential element of any enterprise information technology systems strategy. The security architecture should contain layers of defense including, but not limited to, system level security, encryption, data management policies, authentication and authorization systems, and user training and education. Inherent in the University Plan is the understanding of the need to establish effective levels of security with appropriate security tools for all enterprise systems. Consistent with this objective, Virginia Tech is committed to implementing innovative technologies to enhance the ability of Virginia Tech affiliates to interact securely with new and existing computing and networking services, as well as working with software and system vendors to facilitate adoption of industry standards for security architectures. For enterprise systems, Information Technology is developing a set of control strategies based on the needed levels of assurance, and is establishing the environment in which the appropriate security tools can be implemented for applications. Processes and applications should be evaluated to determine the appropriate level of identity assurance based upon the sensitivity of the processing and its associated data, with multi-factor authentication providing greater confidence in asserted identities as needed. In addition, digital signatures offer non-repudiated authorization capability for enabling automated processes that require this level of certification. Currently, Information Technology is implementing a guest account access system that represents a major service improvement for enabling students and other VT affiliates to control and manage access to their information. This system provides tremendous automation benefits with appropriate security for processes not requiring strong Virginia Tech confidence in asserted identities. As new automation efforts are implemented, Information Technology will be responsible for the establishment of the appropriate security of transactions and the systems environment.

Document Management and Workflow. Document management and workflow are important technologies that are needed by numerous campus areas. Whenever possible, the automation goal should be the elimination of paper documents; however, certain aspects of the business of higher education continue to require processing paper records, particularly in transactions with prospective students, financial aid applicants, and vendors of small companies. Document management systems improve efficiency by decreasing the costs of distribution, filing, and duplication of paper documents. In addition, customer service is improved through streamlined document storage and approval processes. Using workflow to improve electronic approval processing of documents enables expeditious, dependable and more secure document access and handling. However, identifying and implementing a document management system of enterprise quality has proved to be a significant challenge. Virginia Tech has chosen the Nolij system as the enterprise solution for the campus and is currently working with the vendor to address issues. Effort is underway to integrate Nolij Web with the Banner system and to address design issues with the Nolij java web client. While the system is in production use by the Graduate School and the Controller's Office, broader promotion of Nolij Web as an enterprise-wide system is dependent on successful resolution of remaining application and security issues. In addition to software issues, lack of resources, particularly document storage capacity, has presented some barriers to broader adoption.

Reporting and Analytics. Assessment, compliance and accountability are ever expanding components of administrative processes for higher education. In providing better support for reporting and analytics, Virginia Tech is reassessing our reporting tools and working to develop a more cohesive strategy for reporting. Virginia Tech has developed its own warehouse and has made notable accomplishments in data marts supporting various campus areas. Providing better tools and user interfaces to these data marts is a significant component in enabling more effective and efficient university processes, as well as the need for ensuring that the scope and content of the warehouse meets institutional requirements.

Improved User Experience. Providing effective user interfaces is increasingly vital in deploying successful and, to a large extent, efficient systems as user expectations are progressively driven by online internet experiences. Effective user interfaces decrease training requirements and better support the diverse and rapidly changing user populations inherent in higher education. Rich Internet Applications (RIA) represents the evolution of the internet browser from a static response interface to a dynamic, asynchronous interface. This provides a user experience on the web that more closely resembles the traditional desktop applications, with Google applications as the most visible examples of RIA applications today. Web 2.0 and portal technologies are other areas that improve the user experience by enabling collaboration and more effectively organizing user applications and information. As a recognized leader in the uPortal open source initiative, Information Technology is working to expand the use of the portal within enterprise applications and has added Banner portal technology to uPortal to facilitate this goal. Projects where VT is beginning to incorporate these technologies into enterprise applications include the research administration system, a portal for employees, and enterprise Wiki support.

Service Oriented Architecture (SOA). Enterprise systems have evolved into a mix of vendor products, in-house development, and open source systems that must be merged into an integrated and, most significantly, secure unified application environment for the University. Service Oriented Architecture (SOA) is a flexible application infrastructure that supports business processes as reusable building blocks or 'services' and thus facilitates meshing diverse systems into a unified whole, while also providing better tools for process governance. In addition, application services can be combined, configured, and reused to more rapidly respond to business requirements and thus more efficiently utilize IT resources. As the demands for IT administrative solutions increase, SOA represents a key architecture for improving IT agility in creating integrated, flexible applications. Virginia Tech is currently working with SungardHE on SOA projects in the integration of SciQuest with Banner and the development of eProposals for the research administrative system. While Virginia Tech is at the beginning stages of adoption of SOA for enterprise systems, this represents a critical component in addressing ongoing viability of the systems and in creating an infrastructure for process governance.

The Plan

While the University believes that significant progress in enterprise administrative systems has been made since implementation of the Banner system (and the recent survey work confirmed numerous advances), management agrees that there continue to be several opportunities for automation that will yield improvements in the manner and timeliness of how the University does business, and thus also promote efficiency of operations. Management agrees that utilizing a comprehensive, coordinated plan for specifying and prioritizing information technology administrative initiatives will enable the institution to more effectively move forward with enhancements that achieve the envisioned benefits.

The Vice President for Finance and the Vice President for Information Technology are in agreement that the implementation of automation, improvements in services, security requirements, and technology architecture advances within the Banner administrative environment need to be guided by a high-level plan, used in conjunction with a process for ongoing management of the initiatives and projects. The University Plan will, by necessity, require continuing review to ensure alignment with evolving University needs. In addition, the management of the University Plan will require assessment of resource utilization and availability, prioritization of initiatives, and methods for measurement of progress.

The work completed at the current time is sufficient for management to identify several areas of emphasis as well as an outline of the high priority projects that should be included in the current version of the University Plan. These areas of interest and related projects include:

Student Projects. A number of initiatives in response to April 16th continue to be specified and defined including enhancements to the Dean of Students communication system for the CARE team and VTAlerts enhancements for increased integration with Banner and required opt-in/opt-out functionality. A unified management system for information release forms that would record the FERPA compliant release authorizations and enable student control of information to be released has been identified as an opportunity to provide substantial automation benefits for academic administrative offices while also providing greatly enhanced customer service for students and their families.

SACS Accreditation. Significant efforts are in progress to develop and support the Southern Association of Colleges and Schools (SACS) reaccreditation process for Virginia Tech, including extensive expansion of the ePortfolios implementation, development of a SACS information management system, and implementation of the WEAVE online application system for outcomes and assessment. The SACS accreditation effort is directed by the Provost Office and involves most administrative and academic units of the University, as well as some of the research areas.

Faculty Activity Reporting System. The Provost Office has recently purchased the Digital Measures system to provide an enterprise faculty activity reporting system for the campus and will begin the project implementation plan for this system this summer. This system will provide notable advances in automation of faculty

accomplishments tracking in addition to addressing numerous departmental reporting requirements for accreditations and professional certifications.

Enterprise Space Management. The Vice President for Administrative Services recently upgraded the ARCHIBUS system as the initial phase in developing an enterprise space management system for the campus. Subsequent phases of this project will encompass many areas of the campus and will address space utilization and management from a variety of perspectives. The initial project phase is directed towards the software upgrade and an enhanced inventory of university buildings and space.

Travel and Expense System. An automated system for processing travel requests and expense reimbursements would provide extensive automation benefits to the campus. However, to be effective the system would need to accommodate extensive travel regulations and ensure effective compliance for the University. This system would provide significant efficiency benefits both for university departments as well as for the Controller's Office. The management of travel has been identified as a critical need in achieving more effective research project administration for principal investigators and departmental budget managers.

Research Administration. In the spring of 2009, Virginia Tech will be installing new releases of the Banner software that will address goals for improved efficiency and better customer service within the areas of administrative processes relating to sponsored research. The scope of this major project includes proposal development and submission, document management, integration with grants.gov, compliance tracking, workflow and approvals, integration with human resource and financial systems, effort reporting, labor redistribution, and enhancements to the university portal. The Research Administrative system provides benefits to, and is a joint effort of, various campus areas including the Office of Sponsored Programs, Human Resources, the Controller's Office, Information Technology, the Provost Office and university departments.

Human Resources Projects. Human Resources (HR) systems requirements that result from HR Restructuring, such as automation of the University Staff salary change process, are essential initiatives that must be addressed. In addition, a major initiative for HR is the implementation of the PeopleAdmin performance evaluation module. Another high priority project within HR is the development and implementation of an employee portal providing self-service HR information. Other areas identified for potential automation include time entry and leave processing enhancements and several extensions to electronic personnel action form processing. HR is currently evaluating options for a system to register and monitor employee training and certification requirements.

Electronic Commerce Applications. More extensive integration between Banner and HokieMart, as was originally envisioned for the University's automated purchasing system, is currently in development for several processes. First, an initiative is underway to electronically interface receiving data into Banner. This will facilitate the automated matching of invoices with receiving and thus eliminate a major manual process within accounts payable. A second accounts payable integration project is

the electronic loading of invoices from our major suppliers, which will eliminate the manual data entry of these invoices into Banner. In addition, SciQuest is currently working to adapt its product to enable HokieMart to become the launching point to interface with other automated internal service providers on campus such as telecommunication services, motor pool services, facilities services, and software distribution. With the implementation of the HokieMart as the one stop shop for purchasing internal and external goods and services through automated transactions, the University will realize significant benefits to process efficiency and customer service.

Information Technology Enterprise Architecture. As previously noted, the IT enterprise architecture objectives for security, document management and workflow, reporting and analytics, improved user interfaces, and Service Oriented Architecture (SOA) permeate across the enterprise administrative initiatives of the University Plan and provide benefits to all enterprise administrative systems. As an enterprise infrastructure for document management and workflow is achieved, numerous areas need this functionality to improve their records administration, including Student Records, Undergraduate Admissions, Financial Aid, Finance, Human Resources, Sponsored Research, and various academic departments. As new automation efforts are implemented, Information Technology will be responsible for the establishment of the appropriate security of transactions and the systems environment.

Next Steps in Continued Development of the Plan

Along with the identification of high priority projects to be included in the plan, efforts are currently in progress to identify resource needs for the projects. In addition, staff in Information Technology, the finance area, and other units are working on the development of aggressive, yet feasible time lines required to complete these high priority projects.

As with other activities within the University, some financial and personnel resources to accomplish these goals are currently assigned to the appropriate administrative areas. While these resources can achieve the goals and objectives of the University Plan over time, aggressive progress within a short time period is unlikely. As a result, the Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology are in discussions regarding how to identify and assign resources to increase the pace of systems automation. Ultimately, the rate of progress towards these goals will be dependent upon resource allocation.

**APPROVAL OF CAPITAL PROJECT FOR THE
VISITORS AND UNDERGRADUATE ADMISSIONS CENTER

VIRGINIA TECH**

The visitors and undergraduate admissions programs are critical elements of the University and provide benefits that extend to essentially all campus programs. The existing facilities for visitors (relocated house on Southgate Drive) and undergraduate admissions operations (Burruss Hall) are not adequate to serve the needs of the University's constituents. Thus, replacing these facilities is a high priority for the University. During the March 31, 2008 Board of Visitors' meeting, the Buildings and Grounds Committee reviewed a pre-planning study of the site, program, scope, and cost estimate for the new Visitors and Undergraduate Admissions Center project. The location of the envisioned facility is west of the Inn at Virginia Tech and will share the entrance off Prices Fork Road. The facility program includes about 21,000 gross square feet and space sufficient to accommodate the needs of both programs. The project timeline, including design and construction, is 36 months with a target opening date of fall 2011. The estimated cost for the project, inclusive of design, construction, and equipment, is \$10.5 million.

As with all self-supporting projects, the University has developed a financing plan to provide assurance regarding the financial feasibility of the project. This plan includes a combination of cash and debt funded by various sources of nongeneral fund revenues. With the scope, schedule, cost, and funding plan established, the University is ready to move the project forward. A state authorization for a Visitors and Undergraduate Admissions Center currently exists; however, this existing project is not adequate to cover the full costs of the desired program. Thus, an expanded replacement authorization is needed to move forward expediently. The units are Educational and General programs with operations and maintenance and maintenance reserve covered by the General Fund. Funding for these costs is included as part of the normal state budget process and will be coordinated with the completion date of 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, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a design and construction authorization to move forward with the Visitors and Undergraduate Admissions Center project. If this request is approved, it may replace the existing state authorization which the University may close.

RESOLUTION ON CAPITAL PROJECT FOR THE VISITORS AND UNDERGRADUATE ADMISSIONS CENTER

WHEREAS, the visitors and undergraduate admissions programs are critical operations of the University; and,

WHEREAS, the existing facilities of the visitors and undergraduate admissions programs do not provide adequate space and do not meet the expectations of University constituents; and,

WHEREAS, a pre-planning study has established a program for a 21,000 gross square foot building located to the west side of the Inn at Virginia Tech with an estimated project cost of \$10.5 million (inclusive of design, construction, and equipment) that will address the facility needs of both programs; and,

WHEREAS, the University has developed a funding plan that includes a combination of cash and debt serviced by nongeneral fund revenues sufficient to support the full costs of the project; and,

WHEREAS, funding for operations and maintenance and maintenance reserve is included in the normal state budget process and coordinated with the completion date of the facility; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the University, the University has the authority to issue bonds, notes or other obligations that do not constitute State tax supported debt; and

WHEREAS, the Finance and Audit Committee will further review and approve a financing resolution prior to securing permanent financing for the debt component of the project plus amounts needed to fund issuance costs, reserve funds, and other financing expenses; 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, debt issuance, and overall funding of nongeneral funded major capital outlay projects; and,

WHEREAS, the university may address minor cost variances provided sufficient funds are available to support the full project costs;

NOW, THEREFORE, BE IT RESOLVED, that the University be authorized to move forward with design and construction of a \$10.5 million Visitors and Undergraduate Admissions Center funded with nongeneral fund revenues and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed \$10.5 million for all or a portion of the costs of the project, plus related issuance costs and financing expenses.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to enter into the design, construction, and financing of a Visitors and Undergraduate Admissions Center be approved.

June 20, 2008

APPROVAL OF CAPITAL PROJECT FOR THE PARKING STRUCTURE

VIRGINIA TECH

The University Master Plan includes several parking structures over the course of time to ensure adequate proximal parking to academic activities. Specifically, for some time, the University has forecast the need for a parking structure in the north zone of campus. Recent construction activities in the north section of campus, specifically ICTAS-1, Bishop-Favrao Hall, and the Surge Building, have decreased the number of available spaces resulting from building on parking surfaces and increased the parking demand by shifting activity to this area. The net result is an increasing need for parking capacity in the north area of campus. Based on the parking and transportation master plan and the University Master Plan, the University has determined that a 1,200 space parking structure located on the existing Prices Fork lots is needed to accommodate the parking demand of students, faculty, staff, and visitors. The total project cost estimate for the structure is \$30 million, inclusive of design, construction, and equipment. The estimated project timeline is 30 months with a target opening date by January 2011.

As with all self-supporting projects, the University has developed a financing plan to provide assurance regarding the financial feasibility of the project. This plan includes debt financing serviced by parking services auxiliary revenues. With the scope, schedule, cost, and funding plan established, the University is ready to move the project forward. Parking Services is an auxiliary enterprise operation, thus it covers facility operations and maintenance and maintenance reserve costs through operating revenues. Funding for these costs is included as part of the normal university auxiliary enterprise budget process and coordinated with the completion date of 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, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a project authorization to move forward with the parking structure.

RESOLUTION ON CAPITAL PROJECT FOR THE PARKING STRUCTURE

WHEREAS, adequate parking service for students, faculty, staff, and visitors proximal to the academic enterprise is critical to the operations of the University; and,

WHEREAS, the existing demand for parking spaces on the north side of campus exceeds supply; and,

WHEREAS, based on the parking and transportation master plan and the University Master Plan, a parking structure program of a 1,200 space facility located on existing Prices Fork lots with an estimated project cost of \$30 million (inclusive of design, construction, and equipment) will address the parking needs of students, faculty, staff, and visitors; and,

WHEREAS, the University has developed a funding plan that includes parking auxiliary revenues sufficient to support the full costs of the project; and,

WHEREAS, funding for operations and maintenance and maintenance reserve are included in the normal auxiliary enterprise budget process and coordinated with the completion date of the facility; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the University, the University has the authority to issue bonds, notes or other obligations that do not constitute State tax supported debt; and,

WHEREAS, the Finance and Audit Committee will further review and approve a financing resolution prior to securing permanent financing for the debt component of the project plus amounts needed to fund issuance costs, reserve funds, and other financing expenses; 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, debt issuances, and overall funding of nongeneral funded major capital outlay projects; and,

WHEREAS, the University may address minor cost variances provided sufficient funds are available to support the full project costs;

NOW, THEREFORE, BE IT RESOLVED, that the University be authorized to move forward with design and construction of a \$30 million parking structure funded with parking auxiliary revenues and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed \$30 million for all or a portion of the costs of the project, plus related issuance costs and financing expenses.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to enter into the design, construction, and financing of a parking structure be approved.

June 20, 2008

Virginia Tech Research Center at Ballston

Presentation to the Virginia Tech
Board of Visitors Research
Committee

June 19, 2008



VirginiaTech
National Capital Region

Focus of the Presentation

- Concept and Rationale
- Planning Process
- Site and Facility Attributes
- Research Programming
- Present and Future Impacts

Concept and Rationale

Looking Back to Understand
Where We Are Headed



VirginiaTech
National Capital Region

University Strategic Thinking

Expanding Virginia Tech's Footprint In National Capital Region (NCR)

Response to:

Shifting Demographics in the State

Political Realignment of the State Legislature

University Mission to Expand Research Portfolio
National Capital Region's Role in Expansion

Key Assumptions to NCR Research Strategy

- Federal research funding requires new strategies
 - Sources – shift from scientific agencies to mission agencies
 - Nature of the research relationship – grants to contracts
 - Requires more intense relationships with sponsor
- Presence of major corporate research entities in the region who want to do business with Virginia Tech

Planning Process

Verification of assumptions

Identify missing elements for success

Implement steps for goal achievement



Verification of Assumptions

- Comprehensive Analysis of Federal Budget for R&D
- Key Stakeholders Survey (Art and Science Consultants)
- Networking and Discussions with Federal Agency and Industry Stakeholders

Budget Analysis Summary 08-09

Proposed Federal R&D Budget – 09

	Total R&D	% Growth -08-09
DoD	\$80.7 Billion	3.7%
NIH	\$27.7 Billion	0.0%
NSF	\$5.2 Billion	15.5%
Others	\$32.8 Billion	4.1%
Intelligence Communities - ???		

Analysis of Federal Research Solicitations Available to Universities

- Grants – 17% Contracts 83%
- Size Distribution
 - 89.5% were for 1 million or more
- Applied to 09 Total R&D Budgets
 - \$122.3 billion for contracts; the majority being in DoD
 - \$29.6 billion for grants



Network Discussions and Survey Results

Attachment R

- High regard for VT research capabilities
- Lack of a presence in the region and within agencies
- We (VT) “don’t get it” when it comes to working with mission areas effectively
- “We would love to work with you – too bad you are not here”
- “It’s a contact sport and you are not in the game”
- Contracting requires new approaches to securing funding
 - Intensive face-to-face
 - Name recognition by lead scientists
 - Workshops and other scientific network events



VirginiaTech
National Capital Region

Critical Elements for Competing Successfully

- Better Brand and Greater Visibility in Region
- Proactive in Working with Agencies
- Effective Contract Systems
- Follow the Funding Sources
- Focus on What We Do Best Using Senior Faculty With Reputations Within the Agencies
- **A Visible, State of the Art Facility for Research**
 - Workshop and SCIF space



Implementation Steps

- Visibility
- Proactive – Agencies
- Effective Contracting
- Following Funding
- Senior Faculty
- Site and Facility
- Focus on University Not Just Degrees
- Research Development Team
- Working with VP for Research
- Expanding Network within Agencies
- Lobby Colleges and Provost on Hires
- Site selection and programming



Site and Facility Getting Here:

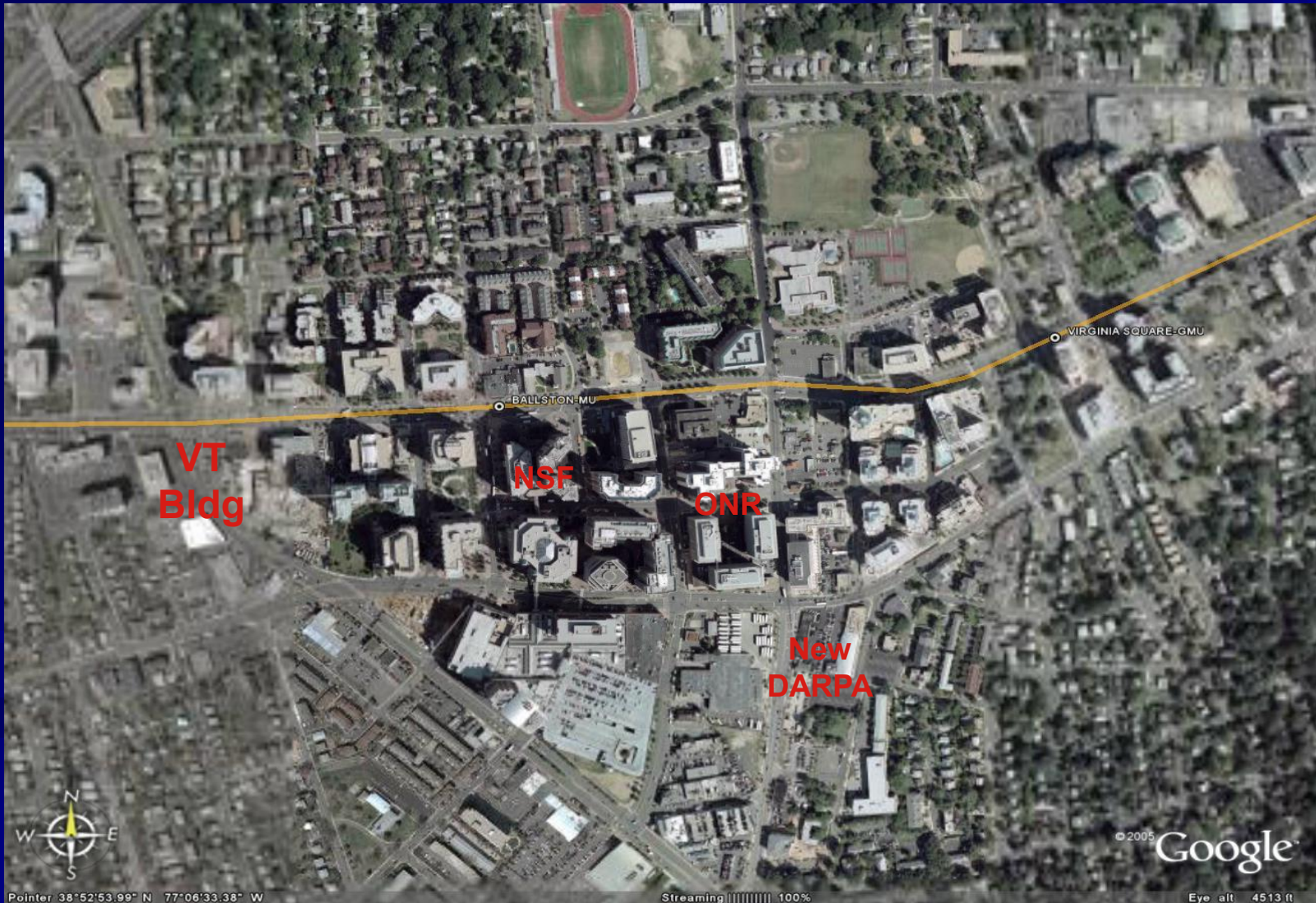


VirginiaTech
National Capital Region

Site Selection Criteria

- Access by Potential Funding Organizations
 - Within Beltway
- Access to Metro and Freeway Systems
- “Right Neighbors” – Science Organizations
- Tie Together Existing VT Sites
- Visible Location
- Cooperative Jurisdiction
- Ability to Maintain Value of Property

Facility Site



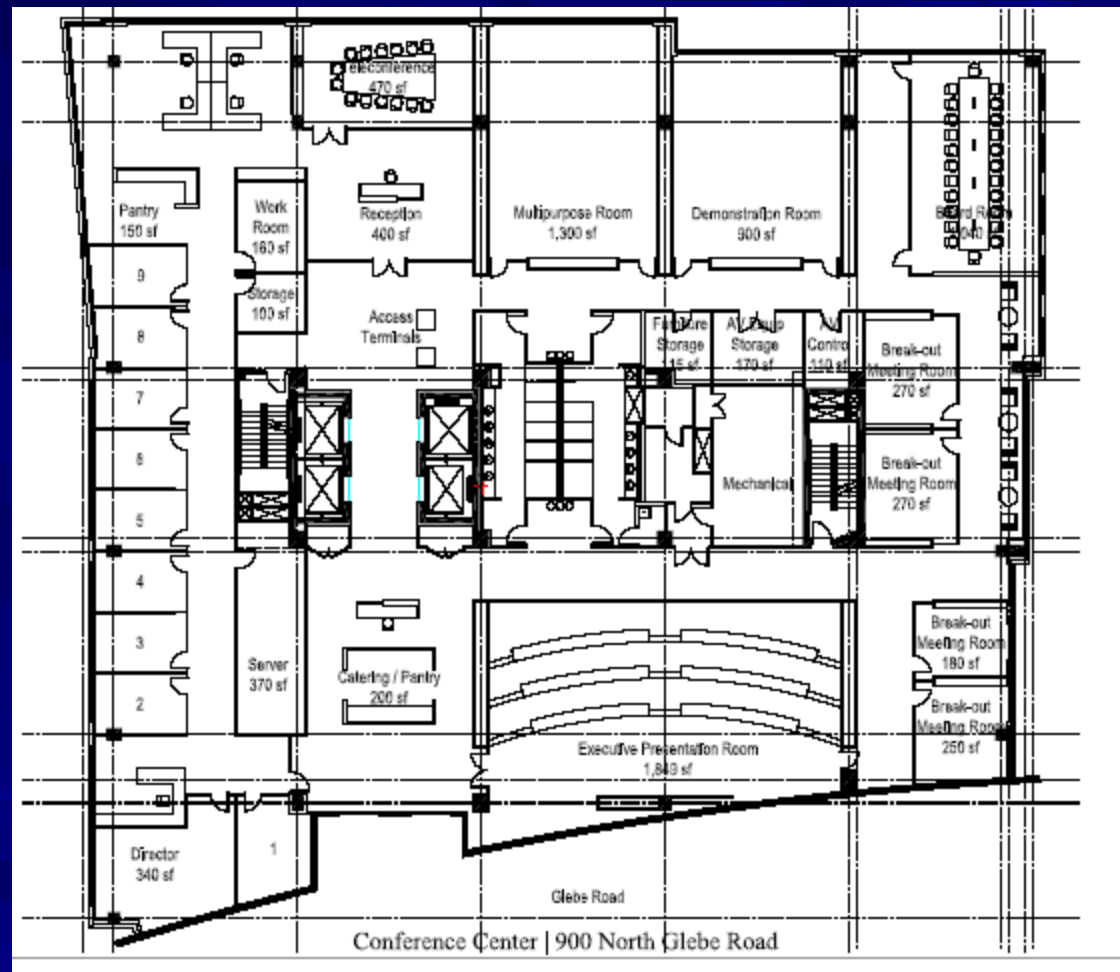
Site Plan



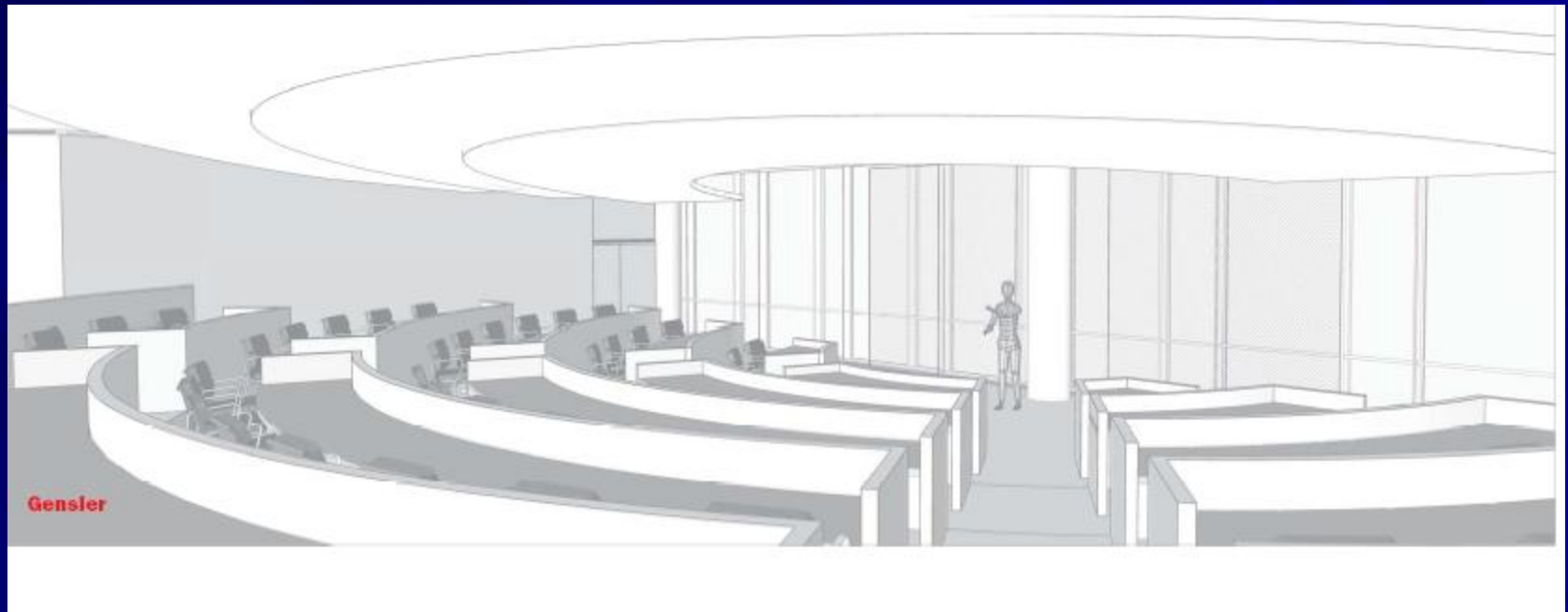
Facility Attributes

- Approximately 144,000 sf; 7 stories; floor plates of approximately 20,000 rental space
- First floor must be for public use
- Second floor will be offices and conference space
- High level of redundancy in IT infrastructure
- Approximately 10,000 sf of SCIF
- Non-Tech floors to be leased
- Underground parking required

Executive Conference Area



Executive Conference Room



Bench Mark Dates

- Site Plan Approval – February 2008
- Purchase Agreement, Development Agreement and REA being signed
- Contracts with Exterior and Interior Architects ready for signatures
- Staples removal by July
- GMP by end of September
 - Bid process
- Final Decision by Foundation and BOV after GMC
- Pad Ready by mid-Fall
- Excavation – target date – December 2008
- Occupancy late 2010



Major Players in Development/Construction Phase

- Overall \Developer/construction manager - JBG
- Construction oversight for VT - VT Facilities
- Development brokers, managing interiors - Jones, Lang, LaSalle
- Core and shell architects - Cooper Carry
- Interior Design - Gansler
- Construction – to be bid
- Research Programming – VT Bohland
- Finance and Legal – Foundation and VT Budget office

Business Model for Facility

Three Elements

- Virginia Tech Research Space
 - Rent model – rents slightly below market rate
- Virginia Tech Conference Space
 - Use model – executive programs; workshops; external rental; long term reservations
- Lease Space
 - Floor one – Ballston Science and Technology Association
 - Additional Floors – lease to synergistic tenants
- Private Funds ???

Research Programs



VirginiaTech
National Capital Region

Research Programming Concepts

- Consolidation of Existing Spaces
- Core Research Competencies at Virginia Tech
- Central to the Region's Raison d'Etre
- Critical Infrastructure Required for Success
- College Based
- Cost

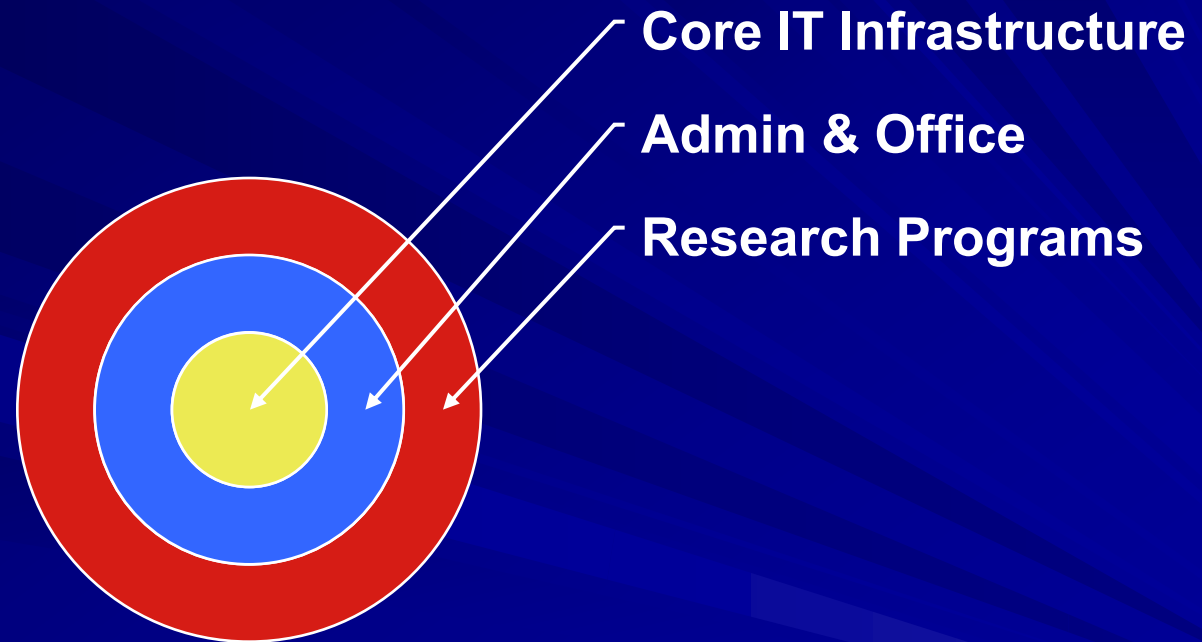


Research Programming Process

- Three programming exercises
 - First in 2004 – Latest February 2008
 - On-Going Process
- Three Year Time Frame
- Participants in Programming
 - College Deans or Representatives
 - Institute and Center Directors
 - VPs for Research and Information
- Potential External Partners



Three Functional Groups for Ballston Facility



Core IT Infrastructure

■ Essential Elements

- Connectivity to HPC
- Connectivity to LNR
- Internal flexibility and redundancy
- Secure computing

■ Value Statement

- Necessary for research support
- Helps establish Tech as a major player in next generation computing
- Greatly enhances the value to potential renters



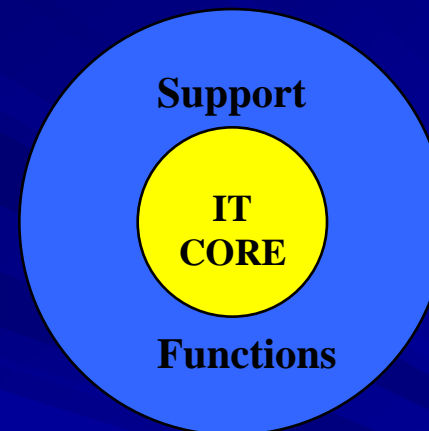
Administration, Conferencing, and Training Support Structures

■ Components

- NCR administrative group & building administration
- Research Development Team
- EX -Conference/training spaces
- Front Offices

■ Value Statement

- Research creation
- Linkages to campus
- Management of enterprise
- Business line (conference/training)
- Visibility



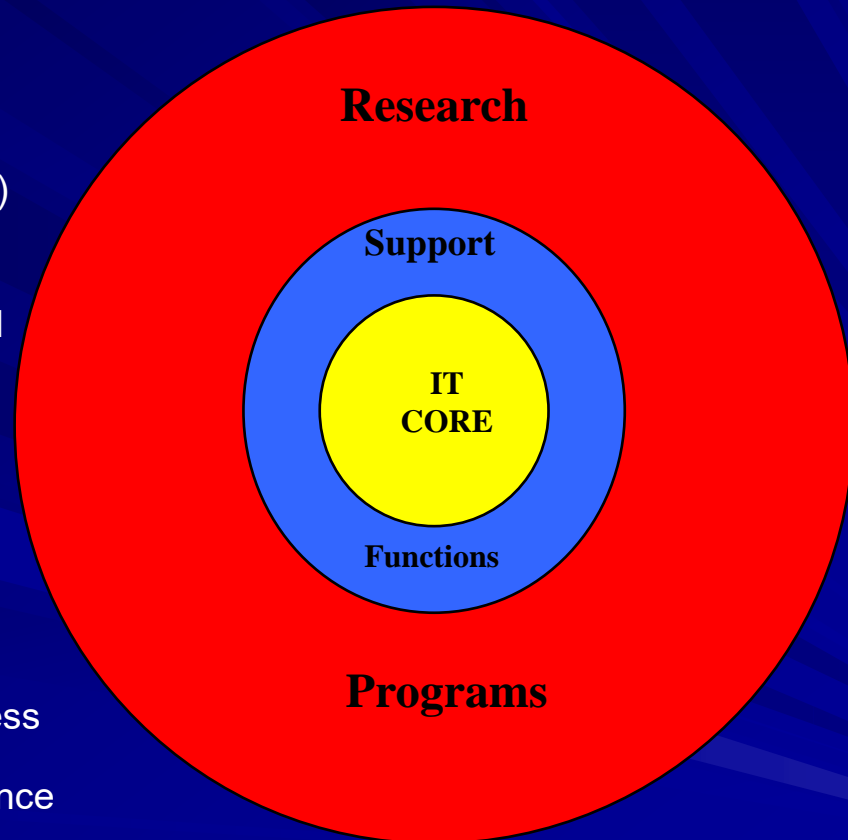
Research Programs

■ Users

- VBI – Bio-informatics
- VBI – Policy Informatics
- ICTAS (research area to be defined)
- VTTI
- CGIT
- Center for Technology, Security and Policy
- ISCE (Institute for Society, Culture, Environment)
- ARI
- New IT related programs

■ Value Statement

- Increase Tech research outcomes
- Increased ties to federal agencies
- Expand our visibility with key business partners
- Established a major research presence for Tech in the region



Research Program By The Numbers

2010

Faculty/Staff/Post
Docs/RAs – 209

Research Space
(excludes Conference
Space) – 98,197 sf

Floors – 6 with
Conference

2014

Faculty/Staff/Post
Docs/RAs – 242

Research Space
(excludes Conference
Space) – 102,234 sf

Floors – 6 + with
Conference



VirginiaTech
National Capital Region

Impacts on The University

- VT Presences in NCR Will Be Major and Visible
- Attract Outstanding Researchers Interested in Moving to Tech
- Provide a Major Impetus to Tech's Research Efforts
- Create New Partnerships and Partnership Potentials with Industry



An Exciting Future



VirginiaTech
National Capital Region

Minutes
**STUDENT AFFAIRS AND ATHLETICS COMMITTEE
OF THE BOARD OF VISITORS**

June 20, 2008

**Northern Virginia Center
Room 204
8:00 a.m.**

PRESENT: Mr. Michael Anzilotti, Chair
Dr. Lori Wagner
Mr. Ryan Smith
Mr. Jacob Lutz, III
Dr. Charles Steger

ABSENT: Mr. Bruce Holland

GUESTS: Mr. Greg Esposito, Dr. Richard Ferraro, Ms. Kay Heidbreder, Dr. Zenobia Hikes,
Ms. Donna Sanzenbach, Dr. Edward Spencer

1. **Opening remarks and approval of March 31 minutes.** Mr. Michael Anzilotti, Chair, provided opening remarks and submitted the minutes of the March 31, 2008, Student Affairs and Athletics Committee meeting to the committee for review and approval. The minutes were approved as submitted.
2. **Resolution for Changes to University Policies for Student Life: Interim Suspension Policy.** Dr. Edward Spencer, Associate Vice President for Student Affairs, introduced for approval the Resolution for Changes to University Policies for Student Life: Interim Suspension Policy. He noted that one of the recommendations in the various post-April 16 reports suggested that we review the "efficacy of the current policy and its implementation." The revised policy reflects that review and when compared with the current Interim Suspension Policy, channels initial information through the Dean of Students Office, incorporates the Threat Assessment Team where appropriate, streamlines the process, and makes the outcomes of an Interim Suspension hearing more clear.

The committee reviewed and approved the modification to University Policies for Student Life and recommends approval by the full Board.

3. **Resolution for Policy on Dismissal of Patient from Care at Schiffert Health Center.** Dr. Rick Ferraro, Assistant Vice President for Students Affairs, presented for approval the Resolution for Policy on Dismissal of Patient from Care at Schiffert Health Center. He explained that such a policy is needed for several reasons: 1) for professional accreditation; 2) to assure a good therapeutic environment in the clinic for the student body; 3) to promote cooperative and respectful relations between patient and practitioner; and 4) to avoid enabling activities which could compromise both legal and treatment standards. Such a policy would be employed only in the last instance, after other informal

measures, inside and outside of the clinic, had failed. It is expected that this policy will be employed very rarely; but it is important to have such a tool available to deal with extraordinary cases.

The committee reviewed and approved the Resolution for Policy on Dismissal of Patient from Care at Schiffert Health Center and recommends approval by the full Board.

4. **Wellness Report.** Dr. Ferraro reported on the wellness area of the Division of Student Affairs for the year that followed April 16. He focused on three departments (Cook Counseling Center, Services for Students with Disabilities, and Schiffert Health Center) and discussed the increased demands that arose from the events of April 16. He also covered the increased staff and space requirements in these departments, and the need to enact preventative measures as they look ahead to the future.
5. **Resolution Regarding Students on the Sex Offender Registry.** Dr. Zenobia Hikes, Vice President for Student Affairs, introduced for approval the Resolution Regarding Students on the Sex Offender Registry. The resolution acknowledges that the presence of an individual living in a residence hall who has been required to register as a sex offender presents health and safety concerns. In order to provide a safe and secure learning environment the resolution creates a policy that bars any individual who is required to register as a sex offender from living in the residence halls.

The committee reviewed and approved the Resolution Regarding Students on the Sex Offender Registry and recommends approval by the full Board.

6. **Resolution Affirming Creation and Continued Operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and Threat Assessment Team.** Ms. Kay Heidbreder, University Legal Counsel, and Dr. Hikes presented for approval the Resolution Affirming Creation and Continued Operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and Threat Assessment Team. During the prior term the General Assembly adopted Senate Bill 539, which required the Board of Visitors to create both a violence prevention committee and a threat assessment team. In 2005 the Board of Visitors adopted the Campus and Workplace Prevention Policy, which resolution included creation of a committee charged with education and prevention of campus violence. In addition, Dr. Steger appointed a campus-wide threat assessment team on December 10, 2007. Pursuant to the resolution, the continued operation of these two committees is affirmed and will meet the requirements of Senate Bill 539.

The committee reviewed and approved the Resolution Affirming Creation and Continued Operation of the Campus and Workplace Violence Prevention and Risk Assessment Committee and Threat Assessment Team and recommends approval by the full Board.

7. **Resolution for Policy to Notify Parents of Tax-Dependent Students in Instances of Psychological Emergency.** Ms. Heidbreder and Dr. Hikes introduced for approval the Resolution for Policy to Notify Parents of Tax-Dependent Students in Instances of Psychological Emergency. During the present term, the General Assembly adopted House Bill 1005 which provides that the Board of Visitors adopt a policy requiring the University to notify parents of a tax dependent student receiving mental health treatment where, as a result of mental illness, there is a substantial likelihood the student in the near

future may cause serious physical harm to himself or others or is unable to provide for his basic human needs. This resolution will meet the requirements of House Bill 1005. The committee reviewed and approved the Resolution for Policy to Notify Parents of Tax-Dependent Students in Instances of Psychological Emergency and recommends approval by the full Board.

8. **Adjournment.** Mr. Anzilotti thanked everyone for another good year and commended Mr. Ryan Smith for his exceptional service as the Undergraduate Representative to the Board this year. There being no further business, the meeting adjourned at 9:48 a.m.

RESOLUTION FOR CHANGES TO UNIVERSITY POLICIES FOR STUDENT LIFE: INTERIM SUSPENSION POLICY

WHEREAS, the University Judicial System is an educational tool with two main objectives: to hold students accountable for unacceptable behavior, and to modify those behaviors deemed unacceptable by the university; and

WHEREAS, the University Judicial System strives to address unacceptable behavior in a manner that informs students and guides them toward a greater sense of personal responsibility, and more mature and ethical standards; and

WHEREAS, the University Policies for Student Life currently gives the Office of Judicial Affairs authority to interim suspend a student in order to protect persons and/or property; and

WHEREAS, in response to recommendations from Governor Kaine's independent Virginia Tech Review Panel and the President's internal review reports (summer 2007);

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, that Policy # 8300. - Section III.G. - Interim Suspension Policy be amended as follows:

The university retains the authority to impose an interim (immediate) suspension if such action is necessary to preserve the safety of persons or property. In this instance, the student will be afforded an interim suspension hearing and the opportunity to show why his/her continued presence on campus does not constitute a threat to himself/herself, others, or property. The interim suspension hearing is separate from a formal judicial hearing. A formal judicial hearing in compliance with University Policies for Student Life will be provided as soon as possible.

Students may be immediately suspended from the university or selected campus facilities with proper notice. The following steps explain the procedure for imposing an interim suspension:

1. When a situation, as defined above, occurs, the responding university official contacts the Dean of Students or his/her assigned designee to assess the situation. If the situation is sufficiently serious, the Dean of Students, in consultation with the Threat Assessment Team, as appropriate, can determine if an interim suspension hearing is necessary.
2. The interim suspension hearing will be held as quickly as possible and will be presided over, and a decision rendered by, the Associate Vice President for Student Affairs or his/her designee. The student, the

responding university official and other witnesses as deemed appropriate by the Dean of Students or the Associate Vice President for Student Affairs, will attend the hearing. If the student is unable or unwilling to attend the hearing, depending upon the circumstances, the hearing may proceed without the student. During the hearing, the student will be given an opportunity to demonstrate why his or her continued presence on campus does not constitute a threat to himself/herself, others, or property. As part of the hearing, the student may be required to submit to an immediate medical/psychological evaluation. The evaluation may include a 24-hour period of observation. The student will be evaluated by the Director of the Cook Counseling Center or his/her designee. Results of this evaluation will be shared with the appropriate university officials. Agreeing to this evaluation does not preclude interim suspension, additional disciplinary action, or a decision to impose a medical withdrawal from the university. If the student agrees to an evaluation, the interim suspension may be delayed until the evaluation is completed.

3. Based on the outcome of the interim suspension hearing and/or the evaluation, the student may be suspended from the university, medically withdrawn, and/or in the sole discretion of the Virginia Tech Chief of Police banned from selected campus facilities until a formal judicial hearing can be convened. If a student is suspended, he or she will receive written notice of this decision by the Associate Vice President for Student Affairs or his/her designee. If the decision is made to impose an interim suspension, the student will be escorted out of the facility and/or off campus by a Virginia Tech Police Officer. The decision of interim suspension will be final. There will be no appeal.
4. The outcome of the interim suspension hearing will be shared with the Office of Judicial Affairs which will schedule, as soon as possible, a formal judicial hearing to determine the final consequences of the initiating inappropriate behavior.

RECOMMENDATION:

That the Resolution for Changes to University Policies for Student Life: Interim Suspension Policy be approved.

RESOLUTION REGARDING POLICY ON DISMISSAL OF PATIENT FROM CARE AT SCHIFFERT HEALTH CENTER

WHEREAS, it is the responsibility of the Schiffert Health Center (SHC) to continually improve its processes and procedures; and

WHEREAS, current policy already states the general conditions under which students may be dismissed from Schiffert Health Center care; and

WHEREAS, this policy has not been updated recently to provide more detailed guidelines;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, that the process for dismissal from Schiffert Health Center care will be amended as follows:

4.12. Dismissal of Patient from Care.

4.12.1 Background. The provision of safe, effective health care is based on a relationship of mutual trust and respect between the healthcare provider and the patient. In addition, to maintain a sound therapeutic environment, good order and civil interaction should be maintained in the pertinent health facility. Occasionally this collaborative relationship, and/or that healthful environment, may be seriously disrupted by acts or omissions of the patient or others that may require the dismissal of the patient from care and/or loss of his/her eligibility for care.

4.12.2. Situations that may warrant dismissal from care of a patient or loss of eligibility for care at SHC include:

4.12.2.1. Refusal to follow or a history of failure to comply with prescribed treatment when non compliance is likely to put the health of the student in serious jeopardy.

4.12.2.2. Tampering with, altering, or other improper or illegal use of prescriptions, drugs, or prescription forms.

4.12.2.3. Illegal acquisition, sale, or transfer of prescription drugs or controlled substances.

4.12.2.4. Refusal to provide or misrepresentation of identity or other pertinent health information to SHC.

4.12.2.5. Violent or aggressive behavior or threats (assault and/or battery) directed toward SHC employees, patients, or visitors.

4.12.2.6. Disruptive, persistently rude, or otherwise serious offensive behavior at SHC or directed toward its employees, patients, or visitors.

4.12.2.7. Remaining at or entering SHC after being asked to leave or to stay away.

4.12.2.8. Any other acts, omissions, threats, or forms of conduct that pose a risk of harm to employees, patients, or visitors.

4.12.2.9. A pattern of failure to keep appointments without adequate cause.

4.12.3. Action. Employees who encounter situations that may warrant dismissal from care or withdrawal of eligibility for care are to refer those cases to the Director of SHC. Such referral may initially be offered verbally but needs to be followed up with a written detailed summary of the problem. Copies of any pertinent correspondence, medical records, appointment records, etc. should be attached. The director will review the complaint and consult with the patient, staff members, and/or any other individual who may have pertinent information. The director may also consult with other administrators to include but not be limited to the Assistant Vice President for Student Affairs, the Vice President for Student Affairs, University Counsel, and the Dean of Students. The director will also meet with or attempt to meet with the patient to give the patient the opportunity to admit, deny, or explain the conduct at issue. If a decision is made that dismissal from care is warranted such dismissal may be permanent or temporary. The patient will be allowed adequate time (two weeks) of continued care in order to find alternatives. SHC will make every effort to assist the patient in finding an alternate healthcare provider. In making a decision the director will consider all pertinent information as well as the interests of the patient, the university, other patients, and SHC employees.

4.12.3.1. The patient will be provided a letter stating the dismissal from care and outlining the reasons for the action. It shall include:

4.12.3.1.1. A statement of the reason for dismissal.

4.12.3.1.2. The date on which dismissal becomes effective.

4.12.3.1.3. Definition of the grace period that will be allowed for the patient to find an alternative source(s) of care with written stipulation of the circumstances and process the patient must follow if he/she wishes to be seen during that period.

4.12.3.1.4. A statement that with the patient's written authorization a copy of his/her medical record will be sent to the new care provider.

4.12.3.1.5. A statement of the process to follow for appeal of the dismissal decision.

4.12.3.1.6 If relevant, a statement of the duration of the dismissal and the procedure to follow to have the eligibility reinstated.

4.12.4. Appeals. A student patient may appeal a decision to dismiss from care. This appeal must be in writing and directed to the Assistant Vice President for Student Affairs who after reviewing the situation may either grant the appeal or uphold the dismissal. The AVP on appeal (or the Director on first hearing) may also allow continuation of service with corrective conditions.

4.12.5. Consultation with Psychological Services: If the difficulty in compliance or conduct appears rooted in emotional/psychological factors, the Director of the Schiffert Health Center, at the time of the original decision, and/or the AVP on appeal, will refer the student to the Cook Counseling Center.

4.12.6. Referral to judicial or legal entities: If the difficulty in compliance or conduct is related to a serious transgression of university judicial policy or law, (such as misrepresentation of identity or illegal acquisition of controlled substances) referral is made to the office of judicial affairs and/or police.

4.12.7. Personal Advisement: If problematic behavior, which does not appear to be rooted in psychological factors, and which does not constitute a serious breach of law-- such as persistently rude behavior--is the matter at hand, the student may be referred for personal advisement to the Dean of Students or other appropriate parties on campus.

The goal of appropriate psychological assistance, satisfactory resolution of conduct/legal issues, and/or good personal advisement is to help the individual student resolve issues in a timely fashion and maintain eligibility for continuation of care.

4.12.8 Fee Payment Implications: A student who is dismissed from care from the Schiffert Health Center, but who is still eligible to use the Cook Counseling Center, will continue to be billed for the Student Health Fee. This is done since this fee is a unified one which serves both facilities (and which specifies no division of charges). However, if a student is dismissed from care at both the Schiffert Health Center and the Cook Counseling Center, the student in question will be charged only for the semester in which the dismissal took place, but not for future semesters in which the student is not eligible for service on campus. If the student once dismissed from both Schiffert Health Center and the Cook Counseling Center is reinstated for care, in one or both services, then the student health fee will be reassessed on a semester-by-semester basis.

RECOMMENDATION:

That the Policy on Dismissal of Patient from Care at Schiffert Health Center Resolution be approved.

RESOLUTION REGARDING STUDENTS ON THE SEX OFFENDER REGISTRY

WHEREAS, it is the aim of Virginia Polytechnic Institute and State University to provide a safe, secure, and healthy campus community for its faculty, staff, students, and visitors; and

WHEREAS, the Board of Visitors of Virginia Polytechnic Institute and State University recognizes that an individual who is required to register with the Virginia State Police or other agency as a Sex Offender may present health and safety concerns for students in the University's residence halls.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, that no individual who must register as a Sex Offender will be permitted to live on-campus in a University residence hall.

RECOMMENDATION:

That the Students on the Sex Offender Registry Resolution be approved.

**RESOLUTION FOR POLICY TO NOTIFY PARENTS OF TAX-DEPENDENT
STUDENTS IN INSTANCES OF PSYCHOLOGICAL EMERGENCY**

WHEREAS, House Bill 1005, passed during the 2008 General Assembly Session, provides that the University shall provide notice under certain circumstances to the parents of a dependent student receiving mental health treatment at a state college or university student health or counseling center; and

WHEREAS, the bill specifically requires a parent of a dependent student to be notified when there exists a substantial likelihood that, as a result of mental illness the student will, in the near future, (i) cause serious physical harm to himself or others as evidenced by recent behavior or any others as evidenced by recent behavior or any other relevant information or (ii) suffer serious harm due to his lack of capacity to protect himself from harm or to provide for his basic human needs; and

WHEREAS, the bill allows such notification to be withheld if the student's treating physician or treating clinical psychologist has made a part of the student's record a written statement that, in the exercise of his professional judgment, the notification would be reasonably likely to cause substantial harm to the student or another person; and

WHEREAS, the bill requires that the governing boards of each institution shall establish the policies and procedures necessary to comply with the legislation;

THEREFORE, be it resolved that in accordance with HB 1005 and commencing the effective date thereof on July 1, 2008, the Board of Visitors of Virginia Tech hereby affirms as University policy the aforesaid parental notification requirement which shall be implemented as follows:

The Dean of Students, Schiffert Health Center or Cook Counseling Center, or designees shall contact the parents of any such dependent student as required by state law, and documenting such notification as appropriate under the circumstances.

RECOMMENDATION:

That the above resolution recommending adoption of a policy to notify parents of tax-dependent students in instances of psychological emergency be approved.

2008 SESSION

ENROLLED

ENROLLED

HB1005ER

VIRGINIA ACTS OF ASSEMBLY — CHAPTER

An Act to amend and reenact § 23-9.2:3 of the Code of Virginia, relating to providing notice to parents of dependent student's receipt of mental health treatment on the campus of a public institution of higher education.

[H 1005]

Approved

Be it enacted by the General Assembly of Virginia:

1. That § 23-9.2:3 of the Code of Virginia is amended and reenacted as follows:

§ 23-9.2:3. Power of governing body of educational institution to establish rules and regulations; offenses occurring on property of institution; state direct student financial assistance.

A. In addition to the powers now enjoyed by it, the board of visitors or other governing body of every educational institution shall have the power:

1. To establish rules and regulations for the acceptance and assistance of students except that (i) individuals who have failed to meet the federal requirement to register for the selective service shall not be eligible to receive any state direct student assistance; (ii) the accreditation status of a Virginia public high school shall not be considered in making admissions determinations for students who have earned a diploma pursuant to the requirements established by the Board of Education; and (iii) the governing boards of the four-year institutions shall establish policies providing for the admission of certain graduates of Virginia community colleges as set forth in § 23-9.2:3.02.

2. To establish rules and regulations for the conduct of students while attending such institution.

3. To establish programs, in cooperation with the State Council of Higher Education and the Office of the Attorney General, to promote compliance among students with the Commonwealth's laws relating to the use of alcoholic beverages.

4. To establish rules and regulations for the rescission or restriction of financial aid, within the discretionary authority provided to the institution by federal or state law and regulations, and the suspension and dismissal of students who fail or refuse to abide by such rules and regulations for the conduct of students.

5. To establish rules and regulations for the employment of professors, teachers, instructors and all other employees and provide for their dismissal for failure to abide by such rules and regulations.

6. To provide parking and traffic rules and regulations on property owned by such institution.

7. To establish guidelines for the initiation or induction into any social fraternity or sorority in accordance with § 18.2-56.

8. To establish programs, in cooperation with the State Council of Higher Education for Virginia and the Office of the Attorney General, to promote the awareness and prevention of sexual crimes committed upon students.

B. Upon receipt of an appropriate resolution of the board of visitors or other governing body of an educational institution, the governing body of a political subdivision which is contiguous to the institution shall enforce state statutes and local ordinances with respect to offenses occurring on the property of the institution.

The governing bodies of the public institutions of higher education shall assist the State Council of Higher Education in enforcing the provisions related to eligibility for financial aid.

C. Notwithstanding any other provision of state law, the board of visitors or other governing body of every public institution of higher education in Virginia shall establish policies and procedures requiring the notification of the parent of a dependent student when such student receives mental health treatment at the institution's student health or counseling center and such treatment becomes part of the student's educational record in accordance with the federal Health Insurance Portability and Accountability Act (42 U.S.C. § 1320d et seq.) and may be disclosed without prior consent as authorized by the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) and related regulations (34 C.F.R. Part 99). Such notification shall only be required if it is determined that there exists a substantial likelihood that, as a result of mental illness the student will, in the near future, (i) cause serious physical harm to himself or others as evidenced by recent behavior or any other relevant information or (ii) suffer serious harm due to his lack of capacity to protect himself from harm or to provide for his basic human needs. However, notification may be withheld if the student's treating physician or treating clinical psychologist has made a part of the student's record a written statement that, in the exercise of his professional judgment, the notification would be reasonably likely to cause substantial harm to the student or another person. No public institution of higher education or employee of a public institution of higher education

57 *making a disclosure pursuant to this subsection shall be civilly liable for any harm resulting from such*
58 *disclosure unless such disclosure constitutes gross negligence or willful misconduct by the institution or*
59 *its employees.*

60 § D. In order to improve the quality of the Commonwealth's work force and educational programs,
61 the governing bodies of the public institutions of higher education shall establish programs to seek to
62 ensure that all graduates have the technology skills necessary to compete in the 21st Century and,
63 particularly, that all students matriculating in teacher-training programs receive instruction in the
64 effective use of educational technology.

MINUTES
May 5, 2008

The Executive Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, May 5, 2008, at 10:00 a.m. at the Troutman Sanders offices at 1001 Haxall Point, Davenport Room, in Richmond, Virginia.

Present**Absent**

Mr. Michael Anzilotti
Mr. Ben J. Davenport, Jr.
Mr. John R. Lawson, II* (by telephone)
Ms. Sandra Stiner Lowe
Mr. Jacob A. Lutz, III
Mr. Philip S. Thompson* (by telephone)

Also present were President Charles Steger, Ms. Kay Heidebreder, Esq., Mr. Dwight Shelton, and Ms. Kim O'Rourke. Members of the press who were present included Mr. Greg Esposito of the *Roanoke Times* and Ms. Bernadette White and another student from the *Collegiate Times*.

*Note that the public was given appropriate notice of the official meeting location and the locations of both members that participated telephonically.

Rector Lutz convened the meeting.

Mr. Shelton, Vice President for Finance and Chief Financial Officer, provided a detailed explanation of the proposed tuition and fee rates package for 2008-09, including the accompanying schedules. (Copy filed with the permanent minutes and marked Attachment A.) He noted that the proposed tuition and fees are the same as one of the scenarios included in the six-year plan filed with and accepted by SCHEV. He noted that the Average Cost of Education is \$15,350. Non-resident tuition and mandatory E&G fees are 119 percent of the Average Cost of Education and thus are in compliance with state tuition policy, which stipulates that non-resident tuition and mandatory E&G fees must cover at least 100 percent of the Average Cost of Education. Overall, out-of-state students comprise 29 percent of the student body. The \$1,237 per student fee is the lowest comprehensive fee charged by any four-year institution in Virginia. The Funds for the Future program will provide a buffer from the tuition increases for low-income families. Those families with \$30,000 or less annual income will be fully protected. Those with annual income between \$30,000 and \$100,000 will have varying levels of protection. Part of the tuition increase will be used to increase financial aid.

President Steger made three points:

- The university has expended nearly \$13 million to date to deal with the aftermath of April 16 and resulting recommendations.
- The success of our athletic programs has enabled us to keep the athletic fee very low. The proposed athletic fee is \$232 compared with thousands of dollars at other schools.
- Bookstore – The university does not make a profit on the sale of textbooks. However, profits from the sale of other items are used for scholarships.

The Executive Committee discussed the fact that the university appears to be doing a good job relative to its peers in terms of controlling the total cost to students. There was consensus among the Executive Committee members that although a tuition increase is undesirable, they and the university administration must act responsibly to keep the quality of the educational experience from being sacrificed. They commended the entire finance team for their efforts to balance the quality of the educational programs with the cost.

* * * * *

A motion was made by Mr. Davenport, seconded by Mr. Anzilotti, and approved unanimously by the Executive Committee on behalf of the full Board:

**Resolution to Approve
Tuition and Fee Rates for 2008-09**

That the resolution setting tuition and fee rates for 2008-09, effective Fall Semester 2008, be approved. (Copy filed with the permanent minutes and marked Attachment A.)

Note: As stipulated in the By-laws of the Board of Visitors of Virginia Polytechnic Institute and State University, Article 1, Section 6a:

[The Executive] Committee, in the interim between meetings of the Board, has full power to take actions on behalf of the Board. All actions taken by the Executive Committee are subject to ratification by the full Board at its next meeting.

* * * * *

Motion to begin Closed Session

Mr. Davenport moved that the Executive Committee convene in a closed meeting, pursuant to § 2.2-3711(A)(1), Code of Virginia, as amended, for the purpose of discussing:

- Performance and individual salaries of specific employees.

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

Motion to Return to Open Session

Following the Closed Session, Rector Lutz called the meeting to order and asked Mr. Davenport to make the motion to return to open session.

Mr. Davenport 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 provisions 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. Anzilotti and passed unanimously.

Ms. Heidbreder, University Legal Counsel, then gave a brief report on pending and potential litigation.

The date for the next full Board meeting is June 20, 2008, at the Northern Virginia Center in Falls Church, Virginia.

The meeting adjourned at 12:10 p.m.

Jacob A. Lutz, III, Rector

Kim O'Rourke, Secretary

RESOLUTION TO RATIFY ACTION OF THE EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS

WHEREAS, the Bylaws of the Virginia Tech Board of Visitors, Article I, Section 6a, stipulate that the Executive Committee of the Board in the interim between meetings of the Board has full power to take actions on behalf of the Board and that all such actions taken by the Executive Committee are subject to ratification by the full Board at its next meeting; and,

WHEREAS, because of the legislature's delay in approving a budget for FY 2008-09, the university had insufficient time to analyze the budget implications and make tuition and fees recommendations for 2008-09 at the March 31 Board meeting; and

WHEREAS, the Executive Committee of the Board was convened by the Rector on May 5, 2008, to act upon the tuition and fees recommendations; and,

WHEREAS, the next meeting of the full Board of Visitors is scheduled for June 20, 2008;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Virginia Polytechnic Institute and State University hereby ratifies the action taken by the Executive Committee of the Board on May 5, 2008 (attached), which includes:

- Resolution Regarding 2008-09 Tuition and Fees

RECOMMENDATION:

That the above resolution ratifying the action taken by the Executive Committee of the Board of Visitors at a special meeting convened on May 5, 2008, for the purpose of setting tuition and fees for 2008-09, be approved.

June 20, 2008

VIRGINIA TECH

TUITION AND FEE RATES FOR 2008-2009

Introduction

At the March 31, 2008 Board of Visitors meeting, the Board of Visitors received an update on the development of 2008-09 tuition and fees. The 2008 session of the Virginia General Assembly was originally scheduled to conclude on March 8, 2008; however, the session was extended to provide additional time for the House and Senate conferees to reach an agreement on the 2008-10 state budget, including provisions for higher education. As a result, the University did not have sufficient time to fully analyze the results of the 2008 session in light of funding requirements and the options provided by the General Assembly prior to the March board meeting. In addition, there remained a potential for change in the General Assembly's Tuition Moderation Incentive Fund that could significantly alter the University's options; as a result, it was necessary to monitor the state budget process through the Reconvene Session which concluded on April 23. Now that the Reconvene Session has concluded, the University fully understands its revenue and tuition alternatives. Having evaluated those options, the university recommended the following 2008-09 tuition and fees to the Board's Executive Committee for approval at a special meeting held on May 5, 2008. The Executive Committee, on behalf of the full Board, approved the proposed tuition and fees for 2008-09. At the June meeting of the Board of Visitors, the Finance and Audit Committee will review for ratification the following 2008-09 tuition and fees which were approved by the Executive Committee.

Background

The period of 1989 to 2008 was one of significant change in 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 because of 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.

In 1994 the Appropriation Act included language which established tuition rate growth caps of three percent for resident students and 7.5 percent for nonresident students for each year of the biennium. For the three-year period of 1996-97, 1997-98, and 1998-99, the Appropriation Act included language which decreed that the tuition for Virginia undergraduates be frozen 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 1999-2000 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 as much as 9.0 percent. The 2003 General Assembly approved language to allow 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 five percent plus an amount for the nongeneral fund portion of the faculty salary increase and health insurance premium increase.

The authority granted by the 2004 General Assembly continues for 2008-09 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.

Development of 2008-09 Tuition and Fee Rates

The University traditionally developed tuition and fee proposals in February and March of each year. The final rates were submitted to the Board of Visitors in April. This process allowed the University to incorporate into the tuition and fee proposals the impact of actions taken by the General Assembly session each year.

For 1996-97 the University altered the timetable for the development and approval of tuition and fee rates because of increasing demands to provide tuition and fee charges earlier to university offices and to students and parents. This is particularly important for prospective students who are considering other institutions. Finalizing these rates earlier in the year helps students plan for the financial costs of the upcoming academic year, helps students make decisions such as attendance at summer school, and allows the University Scholarships and Financial Aid Office to deliver more timely and effective financial aid award information to current and prospective students.

As stated above, the 2008 legislative session concluded later than originally scheduled. As a result, the University did not have sufficient time to analyze the results of the 2008 session prior to the March Board meeting. The following are the University's tuition and fee rates for the 2008-09 academic year.

Tuition

The University utilized the two scenarios of the 2008-2014 Six-Year Financial Plans that were developed in accordance with state guidelines, as approved by the Board in September 2007, as the framework for the development of tuition and E&G fees based on the level of General Fund support provided by the 2008 General Assembly.

The 2008 General Assembly provided \$1.78 million in new General Fund support for base budget adequacy. In addition, the General Assembly proposed \$2.5 million of additional General Fund support above other base budget adequacy, contingent upon actions by the University to increase tuition and mandatory E&G fees for in-state undergraduates by no more than 4 percent for the 2008-09 academic year. This potential additional funding is a part of the State's Tuition Moderation Incentive Fund.

The University has analyzed its tuition options, both with and without the tuition moderation incentive. The proposed funding provided by the Tuition Moderation Incentive Fund is not sufficient to address the University's resource needs established in the Six-Year Financial Plans or to cover significant new costs initiatives such as campus health and security. As a result, the rate increases approved for the University are similar to the rates included in the current Six-Year Financial Plans. The annual rates approved for 2008-09 are shown below:

Full-Time Students

	<u>Actual</u> <u>2007-08</u>	<u>Approved</u> <u>2008-09</u>
<u>Undergraduate</u>		
Resident	\$5,772	\$6,332
Nonresident	17,980	18,789
<u>Graduate</u>		
Resident On-Campus	7,361	7,869
Nonresident On-Campus	13,556	14,830
Resident Off-Campus	8,206	8,772
Nonresident Off-Campus	14,568	15,937

The semester rates equal one-half of the annual rates.

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 approved per hour charges for 2008-09 are:

	<u>Actual</u> <u>2007-08</u>	<u>Proposed</u> <u>2008-09</u>
<u>Undergraduate</u>		
Resident	\$240.50/hour	\$263.75/hour
Nonresident	749.25/hour	783.00/hour
<u>Graduate</u>		
Resident On-Campus	409.00/hour	437.25/hour
Nonresident On-Campus	753.00/hour	824.00/hour
Resident Off-Campus	456.00/hour	487.25/hour
Nonresident Off-Campus	809.25/hour	885.50/hour

Veterinary Medicine

When the Virginia-Maryland Regional College of Veterinary Medicine was formed, the two states agreed to provide equal contributions (per 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 results in a total enrollment of 40 nonresident students. This change did not affect the enrollment totals for Virginia or Maryland.

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, proposed and received approval to increase the tuition rates for all veterinary medicine students for 2008-09. The current and approved annual tuition rates are displayed below:

	<u>Actual</u>	<u>Approved</u>
	<u>2007-08</u>	<u>2008-09</u>
Virginia-Maryland Students	\$13,876	\$14,570
Nonresident Students	33,651	35,334

Special Tuition Rates

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. Secondly, 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 on-campus rates. The following table shows the approved special rates per credit hour for 2008-09 Virginia residents:

<u>Special rate for school personnel</u>	<u>Actual 2007-08</u>	<u>Approved 2008-09</u>
Undergraduate	\$144.00/hour	\$158.00/hour
Graduate	245.00/hour	262.00/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 2007-08 the study abroad rate was 80 percent of the on-campus tuition rates. The University is approved 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 special rates per credit hour for 2008-09:

	<u>Actual 2007-08</u>	<u>Approved 2008-09</u>
<u>Undergraduates</u>		
Resident special rate	\$192.00/hour	\$211.00/hour
Nonresident special rate	599.00/hour	626.00/hour
<u>Graduates</u>		
Resident special rate	\$327.00/hour	\$350.00/hour
Nonresident special rate	602.00/hour	659.00/hour

Educational and General Fees

Academic Fee

To meet the Board's identified priority of supporting the Educational and General program of the institution, an academic fee was established in 2004-05 for all students. The revenue is allocated to support the academic quality of the University's Educational and General program. Consistent with the Six-Year Financial Plan, a \$175 increase in the regular session fee is approved for 2008-09. Part-time students pay one-half of the fee. The discounts applicable to tuition for Virginia Elementary and Secondary School Personnel and for Study-Abroad Programs are also continued for the academic fee.

	<u>Actual 2007-08 Annual Fee</u>	<u>Approved 2008-09 Annual Fee</u>
Full-time		
Regular	\$ 350.00	\$ 525.00
Virginia School Personnel	210.00	315.00
Study Abroad	280.00	420.00
Part-time		
Regular	175.00	262.50
Virginia School Personnel	105.00	157.50

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 \$38 per academic year or \$19 per semester for full-time students. Part-time students pay half the full-time rate. The technology fee is paid by all students. The technology service fee will remain the same in 2008-09.

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 2007 General Assembly increased the amount of debt service to be funded by nonresident students, starting in 2007-08.

The Capital and Equipment fee for 2008-09 will remain \$170 per academic year or \$85 per semester for full-time students. Part-time students pay one-half the full-time rate. The capital and equipment fee will be paid by all nonresident students.

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 specialized 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 has replaced the Average Cost of Instruction as the basis for insuring that nonresident undergraduate and graduate students cover at least 100% 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% of the Average Cost of Education. Commonwealth policy continues to allow the university to recover the full cost from nonresidents as a group.

The following table presents the Average Cost of Education and percentages by student category for 2008-09. The Average Cost of Education is estimated to be

\$15,350. The approved 2008-09 Virginia Tech nonresident tuition and mandatory E&G fees are 119 percent of the Average Cost of Education and are in compliance with state tuition policy. Average percentages by individual student category are as follows:

	<u>Amount*</u>	<u>% of Average</u>
Average Cost of Education	\$15,350	
<u>Undergraduates:</u>		
Residents	6,895	45%
Nonresidents	19,522	127%
<u>Graduates:</u>		
Residents	8,432	55%
Nonresidents	15,563	101%
<u>Residency:</u>		
Residents		46%
Nonresidents		119%

*Amount includes tuition, academic fee, and technology fee for 2008-09

Comprehensive Fee

In 2007-08, students attending Virginia Tech paid a Comprehensive Fee to support six different services. The Student Activity Fee, the Athletic Fee, the Bus Fee, the Student Health Service 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. In 2007-08, the annual Comprehensive Fee is \$1,237 per student. The \$1,237 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 \$1,671 to \$3,527.

Individual descriptions and approved amounts for 2008-09 are given below for each component of the Comprehensive Fee.

Student Activity Fee

Full-time students currently pay \$297 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 \$6 increase in the Student Activity Fee is approved for 2008-09 to cover legislated salary increases, adjustments to fringe benefit rates, adjustments to personnel services costs, increased utility costs, an increase in the administrative charge rate, an inflationary increase in student budget board funding, and to maintain facilities. The current \$297 per year charge will be replaced by a \$303 annual, or \$151.50 per semester, charge in the 2008-09 academic year.

Health Service Fee

Full-time students currently pay \$290 per year for normal medical and nursing attention and counseling services provided by Schiffert Student Health Services, Cook Counseling Center, and rescue squad operations. Part-time students may elect to pay the fee for health service coverage. A \$14 increase in the Health Service Fee is approved for 2008-09 to cover legislated salary increases, adjustments to fringe benefit rates, adjustments to personnel services costs, increased professional staff accreditation costs, increased utility costs, an increase in the administrative charge rate, equipment needs of the Virginia Tech Rescue Squad, and planning costs for facility expansion. The current \$290 per year charge will be replaced by a \$304 annual, or \$152 per semester, charge in the 2008-09 academic year.

Athletic Fee

Full-time students currently pay \$232 per year to support a portion of the athletic program operations. Part-time students may elect to pay the Athletic Fee. 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 admission into sporting events. No change in the Athletic Fee is proposed for 2008-09. The Athletic Fee has not increased since Fall 1998.

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 \$95 per year for unlimited ridership. An estimated 2.3 million student trips on the Blacksburg Transit will occur in 2007-08. 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 approved for 2008-09 to accommodate the projected increase in the contract with the Town of Blacksburg, primarily due to increased personnel services and fuel costs. The current \$95 per year charge will be replaced by a \$96 annual, or \$48 per semester, charge in the 2008-09 academic year. Part-time students pay one-half of the fee.

Recreational Sports Fee

Full-time students currently pay \$178 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 \$10 increase in the Recreational Sports Fee is approved for 2008-09 to cover legislated salary increases, adjustments to fringe benefit rates and personnel services costs, increased utility costs, an increase in the administrative charge rate, equipment replacement, planning costs for facility expansion, and to maintain facilities.

The current \$178 per year charge will be replaced by a \$188 annual, or \$94 per semester, charge in the 2007-08 academic year.

Student Services Fee

Full-time students currently pay \$145 annually for the Student Services Fee, which supports the debt retirement and operation of the Career Services facility; non self-supporting student services components of the Hokie Passport office, including the cost of new student IDs; a portion of the Office of Judicial Affairs; and the cost of maintaining the campus' wireless network.

While no fee increase is necessary to support Career Services, the Hokie Passport Office, or Judicial Affairs, a \$35 increase in the wireless network component of the Student Services Fee is approved in 2008-09 to cover the cost of the University's technology infrastructure and ensure a sustainable network environment with unlimited access for students. The current Student Services Fee of \$145 will be replaced with a \$180 annual, or \$90 per semester, fee in the 2008-09 academic year. Part-time students would pay one-half of this fee.

Summary of Comprehensive Fee

	<u>Actual 2007-08 Annual Fee</u>	<u>Approved 2008-09 Annual Fee</u>
Student Activity Fee	\$ 297	\$ 303
Health Service Fee	290	304
Athletic Fee	232	232
Bus Fee	95	96
Recreational Sports Fee	178	188
Student Services Fee	<u>145</u>	<u>180</u>
Total	\$1,237	\$1,303

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; off-campus students may elect to participate in one of the meal plan programs.

Virginia Tech has the lowest combined average room and board fees in the Commonwealth for 2007-08 at \$5,106 per student. Average room and board fees at the other five doctoral institutions range from \$6,685 to \$7,655. Individual descriptions and approved amounts for 2008-09 are given below for each of the programs.

Room Fees

A 9.87 percent increase is approved for room rates to cover legislated salary increases, adjustments to fringe benefit rates, adjustments to personnel services costs, increased utility costs, an increase in the administrative charge rate, other fixed costs increases, and the maintenance of facilities. Increased fees are also intended to cover the final phase of converting undergraduate hall directors to graduate hall directors supplemented by professional residential complex directors to provide enhanced building staff supervision and better student services. The dollar increase will range from \$260 per year to \$508 per year for undergraduate and graduate housing.

Included within the dormitory rate is a \$309 charge for the University's telecommunication system. Since 1988, voice, video, and data services have been provided for all dormitory residents. In the Fall of 1998, the University completed upgrades to the data connections to provide one Ethernet port per student in each of the residence hall rooms. No increase in the telecommunications portion of the room fee was proposed for 2008-09. The approved room rates by location are listed below:

	<u>Actual 2007-08 Annual Fee</u>	<u>Approved 2008-09 Annual Fee</u>
Upper Quad	\$2,644	\$2,904
Lower and Prairie Quad	2,818	3,096
Cochrane Hall	3,442	3,780
Special Purpose	3,528	3,874
Payne Park		
- Traditional - Single	4,254	4,672
- Traditional - Double	3,106	3,412
- Suite - Single	5,178	5,686
- Suite - Double	3,748	4,116
Hillcrest		
- Double	3,424	3,760
- Single	4,664	5,122
Main Campbell		
- Double	3,182	3,494
- Single	4,332	4,758
Graduate Life Center at Donaldson		
Brown		
- Double	3,748	4,116
- Single	5,178	5,686

Board Fees

Students living on-campus have a choice of two 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 purchasing power of traditional meal plans, the intent of annual rate changes for the Flex Plan is to hold overall purchasing power constant year-to-year.

A 4.02 percent increase is approved for board fees to cover legislated salary increases, adjustments to fringe benefit rates, adjustments to staff and wage salaries, increases in food and contract costs, increased utility costs, an increase in the administrative charge rate, replacement of dining center food preparation and serving equipment, planning costs for a new dining facility, and facility maintenance costs. The board rates by meal plan program are listed below:

	Actual 2007-08 <u>Annual Fee</u>	Approved 2008-09 <u>Annual Fee</u>
Major Flex Plan	\$2,288	\$2,380
Mega Flex Plan	2,488	2,580

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 the continuation of this tuition policy is approved.

For housing and dining services at the Center, the approved 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 \$103 CESA student activity fee, which provides students with community-building social and recreational events and activities. The University proposal that the CESA student activity fee increase to \$111 for the 2008-09 academic year is approved. For

2008-09, a \$526 increase in the room and board fee is approved to cover increased operating costs and the current exchange rate. The students attending the Center for European Studies will pay \$5,789 per semester for room and board. The following semester rates for Virginia Tech students are approved:

	Actual 2007-08 <u>Semester Rate</u>	Approved 2008-09 <u>Semester Rate</u>
CESA Student Activity Fee	\$ 103	\$ 111
CESA Room and Board Costs	5,263	5,789

Specialized Program Fees

Supplemental Engineering Fee

To ensure that engineering students continue to receive a state of the art education in a quality learning environment, the University began to recognize the higher cost of instruction in the College of Engineering (COE) through the establishment of a supplemental fee in 2007-08. This is important for ensuring the necessary resources to support engineering students including: the continuing need for modernization of instrumentation and materials for instructional laboratories and student projects, improvements to instructional space and aging facilities, and adequate staff support to ensure the effective maintenance of instrumentation and technology in the daily operation of the instructional laboratories.

This is the second year of a planned multi-year phase-in of this supplemental fee. In Fall 2008, the undergraduate charge will be applied to all 1000 and 2000 level engineering courses. This continues to grandfather students enrolled prior to the Fall 2007 implementation from having to pay the supplemental fee. This charge will be applied to students entering the graduate engineering program Fall 2007 and beyond through a flat fee per semester for administrative purposes. The supplemental fee approved for 2008-09 by level is presented below:

	<u>2007-08</u>	<u>Approved 2008-09</u>
<u>Undergraduate</u>		
1000 Level Engineering Courses	\$30/hour	\$30/hour
2000 Level Engineering Courses	N/A	\$30/hour
<u>Graduate</u>		
Full-time	\$270/year	\$540/year
Part-time	135/year	270/year

Architecture + Design Fee

To ensure that students in the School of Architecture + Design students (includes architecture, industrial design, interior design, and landscape architecture courses) continue to have access to appropriate studio equipment and technology, the University's proposal to recognize the differential cost of instruction for students with majors in the School of Architecture + Design through the establishment of a new program fee is approved. The program fee is important for ensuring the necessary resources to support costs unique to Architecture + Design students including: the continuing need for modernization of equipment and materials for instructional studios and student projects, improvements to instructional space and aging facilities, and adequate staff support to ensure the effective maintenance of equipment and technology in the daily operation of the instructional studios. The new fee will begin with incoming freshmen, internal transfers, and incoming graduate students admitted to the School of Architecture + Design for fall 2008 semester and beyond. The approved supplemental fee is presented below:

	<u>2007-08</u>	<u>Approved 2008-09 Annual Fee</u>
Full-time	N/A	\$650
Part-time	N/A	325

Specialized Graduate Degree Programs

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, it is appropriate to 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.

The National Capital Region Master of Landscape Architecture (NCR-MLA) Program Fee

The NCR-MLA program was established in 1998 to offer a first professional degree in landscape architecture to students residing in the Washington, D.C. metropolitan area. To address the growing demand for the MLA program in the National Capital Region, the higher cost of delivering a high quality program off campus, the additional cost of a faculty member to enhance accreditation standing, and expansion and enhancement of the program, the University established the NCR-MLA specialized graduate program fee.

With the implementation of the School of Architecture + Design program fee in Fall 2008, the \$500 per academic year NCR-MLA program fee will be discontinued. Students currently in the NCR-MLA program who entered before Spring 2007 will continue to pay the NCR-MLA fee. Students entering Fall 2008 forward will pay the School of Architecture + Design program fee.

The Professional Master of Business Administration (PMBA) Program Fee

The PMBA program is a cohort-based program intended for professionals that have at least two years of business experience. 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. An accelerated program schedule allows the program to be completed by working professionals in two years instead of the 4-5 years that it would take to complete an MBA program on a part-time basis in the traditional program format.

The industry standard for this type of professional education program is to be quoted in terms of a total cost. Given that out year tuition and fee rates are not known at this time, the PMBA fee is established as the difference between regular tuition and fees and the total cohort price during the two years of the program. Since the total revenue is split evenly between the two years and regular tuition and fees step up in the second year, the PMBA fee is lower in the second year for a given cohort. What remains most important in pricing this type of program is the total cost for the full two-year term. A new total cost is developed for each incoming cohort to address program costs and/or to expand the program to meet demand. The resulting charges for the Professional MBA program are presented in the table below.

	Two-Year	Actual	Approved	Placeholder
	<u>Program Cost</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
Entering Fall 2007 Cohort				
PMBA Cost – 2007 Cohort	\$28,600	\$14,300	\$14,300	
Less: Regular Tuition & Fees		<u>(8,594)</u>	<u>(9,335)</u>	
PMBA Fee – 2007 Cohort		\$5,706	\$4,965	
Entering Fall 2008 Cohort				
PMBA Cost – 2008 Cohort	\$31,400		\$15,700	\$15,700
Less: Regular Tuition & Fees			<u>(9,335)</u>	<u>TBD</u>
PMBA Fee – 2008 Cohort		N/A	\$6,365	TBD

Masters of Information Security Assurance (MISA) Program Fee

Virginia Tech plans to establish a graduate program leading to a Masters of Information Security Assurance degree to contribute to the nation's prosperity and security by

providing executives with the engineering and management process training to effectively acquire, manage, plan, design, and evaluate trustworthy enterprise-wide information systems. Beginning in spring 2009, the program would be based in the College of Engineering's Advanced Research Institute - National Capital Region, and it is intended for current and prospective professional information assurance officers. MISA is designed on the cohort model with face-to-face weekend classes and leverages online technology for supplemental instructional delivery to provide flexibility for busy working professionals. An accelerated program schedule enables the program to be completed by working professionals in eighteen months.

The industry standard for this type of professional education program is to be quoted in terms of a total cost. Given that out year tuition and fee rates are not known at this time, the MISA program fee is established as the difference between regular tuition and fees and the total cohort price during the eighteen months (three semesters) of the program.

Since the total revenue is split evenly between the three semesters and regular tuition and fees step up in the second or third semester, the MISA fee will decrease as tuition rises. The total cost for the full eighteen month program will be quoted to prospective students. A new total cost is developed for each incoming cohort to address program costs and/or to expand the program to meet demand. The program has a strong focus on global information security issues and includes an international field trip and case studies. The expense associated with this component of the program is a major driver of the proposed higher tuition rate. The resulting charge for the MISA program is presented in the table below.

	18 Month	Approved	Placeholder
	<u>Program Cost</u>	<u>Spring 2009</u>	<u>2009-2010</u>
Entering Spring 2009 Cohort			
MISA – Spring 2009 Cohort	\$62,000	\$20,667	\$41,333
Less: Regular Tuition & Fees (Ext)		<u>(4,668)</u>	<u>TBD</u>
MISA Fee – Spring 2009 Cohort		\$15,999	TBD

Virginia Tech-Georgetown University Master of Science Degree in Biomedical Technology Development and Management

Virginia Tech has entered into an agreement with Georgetown University to offer a joint degree in biomedical technology development and management. This program will meet a growing demand for advanced degrees for individuals working in regulatory agencies and the pharmaceutical and biotechnology industries. The two institutions have been jointly delivering this instruction under Georgetown's continuing education division as a pilot and now are seeking approval to migrate this successful activity into a formal degree program. The Georgetown Board of Directors approved the degree program in 2005. SCHEV and the Virginia Tech Board of Visitors approved the program in 2007.

As a true joint degree program, students will be able to matriculate at either Virginia Tech or Georgetown University at the same total cost. All courses will be cross-listed at both institutions, and the two institutions will divide revenues and incur expenses based on the number of credit hours each delivers. To fully implement the joint degree arrangement with Georgetown, Virginia Tech's total tuition and mandatory fee charge for this program will conform to Georgetown's total tuition and fees for its graduate medical program. The charges will be based on a per credit hour rate. For 2008-09 this rate is \$1,478 per credit hour.

A graduate program fee will be added to Virginia Tech's normal campus tuition and fee rates to equal the difference between the per credit hour tuition and mandatory fees at the Georgetown Medical School and per credit hour tuition and fees at Virginia Tech's extended campus to achieve the intent of the joint-degree agreement.

Veterinary Medicine Facility Fee

The College of Veterinary Medicine has a shortage of instructional space. Capital improvements are necessary to alleviate the space deficit identified by external accreditation reviews. Increased facility capacity is necessary for the recruitment and retention of high-quality faculty as well as students.

To expedite the construction of additional instructional space, it is approved that all Veterinary Medicine students be assessed a facility fee for the academic year, as presented in the table below. Proceeds from the facility fee will be used exclusively for College of Veterinary Medicine instructional space improvements.

	Actual	Approved
	<u>2007-08</u>	<u>2008-09</u>
Virginia-Maryland Students	\$450	\$900
Nonresident Students	450	900

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 at the beginning of fiscal year 1989-90 and instituted a fee for faculty, staff, and students who parked in campus lots. For 2007-08, the annual parking fee is \$126 for faculty and staff and \$96 for students. The fee revenue covers the costs of operating, constructing, maintaining, and improving the parking lots and facilities. Annual parking fees at other Virginia doctoral institutions for 2007-08 range from \$170 to over \$500 for students, dependent upon the type and proximity of parking facilities utilized.

The University is approved to increase the annual parking fee for faculty and staff from \$126 to \$150 and the student fee from \$96 to \$114 for 2008-09 to cover legislated salary increases, adjustments to fringe benefit rates, an increase in the administrative charge rate, inflationary cost increases in parking lot/gate maintenance, paving expense for the Lower Chicken Hill parking lot, and project costs for a new parking deck facility. The University is also approved to continue to provide a parking rate discount to encourage car-pooling in an effort to reduce the amount of vehicular traffic on campus.

Orientation Fee

The current matriculation fee of \$400 provides \$120 for the new student orientation program with the remainder credited towards the student's tuition and housing bill. The orientation fee revenue covers the costs of operating student orientation programs. Due to the communication cycle with potential incoming students, a significant lead-time is desired to manage changes to the orientation fee in a coordinated manner. For Summer 2009, the University is approved to increase the orientation fee portion of the matriculation fee by \$20 to a total of \$140 to accommodate increased room and board costs and associated orientation program costs. The University benchmarked Virginia and SCHEV Peer Institution's orientation fees and, at \$140, Virginia Tech's orientation fee will remain very competitive with these institutions.

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 cost for students to attend Virginia Tech is detailed on Schedule 5 for undergraduate students and Schedule 6 for graduate students.

VIRGINIA TECH

2008-09 TUITION

SUMMARY OF ANNUAL CHARGES

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
Undergraduate Students				
Resident	\$5,772	\$6,332	\$560	9.7%
Nonresident	17,980	18,789	809	4.5%
Graduate Students				
On-Campus Programs				
Resident	\$7,361	\$7,869	\$508	6.9%
Nonresident	13,556	14,830	1,274	9.4%
Off-Campus Programs				
Resident	\$8,206	\$8,772	\$566	6.9%
Nonresident	14,568	15,937	1,369	9.4%
Veterinary Medicine				
Virginia/Maryland	\$13,876	\$14,570	\$694	5.0%
Out-of-State Non-Maryland	33,651	35,334	1,683	5.0%

VIRGINIA TECH

2008-09 SPECIAL TUITION RATES

SUMMARY OF HOURLY RATES

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
<u>Regular Part-Time Students (a)</u>				
<u>Undergraduate Students</u>				
Resident	\$ 240.50	\$ 263.75	\$ 23.25	9.7%
Nonresident	749.25	783.00	33.75	4.5%
<u>Graduate Students</u>				
On-Campus Programs				
Resident	409.00	437.25	28.25	6.9%
Nonresident	753.00	824.00	71.00	9.4%
Off-Campus Programs				
Resident	456.00	487.25	31.25	6.9%
Nonresident	809.25	885.50	76.25	9.4%
<u>School Personnel</u>				
Undergraduate Resident	\$ 144.00	\$ 158.00	\$ 14.00	9.7%
Graduate Resident	245.00	262.00	17.00	6.9%
<u>Study Abroad Programs (b)</u>				
Undergraduate Resident	\$ 192.00	\$ 211.00	\$ 19.00	9.9%
Undergraduate Nonresident	599.00	626.00	27.00	4.5%
Graduate Resident	327.00	350.00	23.00	7.0%
Graduate Nonresident	602.00	659.00	57.00	9.5%

- (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 nine hours.
- (b) Special tuition rates for study abroad do not include students studying at the Center for European Studies and Architecture.

VIRGINIA TECH

2008-09 SPECIAL PROGRAM FEES

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
<u>Architecture + Design Supplemental Fee</u>⁽¹⁾				
Full-time	N/A	\$650	N/A	N/A
Part-time	N/A	325	N/A	N/A
<u>Engineering Supplemental Fee</u>				
Undergraduate				
1000 and 2000 Level Courses, per credit hour	\$30	\$30	\$0	0.0%
Graduate ⁽²⁾				
Full-time	\$270	\$540	\$270	100.0%
Part-time	135	270	135	100.0%
<u>Veterinary Medicine Facility Fee</u>	\$450	\$900	\$450	100.0%
<u>Specialized Graduate Degree Programs</u>				
<u>NCR-Master of Landscape Architecture</u>⁽³⁾				
Full-time	\$500	\$500	\$0	0.0%
Part-time	250	250	0	0.0%
<u>Professional MBA</u>				
2007 Cohort	\$5,706	\$4,965	(\$741) ⁽⁴⁾	-13.0%
2008 Cohort	N/A	6,365	N/A	N/A
<u>Masters of Information Security Assurance</u>				
2008 Cohort	N/A	\$15,332 ⁽⁵⁾	N/A	N/A
<u>M.S. in Biomedical Technology Development</u>⁽⁶⁾				
Total Cost per credit hour	N/A	\$1,478	N/A	N/A

(1) The Architecture + Design supplemental fee will begin with undergraduate and graduate students entering the program in Fall 2008.

(2) The Engineering Supplemental Fee for graduate students applies to students that began the program in Fall 2007 or thereafter.

(3) NCR-MLA applies only to students that began in Fall 2007. This fee is replaced with the Architecture + Design fee.

(4) The PMBA Program Fee is established to equal the difference between the total tuition and fees and the PMBA total fixed program cost over the two years of the program. As total tuition and fees increase in the second year, the Program Fee decreases.

(5) The MISA Program Fee is established to equal the difference between the total tuition and fees and the MISA total fixed program cost over the eighteen months of the program.

(6) As a joint degree program, the cost of the M.S. in Biomedical Technology Development will conform to the tuition and mandatory fees for graduate medical programs at the Georgetown Medical School.

VIRGINIA TECH

2008-09 FEES

SUMMARY OF ANNUAL CHARGES

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
<u>Educational and General Fee</u>				
- Academic Fee	\$350	\$525	\$175	50.0%
- Technology Fee	\$38	\$38	\$0	0.0%
- Capital Fee				
Resident	\$0	\$0	\$0	-
Nonresident	170	170	0	0.0%
<u>Comprehensive Fee</u>				
- Student Activity Fee	\$297	\$303	\$6	2.0%
- Health Service Fee	290	304	14	4.8%
- Athletic Fee	232	232	0	0.0%
- Bus Fee	95	96	1	1.1%
- Recreational Sports Fee	178	188	10	5.6%
- Student Services Fee	145	180	35	24.1%
Total Comprehensive Fee	\$1,237	\$1,303	\$66	5.3%
<u>Room Fees</u>				
- Upper Quad	\$2,644	\$2,904	\$260	9.8%
- Pre-1983 Dormitories	2,818	3,096	278	9.9%
- Cochrane Hall	3,442	3,780	338	9.8%
- Special Purpose Housing	3,528	3,874	346	9.8%
- Payne Park				
- Traditional - Single	4,254	4,672	418	9.8%
- Traditional - Double	3,106	3,412	306	9.9%
- Suite - Single	5,178	5,686	508	9.8%
- Suite - Double	3,748	4,116	368	9.8%
- Hillcrest				
- Double Occupancy	3,424	3,760	336	9.8%
- Single Occupancy	4,664	5,122	458	9.8%
- Main Campbell				
- Double Occupancy	3,182	3,494	312	9.8%
- Single Occupancy	4,332	4,758	426	9.8%
- Graduate Life Center at Donaldson Brown				
- Double Occupancy	3,748	4,116	368	9.8%
- Single Occupancy	5,178	5,686	508	9.8%
<u>Board Fees</u>				
- Major Flex Plan	\$2,288	\$2,380	\$92	4.0%
- Mega Flex Plan	2,488	2,580	92	3.7%

VIRGINIA TECH

TOTAL COST TO STUDENTS

Comparison of 2007-08 and 2008-09 Annual Charges

UNDERGRADUATE STUDENTS

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
<u>Resident</u>				
Tuition	\$5,772	\$6,332	\$560	9.7%
Educational and General Fee	388	563	175	45.1%
Subtotal Tuition and E & G Fee	6,160	6,895	735	11.9%
Comprehensive Fee	1,237	1,303	66	5.3%
Subtotal All Resident Students	\$7,397	\$8,198	\$801	10.8%
Room (Pre-1983 Dorms)	2,818	3,096	278	9.9%
Board (Flex Plan)	2,288	2,380	92	4.0%
Subtotal Room and Board	\$5,106	\$5,476	\$370	7.2%
Total Cost for Residents Living on Campus	<u>\$12,503</u>	<u>\$13,674</u>	<u>\$1,171</u>	<u>9.4%</u>
<u>Nonresident</u>				
Tuition	\$17,980	\$18,789	\$809	4.5%
Educational and General Fee	556	733	175	31.4%
Subtotal Tuition and E & G Fee	18,538	19,522	984	5.3%
Comprehensive Fee	1,237	1,303	66	5.3%
Subtotal All Nonresident Students	\$19,775	\$20,825	\$1,050	5.3%
Room (Pre-1983 Dorms)	2,818	3,096	278	9.9%
Board (Flex Plan)	2,288	2,380	92	4.0%
Subtotal Room and Board	\$5,106	\$5,476	\$370	7.2%
Total Cost for Nonresidents Living on Campus	<u>\$24,881</u>	<u>\$26,301</u>	<u>\$1,420</u>	<u>5.7%</u>

VIRGINIA TECH
TOTAL COST TO STUDENTS

Comparison of 2007-08 and 2008-09 Annual Charges

	2007-08 Charge	Approved 2008-09	Increase	
			\$	%
<u>GRADUATE STUDENTS</u>				
On-Campus Programs				
<u>Resident</u>				
Tuition	\$7,361	\$7,869	\$508	6.9%
Educational and General Fee	388	563	175	45.1%
Subtotal Tuition and E & G Fee	7,749	8,432	683	8.8%
Comprehensive Fee	1,237	1,303	66	5.3%
Total Cost for Residents	<u>\$8,986</u>	<u>\$9,735</u>	<u>\$749</u>	<u>8.3%</u>
<u>Nonresident</u>				
Tuition	\$13,556	\$14,830	\$1,274	9.4%
Educational and General Fee	558	733	175	31.4%
Subtotal Tuition and E & G Fee	14,114	15,563	1,449	10.3%
Comprehensive Fee	1,237	1,303	66	5.3%
Total Cost for Nonresidents	<u>\$15,351</u>	<u>\$16,866</u>	<u>\$1,515</u>	<u>9.9%</u>
Off-Campus Programs				
<u>Resident</u>				
Tuition	\$8,206	\$8,772	\$566	6.9%
Educational and General Fee	388	563	175	45.1%
Total Cost for Residents	<u>\$8,594</u>	<u>\$9,335</u>	<u>\$741</u>	<u>8.6%</u>
<u>Nonresident</u>				
Tuition	\$14,568	\$15,937	\$1,369	9.4%
Educational and General Fee	558	733	175	31.4%
Total Cost for Nonresidents	<u>\$15,126</u>	<u>\$16,670</u>	<u>\$1,544</u>	<u>10.2%</u>
<u>VETERINARY MEDICINE</u>				
Virginia/Maryland Students				
Tuition	\$13,878	\$14,570	\$694	5.0%
Educational and General Fee	388	563	175	45.1%
Comprehensive Fee	1,237	1,303	66	5.3%
Vet Med Facility Fee	450	900	450	100.0%
Total Cost for Virginia/Maryland Students	<u>\$15,951</u>	<u>\$17,336</u>	<u>\$1,385</u>	<u>8.7%</u>
Out-of-State Students				
Tuition	\$33,651	\$35,334	\$1,683	5.0%
Educational and General Fee	558	733	175	31.4%
Comprehensive Fee	1,237	1,303	66	5.3%
Vet Med Facility Fee	450	900	450	100.0%
Total Cost for Out-of-State Students	<u>\$35,896</u>	<u>\$38,270</u>	<u>\$2,374</u>	<u>6.6%</u>

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT

March 1, 2008 through May 1, 2008

Reason for Conflict	External Entity	Owner	Principal Investigator	Co - P.I.'s	College	Period of Performance	Award Amount	Project Description
Faculty Owned Business	Cognitive Radio Technologies, LLC.	Jeffrey H. Reed	Carl Dietrich	PI	Electrical & Computer Engr.	11-1-08 thru 31-Oct-11	\$343,343	Cognitive Radio Technologies LLC will include Virginia Tech as a subcontractor on a proposal to the National Institute of Justice supporting interoperability for public service.
			Jeffrey H. Reed	Co-PI	ECE/ Wireless @ VT			
Faculty Owned Business	Schultz-Creehan, LLC	Jeff Schultz	Jeff Schultz	Co-PI	Materials Science & Engineering ISE/CHPM	1-1-08 thru 7/31/2008	\$54,205	Virginia Tech has a DARPA award for \$124,999 and will subcontract \$54,205 to Schultz-Creehan LLC to develop a program to demonstrate the manufacturability of lightweight, cost effective ceramic armor backing plates.
		Stephen Kampe	Stephen Kampe	Co-PI				
		Kevin Creehan	Alex Aning	Co-PI				
Faculty Owned Business	Prime Research	Anbo Wang	Dong Ha	PI	Electrical & Computer Engr.	2-1-08 thru 12/15/2008	\$50,700	Prime Research will subcontract \$50,700 to Virginia Tech. The work will be to evaluate feasibility of integrating miniaturized radios into optical fibers to convert signals to radio frequency.
Faculty Owned Business	Schultz-Creehan, LLC	Jeff Schultz Kevin Creehan Stephen Kampe	Paul Gatenholm	PI	Materials Science & Engineering	TBD	\$10,144	Dr. Gatenholm has received Commonwealth Research Initiative funding to perform departmental research. Schultz-Creehan will provide materials compatibility testing and identify material composites to be used in Gatenholm's research involving bioreactors.

June 13, 2008

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1. Threat Assessment Team

- Threat assessment team created for distressed students, faculty, staff or visitors who may pose a threat to others. (VT.I.2)
- The threat assessment team works closely with the care team to build a complete fact-based assessment of referred, distressed students. (VT.I.24)
- Created a threat assessment process for employees following policy 5616 (Campus and Workplace Violence Prevention Policy); employees who may pose a threat to others are addressed by the threat assessment team. (VT.I.42)
- Threat assessment team includes diverse representatives and is empowered to develop protocols and procedures. (RP.3)

②* 2. Reporting and Helping Distressed Students

- Residence hall staff annual training includes reporting requirements for aberrant, dangerous, or threatening behavior. (RP.19)
- **Clear lines of communication have been established between the counselor on call and the two administrators on call so that appropriate information can be shared. (VT.I.30)**
- Established a 24/7 point of contact and backup responsible for having the most comprehensive picture of a student who is at risk for violence to self or others. (VT.I.31)
- Established procedures for documenting and reporting incidents of aberrant, dangerous, or threatening behavior. (RP.16)
- **Procedures are in place to direct professors who encounter troubled students to report disturbing behavior to the Dean of Students Office. (RP.18)**
- Repeated incidents of aberrant, dangerous, or threatening behavior reported to counseling center and parents. Counseling required for continued campus housing and course enrollment. (RP.21)
- When campus police or another department receives information about an issuance of TDO (temporary detention order) for students and staff, it is reported to Care Team or Human Resources so that appropriate offices are made aware and parents can be notified. (RP.22)
- **The Faculty Access web-based reporting system has been developed to ensure that serious incidents are reported centrally to the Dean of Students Office. (VT.I.29)**
- Put a system in place that links troubled students to appropriate medical and counseling services either on or off campus. (RP.15)
- All supporting offices, including the Care Team and the Threat Assessment Team, are clear on how to respond to a student resistant to help. (VT.I.50)
- **Self-endangerment prevention procedures have been developed (VT.I.15)**
- The Cook Counseling Center has engaged other Virginia colleges in discussions of outpatient commitment, mandatory counseling, and external agencies relationships. (VT.I.34)

3. Emergency Preparedness—Planning

- Updated the campus emergency preparedness response plan. (VT.S.57)
- A plan for canceling classes and closing the campus has been included in the university's emergency plan. (RP.56)
- The Emergency Response Plan is in compliance with federal and state guidelines. **The university applied for a Department of Education Emergency Management grant for higher education institutions to develop integrated all-hazards emergency management plans. If the**

university is one of the successful applicants, resources would be available to complete a review and update the current hazard assessment and mitigation plan, emergency response plan, and continuity of operations plan, including further development of campus violence prevention and infectious disease components. (RP.2)

- The Emergency Response Plan will be reviewed annually. (VT.S.58)
- Campus police now report directly to the senior operations officer responsible for emergency decision making (Vice President for Administrative Services). (RP.10)

4. Risk Assessment (Threat Assessment)

- The preliminary planning to establish a university risk assessment function has been completed; expertise in information technology, law enforcement, environmental health and safety, and facilities will be incorporated. Resources have been approved to establish a director of risk assessment position, which will report in the Office of Emergency Management. (RP.1 & VT.C.88)
- Head of campus police is a member of the threat assessment team and the emergency response team. (RP.9)
- All bomb threats are taken seriously. (RP.61)

④ * 5. Emergency Preparedness—Training

- Campus police train with local police departments on response to active shooters and other emergencies. (RP.57)
- Campus police train for active shooters, waiting for a SWAT team often takes too long. (RP.11)
- University administrators who have policy and decision-making responsibilities during an emergency are scheduled to attend emergency management training by the Virginia Department of Emergency Management on June 13, 2008. The training will include essential National Incident Management System (NIMS) elements. (RP.88)
- VT Police Department developed web-based presentations on recognizing and responding to emergencies for faculty/staff, students, and visitors. These will be made available for new employee and student orientation in summer 2008. (VT.S.73)
- University's application for the Department of Education emergency management grant described includes funding for: training and educational materials to increase awareness of emergency preparedness and response for faculty, staff and students; emergency response training for building coordinators; table-top exercises and National Incident Management Systems (NIMS) training for law enforcement and health and safety personnel, other emergency responders, and senior administrators charged with managing the university's response in the event of an emergency. (VT.S.73, RP.88, RP4)

6. Engaging and Assisting Students

- Two additional case managers were added to the staffs of the Dean of Students Office and Cook Counseling Center to improve follow-up services to students. (VT.I.3)
- Two case managers hired for the Dean of Students Office and the Cook Counseling Center to increase the capacity and quality of care. (VT.I.26)
- The Judicial Affairs Office refers to Care Team for monitoring those cases in which a student may pose a potential threat but has not been charged or convicted of a judicial offense. (VT.I.49)

- Faculty workshops on responding to disruptive or threatening student behavior have been held. (VT.I.51)
- Three additional mental health providers have been added to the Cook Counseling Center staff to provide treatment to students who have been deemed in need of mental health services. (VT.I.10)
- Virginia Tech recognizes their responsibility to a young, vulnerable population and promotes the sharing of information internally, and with parents, when significant circumstances pertaining to health and safety arise. (RP.13)
- Refining the Care Team
 - The Care Team is a more formally recognized and visible structure in the university system. Permanent team members include a Virginia Tech law enforcement officer and the director for The Office of Services for Students with Disabilities. One person on the Team has a comprehensive picture of the cases being considered and is authorized if there is need to share information with others internally and externally. (VT.I.1)
 - Care Team Protocol has been reviewed and revised with regard to purposes, membership, and operating procedures. Members of the university at large are knowledgeable of the Care Team as a university resource. (VT.I.19)
 - Care Team membership reviewed in light of its purpose. Consultative team members reviewed and specified. (VT.I.20)
 - Care Team formal agendas and case notes documentation and retention established in consultation with legal counsel. (VT.I.21)
 - The Care Team includes in case deliberations, academic Deans for undergraduate studies or the Graduate School, as appropriate. These relationships are clearly described in the revised Care Team Protocol. (VT.I.22)

7. Drills

- University executive level drill conducted on Tuesday, February 26, 2008.
- University's application for the Department of Education emergency management grant described includes funding for: training and educational materials to increase awareness of emergency preparedness and response for faculty, staff and students; emergency response training for building coordinators; table-top exercises and National Incident Management Systems (NIMS) training for law enforcement and health and safety personnel, other emergency responders, and senior administrators charged with managing the university's response in the event of an emergency. (VT.S.78, VT.S.68)

8. Violence Prevention Policy

- *Violence Prevention policy has been revised.*
- Policy regarding weapons on campus is available to students, prospective students, parents, faculty, and staff. (RP.51)
- University's application for the Department of Education emergency management grant described includes funding for: training and educational materials to increase awareness of emergency preparedness and response for faculty, staff and students; emergency response training for building coordinators; table-top exercises and National Incident Management Systems (NIMS) training for law enforcement and health and safety personnel, other emergency responders, and senior administrators charged with managing the university's response in the event of an emergency. (VT.I.5)

9. Public Safety Building with 911 Dispatch Center

- Preliminary planning is underway between VT and surrounding municipalities and governmental agencies, including Blacksburg, Christiansburg, Montgomery County, City of Radford, Radford University, and Virginia Tech, to establish a regional 911 dispatch center.

10. Organizational Structure

- A plan has been developed to identify backups for key Policy Committee members who are unable to physically respond during a campus emergency. The plan includes a method for keeping members who are not present adequately informed, including the installation of a dedicated land line conference phone so that members who are unable to physically reach the meeting facility can direct dial the group. (VT.S.66)
- To ensure a direct line of communication between the Director of Campus Security and Chief of Police and executive administration, the Virginia Tech Police Department now reports directly to the Vice President for Administrative Services who reports directly to the President. (VT.S.61)
- An additional 11 FTE have been allocated to the Police Department, as well as supporting, operating and equipment funds for the additional personnel. As of June 6, 2008, a majority of the 11 new positions have been filled or are in the recruiting process. (VT.S.62)
- The search for a permanent Director of Emergency Management was re-opened and has an anticipated appointment date of September 1, 2008. The Director will report directly to the Vice President for Administrative Services. (VT.S.63)
- Established the Office of Recovery and Support with the role of coordinating the activities of various university functions that have responsibility for some aspect of the post-April 16 event effort. (VT.C.99)

11. Privacy Laws and Information Sharing

- Legal counsel has prepared training on the privacy laws and information sharing.
- Clarified the understanding and application of FERPA and HIPPA guidelines plus constraints from additional state laws. (VT.I.14)
- Internal communication ("in the system") regarding at-risk students is improved. (VT.I.4)
- Conducted a review of the universities application of FERPA to existing policies and procedures. Provided suggestions for on-going training for administrators, faculty, and staff. (VT.I.27)
- University policy recognizes that law enforcement, medical providers, and others assisting troubled students are designated school officials with an educational interest in sharing records. (RP.43)
- Virginia Tech agrees that national higher education associations should develop best practice protocols and associated training for information sharing. (RP.45)
- The university has adopted the definition given in the "Model Notification of Rights under FERPA for Postsecondary Institutions" regarding the release of FERPA-protected information to school officials who have a legitimate educational interest. (VT.I.28)
- University policies clarified regarding communication with parents regarding student behavior, academic progress, and health related issues. (VT.I.45)
- Articulated university policies on communication of vital information to outside agencies on cases that have relevance to campus or individual safety. (VT.I.32)

- Virginia Tech agrees that a mechanism to promote on-going dialogue between university services and local [outside agencies] services or institutions that deal with VT students who are acutely distressed, is needed. (VT.I.33)
- The Virginia Tech Police Department emphasizes safety as their first responsibility. (RP.12)
 - The Virginia Tech Police department mission statement supports this recommendation: "The Virginia Tech Police Department strives to enhance the safety and quality of life for students, faculty, staff and visitors through effective law enforcement and proactive crime prevention in partnership with the university community."

12. Emergency Notification

- Virginia Tech complies with the Clery Act. (RP.5)
- Alerting messages include all key facts and are disseminated as quickly as possible, with explicit information. (RP.53)
- Virginia Tech has multiple communication systems, including some not dependent on high technology to include, VT Alerts, broadcast e-mails, weather/emergency hotline, VT home web page, campus siren and loudspeakers, the university switchboard and coordinated use of public media outlets. (RP.55)
- Virginia Tech agrees that recipients should be urged to inform other. (RP.54)
- Campus emergency communications systems have multiple means of sharing information. (RP.6)
- In an emergency, immediate messages are sent to the campus community providing clear information on the nature of the emergency and actions to be taken. Initial messages are followed by update messages as more information becomes known. (RP.7)
- Campus police and administration officials have the authority and capability to send an emergency message. (RP.8)
- A procedure with instructions is in place for the handling of malicious calls. (VT.C.125)
- University call centers that interface with the public and with University employees are provided timely information updates. (VT.C.127)
- Individual eligibility defined for subscription to VT Alerts Enhanced Notification System. (VT.C.144)
- Completed a review of PIDs provided to the listserv distribution application. (VT.C.17)
- Evaluated the web interface used by University Relations setting the default to "immediate delivery" to avoid confusion and eliminate email delivery delays. (VT.C.18)
- Implemented use of an informational announcement to callers before connecting them to an operator during crisis situations. (VT.C.59)
- WUVT's audio signal carried on the Campus Cable TV instructional channels. (VT.C.79)
- Warning sirens installed at two additional locations. (VT.S.52)
- Additional training on warning sirens provided to staff, including Police Department dispatch personnel. (VT.S.53)
- Multiple methods of notifying individuals have been deployed and additional methods will continue to be explored. (VT.C.109 & VT.C.145)
- Investigate the placement of additional message boards in the Blacksburg/New River Valley region has been rejected due to cost benefit considerations. (VT.C.85)
- Work with local agencies to determine the feasibility of using low-power AM/FM transmitters has been rejected due to cost benefit considerations. (VT.C.86)

- Work is underway to create a single web-based portal that will allow simultaneous transmission of emergency messages including classroom message boards, VT Alerts, broadcast e-mail, and home-page alerts. Work will be complete by Fall 08 semester. Later this year three others - WeatherLine, broadcast phonemail, and campus sirens - will be added to the portfolio. This software will decrease the time necessary to compose and distribute emergency communications. (VT.C.25)

13. A New Campus Information Architecture

- The planned architecture upgrade is part of the University's capital plan and is included to transform the University's technology environment to support current and future instruction, research, and outreach. The planned upgrade is based on obsolete, 20-year old elements in our campus infrastructure, plus new emerging research and instruction support requirements. With the implementation of the campus architecture each enhancement will be evaluated for the incorporation of aspects that add to the overall safety and security of the campus. The upgrade will be incorporated over the next five years. (VT.C.1)
- Multiple, physical access routes to upstream service providers to ensure there is no single point of failure that could compromise data communications are continually accessed and implemented, as required. (VT.C.4)
- Inventories of spare equipment have been increased to facilitate rapid deployments. (VT.C.12)
- As new facilities are constructed fire systems are upgraded to communicate over a more robust communications topology. (VT.S.39)

14. University Management of Personal Information

- Developed strategies, policies, procedures, and processes for promoting availability of emergency contact information for students and employees. (VT.C.97)
- All students are required to provide or to affirm the entry of minimal emergency contact information at the time of registration. (VT.I.36)
- Instructions for reporting a suspected exposure were publicized in the Fall, 2007 IT Reference Guide. computing.vt.edu and will be emphasized at security.vt.edu. Information on determining the need for notification and responsibility for funding the notification has been drafted, to be updated and included in the Computer Incident Response Checklist maintained by the IT Security Office. The IR checklist contains sample text for notification letters. (VT.C.120)
- Policy and standards are approved by VP for IT and ready to be signed. The next step will be to share the policies and standards with the data stewards and communicate to university community. Employees will be expected to start acknowledging compliance in summer or fall 2009. (VT.C.110)
- IT personnel have conferred with Institutional Research regarding the composition and charge of a data governance group. Policies from peer institutions are being examined on an ongoing basis. (VT.C.106)
- Ad-hoc groups have been discussing data classification. Certain sensitive personally identifying data elements were identified in the Standard for Storing and Transmitting Personally identifying Information. (VT.C.118)

15. Information Technology Emergency Resource Planning

- Vendors have provisioned, at no charge until used, two “800 numbers for use in emergency situations. The university Continuity of Operations Plan (COOP) notes the availability of these numbers. (VT.C.122)
- Engaging peer institutions to discuss policies and procedures relative to providing traditional telephone service in a university environment, especially during periods of extraordinarily high call volume is ongoing. (VT.C.63)

16. Network Infrastructure

- Improvement of upstream network capacity to commodity Internet service providers to ensure appropriate bandwidth is continually assessed and implemented, as required. Web hosting and other services have increased capacity to serve additional users and allow the distribution of richer content. (VT.C.3)
- Efficiency of the process for provisioning guest access is continually assessed and implemented, as required. Recommendations VT.C.131 and VT.C.134 are associated with this activity. (VT.C.9)
- Purchased wireless network management software used during the post-April 16 response period. (VT.C.10)
- Regular meetings of area public safety groups and their representatives with Communications Network Services to discuss communications needs is ongoing. (VT.C.41)
- Capacity-planning and resource-engineering practices of the campus telephone systems for improved performance in crisis situations is continually assessed and implemented, as required. (VT.C.54)
- Analog direct-inward-dial (DID) trunks were converted to integrated services digital network (ISDN) trunks. (VT.C.55)
- Remote access trunks leveraged to allow up to 184 additional, inbound calls to campus during peak usage periods. (VT.C.56)
- Emergency trace requests are processed expeditiously. (VT.C.61)
- A strategy for creating additional diversity with regard to the connectivity between the campus telephone system and the public switched telephone network (PSTN) is ongoing. (VT.C.65)
- The planning and engineering design work for a circuit dedicated for key personnel to ensure access to the Public Switched Telephone Network during crisis situations is complete. Implementation for this priority trunking solution is pending final funding approval and specification of the telephone numbers that will utilize the service (VT.C.57).

④ 17. Banner Textual Display System

- The installation of a banner textual system for classrooms has been approved by the Virginia Tech President's Policy Group.
- Work is underway to install electronic message boards in all 176 general purpose classrooms. Messages will be fed from centralized Emergency Notification system [initiative # 12 (VT.C.25)] that feeds, Broadcast email, web alerts, VT Alerts, etc. Installation will be complete by beginning of Fall 08 semester. (VT.S.43)

18. Integrating Person-Location Information

- A report has been included in the Hokie SPA providing information on instructors and students by building. (VT.C.96)
- As of May 2008 the Banner system and the Hokie Passport system have been integrated to enable photo identification of students by authorized faculty and staff within the Banner student information system.

19. Student Rescue Squad Reporting Relationship

- The student rescue squad will be coordinated under the Virginia Tech Police department effective July 1, 2008. (VT.S.86 & VT.S.87)

20. VT Alerts

- Virginia Tech faculty, staff and students will have to either opt-in or opt-out of the VT Alerts notification system. (VT.C.142)
- Worked with Virginia Tech Police to determine if individuals from outside Virginia Tech (law enforcement and first responders) are included in the VT Alerts Automated Notification System. (VT.C.143)
- Access is available throughout the campus for subscribing to VT Alerts Automated Notification System. (VT.C.147)
- Personal information in VT Alerts Automated System is provided and maintained only by the subscriber. (VT.C.146)
- Mass notification methods are significantly improved by the purchase of an upgraded emergency notification system, "VT Alerts." (VT.S.55)

21. Interim Suspension

- Revised policy and procedures scheduled for approval at June 2008 BOV meeting. (VT.I.48)

22. Virginia Tech Police Department

- The Virginia Tech Dispatch Center audio recording system was expanded. (VT.C.28)
- Virginia Tech Police and Rescue portable radio caches were expanded. (VT.C.29)
- Direct connection to Carilion hospital in dispatch to request medevac helicopter. (VT.C.31)
- Transferred calls are now terminated on the 911 lines instead of administrative lines. (VT.C.38)
- Implemented a unified response center for all responding and emergency teams. (VT.C.128)
- The university has 59 emergency blue light phones that are monitored by Virginia Tech Police Department dispatch, and stations are tested once every 30 days. (VT.S.56)
- Virginia Tech consulted with the International Association of Campus Law Enforcement (IACLEA) about the establishment of command centers. (VT.C.126)
- Ability to send overflow calls from Virginia Tech 911 center to Blacksburg Police is dependent on a new telephone system for the VTPD and additional services from Verizon Business, in addition to formalizing an agreement with the Blacksburg Police Department. Funding for a new telephone system has been approved and planning is underway. (VT.C.39)
- A solution to monitor both phone lines and radio frequencies on a single headset in the Dispatch Center is dependent on a new console system. Awaiting funding. (VT.C.45)
- *Virginia Tech Police Department Additions/Changes since April 16, 2007*
 - *Executive*

- *Policy:*
 - *The Chief of Police is a member (chair) of the university Threat Assessment Team.*
 - *Chief of Police and Operations Captain have the ability and authority to send emergency notifications through multiple means.*
 - *Chief of Police was added to the university policy group.*
 - *The mission statement of the police department was changed at the recommendation of the Governor's review panel.*
- *Organization:*
 - *Nine sworn positions and two administrative positions were given to the police department. The sworn positions include Deputy Chief, Sergeant, Investigator and six officers.*
 - *The Rescue Squad reporting structure has been changed to now reporting to the Police department.*
- *Operational*
 - *Mental Health Issues:*
 - *A member of the police department is a standing member of the university's Care Team. Care team information is made available to police supervisors.*
 - *Parents are contacted when students are taken into custody for mental health evaluation (TDO).*
 - *Notification to Cook Counseling Center, Dean of Students and Judicial Affairs in cases involving students who have mental health issues or who have harassed another person by email, instant message or other means. We also are documenting in the report who was notified and when.*
 - *Increased emphasis in handling students with mental health issues and harassment complaints.*
 - *Patrol/Investigations:*
 - *Increased emphasis on foot patrols and patrols inside academic buildings during the day.*
 - *Obtained an electric personal mobility vehicle (T3) to assist in visibility of police officers and ability to respond more quickly when officers are out of the vehicles.*
 - *Obtained a second T3 for the security guards to use at night for increased visibility and patrol.*
 - *Placed bolt cutters in all patrol vehicles.*
 - *Added an explosive detection canine, equipment and vehicle to the department. Officer and canine **were trained** by the Virginia State Police.*
 - ***Increased** the number of detectives.*
 - *Implemented a dignitary protection unit.*
 - *Joined the regional accident investigation team. This team was utilized to assist our department with the recent traffic fatality on campus.*
 - *Equipment:*
 - *All officers and EMS personnel were supplied with a key to open classrooms since the installation of locks on the doors.*

- *Rifles were obtained for patrol officers.*
- *Changed some patrol vehicles from un-marked to marked in order to increase visibility.*
- *Added vehicles to the department in order to be more efficient.*
- *Obtained new and additional bicycles for officers' patrol use.*
- *Obtained a trailer to allow better storage, availability and use of crime scene equipment.*
- *Purchased new uniforms for security guards to enhance their visibility and to hopefully instill confidence from the public.*
- **Administrative**
 - **Policy:**
 - *Reviewed and modified student weapons storage procedures. Changes included requiring the person to state they are not a felon and a statement that weapons will not be released if the person has consumed alcohol.*
 - **Training:**
 - *Increased training for personnel to include: Hostage negotiation, Crisis Intervention Training, Death Investigation, Active Shooter Instructor.*
 - *Received training/clarification of FERPA and CLERY.*
 - *Continue and enhance the field training of our officers and Blacksburg Police that includes officers switching departments for familiarization in other jurisdictions. This has been expanded to include Christiansburg Police, Radford Police and Montgomery County Sheriff.*
 - *Conducted active shooter training with the Blacksburg Police department in December. Additional training was conducted within our department which also included the dispatchers.*
 - *Increased firearms training and in the process of raising minimum qualification scores.*
 - *Conducted tabletop exercises for command staff and the patrol shifts are also doing their own tabletop discussions.*
 - **Community Relations:**
 - *Enhanced Satellite Station at War Memorial Gym to more efficiently serve the community.*
 - *Strengthened relationship with area police departments including the State Police.*
 - *Provided local police departments with maps of campus.*
 - *Redesigned the police department website and are using this as a means to communicate with the community. The website links to VT Alerts, emergency tips/training and other information sites.*
- **Communications**
 - **Policy**
 - *Implemented "common language" radio transmissions to better enable communications with other departments during emergencies.*
 - **Equipment**
 - *Obtained a direct connection telephone system to Carilion Hospital in Roanoke to request medevac helicopter or other assistance.*

- *Added a third workstation in dispatch and upgraded the design of the room.*
- *Added a non-public telephone number in dispatch so department personnel have a way to contact dispatch when all the public lines are busy.*
- *Applied for a grant to upgrade/replace dispatch radio consoles.*
- *Expanded the audio/radio/telephone recording system in the dispatch center.*
- *Expanded the police portable radio cache including batteries and charging ability.*
- *Expanded the Nextel battery cache and charging ability.*
- *Applied for a grant to purchase a transportable radio console, which amplify emergency communications by providing multi-frequency capability and redundancy for the police department emergency communications center.*

23. First Responder Radio Communications

- Virginia Tech Police Department and the Rescue Squad use common language for radio transmissions. This brings the university in compliance with National Incident Management System (NIMS) requirements. (VT.S.70)
- *In May 2008, the Virginia Tech Police Department was offered and is considering an opportunity to participate in an existing regional grant program called "COMLINC Interoperability Project for Division 6 and Division 3." The project plans to deploy equipment from SyTech Corporation that, if implemented, could provide IP interoperability for selected regional radio systems.*

24. Safety – Self Reporting

- The creation of an electronic "people locator system" was rejected. (VT.S.48)
 - This initiative and recommendation has been rejected as a useful means of allowing the university community to communicate in an emergency situation. Although the concept of having a site where individuals can check-in with their status has merit it is felt there are many other methods available to individuals to communicate their status in an emergency. Social networking and the use of technology to support this networking is evolving very quickly with student being one of the most adaptive groups. The use of cell phones, instant messaging, and web based forums that the students are vastly more familiar with, makes developing a university on-line system dedicated to emergency postings redundant. With the array of options available to individuals to communicate between themselves makes a university developed on-line system for reporting an individual's status not the best investment of the university's resources and this recommendation has been rejected.

25. Campus Well-Being

- Campus Well-Being has been a part of the university culture for many years but will be incorporated as an element of the university strategic plan update. (VT.I.7, VT.I.13, VT.I.44)
- *Campus Well-Being*

- *The recommendations pertaining to campus well-being reflect the overarching concern with the safety of community members. These recommendations are carried out both through the specific recommendations contained elsewhere in the review process, and in the on-going activities of university offices. Specifically, this overarching initiative is created through the recommendations for initiatives for (a) a threat assessment team; (b) reporting and helping distressed students; (c) engaging and assisting students; and (d) the violence prevention policy.*
- *Programs build upon policy and organizational structures to support a safe campus. The foundation blocks of these efforts include the following:*
 - *Virginia Tech's core values*
www.president.vt.edu/strategicplan/mission_values.php
 - *The Virginia Tech Principles of Community* www.vt.edu/diversity/principles-of-community.html;
 - *The Campus and Workplace Violence Prevention Policy*
www.policies.vt.edu/5616.pdf.
- *The Principles of Community were affirmed by the board of visitor's on March 14, 2005, and affirm the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding, the right of each person to express thoughts and opinions freely, and the enriching value of human diversity. The Principles reject all forms of prejudice and discrimination and pledge commitment to these principles.*
- *The Campus and Workplace Violence Prevention Policy sets expectations for the identification and prevention of workplace and campus violence, and to take action in the wake of any violence. The policy outlines prohibited acts, prohibits firearms and other weapons, and establishes the workplace Violence Prevention and Risk Assessment Committee under the direction of the Vice President for Administrative Services..*
- *Action plan*
 - *Through the leadership of President Steger, the university's strategic plan will build in the concern for campus well-being throughout the elements of the plan. This pervasive importance of well-being elevates the section on student well-being to the entirety of the university.*
 - *Individual areas of the university have already taken the initiative to ensure that campus well-being is systematically included as appropriate in all activities. For example, the university standard for project management in information technology requires that implications every project evaluate potential enhancements to university safety and security as a result of doing this project.*
- *Examples of activities*
 - *Specific programs build upon these foundational tools. Among these are the following:*
 - *SafeWatch. SafeWatch promotes individual and collective responsibility among students, faculty, staff, and guests to incorporate the Principles of Community into their relationships. Modeled after Neighborhood Watch programs, SafeWatch provides a means to report and evaluate reports of suspected violations or incidents. SafeWatch Reports are reviewed by personnel in the Dean of Students Office, and are immediately escalated if imminent danger is possible* www.safewatch.vt.edu.

- *Campus and Workplace Violence Prevention and Crisis Management Resource Manual. This manual provides a clear definition of campus and workplace violence, ways to recognize early signs of violence, identification of ways to prevent violence, and actions to take when confronted by violence. Importantly, the manual provides a single place to identify the university resources available to students, faculty, staff, and community members, and guidelines on most appropriate direction of concerns to those resources*
www.hr.vt.edu/downloads/CMRmanual.pdf.
- *Environmental, Health and Safety Services. This office provides information about risks, indicators, prevention, and response to workplace violence*
www.ehss.vt.edu.
- *Women's Center. The Women's Center offers programs and events designed to raise awareness of women's issues. The workshop series on self-care and wellness offers programming on diverse topics on physical and mental health, as well as supporting activities like "kids Night Out" or the dissertation writing work group. Outreach programs offer presentations to groups on violence against women, and support student programs such as Sexual Assault and violence Education by Students (SAVES)*
www.womenscenter.vt.edu/programming.html.
- *Hokies Respect. The goal of this program is to achieve a reputation of exemplary hospitality and respect for sports opponents and for fellow Hokie fans*
www.alumni.vt.edu/respect.
- *Housing and Dining Services. The popular "WELL" is theme housing that builds a community around a substance-free lifestyle*
www.studentprograms.vt.edu/themehousing/well.php. The WELL joins other theme housing units that work to integrate students' experience throughout their collegiate experience.
- *Human Resources: CommonHealth and Work/Life Resources serve employees through education, information, and referrals to other university or community resources, and offer programs that address work/life balance and physical and emotional wellness. Human Resources provides programs and services for employees through the state's Employee Assistance Program. These include individual counseling services and educational seminars. **An outreach coordinator/case manager, funded by a Department of Education grant, is employed within Human Resources to work with faculty and staff.***
- *New Virginia Tech Resource Center for faculty and staff: A new resource center will be opened in spring 2008, to complement on-campus services and serve as a site for interventions with faculty and staff, departments, and other associated groups. It will provide walk-in, call-in, and on-line access to services, information and referral, assessment of needs, and coordination of interventions such as intake, workshops, and facilitated discussion groups.*

26. LCD Message Boards

- Installation of indoor LCD message boards will be pursued in the pedestrian high traffic areas.

27. Information Technology Support Services

- VT Portal/My VT has available a pool of additional servers during times of heavy loads, which can be moved into production if and when necessary. (VT.C.22)
- FM receivers have been added to allow the insertion of both WVTF and WUVT onto the Campus CATV information and instructional channels. (VT.C.67)
- Plans and strategies have been developed for rapid deployment of a “light” version of the VT Home Page. (VT.C.21)
- Services that would benefit from redundancy and the increased capacity and reliability provided by load balancing have been identified. (VT.C.8)
- IM service has been expanded throughout operational units within IT. (VT.C.24)
- As servers are replaced as part of life-cycle maintenance, expansion and upgrades are being performed in such a way as to support reliability and robustness. (VT.C.15)
- Full failover capabilities will require additional hardware and a software upgrade. A redundancy improvement can be realized with additional hardware. (VT.C.23)
- Ongoing data preservation needs have made full implementation impossible, as the older equipment is required to maintain backup copies made prior to the start of the migration project. Transfer of the older data is underway; the volume of stored data is such that this project will likely take until mid to late August of 2008 to complete. (VT.C.92)
- Storage and equipment upgrades in progress will provide additional features and resources to offer potential users. (VT.C.93)

28. Building Card Access

- University policy requires compliance with a standard electronic access system. Control and management of all access control on campus is under the Police Department and the Facilities Key shop. (VT.S.10)
- Students’ access in residence halls in which they do not reside is limited to public spaces only. (VT.S.26)

29. Protocol and Policy

- Engaged the local service provider to discuss their capacity-planning and resource-engineering strategies relative to crisis situations. (VT.C.58)
- The Department of Homeland Security National Communications System has confirmed Virginia Tech’s eligibility and approved our participation in the Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS). The Point of Contact (POC) account has recently been activated to request GETS cards and request WPS. (VT.C.51)

30. Management System for Authentication and Authorized Access

- Virginia Tech has implemented a sophisticated identity management system and will continue to evolve its technological capabilities. An identity management system is designed to manage user credentials and provision access to resources and systems. A recent third party review of the current status of identity management and data security at Virginia Tech acknowledged that Virginia Tech was ahead of many other higher education institutions in addressing a comprehensive management system. Virginia Tech is committed to the continued development and incorporation of additional functionality that will advance a secure environment and ensure

appropriate individuals can authenticate and are authorized to access the university systems. (VT.C.141 & VT.C.104)

31. Secured Student Mail

- Mail rooms are currently centralized by residential area. To ensure security, access to mail rooms has been separated from access to the respective residence hall in which the mail room is located. Students who reside in other buildings may retrieve their mail, but may not enter the residential section of the building where their mail room is located. (Alternate solution for VT.S.28)

32. Locking Hardware

- Hardware on exterior doors checked to ensure that they are not subject to being chained shut. **Modification of hardware on those doors identified in the survey of all E&G buildings has been completed. Further modifications will be completed on an as needed basis.** (RP.60)
- Interior locks installed on all general assignment classrooms. (VT.S.2)
- Fifty six custom size doors and hardware sets in Norris Hall were replaced. Drop bar devices in Norris Hall were also replaced with flat rails. (VT.S.6)
- The university modified its design guidelines and standards to not allow door hardware or openings to be chained shut. (VT.S.8)
- The university is installing interior locks on all 157 general assignment classroom doors. **Materials to complete the re-keying of selected non-general classrooms have been ordered and are planned for completion prior to the start of the 2008 fall semester classes.** (VT.S.4)

33. CCTV Surveillance System

- Under Review
 - Extensive use of surveillance cameras is incongruent with the university's culture. However, the new Director of Emergency Management will be charged with exploring use of surveillance cameras on a very limited basis in specific areas including but not limited to areas with blue code phones. (VT.S.32)
 - The new Director of Emergency Management will be charged with exploring a very limited CCTV system for specific areas. (VT.S.33)

34. Additional Implemented Recommendations

- To assure parents and students that safety and security on campus is one of the university's top priorities, a letter, including a list of safety and security features at Virginia Tech, was sent out to parents and students from the President in June prior to orientation. (VT.S.77)
- Virginia Tech has a plan to stand up a joint information center with a public information officer and adequate staff during major incidents on campus that includes available outside resources and the means for obtaining their assistance quickly, and the management of the media and of self-directed volunteers. (RP.84)
- Virginia Tech Police Department staff reviewed all internal Police Department gun storage procedures and modified the "Student Weapons Storage Form." (VT.S.71)
- Short and long-term counseling is available to first responders, students, staff, faculty members, university leaders, and the staff of The Inn at Virginia Tech. An outreach coordinator/case

manager position was filled in Human Resources to increase awareness of resources and coordinate follow-up services for faculty and staff. (RP.87)

- A victim assistance office or designated campus victim advocate ensures that victims of crime are made aware of their rights as victims and have access to services. (RP.92)

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. Larry D. Alexander has faithfully served Virginia Tech with distinction for 27 years in the Pamplin College of Business, beginning in 1981; and

WHEREAS, he ably served as an effective member of the Department of Management faculty, and made considerable contributions to teaching at the undergraduate and graduate levels in the areas of strategic management; and

WHEREAS, he contributed significantly to scholarly research that led to the publication of research papers, cases, and book chapters; and

WHEREAS, he contributed to the achievement of a high national ranking for the Department of Management in the area of strategic management; and

WHEREAS, he is responsible for guiding several doctoral students currently teaching and conducting research at other universities; and

WHEREAS, he capably served on many departmental committees;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. Larry D. Alexander for his service to the university with the title of Associate Professor Emeritus of Management.

RECOMMENDATION:

That the above resolution recommending Dr. Larry D. Alexander for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. Edward R. Clayton faithfully served Virginia Tech with distinction for 40 years in the Pamplin College of Business, beginning in 1968; and

WHEREAS, as a member of the faculty in the Department of Business Information Technology, he was a dedicated teacher of a wide range of courses at both the undergraduate and graduate levels, being a recipient of the college's Excellence in Teaching Award; and

WHEREAS, he served as coordinator of the college's management science program from 1976 to 1980, and was appointed the Lenz Professor of Management Science; and

WHEREAS, he advised and counseled numerous students, serving on 25 doctoral committees and chairing five; and

WHEREAS, he made significant contributions in research in the field of management science with 40 refereed journal articles and one book, served on the editorial boards of several journals, and served as president, vice president, and program chair for the Southeast Institute of Management Science;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. Edward R. Clayton for his service to the university with the title of Lenz Professor Emeritus of Management Science.

RECOMMENDATION:

That the above resolution recommending Dr. Edward R. Clayton for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. John G. Dillard faithfully served Virginia Tech with distinction for 40 years in the College of Arts and Sciences and the College of Science, beginning in 1967; and

WHEREAS, as a member of the faculty in the Department of Chemistry, he was a dedicated teacher of a wide range of courses from entry-level to advanced graduate level; and

WHEREAS, he advised and counseled numerous undergraduate and graduate students during his career, serving as the graduate advisor for 10 master's and 18 doctoral students; and

WHEREAS, he made contributions to the understanding, development, and application of inorganic materials and adhesives; and

WHEREAS, he authored 130 publications, three books, one patent, and 412 presentations; and

WHEREAS, he served in a number of international professional technical societies; and

WHEREAS, he served as Department of Chemistry chair for one year, Director of Adhesive and Sealant Science for five years, and chairman of the Chemistry/Physics building committee;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. John G. Dillard for his service to the university with the title of Professor Emeritus of Chemistry.

RECOMMENDATION:

That the above resolution recommending Dr. John G. Dillard for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. William G. Herbert has faithfully served Virginia Tech with distinction for 37 years in the College of Education and the College of Agricultural and Life Sciences, beginning in 1971; and

WHEREAS, as director of Cardiac Therapy (Rehabilitation) and Intervention Center from 1976-2008, he successfully guided the center to preeminence in cardiac rehabilitation; and

WHEREAS, as director of the Division of Health, Physical Education and Recreation, he developed the first exercise physiology laboratory at Virginia Tech; and

WHEREAS, he contributed significantly to our knowledge of exercise physiology, exercise and bone biomechanics, and physical activity interventions in coronary heart disease and obstructive sleep apnea through a lifetime of scholarly research that led to the publication of numerous research papers, reviews, and book chapters; and

WHEREAS, he trained over 130 master's students in cardiac rehabilitation and the successful training of more than 20 doctoral students in clinical physiology; and

WHEREAS, as a dedicated teacher, he instructed both undergraduates and graduate students in Exercise and Health Promotion; and

WHEREAS, as a founding fellow of the American Association of Cardiovascular and Pulmonary Rehabilitation and a fellow of the American College of Sports Medicine, he has provided many years of dedicated service to the scientific community;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. William G. Herbert for his service to the university with the title of Professor Emeritus of Human Nutrition, Foods and Exercise.

RECOMMENDATION:

That the above resolution recommending Dr. William G. Herbert for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. Michael E. Houston has faithfully served Virginia Tech with distinction for 10 years in the College of Agricultural and Life Sciences, beginning in 1998; and

WHEREAS, as head of the Department of Human Nutrition, Foods and Exercise (HNFE) from 1998-2004, he successfully guided the department through a period of organizational stress and transition to a new college; and

WHEREAS, as head of HNFE he recruited many outstanding faculty and fostered the development of a Food, Nutrition and Health Initiative; and

WHEREAS, he contributed significantly to our knowledge of muscle function and metabolism through a lifetime of scholarly research that led to the publication of numerous research papers, reviews, and book chapters; and

WHEREAS, he guided six students to the successful completion of a Ph.D. in Kinesiology and 20 graduate students to the completion of the Master of Science in Kinesiology and Human Nutrition, Foods and Exercise; and

WHEREAS, as a dedicated teacher, he introduced many thousands of students to the principles and techniques of kinesiology and human nutrition as an instructor in undergraduate and graduate courses; and

WHEREAS, he has provided many years of dedicated service to the scientific community as an officer of the Canadian Association of Sports Sciences and the American College of Sports Medicine;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. Michael E. Houston for his service to the university with the title of Professor Emeritus of Human Nutrition, Foods and Exercise.

RECOMMENDATION:

That the above resolution recommending Dr. Michael E. Houston for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. Thomas C. Howard faithfully served Virginia Tech with distinction for 41 years in the College of Arts & Sciences and the College of Liberal Arts & Human Sciences beginning in 1966; and

WHEREAS, as a member of the faculty in the Department of History, he was a dedicated, skilled, and popular teacher of undergraduate and graduate classes; and

WHEREAS, he advised and counseled numerous undergraduate and graduate students during his long career; and

WHEREAS, he contributed to scholarly research through his authorship of a book and six articles or book chapters relating to the history of the modern world; and

WHEREAS, he shared his interest in and understanding of Africa with a variety of campus and public groups in an effort to further understanding of the continent; and

WHEREAS, he cheerfully served on committees of the Transatlantic Studies Association, the Virginia Social Science Association, the College of Liberal Arts & Human Sciences, the College of Arts & Sciences, and the Department of History;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. Thomas C. Howard for his service to the university with the title of Associate Professor Emeritus of History.

RECOMMENDATION:

That the above resolution recommending Dr. Thomas C. Howard for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. William L. Ochsenwald faithfully served Virginia Tech with distinction for 37 years in the College of Arts & Sciences and the College of Liberal Arts & Human Sciences beginning in 1971; and

WHEREAS, as a member of the faculty in the Department of History, he was a dedicated, skilled, and popular teacher of undergraduate and graduate classes; and

WHEREAS, he advised and counseled numerous undergraduate and graduate students during his long career; and

WHEREAS, he contributed to scholarly research through his authorship of four books, 21 articles and book chapters, and dozens of encyclopedia or dictionary entries relating to the history of the Middle East; and

WHEREAS, he shared his understanding of the Middle East with a variety of campus, government, and public groups in an effort to further understanding of the region; and

WHEREAS, he cheerfully served on committees of the Middle Eastern Studies Association, the Society for Gulf Arab Studies, the Turkish Studies Association, the College of Liberal Arts & Human Sciences, the College of Arts & Sciences, and the Department of History;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. William L. Ochsenwald for his service to the university with the title of Professor Emeritus of History.

RECOMMENDATION:

That the above resolution recommending Dr. William L. Ochsenwald for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. John A. Rohr has faithfully served Virginia Tech with distinction for 29 years in the College of Architecture and Urban Studies, beginning in 1979; and

WHEREAS, he has been a dedicated and beloved teacher and advisor for countless masters and doctoral students and has served on numerous doctoral committees and as major advisor to many Ph.D. candidates, helping students achieve their career goals and contribute to the profession; and

WHEREAS, as a professor of the Center for Public Administration and Policy, within the School of Public and International Affairs, he has provided years of dedicated service to the principles of policy administration in a wide curriculum of courses at the graduate level and research in his specialized areas including ethics in public management, normative theory, public law, comparative public administration, and constitutional issues in public administration; and

WHEREAS, he contributed to the research on governance and policy administration, authoring numerous articles and seven books; and

WHEREAS, he received the Distinguished Research Award presented jointly by the American Society for Public Administration and the National Association of Schools of Public Affairs and Administration in 1988, receiving in 2002 the prestigious Dwight Waldo Award from the American Society for Public Administration for "outstanding contributions to the literature and leadership of public administration through an extended career," and was a fellow at the Woodrow Wilson Center in Washington, D.C.; and

WHEREAS, he has provided leadership to the profession as a member of the editorial boards of numerous professional journals;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. John A. Rohr for his service to the university with the title of Professor Emeritus of Public Administration and Policy.

RECOMMENDATION:

That the above resolution recommending Dr. John A. Rohr for emeritus status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. A. Krishna Sinha has faithfully served Virginia Tech with distinction for 37 years in the College of Arts and Sciences and College of Science, beginning in 1971; and

WHEREAS, as a member of the faculty in the Department of Geosciences, he has been a dedicated teacher of a wide range of courses in Physical Geology, Geochemistry, Geochronology, and Petrogenesis offered from both the core and service level to upper division undergraduate level to the advanced graduate level; and

WHEREAS, he has advised and counseled many undergraduate, M.S. and Ph.D. students, served on numerous doctoral committees, and served as a major advisor to numerous Ph.D. candidates, helping students achieve their career goals and contribute to the scientific profession; and

WHEREAS, he has provided leadership in the department and university through participation in governance activities such as chairing departmental committees, including the Graduate Student Affairs and Advising Committee; and

WHEREAS, he has contributed to the research on the igneous rocks and tectonics of the Appalachians and the Coast Ranges of British Columbia and Alaska, authoring nearly 100 publications during his career and directing numerous sponsored research projects; and

WHEREAS, he has contributed most recently to the invention and early development of the emerging field of Geoinformatics and has served a key advisory role to the National Science Foundation in establishing a funding basis for this field;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. A. Krishna Sinha for his service to the university with the title of Professor Emeritus of Geosciences.

RECOMMENDATION:

That the above resolution recommending Dr. A. Krishna Sinha for emeritus status be approved.

RESOLUTION FOR EMERITA STATUS
June 20, 2008

WHEREAS, Professor Katherine T. Soniat faithfully served Virginia Tech with distinction for 16 years in the Department of English, beginning in 1991; and

WHEREAS, as a member of the faculty, she helped develop the university's literary community by serving on the Creative Writing Committee and by coordinating the Visiting Writers Series; and

WHEREAS, she taught undergraduate workshops in poetry and mentored scores of gifted undergraduate students through independent studies in poetry; and

WHEREAS, she helped to develop the Master of Fine Arts Program in Creative Writing and taught its first classes of students; and

WHEREAS, she did extensive outreach work in poetry for the public schools; and

WHEREAS, she brought recognition to the Department of English and the university by maintaining a consistent and excellent publishing record in prestigious national journals of literature and art, and by publishing six highly regarded collections of poetry, and by winning the Camden Poetry Prize, which resulted in the publication of her first book, *Notes of Departure*; and the Edwin Ford Piper Award for Poetry, which resulted in the publication of her fourth book, *A Shared Life*; and the William Faulkner Gold Medal Poetry Prize, as well as many other literary awards and prizes;

THEREFORE, be it resolved that the Board of Visitors recognizes Professor Katherine T. Soniat for her service to the university with the title of Associate Professor Emerita of English.

RECOMMENDATION:

That the above resolution recommending Professor Katherine T. Soniat for emerita status be approved.

RESOLUTION FOR EMERITUS STATUS
June 20, 2008

WHEREAS, Dr. Demetrios P. Telionis has faithfully served Virginia Tech with distinction for 37 years in the College of Engineering, beginning in 1970; and

WHEREAS, he has taught and mentored both undergraduate and graduate students in the areas of fluid mechanics; and

WHEREAS, he received the College of Engineering Teaching Excellence Award in 1976 and the Frank J. Maher Award for Excellence in Engineering Education in 1990, and was named the Frank J. Maher Professor in the same year; and

WHEREAS, he is a fellow of the American Society of Mechanical Engineers and an associate fellow of the American Institute of Aeronautics and Astronautics; and

WHEREAS, as an internationally recognized researcher, Dr. Telionis established himself as a major contributor in many different areas of aerospace structures, including unsteady aerodynamics, high-angle-of-attack aerodynamics, and flow over fore-body configuration;

THEREFORE, be it resolved that the Board of Visitors recognizes Dr. Demetrios P. Telionis for his service to the university with the title of Frank J. Maher Professor Emeritus of Engineering Science and Mechanics.

RECOMMENDATION:

That the above resolution recommending Dr. Demetrios P. Telionis for emeritus status be approved.

FACULTY LEAVES, 2008-2009

Virginia Tech's program of professional development for tenured faculty members provides two kinds of opportunities: Study-Research Leaves at one-half salary for up to one year and one-semester Research Assignments at full salary.

The following faculty members are requesting Study-Research Leave for the purpose and period of time specified:

Paul M. Sorrentino, Professor, Department of English, for AY 2008-2009, having been named a Fellow of the John Simon Guggenheim Memorial Foundation, to complete a four-part biographical research project pertaining to the nineteenth-century American author Stephen Crane. The first part addresses the need for a new edition of Crane's correspondence; the second established for the first time the verifiable facts about his life; and the third collected the more than ninety reminiscences about him. Each of these parts has led to a book and several scholarly articles.

Bob Hicok, Professor, Department of English for AY 2008-2009, having been named a Fellow of the John Simon Guggenheim Memorial Foundation, to complete poetry that will be included in his sixth volume of poetry, and to continue writings for fictional stories.

The Guggenheim Fellowship is a prestigious, nationally competitive award to allow faculty members to pursue scholarship and publication; however, it provides only partial salary support to the recipient. The Provost is recommending continuation of half salary and benefits through the study-research leave mechanism so that Professors Sorrentino and Hicok may take advantage of this award. However, this support is not intended to preclude the opportunity for paid leave under the usual study-research leave program when either faculty member is next eligible.

The following faculty member is requesting a Research Assignment for Fall 2008:

Ali H. Nayfeh, University Distinguished Professor, Engineering Science and Mechanics, for Fall 2008, to revise his 1993 book, Method of Normal Forms, in order to incorporate more recent research findings and to publish a new edition.

RECOMMENDATION:

That the above study-research leaves and research assignment be approved as requested.

CHANGE OF DUTY STATION

Dr. Deborah Mayo, professor of philosophy, has been invited to provide a series of lectures for the "Research Seminar in the Philosophy of Natural Sciences" (Ph551) in the Dept. of Philosophy, Logic and Scientific Method & Centre for Philosophy of Natural and Social Science, at the London School of Economics and Political Science during Fall Quarter, 2008. The seminars would be in the areas of philosophy and history of uncertain inference, and current issues in inductive/statistical inference & the roles of probabilities in scientific inquiry. (These are the topics of the book Professor Mayo will be completing in Fall, 2008). This will give Professor Mayo a chance to interact with faculty and doctoral students at one of the leading departments in the philosophy of science in the world. Members of that department will be participating in a conference hosted by the Virginia Tech Philosophy department in June, 2008, on Evidence-Based Science Policy. This appointment supports the kind of international connections at the highest levels of excellence that Virginia Tech and the Philosophy Department seek to foster. Travel to the London School of Economics will require intermittent periods of absence from campus during two months of the fall term; fall teaching obligations will be deferred to subsequent semesters.

RECOMMENDATION:

That the change of duty station be approved for Professor Deborah Mayo for intermittent periods over several months of fall term 2008.

ENDOWED PROFESSORSHIP

Gloria D. Smith Professor of Africana Studies

The Gloria D. Smith Africana Studies Professorship was established by Virginia Tech's President Paul Torgersen in 1995 upon the recommendation of David Braine, Athletic Director, with funds provided by the Athletic Association. The professorship was named in honor of Gloria D. Smith, a counselor and advocate of minority students on campus before her retirement and death. The professorship is awarded for a period of two years to an outstanding faculty member who contributes significantly to the growth and development of minority students, student athletes, and scholarly pursuits. The honoree must teach in the Africana Studies Program within the Sociology Department, but can be nominated from any College at Virginia Tech. The honoree will also oversee the Gloria D. Smith Speaker Series and make at least one university wide presentation during their tenure.

In accordance with the guidelines of the Gloria D. Smith Endowed Professorship, the Executive Committee of Africana Studies recommended reappointment of Professor Fred D'Aguiar as the Gloria D. Smith Endowed Professor for a second term, from Fall 2008 to Spring 2010. The reappointment is also strongly endorsed by the Director of Africana Studies, Dr. Terry Kershaw, Chair of Sociology, Dr. John Ryan, The College of Liberal Arts and Human Sciences Awards Committee (Honorifics) and the Dean of The College of Liberal Arts and Human Sciences, Dr. Sue Ott Rowlands.

One of the most well-known of the contemporary Caribbean writers, Fred is a novelist, playwright, poet, and essayist. His publications include critically acclaimed works such as *An English Sampler: Selected and New Poems*, *Dear Future*, *A Jamaican Airman Foresees His Death* and *Feeding the Ghosts*. His work has been produced for TV, film, and radio, and has been translated into many languages. A writer of international renown, Fred was recruited to Virginia Tech from the University of Miami where he directed a very successful MFA program in Creative Writing. He has since become an invaluable member of our community. He chairs the Diversity Committee and co-chairs the Creative Writing Committee and the Creative Writing Graduate Faculty group. During his time at Virginia Tech, he has made his mark as a mentor to minority and majority faculty members.

RECOMMENDATION:

That Professor Fred D'Aguiar be reappointed as the Gloria D. Smith Professor of Africana Studies for a two-year period effective August 10, 2008, with an annual stipend for travel, library acquisitions, and other activities provided by the endowment.

ENDOWED PROFESSORSHIP
John W. Hancock Professorship of Animal Sciences

The John W. Hancock Professorship in Animal and Poultry Sciences was established in 1985 by a gift from John W. Hancock Jr. in recognition of the services and assistance provided to him by Drs. Gary Minish, George Litton and Dan Kite, former faculty members in animal sciences. The professorship was established in the College of Agriculture and Life Sciences to support animal sciences. Dr. Kenny Webb, Interim Department Head, and the Honorifics Committee of the Department of Animal and Poultry Sciences selected Dr. Eric Wong for the honor. The college honorifics committee supported the nomination and Dean Quisenberry approved the recommendation of Dr. Eric A. Wong as the John W. Hancock Professor in Animal Sciences.

Dr. Wong has numerous achievements throughout his career which have contributed to the advancement of science, the department and the university. He was one of the first faculty members to establish a research and teaching program in biotechnology, which has substantially contributed to the quality of the molecular program at Virginia Tech. He was also the first to identify peptide transporters in farm animals. Furthermore, he has consistently demonstrated outstanding achievements in undergraduate teaching, graduate student training and outreach. Dr. Wong is widely respected for his well-rounded contributions to the university, for scholarly achievements, and for his citizenship in the department.

Dr. Wong leads a productive research and graduate education program that is well-funded by external sources. He contributes extensively to the research and graduate programs of many other faculty in Animal and Poultry Sciences and other departments through his training of students in molecular techniques and/or by their use of his laboratory and the equipment. He is a very effective advisor and mentor for students, as well as for younger faculty.

Dr. Wong has demonstrated outstanding leadership and scholarship in teaching, research and outreach which have gained him the respect of his colleagues and which fully embody the values of the university.

RECOMMENDATION:

That Professor Eric Wong be appointed as the John W. Hancock Professor in Animal Sciences for a five-year term beginning May 10, 2008, with an annual salary supplement provided by the endowment and, where available, from the Eminent Scholars match program.

**RESOLUTION NAMING
THE JACOB A. LUTZ GREENHOUSE TEACHING COMPLEX
AT
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

WHEREAS, Mr. Jacob A. Lutz, III graduated from Virginia Tech in 1978 with a Bachelor of Science degree (with distinction) in Finance from the Pamplin College of Business; and

WHEREAS, Mr. Lutz received his Juris Doctorate from the Marshall-Wythe School of Law at the College of William and Mary in 1981 and is a practicing attorney and law partner at Troutman Sanders LLP in Richmond, Virginia, where he has served in a number of capacities including Managing Partner and Chair of the firm's Financial Institution practice; and

WHEREAS, Mr. Lutz underscores the value of hard work and higher learning through a strong reinvestment of time, expertise, and resources in Virginia Tech, in addition to exemplifying the university's motto, Ut Prosim, through service on the Board of Visitors as a member since 2000, including serving on the Executive Committee from 2002 to present, serving as Vice Rector from 2004 to 2006, and commencing his term as Rector in 2006; and

WHEREAS, Mr. Lutz has also served his alma mater as a member of the Virginia Tech Foundation Board of Directors and its Executive Committee, as a member and Chair of the Virginia Bioinformatics Institute Board of Directors, a member of the Pamplin College of Business Advisory Council, and by participating in the Hokies for Higher Education initiative; and

WHEREAS, Mr. Lutz has been recognized as a member of the Hokie Club and the Caldwell Society, one of the university's official donor recognition societies, in acknowledgement of his philanthropic priorities and commitment to the future of Virginia Tech; and

WHEREAS, Mr. Lutz has generously supported the College of Agriculture and Life Sciences, the Alumni Association, the Holtzman Alumni Center and Skelton Conference Center, the Pamplin College of Business, Intercollegiate Athletics, and the Campaign for Virginia Tech; and

WHEREAS, Mr. Lutz has chosen to honor the educational legacy of his father, Dr. Jacob A. Lutz, Jr. to students and faculty in the Department of Crop, Soil, and Environmental Sciences in the College of Agriculture and Life Sciences at Virginia Tech as a dedicated faculty member and researcher; and

WHEREAS, Dr. Lutz inspired hundreds of faculty and students with his hands-on, minds-on approach to learning, teaching, and discovery for which the university has become known, having served in various faculty and administrative capacities from 1949 until his retirement in 1978;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service and generosity of Mr. Lutz, and in recognition of the teaching impact of Dr. Jacob A. Lutz, Jr. on the university and his role in inventing the future at Virginia Tech, the greenhouse teaching complex on Washington Street will be known as the Jacob A. Lutz Greenhouse Teaching Complex.

RECOMMENDATION:

That the above resolution naming the Jacob A. Lutz Greenhouse Teaching Complex in honor of Dr. Jacob A. Lutz, Jr. be approved.

June 20, 2008

DESCRIPTION OF FACULTY PERSONNEL CHANGES

(Prepared by Department of Human Resources)

I. FACULTY PERSONNEL & SALARY CHANGES

This section includes new appointments and changes in appointments for the general faculty, including faculty in the colleges and in the library, and for administrative and professional faculty in all areas under educational and general funding.

A. New Appointments

This section includes documentation of all new faculty appointments for the positions noted above. Some appointments, for example visiting faculty, may be “restricted” with a fixed-term appointment. If a senior-level appointment (Associate or Full Professor) is to be made with tenure, it is so noted.

B. Adjustments in Appointment and/or Salary

This section includes a listing and brief explanation of all off-cycle salary adjustments, conversion of positions from classified to faculty status, changes in the percent of employment (example: 50% to 75%), etc.

II. SPONSORED RESEARCH FACULTY

Section II documents appointments and changes to faculty positions funded by sponsored grants and contracts. These positions are usually “restricted” with a fixed-term appointment. Occasionally, appointments may be designated as regular (non-restricted) and will be noted as such.

A. New Appointments

This section includes appointments such as Visiting Assistant Professor, Professional Lecturer, or Instructor, as well as any of the various “Special Research-Ranked Faculty” titles, such as Research Associate, Postdoctoral Associate, or Research Scientist. Faculty appointed to these positions are funded from sponsored grants and contracts on one-year or multi-year appointments, which may be renewed depending on availability of funding, need for services, and performance.

B. Adjustments in Appointment and/or Salary

This section contains annual merit adjustments for faculty not included in the special research-ranked positions, changes in rank, special adjustments made for equity, funding availability, or changes in job responsibilities, and similar changes. Also included are adjustments in the percentage of employment and reappointments.

FACULTY PERSONNEL CHANGES

June 19-20, 2008

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Architecture & Urban Studies</u>							
Buehler, Ralph	Assistant Professor	Urban Affairs and Planning			10-Aug-08	100 \$	67,000
Zhang, Yang	Assistant Professor	Urban Affairs and Planning			10-Aug-08	100 \$	63,000
<u>Business</u>							
Bruyaka, Olga	Assistant Professor	Management			10-Aug-08	100 \$	129,000
Kecakee, Ambrus	Assistant Professor	Finance			10-Aug-08	100 \$	165,000
Khansa, Lara	Assistant Professor	Business Information Technology			10-Aug-08	100 \$	125,000
Popova, Velina	Assistant Professor	Accounting and Information Systems			10-Aug-08	100 \$	146,000
Reed, Tracy	Instructor-Rstr	Accounting and Information Systems			10-Aug-08	100 \$	60,000
<u>Engineering</u>							
Camelio, Jaime	Assistant Professor	Industrial and Systems Engineering			10-Aug-08	100 \$	81,000
Ducker, William	Professor-Tenured	Chemical Engineering			10-Aug-08	100 \$	140,000
Luxbacher, Kramer	Assistant Professor	Mining and Minerals Engineering			10-Aug-08	100 \$	80,000
Orlowski, Marius	Professor-Tenured	Electrical and Computer Engineering			1-Apr-08	100 \$	158,000
Ruohoniemi, John	Associate Professor	Electrical and Computer Engineering			25-Apr-08	100 \$	102,555
Wernz, Christian	Assistant Professor	Industrial and Systems Engineering			10-Aug-08	100 \$	74,000
<u>Liberal Arts & Human Sciences</u>							
Chen, Yi-Chun	Assistant Professor	Communication Studies			10-Aug-08	100 \$	56,500
Guo, Owen	Instructor-Rstr	Foreign Languages and Literatures			10-Aug-08	100 \$	35,500
Kim, Minjeong	Assistant Professor	Interdisciplinary Studies			10-Aug-08	100 \$	51,500
Koslow, Julian	Assistant Professor	English			10-Aug-08	100 \$	52,000
Lavin, Chad	Assistant Professor	Political Science			10-Aug-08	100 \$	55,000
Minkova, Yuliya	Instructor-Rstr	Foreign Languages and Literatures			10-Aug-08	100 \$	33,000
Sax, Benjamin	Assistant Professor	Interdisciplinary Studies			10-Aug-08	100 \$	51,500
<u>Natural Resources</u>							
Alavalapati, Janaki	Professor-Tenured	Forestry			18-Aug-08	100 \$	140,000
Bolding, M. Chad	Assistant Professor	Forestry			10-Aug-08	100 \$	70,000
<u>Science</u>							
Afkhami, Shahriar	Visiting Assistant Professor-Rstr	Mathematics			10-Aug-08	100 \$	47,000
Huber, Patrick	Assistant Professor	Physics			10-Aug-08	100 \$	59,000

TEACHING AND RESEARCH FACULTY**ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Agriculture & Life Sciences</u>							
Adelman, Zachary	Assistant Professor	Entomology			25-Mar-08	100 \$	96,000
Myles, Kevin	Assistant Professor	Entomology			25-Mar-08	100 \$	96,000
<u>Architecture & Urban Studies</u>							
Thadhani, Rupa	Assistant Professor	School of Public and International Affairs			10-Aug-08	100 \$	58,000
<u>Business</u>							
Lang, James	Professor	Management			10-Aug-08	100 \$	189,138
Wokutch, Richard	Professor	Management			10-Aug-08	100 \$	159,845
<u>Engineering</u>							
Boroyevich, Dushan	Professor	Electrical and Computer Engineering			10-Apr-08	100 \$	206,295
Dillard, David	Professor	Engineering Science and Mechanics			10-Apr-08	100 \$	179,968
Duke, John	Professor	Engineering Science and Mechanics			25-Mar-08	100 \$	122,634
Pipattanasomporn, Manisa	Visiting Assistant Professor-Rstr	Advanced Research Institute			10-Aug-08	100 \$	71,048
<u>Liberal Arts & Human Sciences</u>							
Alexander, Michael	Visiting Assistant Professor-Rstr	History			10-Aug-08	100 \$	33,000
Chandler, Gena	Assistant Professor	English			10-Aug-08	100 \$	68,275
Jarrott, Shannon	Associate Professor	Human Development			10-Aug-08	100 \$	70,375
Mitchell, Kimberly	Visiting Assistant Professor-Rstr	Apparel, Housing, & Resource Management			25-Dec-07	100 \$	48,000
Paddock, Mary	Assistant Professor	Foreign Languages and Literatures			10-Aug-07	100 \$	51,202
Petersen, William	Instructor	Marching Virginians			10-Aug-08	100 \$	36,500
Snizek, William	Professor	Sociology			10-Aug-08	100 \$	133,652
<u>Science</u>							
Capelluto, Daniel	Assistant Professor	Biological Sciences			10-Aug-08	100 \$	53,000
Chang, Tsu	Instructor-Rstr	Physics			1-Jul-07	100 \$	45,000
					1-Jun-08	100 \$	45,000
					10-Aug-08	100 \$	45,000
Cherry, Donald	Professor	Biological Sciences			10-Apr-08	100 \$	120,666
					10-Aug-08	100 \$	110,611
Popham, David	Associate Professor	Biological Sciences			1-Jul-08	100 \$	115,000

ADMINISTRATIVE AND PROFESSIONAL**NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Agriculture & Life Sciences</u>							
Baker, Katherine	Associate Extension Agent	VA Cooperative Extension			25-May-08	100 \$	36,000
Clayton, James	Associate Extension Agent	VA Cooperative Extension			25-Apr-08	100 \$	33,000
Clem, Michael	Associate Extension Agent	VA Cooperative Extension			10-Apr-08	100 \$	33,000
Dorn, Sheri	Associate Extension Agent	VA Cooperative Extension			25-Apr-08	100 \$	38,500
Herrick, Heather	Associate Extension Agent-Rstr	VA Cooperative Extension			10-May-08	100 \$	38,500
Johnson, Timothy	Associate Extension Agent	VA Cooperative Extension			25-May-08	100 \$	33,000
Lea, Anthony	Center Director	Jamestown 4-H Educational Center			25-Mar-08	100 \$	56,000
Mayo, Kimberly	Associate Extension Agent	VA Cooperative Extension			10-Jun-08	100 \$	44,000
Scott, Michael	Associate Extension Agent	VA Cooperative Extension			10-Jul-08	100 \$	48,500
<u>Athletics</u>							
Gwilliam, Ford	Assistant Coach, Women's Soccer	Athletics			4-Apr-08	100 \$	35,000
<u>President</u>							
Baker, Kimberly	Resource Development Specialist- Rstr	Senior Fellow for Resources Development			16-Sep-08	100 \$	30,000
Forbis, Jeanne	Chief of Staff and Executive Communications Officer	Virginia Bioinformatics Institute			25-Mar-08	100 \$	175,000
Wirgau, Jessica	Community Arts Specialist-Rstr	Senior Fellow for Resources Development			16-May-08	100 \$	30,000
<u>Provost</u>							
File, Haley	Assistant Director of Undergraduate Admissions-Rstr	Undergraduate Admissions			1-May-08	100 \$	28,500
<u>Vice President for Administrative Services</u>							
Foster, Thomas	Deputy Chief of Police	Police Department			31-Mar-08	100 \$	85,000
<u>Vice President for Development</u>							
McCarthy, Patricia	Associate Director of Corporate and Foundation Relations	University Development			24-Mar-08	100 \$	70,000
Mylott, Sherri	Assistant Vice President of Development for University	University Development			1-Apr-08	100 \$	121,000

ADMINISTRATIVE AND PROFESSIONAL**ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Agriculture & Life Sciences</u>							
Mize, Timothy	Associate Extension Agent	VA Cooperative Extension			25-Mar-08	100 \$	49,050
Morris, Wythe	Associate Extension Agent	VA Cooperative Extension			1-May-08	100 \$	45,200
Nester, Emily	Associate Extension Agent	VA Cooperative Extension			1-May-08	100 \$	46,000
Wingfield, Amanda	Associate Extension Agent	VA Cooperative Extension			10-Apr-08	100 \$	33,000
<u>Athletics</u>							
Greenburg, Seth	Head Men's Basketball Coach	Athletics			1-Apr-08	100 \$	208,394
Rudd, Lisa	Assistant Director of Athletics for Financial Affairs	Athletics			10-Apr-08	100 \$	63,044
<u>President</u>							
Coble, Lauren	Chief of Administration and Research Operations	Virginia Bioinformatics Institute	25-Nov-07	\$ 3,333	25-Jan-08	100 \$	131,098
Evans, Jo	Director of Communications and Community Relations, Arts Initiative	Senior Fellow for Resources Development			10-Apr-08	100 \$	64,500
<u>Provost</u>							
Flora, Bethany	Coordinator, Special Projects	Provost Office			10-May-08	100 \$	54,500
Leslie, Lisa	Project Manager	Office of Recovery and Support			10-Jan-08	100 \$	43,000
Miller, Carrie	Associate Director for Operations	Scholarships and Financial Aid			25-Feb-08	100 \$	55,000
Sanders, Karen	Associate Vice President for Academic Support Services	Center for Academic Enrichment and Excellence			10-Mar-08	100 \$	110,000
<u>Vice President for Development</u>							
Cocoltchos, Laura	Assistant Regional Director of Major Gifts	University Development			1-Feb-08	100 \$	57,225
Jackson, Paul	Director of Development, Honors Program	University Development			26-Mar-08	100 \$	61,425
King, John	Associate Director of Development, College of Engineering	University Development	25-Nov-07	\$ 5,000	3-Apr-08	100 \$	62,178
Mosby, Justin	Assistant Regional Director of Major Gifts	University Development			6-Feb-08	100 \$	57,520
Nelson, Timothy	Associate Director of Development, Pamplin College of Business	University Development			1-Apr-08	100 \$	84,601
<u>Vice President for Information Technology</u>							
Krallman, John	Director, Information Technology Acquisitions	Information Technology Acquisitions			10-May-08	100 \$	103,364
<u>Vice President for Multicultural</u>							
Oaks, Kelly	Director for Equity Initiatives	Office of Equal Opportunity			15-Mar-08	100 \$	73,159

continued

ADMINISTRATIVE AND PROFESSIONAL**ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Vice President for Student Affairs</u>							
Clarke, Steven	Director, Alcohol Abuse Prevention Center	Campus Alcohol Abuse Prevention Center	25-Nov-07	\$ 2,000	25-Mar-08	100	\$ 54,382
Ragon, Bruce	Director of Health Education	Schiffert Health Center			10-Jan-08	100	\$ 58,240
Settle, Rohsaan	Associate Director of Judicial Affairs	Student Programs - Judicial Affairs			10-Apr-08	100	\$ 53,430
Wagstaff, Jennifer	Education Coordinator	Student Affairs Alcohol Programming			10-Apr-08	100	\$ 41,600
<u>Vice Provost for Outreach</u>							
Atasoy, Sibel	Economic Development Specialist	Economic Development			10-Apr-08	100	\$ 40,255

SPECIAL RESEARCH FACULTY**NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Agriculture & Life Sciences</u>							
Flores, Joao	Postdoctoral Associate-Rstr	Crop and Soil Environmental Sciences			15-Jun-08	100 \$	35,000
Spargo, John	Postdoctoral Associate-Rstr	Crop and Soil Environmental Sciences			25-Mar-08	100 \$	30,000
Zhao, Mingzhe	Postdoctoral Associate-Rstr	Horticulture			15-May-08	100 \$	41,000
Zhou, Changhe	Research Associate-Rstr	Horticulture			14-Oct-08	100 \$	37,000
<u>Engineering</u>							
Park, Chee-Sung	Postdoctoral Associate-Rstr	Materials Science and Engineering			1-Mar-08	100 \$	36,000
Spinello, Davide	Postdoctoral Associate-Rstr	Electrical and Computer Engineering			10-Mar-08	100 \$	36,050
<u>Executive Vice President</u>							
Hontecillas, Raquel	Research Assistant Professor-Rstr	Virginia Bioinformatics Institute			1-Jun-08	80 \$	70,000
Johnson, Jeremy	Research Associate-Rstr	Virginia Bioinformatics Institute			1-May-08	100 \$	52,000
Marchand, Julie	Research Associate-Rstr	Virginia Bioinformatics Institute			17-Mar-08	100 \$	54,500
Mateescu, Gabriel	Senior Research Associate-Rstr	Virginia Bioinformatics Institute			1-May-08	100 \$	127,000
Park, Sang-Wook	Postdoctoral Associate-Rstr	Virginia Bioinformatics Institute			10-Mar-08	100 \$	42,000
<u>Liberal Arts and Human Sciences</u>							
Brossoie, Nancy	Senior Research Associate-Rstr	Center for Gerontology			1-May-08	100 \$	47,500
McPherson, Marya	Research Associate-Rstr	Educational Research and Outreach			25-Mar-08	100 \$	43,221
<u>Natural Resources</u>							
Zerpa, Jose	Research Associate-Rstr	Forestry			17-Mar-08	100 \$	40,000
<u>President</u>							
Johnson, Jeremy	Research Associate-Rstr	Virginia Bioinformatics Institute			1-May-08	100 \$	52,000
<u>Science</u>							
Agarwalla, Sanjib	Postdoctoral Associate-Rstr	Physics			1-Oct-08	100 \$	35,000
Eikenaar, Cas	Postdoctoral Associate-Rstr	Biological Sciences			1-May-08	100 \$	33,862
Espinosa, Emma	Research Scientist-Rstr	Biological Sciences			18-Jul-08	100 \$	43,000
Lee, Chang Hyun	Postdoctoral Associate-Rstr	Chemistry			1-Apr-08	100 \$	35,000
Vance, Eric	Research Assistant Professor-Rstr	Statistics			10-Aug-08	100 \$	85,000
<u>Vice President for Research</u>							
McGraw, Thomas	Senior Research Associate-Rstr	Virginia Tech Transportation Institute			21-Apr-08	100 \$	90,000
Morgan, Justin	Research Associate-Rstr	Virginia Tech Transportation Institute			5-May-08	100 \$	60,000
Smith, Kathleen	Research Associate-Rstr	Virginia Tech Transportation Institute			25-Mar-08	100 \$	48,000

SPECIAL RESEARCH FACULTY**ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	PRIOR DATE OF INCREASE*	PRIOR AMOUNT OF INCREASE*	CURRENT EFF DATE	CURRENT % APPT	CURRENT ANNUAL RATE
<u>Agriculture & Life Sciences</u>							
Onufrieva, Ksenia	Research Scientist-Rstr	Entomology			25-Mar-08	100 \$	38,144
<u>Engineering</u>							
Ayoubi, Mohammad	Postdoctoral Associate-Rstr	Aerospace and Ocean Engineering			1-Apr-08	100 \$	41,080
Cai, Xia	Postdoctoral Associate-Rstr	Electrical and Computer Engineering			29-Jun-08	100 \$	41,080
Calata, Jesus	Postdoctoral Associate-Rstr	Materials Science and Engineering			25-Mar-08	100 \$	25,586
Lancaster, Jeffrey	Research Assistant Professor-	Industrial and Systems Engineering			25-Mar-08	50 \$	46,500
Pratt, Jonathan	Research Associate-Rstr	Software Technologies Lab			10-Mar-08	100 \$	50,000
Shi, Yi	Senior Research Associate-Rstr	Electrical and Computer Engineering			25-Jun-08	100 \$	45,614
<u>Natural Resources</u>							
Cogo, Marina	Research Associate-Rstr	Sloan Foundation			1-May-08	100 \$	37,500
Wada, Haruka	Postdoctoral Associate -Rstr	Fisheries and Wildlife Sciences			10-May-08	100 \$	38,938
					10-May-08	90 \$	35,044
<u>President</u>							
Jani, Dewal	Research Scientist-Rstr	Virginia Bioinformatics Institute			10-Feb-08	100 \$	46,795
Nargarkatti, Rana	Research Scientist-Rstr	Virginia Bioinformatics Institute			10-Feb-08	100 \$	46,795
Santopietro, Graciela	Research Associate-Rstr	Virginia Bioinformatics Institute			1-Mar-08	50 \$	22,100
<u>Vice President for Research</u>							
Gaylord, Clark	Senior Research Associate-Rstr	Virginia Tech Transportation Institute			21-Apr-08	100 \$	110,000
<u>Veterinary Medicine</u>							
Huang, Yaowei	Research Scientist-Rstr	Biomedical Sciences and Pathobiology			16-Apr-08	100 \$	42,405

2008-09 PROMOTION, TENURE, AND CONTINUED APPOINTMENT PROGRAM

VIRGINIA TECH

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 2008-09 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2007-08 academic year. The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

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	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	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

This is the first year of a two-year implementation of the promotion structure for instructors. As a result, some faculty members have been recommended for promotion from Instructor to Senior Instructor, a two-step change. During the implementation period, the recommended salary increase for those individuals will be \$5,000 to reflect the combined increases for the two instructor steps.

After the intensive evaluation of departments, colleges, and the University promotion and tenure (or continued appointment) committee, and in accordance with the faculty compensation plan, the following faculty are recommended for promotion and/or tenure or continued appointment.

<u>Name</u>	<u>Promoted Rank</u>	<u>Recommended Salary 2008-09</u>	<u>Appt</u>	<u>Code</u>
<u>COLLEGE OF AGRICULTURE & LIFE SCIENCES</u>				
Davy Brenda Mueller	Associate Professor	100,558	CY	3
Groover Gordon E	Associate Professor	83,448	CY	5
Hanigan Mark Daniel	Associate Professor	84,575	AY	1
Harper Allen F	Professor	90,234	CY	2
Harris James R	Professor	92,764	CY	2
O'Keefe Sean F	Professor	100,456	CY	2
Papillon Carol B	Senior Instructor	61,986	AY	2
Serrano Elena L	Associate Professor	79,116	CY	3
Stephenson Stephen K	Professor	91,472	CY	2
Tu Zhijian	Professor	94,145	AY	2
Williams Robert C	Associate Professor	81,130	CY	3

COLLEGE OF ARCHITECTURE & URBAN STUDIES

Capone Thomas A	Professor	116,823	CY	2
Dawkins Casey J	Associate Professor	81,937	CY	3
Mayer Heike	Associate Professor	80,500	AY	3
McGrath Margarita	Associate Professor	67,802	AY	3
Piedmont-Palladino Susan	Professor	76,758	AY	2
Wheeler Joseph H	Associate Professor	67,689	AY	3

COLLEGE OF BUSINESS

Belanger France	Professor	130,240	AY	2
James Tabitha L	Associate Professor	115,000	AY	3
Lacoste Jean M	Senior Instructor	61,550	AY	2

COLLEGE OF ENGINEERING

Cameron Kirk W	Associate Professor	99,343	AY	1
Davis Richey M	Professor	102,445	AY	2
Garvin Michael J	Associate Professor	91,192	AY	3
Lu Chang Tien	Associate Professor	93,861	AY	3
Marr Linsey C	Associate Professor	86,000	AY	3
Pickrell Gary R	Associate Professor	95,585	AY	3
Ramakrishnan Narendran	Professor	105,861	AY	2
Sandu Corina	Associate Professor	84,722	AY	3
Shaffer Clifford A	Professor	99,168	AY	2
Tafti Danesh K	Professor	125,066	CY	2
Tatar Deborah Gail	Associate Professor	94,597	AY	1
Trani Antonio A	Professor	101,500	AY	2
Wang Fei	Associate Professor	127,704	CY	1
Wang Linbing	Associate Professor	94,000	AY	1
Wyatt Chris L	Associate Professor	88,040	AY	3

<u>Name</u>	<u>Promoted Rank</u>	<u>Recommended Salary 2008-09</u>	<u>Appt</u>	<u>Code</u>
<u>COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES</u>				
Allnutt Robin M	Advanced Instructor	38,868	AY	2
Armstrong Mark R	Senior Instructor	44,809	AY	2
Becker Gertrude H	Senior Instructor	34,116	AY	2
Bliss Michael J	Advanced Instructor	40,319	AY	2
Bloomer Elisabeth L	Senior Instructor	45,144	AY	2
Brumberger Eva R	Associate Professor	58,024	AY	3
Calvera Elizabeth C	Senior Instructor	47,748	AY	2
Canter Robert H	Senior Instructor	43,595	AY	2
Cennamo Katherine S	Professor	80,640	AY	2
Galway Alison	Advanced Instructor	52,952	CY	2
Graham Kathryn V	Senior Instructor	56,182	AY	2
Hagedorn Susan A	Senior Instructor	43,735	AY	2
Halfon Saul E	Associate Professor	58,531	AY	3
Harvill Joann	Senior Instructor	47,583	AY	2
Hayhoe Celia Ray	Associate Professor	82,762	CY	3
Jones Brett D	Associate Professor	64,242	AY	3
Kark Steven R	Senior Instructor	44,865	AY	2
Kinder Alice F	Senior Instructor	49,415	AY	2
Lawrence Jennifer	Advanced Instructor	39,043	AY	2
Lawson Gerard Francis	Associate Professor	68,078	AY	3
McKee David M	Senior Instructor	94,481	CY	2
Mooney Jennifer L	Senior Instructor	44,896	AY	2
Mooney Stephen D	Senior Instructor	43,633	AY	2
Moore Mary D	Senior Instructor	49,346	AY	2
Murphy Aileen	Senior Instructor	44,885	AY	2
Precoda Karl R.	Advanced Instructor	29,205	AY	2
Preston Marlene M	Associate Professor	61,493	AY	5
Reisinger Suzanne B	Senior Instructor	48,059	AY	2
Roberts Constance J	Senior Instructor	36,924	AY	2
Ruggiero Cheryl W	Senior Instructor	73,475	CY	2
Saffle Geraldine S	Senior Instructor	42,798	AY	2
Skinner Linda C	Advanced Instructor	38,091	AY	2
Smith Michael S	Senior Instructor	48,655	AY	2
Stallings Emily Wilkinso	Advanced Instructor	47,081	AY	2
Stivachtis Ioannis	Associate Professor	66,298	AY	3
Verdu Mary E	Senior Instructor	67,230	CY	2
Voros Gyorgyi	Senior Instructor	44,043	AY	2
Watson Joan Monahan	Advanced Instructor	43,600	AY	2
Wolfe Edward W	Associate Professor	73,156	AY	1

COLLEGE OF NATURAL RESOURCES

Boyer John Douglas	Senior Instructor	58,250	AY	2
Lawson Steven Robert	Associate Professor	79,100	CY	3
Wynne Randolph H	Professor	103,580	CY	2

<u>Name</u>	<u>Promoted Rank</u>	<u>Recommended Salary 2008-09</u>	<u>Appt</u>	<u>Code</u>
<u>COLLEGE OF SCIENCE</u>				
Agud Diane	Senior Instructor	43,530	AY	2
Anderson Susan G	Senior Instructor	49,215	AY	2
Bourdon Terri A	Senior Instructor	53,070	AY	2
Cooper Lee D	Associate Professor	67,200	AY	2
De Sturler Eric	Associate Professor	94,000	AY	1
Evans Jackson Allan	Advanced Instructor	48,412	CY	2
Gugercin Serkan	Associate Professor	76,000	AY	3
Hagen Susan M	Senior Instructor	46,269	AY	2
Hoffman Kurt A	Advanced Instructor	49,450	AY	2
Kohler Abigail W	Senior Instructor	49,607	AY	2
Lipscomb Mary V	Senior Instructor	54,098	AY	2
McQuain Margaret P	Advanced Instructor	42,933	AY	2
Morris John R	Professor	82,700	AY	2
Popham David L	Professor	114,000	CY	2
Powers Linda E	Senior Instructor	49,730	AY	2
Shugart Eileen T	Senior Instructor	55,121	AY	2
Stephens Catherine A	Senior Instructor	43,225	AY	2
Wapperom Peter	Associate Professor	69,300	AY	3
Xiao Shuhai	Professor	77,500	AY	2

COLLEGE OF VETERINARY MEDICINE

Buechner-Maxwell Virgini	Professor	98,900	CY	2
Elvinger Francois C	Professor	117,200	CY	2

LIBRARIES

Finn Mary Catherine	Assistant Professor	51,323	CY	4
Hover Paul L	Assistant Professor	47,400	CY	2

VIRGINIA COOPERATIVE EXTENSION

Abston Therese M	Agent	46,206	CY	2
Greenwood Heather	Agent	50,104	CY	2
Hodges Christine Lamb	Agent	44,775	CY	2
Jones Brian P	Agent	47,200	CY	2
Kindred Gina Moore	Agent	55,662	CY	2
Prunty Regina M	Senior Agent	59,726	CY	2
Thacker Paige Elizabeth	Agent	55,015	CY	2

Total

Code

- 1: Tenure
- 2: Promotion
- 3: Promotion with Tenure
- 4: Continued Appointment
- 5: Promotion and Continued Appointment

RECOMMENDATION:

That Promotions and Awards of Tenure or Continued Appointment be approved.

2008 ACC WOMEN'S INDOOR AND OUTDOOR TRACK AND FIELD CHAMPIONSHIP BONUS RECOMMENDATION

The Virginia Tech Women's Indoor and Outdoor Track and Field teams excelled this year, each winning the Atlantic Coast Conference (ACC) Championship for their respective team and setting new conference and school records.

On March 1, the Women's Indoor Track and Field team won the ACC Indoor Championship for the second consecutive time at Chapel Hill, North Carolina. The Hokies won the title in the weight throw event, also capturing third and fifth places in the meet. A conference title was won, as well, in the women's pole vault competition. Student athlete thrower, Brittany Pryor, was named Women's Field Performer of the Year by the ACC. Head Coach and Director, David Cianelli, was named ACC Women's Indoor Coach of the Year for the second consecutive year, by the league's head coaches, and was also named the United States Track and Field and Cross Country Coaches Association Southeastern Region Women's Coach of the Year, also for the second consecutive year.

The Women's Outdoor Track and Field team won its second consecutive Atlantic Coast Conference (ACC) outdoor championship held at Georgia Tech on April 17-19, 2008. The team's 45-point margin of victory was the largest at ACC outdoor championships since 2003. The team set new ACC and school records in the hammer throw with a distance of 213' 11." They also set a new school record in the 400m hurdle; had two top finishers in the 100m hurdles; took two of the three top spots in the 100m dash, and had a pair of top-five finishes in the 1,500m run.

In recognition of their dedication and accomplishments, the University proposes to reward the coaches of the women's track and field program, as well as volunteer coaches. The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport. These bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

RECOMMENDATION: That the recommended bonuses for coaches of the track and field program be approved. This action is consistent with the university bonus policy and procedure statement for athletic sporting events.

**ACC WOMEN'S INDOOR AND OUTDOOR TRACK AND FIELD
CHAMPIONSHIP BONUSES**

	<u>Title</u>	<u>Bonus Amount</u>
Cianelli, David	Head Coach and Director of Track & Field and Cross Country Program	\$ 8,000
Jack, Greg	Associate Head Men's Track and Field Coach/Throws Coach	4,000
Johnson, Lawrence	Sprints, Hurdles and Jumps Coach	4,000
Thomas, Ben	Cross Country and Distance Coach	4,000
Vidt, Stacey	Assistant Cross Country and Distance Coach	4,000
Phillips, Robert H.	Volunteer Coach / Pole Vault	<u>4,000</u>
		\$28,000

NOTE: The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport.

MEN'S BASKETBALL BONUS RECOMMENDATION

In its fourth season as a member of the Atlantic Coast Conference (ACC), the Virginia Tech Men's Basketball program completed the year with an overall 21-wins and 14-losses record. The Hokies received an invitation to play in the National Invitational Tournament – its ninth postseason appearance in the NIT – and advanced to the second round of the NIT before being defeated by the Ole Miss Rebels. The Hokies were one of four number-one seeds to play in the NIT. After being picked to finish 10th in the ACC preseason poll, the Hokies completed their 2007-08 season fourth in their conference.

To recognize the dedication and efforts of Coach Seth Greenberg, the university proposes to award Coach Greenberg, in accordance with the terms of his contract, a bonus of \$20,000. Coach Greenberg received recognition by being named the ACC Coach of the Year by members of the Atlantic Coast Sports Media Association, and recently was named the Virginia Men's Basketball Coach of the Year by the Virginia Sports Information Directors Association.

The recommendation for payment of this bonus is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport. This bonus is a one-time award and does not affect base salary. Funds for the bonus are budgeted within the Athletic Department's budget for post-season play.

RECOMMENDATION: That the contractual bonus for Coach Greenberg be ratified. This action is consistent with the university bonus policy and procedure statement for athletic sporting events.

SOFTBALL BONUS RECOMMENDATIONS

The Virginia Tech Hokies Softball team capped off a spectacular year as they won the Knoxville Regional and the Ann Arbor Super Regional tournaments, and made their first ever appearance in the Women's College World Series (WCWS). The Hokies, however, were defeated in an elimination game against the top-seeded Florida by a score of 2-0 in Oklahoma City, Oklahoma on May 24, 2008. The team was the first Atlantic Coast Conference team since Florida State in 2004 to play in the Women's College World Series.

This year's team has been honored with many distinctions: senior Angela Tincher was voted as the ACC Pitcher of the Year, USA Softball National Collegiate Player of the Year, the Honda Award (awarded to the nation's Collegiate Woman Athlete of the year), as well as others; four players were named All-ACC for their performance on the field; three players were named to the ESPN The Magazine Academic All-District III University Softball Team; and three players were named to the NFCA All-Northeast Region Team.

In its fourth season as a member of the Atlantic Coast Conference (ACC), the final national polls released in early June ranked the Virginia Tech Softball program 8th in both the USA Softball/ESPN.com and NFCA/USA Today polls.

To recognize the dedication and accomplishments, the University proposes to reward the coaches of the Virginia Tech Softball program. The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport. These bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department's budget for post-season play.

RECOMMENDATION: That the recommended bonuses for coaches of the Virginia Tech Softball program be approved. This action is consistent with the university bonus policy and procedure statement for athletic sporting events.

June 20, 2008

SOFTBALL BONUS RECOMMENDATIONS

	<u>Title</u>	<u>Bonus Amount</u>
Thomas, N. Scott	Head Softball Coach	\$ 6,000
Brauns, Alfred R.	Assistant Softball Coach	3,000
McVay, Tiffany B.	Assistant Softball Coach	<u>3,000</u>
		\$12,000

NOTE: The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport.

June 20, 2008

Remarks made during the BOV Meeting

Kerry J. Redican
President, Faculty Senate of Virginia Tech

June 19, 2008

Thank you Mr. Rector, members of the Board of Visitors, Ladies and Gentlemen

Once again, I'd like to emphasize that faculty appreciate the opportunity to participate in this level of the governance process and your responsiveness to faculty issues.

A very short period of time has transpired between the late March BOV meeting and today. One monthly Faculty Senate meeting was held and at that meeting Brennan Sheppard shared with the Senate the Expectations for Graduate Faculty and in closed session, the Faculty Senate was informed about the proposed confidential electronic reporting system for students in distress. Both reports were well received.

The Faculty Senate did discuss at length important CFA issues including the Removal of Principal Investigator Policy, the Research Incentive Plan, Reduced Teaching for Pre-tenure Faculty, and Conversion of Selected Staff to AP Faculty. Hardus Odendaal did an excellent job of keeping the Faculty Senate current on the CFA business.

The 2008-2009 Faculty Senate officers are Hardus Odendaal (President). Hardus Odendaal is an Associate Professor of Electrical and Computer Engineering. Hardus has been at Virginia Tech since 2001 and received his Bachelor of Science, Master of Science, and Ph.D. from Rand Afrikaans. Jim Collier, Associate Professor of English was elected as Vice-President. In addition to Jim being a member of the English faculty he is also an Affiliate Faculty Member in Science and Technology Studies. Jim holds all of his degrees from Virginia Tech. I am certain you will enjoy working with Hardus and Jim. There have

been no nominations for Secretary which sometimes does happen and I'm confident that nominations for Secretary will be forthcoming.

I have enjoyed working with Judy, Brennan and Ryan and I believe they all did an outstanding job representing their constituencies.

I'd also like to thank President Steger and Provost McNamee for their efforts in supporting a healthy climate for shared governance and for taking time out of their schedules for regular meetings with Faculty Senate leadership.

Finally, I have thoroughly enjoyed working with the Board of Visitors again this past year. I do believe we have an exemplary model of shared governance and it is in a great part due to your strong commitment to all members of the university community. Your eagerness to learn what is on the hearts and minds of faculty is most appreciated. On behalf of the faculty, we thank you.

Staff Senate Constituency Report to Virginia Tech Board of Visitors
June 19, 2008
Judy Alford, Staff Senate President

Rector Lutz, members of the Board of Visitors, President Steger, administrators and guests. As always, it is an honor and privilege to speak to you about staff senate at Virginia Tech.

As mentioned at the August meeting, the Staff Senate is actively involved in University governance. We have had a very busy and successful year. I will mention a few of the projects we have worked on this year.

Promote Diversity Inclusion

- In September, staff senate along with other organizations at the university supported the Multicultural Faculty / Staff Reception.
- Dr. Kevin McDonald, Vice President, Multicultural Affairs presented the program in September. He introduced to the staff the book entitled “The Inclusion Breakthrough / Unleashing the Real Power of Diversity” by Frederick A. Miller and Judith H. Katz the book discusses diversity inclusion in the workplace. A group from staff senate elected to read the book and participate in a discussion.
- Jane Ann Williams and Ray Plaza presented the program for the McComas Seminar entitled “Defining our Role in an Inclusive Community”. The program which included case studies was very informative and interactive. We have received several positive comments about the seminar. We were fortunate again this year to have representatives from William and Mary, University of Virginia, and George Mason University attend the seminar.

VT-ENGAGE Program

- The senate selected the Blacksburg food pantry as our project for this year. To date, we have made 11 deliveries. Senators have worked at the pantry several times. We discovered the pantry needed extra food for the summer as children are out of school and the families do not have the benefit of the school provided lunches. We provided many extra juice boxes, apple sauce, and macaroni and cheese for the children of the area.

Commission on Staff Policies and Affairs

- The commission on staff policies and affairs has also had a very busy year. The commission worked closely with the Employee Advisory Committee in developing new policies for university staff. They presented 2 resolutions that were passed by University Council in May.
- In addition the commission worked with Human Resources to implement the first staff leadership award. The award was presented at the

McComas seminar. Melissa Williams, Fiscal Coordinator, in Mechanical Engineering and Linda Correll, Laboratory Facility and Resource Manager, in VBI were the winners this year.

Staff Associations

- We had one new staff association form this year. The Provost and Outreach and International Affairs association formed in October. We are working on forming an association in Northern Virginia.
- We have worked diligently this year to determine if we can do a national conference. We are pleased to announce The Staff Senate National Conference committee was formed this month. They will begin planning a national conference for summer 2009. The goal of the conference is to promote shared governance within universities across the nation.

As outgoing staff senate president, I would like to thank you for the opportunity to represent the staff of Virginia Tech as representative to the Board of Visitors. Also, thank you to President Steger and Dr. McNamee for their support. As evidenced in my previous reports, we have a large group of talented and dedicated staff at Virginia Tech. We will continue to work for the betterment of staff and the university.

Thank you.

Judy Alford

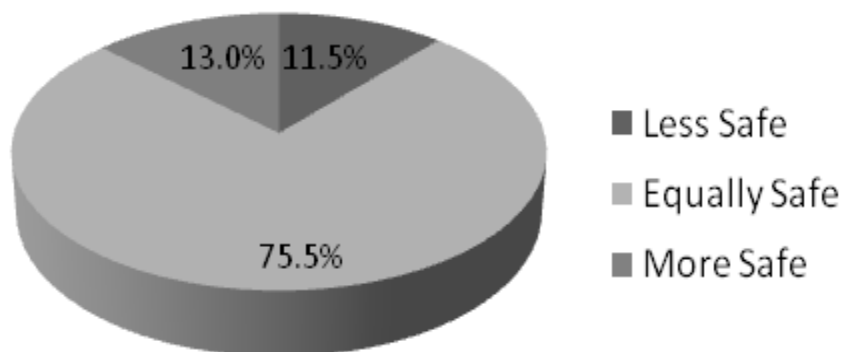
Report Overview

The following report is a compilation of two student surveys conducted during the 2007-2008 academic year at Virginia Tech. The surveys and research were conducted with the oversight of Dr. Craig Brians. The first survey was conducted to measure undergraduate sentiment on university security and safety. The second survey was a general assessment of student life. This report highlights key findings of each student survey. The full reports, including methodology, are provided.

Overall Safety

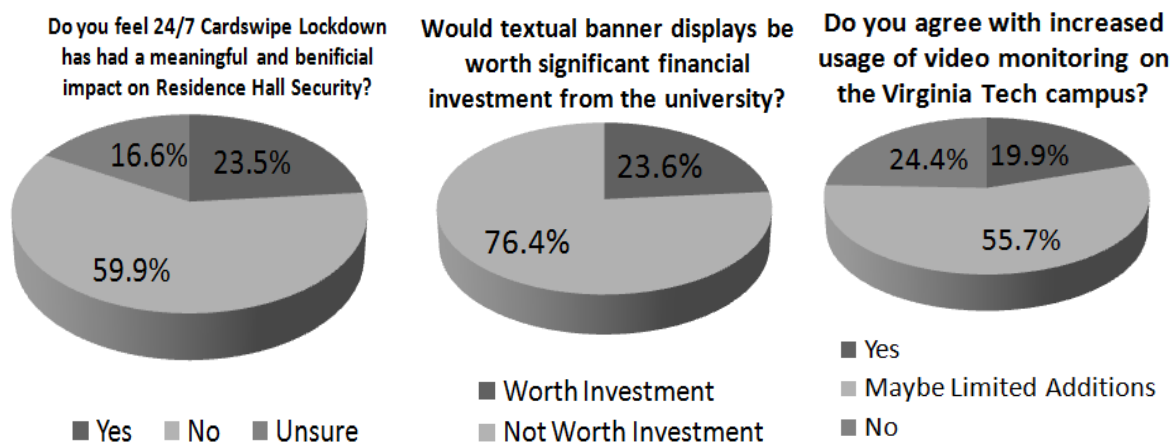
To the following question, “In the aftermath of April 16th, do you feel safe as a student at Virginia Tech?,” 95.9% of respondents (n=302) reported that they did feel safe. Of students that attended Virginia Tech in the spring of 2007, respondents answered the following question, “Compared to Spring 2007, how safe do you currently feel at Virginia Tech?” Overall, 11.5% of respondents (n=24) reported feeling “less safe,” 75.5% of respondents (n=157) reported feeling “equally safe,” and 13.0% of respondents (n=27) reported feeling “more safe.” In regards to whether or not additional security measures were necessary for the respondent to feel safe, 81.9% of respondents (n=254) reported that these measures were not necessary.

Compared to Spring 2007, how safe do you currently feel at Virginia Tech?



Specific Security Measures

Students were asked to provide input on the efficacy of three specific security recommendations that were being heavily considered or already implemented by the administration. These measures were 24/7 residence hall card swipe access, classroom banner textual displays, and closed-circuit television monitoring. The following graphs show students' perceptions of these measures.



General Student Life

Several questions addressed the applicability and enjoyment of one's education. Almost all respondents (n= 1149, 95%) claimed that their "experience at Virginia Tech had been enjoyable and rewarding. A similarly large number of respondents (n= 1078, 89%) felt that their "educational experience at Virginia Tech had been relevant to their expected future job aspirations and expectations."

Respondents were also asked two questions regarding their faith in whether or not the administration and SGA listens to their concerns. Two follow-up questions were then asked if the respondent felt their fellow students believed their respective voices were heard. A majority of students (n= 705, 58%) believed their "opinions and concerns are currently being addressed by the university staff, faculty, and administrators." However, only 42% (n= 509) believed that most students

would feel the same way about their voice being heard. Similar results were found for the Student Government Association (SGA). A slight majority of students (n= 638, 53%) believed SGA was addressing their concerns. Once again, most respondents reported that their fellow students were less likely to believe SGA was addressing their student concerns (n= 565, 47%).

Respondents also answered questions relating to language barriers, Teaching Assistants (TAs), and academic advising. Most students (n= 883, 73%) said that they had never experienced difficulty learning because of a language barrier. Good results were also reported for TAs. While only 90 respondents (7%) rated the quality of TAs as “excellent,” over half (n= 613, 51%) gave a rating of “good.” Only 55 respondents (5%) rated the quality of TAs as “poor.” Positive ratings were also achieved for the quality of academic advising. Only 99 respondents (8%) said they had never met with their advisor. Over half of respondents (n= 670, 56%) rated the quality of their advising as “excellent” or “good.”

General questions were asked regarding the Undergraduate Honor System, environmental or “green” issues, and the hours of the university library. When asked if they could name the three charges that could be brought against them by the Undergraduate Honor System, only 386 respondents (32%) reported that they could name all charges. In response to the question, “Do you feel Virginia Tech is doing enough to address environmental or green issues on our campus?,” only 329 respondents (27%) answered “yes,” with 577 respondents (48%) answering “no,” and 293 respondents (24%) answered “unsure.” Most students (n= 702, 58%) felt that the hours of the library were sufficient for their needs. Approximately a quarter of students (n= 302) said the hours were not sufficient.

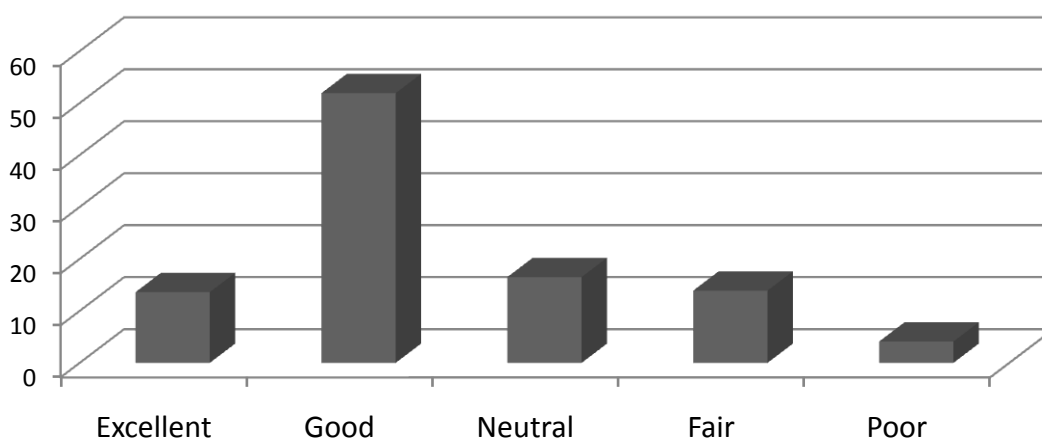
Residence Life

The majority of students felt like the quality of their residence hall was above average. When asked to rate the overall quality of their residence hall 772 respondents (63%) rated their residence hall as “excellent” or “good.” When asked to rate the helpfulness and value of their residence advisor (RA)

on a scale of 1(Not at all helpful/Valuable) to 5 (Very helpful/Valuable), 894 respondents (74%) rated their RA as a “3,” “4,” or “5.”

Students were also asked several questions specific to widely addressed concerns with residence halls. The first of these issues was the cleanliness of restrooms. On a scale of 5 (Major problem) to 1 (Not a problem), 740 respondents (66%) said cleanliness on weekends received a rating of “3,” “4,” or “5.” On the same scale, students were asked about the issue of false fire alarms (including prank fire alarm pulls). Once again, the majority of students (n= 859, 71%) reported this issue deserved a rating of “3,” “4,” or “5.”

Student Rating of Residence Hall Quality



Athletics

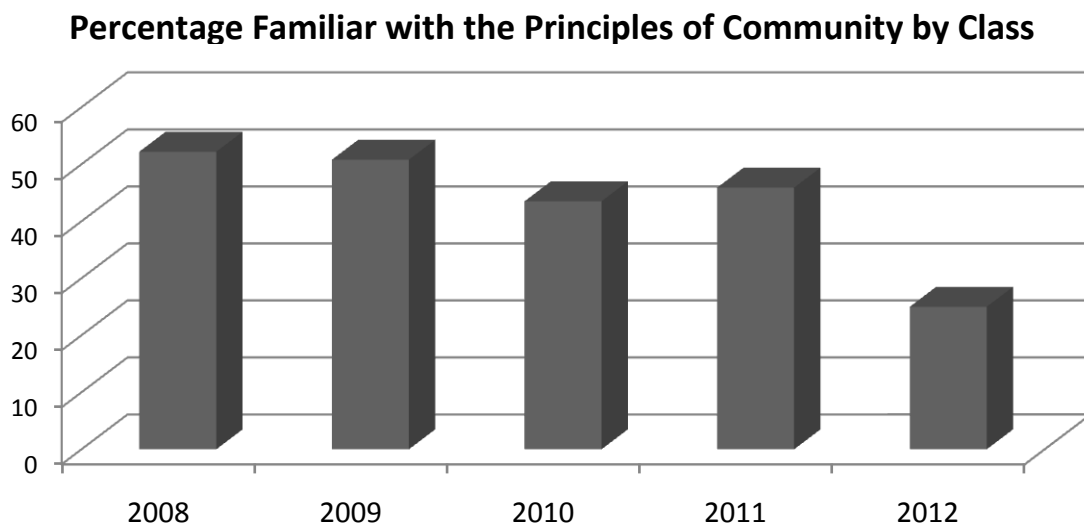
Over three-quarters of respondents (n= 923, 76%) regularly attended NCAA university sports. When asked several questions about the fairness of university sports ticketing, the majority of students answered favorably to all questions. The majority of students (n= 732, 60%) felt that process of obtaining sports tickets was “fair.” An overwhelming majority (n= 1020, 84%) felt that the cost for season football tickets was “fair.” Only 207 respondents (17%) felt that they were typically “unsuccessful” at obtaining sports tickets. A slight minority of respondents felt that the university

avored athletics over academics (n= 537, 44%). For 516 respondents (43%), the prestige of Hokie athletics played a part in their decision to attend Virginia Tech.

Campus Climate/ Diversity

When asked about the Principles of Community, a document specific to embracing diversity at Virginia Tech, only 47% of respondents (n= 568) said they were familiar with the Principles of Community. A small percentage of the student body (n= 109, 9%) claimed to hold prejudicial views based on sex, race, or sexual orientation. However, 46% of respondents (n= 560), reported that they had a friend who held prejudicial views based on sex, race, or sexual orientation. Slightly over three-quarters of students (n= 933, 77%) believe that student diversity is a valuable asset to their experience at Virginia Tech. Nine out of ten students (n= 1108, 91%) feel that the university administration is accepting of all groups of people. Only 21% of respondents (n= 282) felt that diversity was “fair” or “poor” at Virginia Tech with over 50% of students (n= 640) rating diversity as “good” or “excellent.”

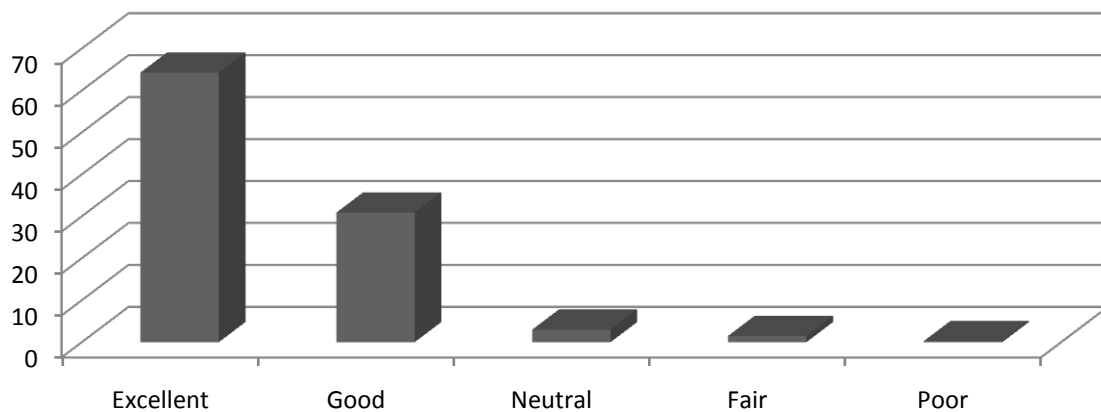
Discrimination was also touched on by this survey. A third of respondents (n= 399) said they have witnessed discrimination while at Virginia Tech. Many less students (n= 122, 10%) had actually been the victims of discrimination while at Virginia Tech.



Dining

These questions of the survey pertained to costs of a meal plan, dining hours, quality of food, and dining facility crowding. While 59% of respondents (n= 719) said the cost of a meal plan was “fair,” 473 respondents (39%) felt the meal plan cost was “too high” and only four respondents felt the meal plan cost was “too low.” While the majority of students (n= 715, 59%) felt that the hours of dining halls were sufficient for their dining needs, a substantial 40% (n= 484) felt that these hours were not sufficient for their needs. For the price of dining, 370 respondents (31%) rated the quality of food as “good” and another 770 respondents (63%) rated the quality of food as “excellent.” Only 2% of students rated the quality of food as “fair” or “poor.” Many respondents (n= 839, 69%) felt that dining halls were typically over crowded.

For the price of dining, how would you rate the quality of food at Virginia Tech?

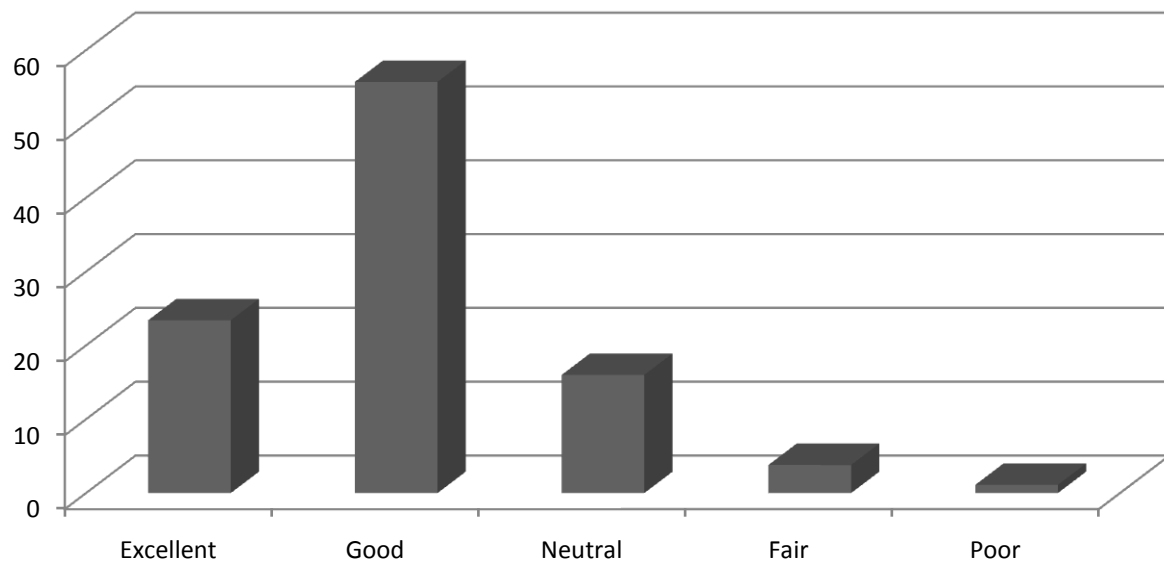


Student Services

These questions centered around recreational facilities and intramural sports. The recreational facilities were highly used by respondents with 184 respondents (15%) reporting daily usage, 471 respondents (39%) reporting weekly usage, 379 respondents (31%) reporting monthly usage, and 168 respondents (14%) reporting no usage. These facilities were also largely viewed as being in good

condition. Only 5% of respondents (n= 62) reported the quality of these facilities as “fair” or “poor.” This is compared to 78% of respondents (n= 943) who rated the facilities as “good” or “excellent.” A majority of respondents also felt the hours of operation of these facilities were “good” (n= 643, 53%) or “excellent” (n= 311, 26%). A large percentage of the population (n= 456, 38%) participates in intramural sports. Of those respondents who participate in intramural sports, 46% (n= 269) said they did not feel like they had sufficient access to register to participate or adequate play time per season.

Student Rating of Quality of Recreational Facilities



Supporting Materials

Additional materials can be found on the CD provided with this report. The original research reports are included in this file along with the raw data analysis. Students were also provided with the opportunity for a free response on both surveys. Complete individual responses are provided. Finally, I had the privilege of leading an Honor’s Class entitled University Governance, Structure, and Policy. The objective of this class was to identify a student perspective on how the university worked and how to improve student life. The final report of this class, including recommendations, is also included.

Table 1

*University Life Categories by Student Prioritization and Student-perceived University**Prioritization*

University Life Category	Student Rating of Importance	Perceived University Importance	% Difference
1. Residence Life	28%	21%	(-)7%
2. Parking	33%	14%	(-)19%
3. Academics	89%	69%	(-)20%
4. Student Activities	45%	18%	(-)27%
5. Athletics	32%	60%	+28%
6. Campus Climate/Diversity	20%	28%	+8%
7. On-campus Dining	36%	26%	(-)10%
8. Security	24%	62%	+38%

Graduate Student Representative BOV Constituency Report, June 2008

by Brennan Shepard

Thank you Mr. Rector, Dr. Steger, board members and other distinguished guests. Last week, I returned from Switzerland and Italy after a trip that included visiting several European universities to study their operational styles with Dean DePauw. From academics to community life, our culture here in Blacksburg shares little in common with the universities surveyed in Europe. The pride, connection to and responsibility for this community is not rivaled in Europe. However, we could learn a lot from the Europeans with regards to creating shared open space and fostering accountability and responsibility in the public sphere.

Most striking in my experience was the shock and surprise of each of our hosts throughout the trip that we, a mixed group of disciplines from the US, would be interested to learn about European education. Not one of our visits discovered a program that resembled what Dean DePauw has created here at Virginia Tech. For that matter, no other program in the states provides a similar opportunity for its students. The myriad of opportunities presented within our graduate school for students to develop their ethics, their scholarly contributions, and their understanding of education are unmatched in comparable universities, and succeed in fostering a respect for whole-person education that seems lacking in today's educational system. In short, graduate education here at Virginia Tech is strong, healthy, and an incredibly valuable asset to this university.

To continue this level of success, there are improvements we must make. Advising and mentoring, while excellent in some departments, is seriously lacking in others. Interdisciplinary research, valued as the way of the future in many emerging fields, is often treated as secondary in established fields. We need to be cognizant that creating mathematicians, or poets, or engineers is only a value to the world around us if they can interact in the world around them. Single discipline studies are a thing of the past, as the complex problems this world faces today have no single solution. Creation of an interdisciplinary requirement for all graduate students would revolutionize the caliber of student we are producing here at Tech. And proper advising and mentoring of these students will realize more productive, attentive, and engaged members of the educational

community. I have spoken with Dr. Steger, and can assure you that he takes improved advising as seriously as anyone.

Empowering our students, ensuring that life needs such as housing and health care are met, and motivating individuals to be a part of the larger academic sphere are all issues that are being explored, and will add much to an already excellent graduate program here. I can ensure you that our next Graduate Representative to the Board of Visitors, Ms. Linsey Barker, understands and is ready to take on these challenges. Linsey is a PhD student in Industrial Systems Engineering, with a background in biomedical engineering. From Tucson, Arizona, Linsey earned her undergraduate degree from Washington University in St. Louis, and her masters right here at Tech. She has served on many university commissions including the Graduate Student Assembly, the Commission on Student Affairs, and the Commission on Graduate Studies & Policy. Linsey is a big-picture problem solver, with her systems engineering training guiding her to find ways to accommodate various viewpoints into common solutions. In the short time I have known her, she has impressed me with her attention to detail and dedication to the issues facing graduate students. It is with complete confidence in her future success that I recognize my replacement and your next Graduate Representative, Linsey Barker.

Over the last year, the Hokie Nation has grown by leaps and bounds. But never before, in the 10 years since I became a Hokie, has our campus felt so small. We're smiling, waving, and taking the time to know each other. Our newfound notoriety and international recognition will bring with it an increased responsibility to live up to the motto of *Ut Prosim*. We will have to, more than ever before, exude the excellence that we have shown we are capable of. I am excited to be an alumnus of this institution twice over, and look forward to our continued success. Thank you for the opportunity to serve this Board and to give back a small part of what I have received through my association with Virginia Tech.

As I close, I would like to make one last request of this board. As I mentioned, I was fortunate to spend some time in the CESA facility in Riva San Vitale this summer. While there, I heard firsthand the vision of Ms. Lucy Ferrari and her late husband Olivio. What they were able to initiate and support for so many years has been a life-changing experience for every student who has spent time in Riva. For valuing a broad education

and recognizing the benefit of global experiences, Olivio and Lucy are to be commended. As you each visit Riva San Vitale in the coming days, please keep in mind the efforts of Olivio and Lucy in establishing Virginia Tech's presence in Switzerland. If you get a chance to meet with Lucy, please pass on that you too know someone who has had his life changed forever through his experience there. Thank you.

-Brennan Shepard