Virginia Tech Board of Visitors Meeting
June 5-6, 2011

Information Session

Minutes

A. Minutes: Academic Affairs Committee

B. Resolution: Revising the Pass/Fail Policy for Undergraduate Studies

C. Resolution: Revising the Undergraduate Honor System Constitution

D. Resolution: Establishing the Bachelor of Science Degree in Meteorology

E. Resolution: Establishing the Department of Population Health Sciences in the Virginia-Maryland Regional College of Veterinary Medicine

F. Minutes: Buildings and Grounds Committee

G. Minutes: Finance and Audit Committee

H. Resolution: Approval of the Year-to-Date Financial Performance Report (July 1, 2010-March 31, 2011)

I. Resolution: Authorization to Use the New State Capital Outlay Threshold Level

J. Resolution: Approval of the 2011-2012 Faculty Compensation Plan

K. Resolution: Approval of the 2011-2012 Compensation for Graduate Assistants

L. Resolution: Approval of 2011-2012 University Budgets: Operating and Capital Budgets, Hotel Roanoke Conference Center Commission Budget, and Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences

M. Resolution: Approval of 2011-2012 Auxiliary Systems Budgets: Dormitory and Dining Hall System, Electric Service System, University Services System, and Intercollegiate Athletics System

N. Resolution: Approval of the 2011-2012 Pratt Fund Budgets

O. Resolution: Reappointment of University Commissioner to the Hotel Roanoke Conference Center Commission

P. Resolution: Establishment of a Staff Career Achievement Award

Q. Resolution: Approval of the 2012-2018 Capital Outlay Plan

R. Resolution: Approval of the Capital Project for Constructing the College of Veterinary Medicine Instruction Addition

S. Resolution: Approval of the Capital Project for English Field Improvements

T. Minutes: Research Committee

U. Resolution: Appointments to the Virginia Coal and Energy Research and Development Advisory Board

V. Minutes: Student Affairs and Athletics Committee

Board of Visitors Information Session

June 5, 2011
2:00 – 3:45 PM

The Conference Center Auditorium at
Virginia Bioinformatics Institute (VBI)
Virginia Tech Campus

2:00 – 2:30 p.m.   **Presentation on College of Natural Resources and Environment (CNRE)**
Dean Paul M. Winistorfer, College of Natural Resources and Environment

2:30 – 3:00 p.m.   **Presentation on College of Science (COS)**
Dean Lay Nam Chang, College of Science

3:00 – 3:45 p.m.   **Tour of Virginia Bioinformatics Institute (VBI)**
Dr. Harold "Skip" Garner, Executive Director, VBI
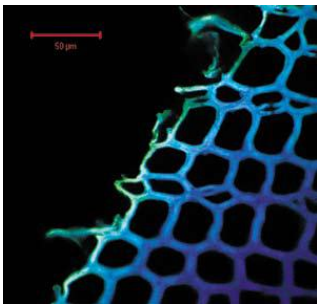
Julian H. Cheatham Hall

(constructed 1972; addition 2003)

- Forest Resources and Environment Conservation
- Fish and Wildlife Conservation
- Wood Science and Forest Products
- Virginia Water Resources Research Center

Latham Hall

Major Williams Hall

Thomas M. Brooks
Forest Products Center

Forestry, Water Center
Fish and Wildlife Cons.,
Geography

Geography

Wood Science and
Forest Products

Conservation Management Institute
Corporate Research Center

Graduate Program
Falls Church, VA

Notable Events in the College History

- 1925 - First Extension forester hired

  - 1976 - School of Forestry and Wildlife Resources established within College of Agriculture and Life Sciences

- 1992 - College of Forestry and Wildlife Resources established, containing three departments (Forestry, Forest Products, Fisheries and Wildlife Sciences)

  - 2000 – College name changed to College of Natural Resources

- 2003 – College establishes Master of Natural Resources graduate program in National Capital Region

  - 2004 - Department of Geography joins the college

- 2005 - Virginia Water Resources Research Center moves to the college

  - 2010 - College renamed College of Natural Resources and Environment

Notable Changes in the past 18 months:

- College name changed to College of Natural Resources and Environment

- Department of Forestry name changed to Forest Resources and Environmental Conservation

- Department of Fisheries and Wildlife Sciences name changed to Fish and Wildlife Conservation

- Department of Wood Science and Forest Products proposed name change in governance to Department of Sustainable Biomaterials

Notable Changes in the past 18 months:

- Meteorology B.S. approved (pending BOV and SCHEV approval) for fall 2011

- Marine Fisheries Undergraduate Option Approved

- Watershed Management and Environmental Resource Management are new Options/Majors in FREC

- Graduate Certificate in Quantitative Resource Assessment Approved

- Undergraduate Student Leadership Institute established

Today, the college is one of the *leading* programs in North America – we are best positioned for the future

- 4 Academic Departments – Many Centers, Federal Cooperatives

- 610 Undergraduate Students

- 185 Graduate Students in Blacksburg

- 75 Master of Natural Resources Students in National Capital Region

- 20 Executive Master of Natural Resources Students in National Capital Region

- ~$12 Million in Research Expenditures Annually

- Award Winning Statewide Programming through Virginia Cooperative Extension

- Award Winning Engagement Activities in the Commonwealth

College of Natural Resources and Environment

Success in Learning

Executive Master of Natural Resources approved for National Capital Region

First cohort of 20 students in XMNR Commenced January 2011

- 75 MNR active students
- 294 student course enrollments
- 49 MNR degrees awarded to date

Success in Learning

Undergraduate Leadership Institute established in college with $50K of private donations – a 9 month academic year experience for top juniors and seniors

Leadership Institute students from College of Natural Resources and Environment take weeklong run with top officials

BLACKSBURG, Va., Jan. 27, 2011 – Twelve students in the Virginia Tech College of Natural Resources and Environment's inaugural 2010-2011 Leadership Institute class took part of their holiday vacation to spend a week learning directly from top natural resources' officials. With college dean Paul Winistorfer and institute director Steve McMullin, the students met with elected officials, state and federal agency heads, and non-governmental organization directors to hear firsthand about the issues and challenges leaders face.

Success in Learning

Recognized as a leading student learning environment for **creativity**, **innovation**, **problem-solving** and **entrepreneurship**.

- Student-run entrepreneurial venture
- "Concept-to-Market" Business Start-Up
- 6-credit Fall-Spring with experiential learning in:
  - ✓ Design
  - ✓ Manufacturing/Engineering
  - ✓ Marketing/Sales
  - ✓ Outsourcing
  - ✓ Business Management/Metrics/Analysis

THE WOOD ENTERPRISE INSTITUTE AT VIRGINIA TECH

SUMMER 2008

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A FULLY CUSTOMIZABLE TABLE-TOP BOOKSHELF

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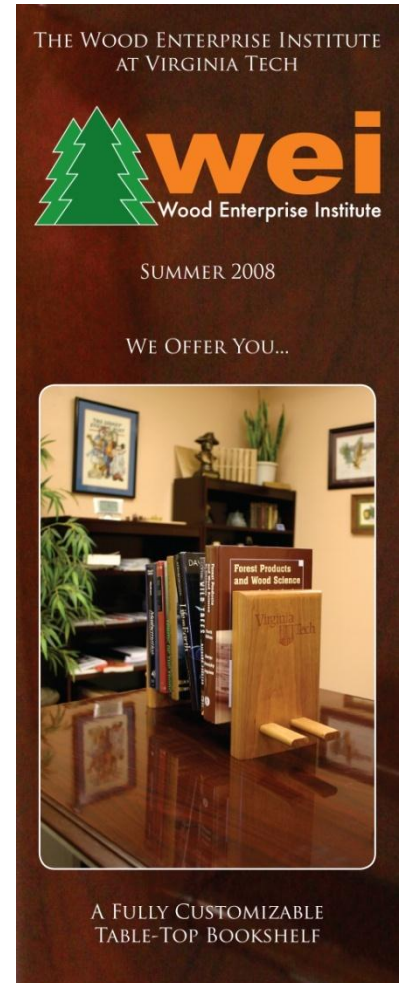
Future Learning Platform

Degree proposals in planning, prepared, or in governance:

Water Resources

River and Coastal Ecology

Environmental Sustainability
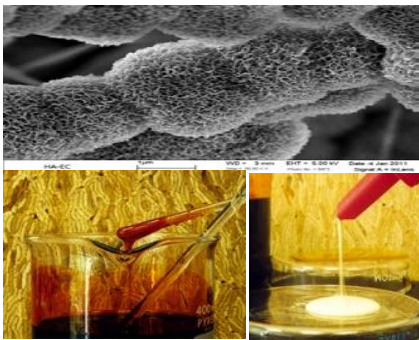
Biomaterials and Bioenergy

Packaging Systems and Design

Sustainable Materials & Innovation

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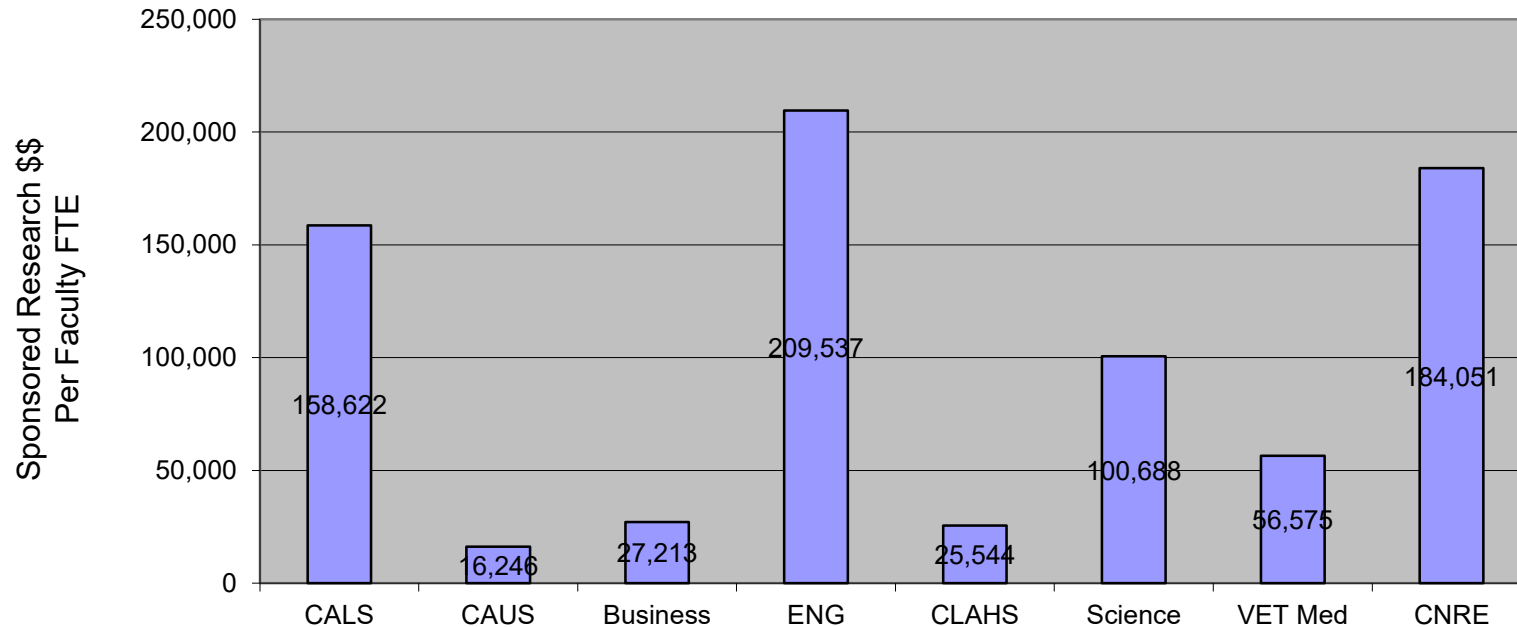
Success in Discovery

Forest Resources and Environmental Conservation
Discovery

Virginia Tech shares in $20 million USDA grant (2011) to study effects of climate change on southern pine forests

Investigators: Drs. Fox, Burkhart, Holliday, Seiler, Strahm, Thomas, and Wynne

Professor Tom Fox

Success in Discovery

Forest Resources and Environmental Conservation
Discovery

Jason Holliday, Assistant Professor of forest genetics & biotechnology won $1.5 million Faculty Early Career Development Program grant from the National Science Foundation to gain insight into how tree populations adapt at the genomic scale as a result of climate change.

Professor Jason Holiday

Success in Discovery

Fish and Wildlife Conservation

Environmental impacts of BP Deep Horizon oil spill ($4 million grant)

Photo courtesy of Doris & Pat Leary

- With U.S. Fish and Wildlife Service and BP support, Drs. Fraser, Karpanty, and Catlin will examine impacts on piping plovers

- Will oil washing up on Gulf beaches impact endangered shorebirds?

- Not just counting dead birds, but quantifying any impacts on population demographics

Success in Discovery

Fish and Wildlife Conservation

Impact of Kingston, Tennessee fly ash pond failure
($1.7 million)

Environmental Toxicology

- Power plant ash pond failure in December 2008 released m1.1 billion gallons of fly ash into the Clinch River

- With TVA support, Bill Hopkins is assessing the impacts on the biota of the Clinch and Emory Rivers

Success in Discovery

Geography

Dr. Lynn Resler received a grant from the NSF to study "Implications of an invasive forest pathogen for alpine treeline dynamics".

The award of over $439,000 puts the department of Geography total for the year at $1M+ for the first time.

Professor Lynn Resler

VirginiaTech
College of Natural Resources and Environment

Success in Discovery

Wood Science and Forest Products

Kevin Edgar

- Polysaccharide derivatives for enhanced drug delivery
- NSF $210,000

- Enhanced delivery of phytochemicals by nanodispersion In polysaccharide matrices
- USDA $459,834

- **Leads ICTAS Renewable Materials Thrust Area**

- **NSF – Science and Technology Center proposal (STC)**

  Nanostructures for transport in complex biological systems

  Polymer materials science – pharmacology –

  Potential: $50million/5 years

Success in Discovery

Wood Science and Forest Products
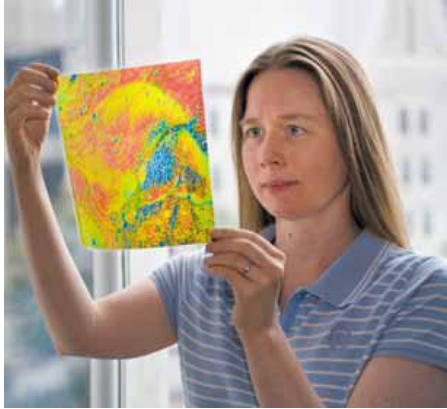
Maren Roman

Dr. Maren Roman received a $405,000 NSF award for a project entitled: Chitosan-cellulose ionic complex for oral drug delivery: NSF DMR Biomaterials Program

Co-PI: Y. W. Lee (SBES)

Scott Renneckar

- Bio-based Sustainable Materials for Resources for Tomorrow USDA NIFA $500,000

Success in Discovery

Wood Science and Forest Products

National Science Foundation/IUCRC Designated Center

(Industry/University Cooperating Research Center)

Success in Discovery

Integration on Campus and with the Institutes

Kevin Edgar

•Leads ICTAS Renewable Materials Thrust Area

Kathy Alexander

•Collaborates with VBI on research that focuses on simulation modeling and strengthening of public health tools and approaches in the control of infectious disease outbreaks.

•DOE through the joint DOE/USDA Plant Feedstock Genomics for Bioenergy – VBI partnership

Amy Bruner

Success in Engagement

Forest Resources and Environmental Conservation
Engagement

Geospatial Technician Education for Virginia's Community Colleges: Continue to build a network of partnerships among community colleges, business/industry, public sector, universities, and national organizations to improve communication among all geospatial technology (GST) stakeholders across the state.

~$1 million NSF grant

Success in Engagement

Virginia Master Naturalist Program

- Partnership among 5 state agencies (VCE, DCR, DOF, DGIF, VMNH)

- 30 chapters across Virginia, partnering with 300+ local organizations

- 1000+ active volunteers

- Since program inception in 2006:
  - >154,932 hours of volunteer service (valued at >$3.2 million)
  - >136,000 educational contacts by volunteers
  - >6300 acres of land positively impacted by stewardship projects

Virginia Master Naturalist program has been awarded a 2011 gold-level Governor's Environmental Excellence Award

Yellowstone Development Trip

(record year for CNRE development for 2009-2010)

Public-Private Partnership

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There are places that touch you in ways both simple and profound.
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VirginiaTech
College of Natural Resources and Environment

VISION FOR THE COLLEGE OF NATURAL RESOURCES AND ENVIRONMENT
WHAT SHOULD VIRGINIA TECH AND OUR COLLEGE LOOK LIKE IN 2020 *AND WHY*?

Forests and Environmental Conservation

Aquatic Animal Systems

Terrestrial Animal Systems

Sustainable Biomaterials and Bioenergy

Geospatial and Environmental Analysis

College of Natural Resources and Environment *(comprehensive and world leading)*

Environmental Sustainability

Culture, Regions and International Development

Water Resources

Geospatial Meteorology

?

River and Coastal Ecology

Climate Change

Sustainable Packaging Systems and Design

?

CNRE *must* evolve to address global natural resources and environmental challenges.
Our Vision: 1200 undergraduate students - 450 graduate students - 100 tenure track faculty
$18-20 million in research expenditures

Challenges/Opportunities

- Enrollment – aspirations to grow the college enrollment with contemporary degree programming

- Structure of the Budget of the College:

  - Recognition that Agency 229 (50% of CNRE budget) is not a bright future and that greatest opportunity for new base budget support will follow our evolution as associated with agency 208

- Scale-scope-size of our business operation

- Growing the scope of our development activities

- Physical facilities are at capacity

Take Away…

- The College is in transition, preparing for the future in all areas of learning, discovery, and engagement. *We are inventing our future. It is an exciting time for us. We are rebranding and not in name only.*

- We are bringing new degree programs to the campus to serve societal needs via a world-class undergraduate education – we intend to lead.

- There is more than meets the eye in our portfolio – we are probably more diverse and better integrated into campus initiatives than perceived. We are a national and international leader.

- The next decade will be about natural resources and the environment and we have a critical role to play in learning, discovery, and engagement.

VirginiaTech
College of Natural Resources and Environment

College Of Science:
Our Vision And Our Challenges

Lay Nam Chang, Dean
Virginia Tech Board of Visitors Meeting
June 5, 2011

VirginiaTech

National Challenge

Rising Above the Gathering Storm

Rapidly Approaching Category 5

National Academy of Sciences, 2010

Executive Summary

- Outlook for America to compete for quality jobs has eroded over last five years

- Innovation and Competitiveness
  - Knowledge Capital
  - Human Capital
  - Creative Ecosystem

- 4% in STEM* create 96% of jobs

  * *Science, Technology, Engineering, Mathematics*

College of Science

College of Science

- College of Science is Virginia Tech's means of meeting this challenge

- Eight key departments reside in *Science*

- We already provide much of the basic training, but methodology needs changing

- The path forward and its costs

Profile: College of Science

- Biological Sciences
- Chemistry
- Economics
- Geosciences
- Mathematics
- Physics
- Psychology
- Statistics

Fiscal Year 2010

- Research Expenditure $25.5M
- Sponsored Research $32.0M Awards
- Tenure-Track Faculty   201
  - *Total Teaching & Research*   247
- Undergraduate Students   3,617
- Graduate Students   568
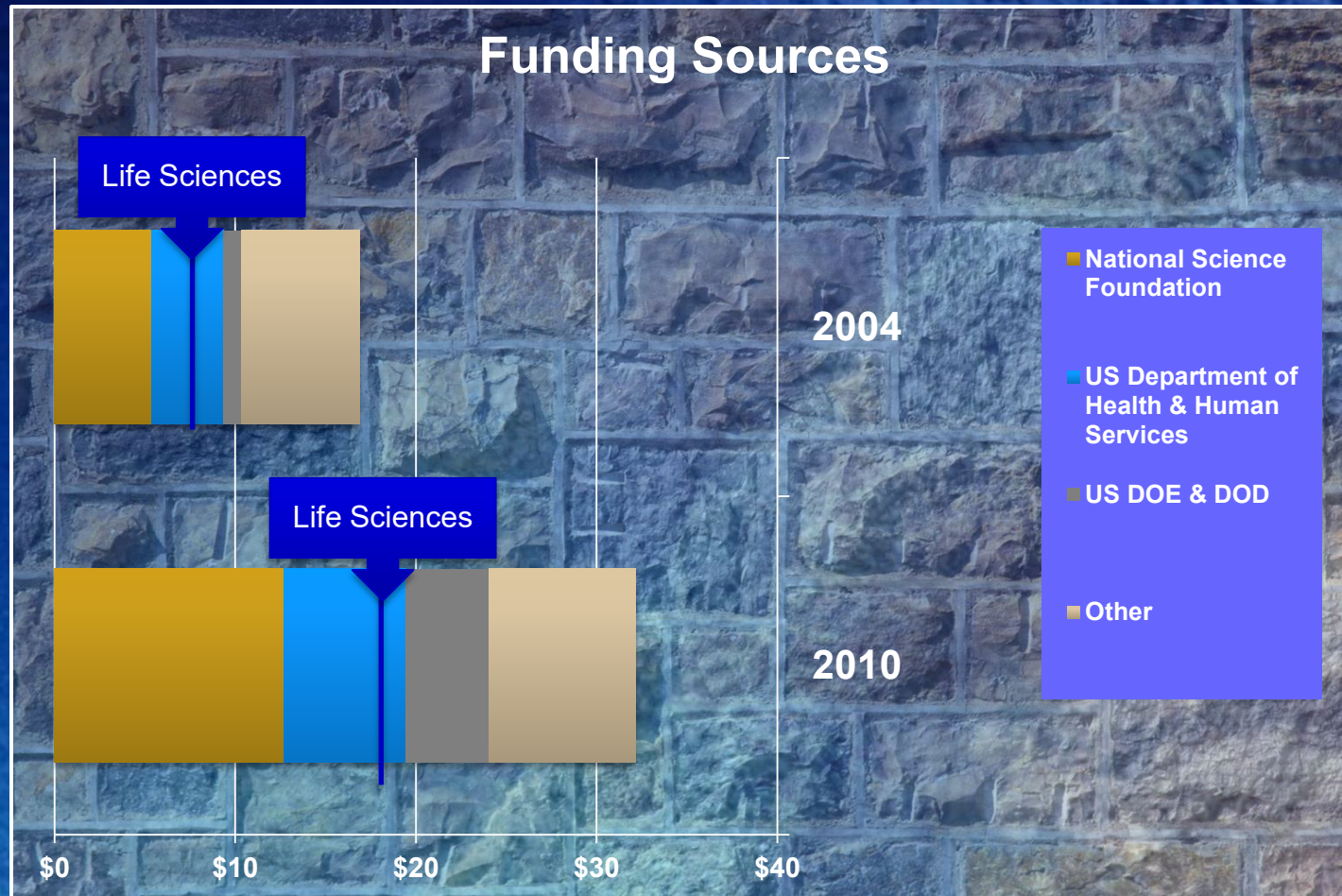
The Challenge: From Rising Above the Gathering Storm:

"Recommendation C: Make the United States the most attractive setting in which to study and perform research so that we can develop, recruit, and retain the best and brightest students, scientists, and engineers from within the United States and throughout the world."
p. 162

The Challenge:
~~Challenge~~
Vision

Virginia Tech

"*Recommendation C: Make the ~~United States~~ the most attractive setting in which to study and perform research so that we can develop, recruit, and retain the best and brightest students, scientists, and engineers from within the United States and throughout the world.*" p. 162

At the center of our mission will be the integrated science curriculum (ISC)and four new degree programs. Through the ISC, students will learn science as science is practiced, through questioning, engagement, teamwork and exploration of the unknown, those new horizons that emerge at the interfaces of traditional disciplinary boundaries.

National Challenge

- <u>Knowledge Capital</u> is expanding at ever increasing speed in all directions

- <u>Human Capital's</u> make-up is staying constant

- <u>Creative Ecosystem</u> has yet to be defined properly; cost is high

From National Academy of Sciences, 2010

College of Science

Knowledge Capital
Interdisciplinary Hiring: "Clusters"

Environment

Energy

Nanoscience

Computational
Science

Neuro-
science

Human
Development

Infectious
Diseases
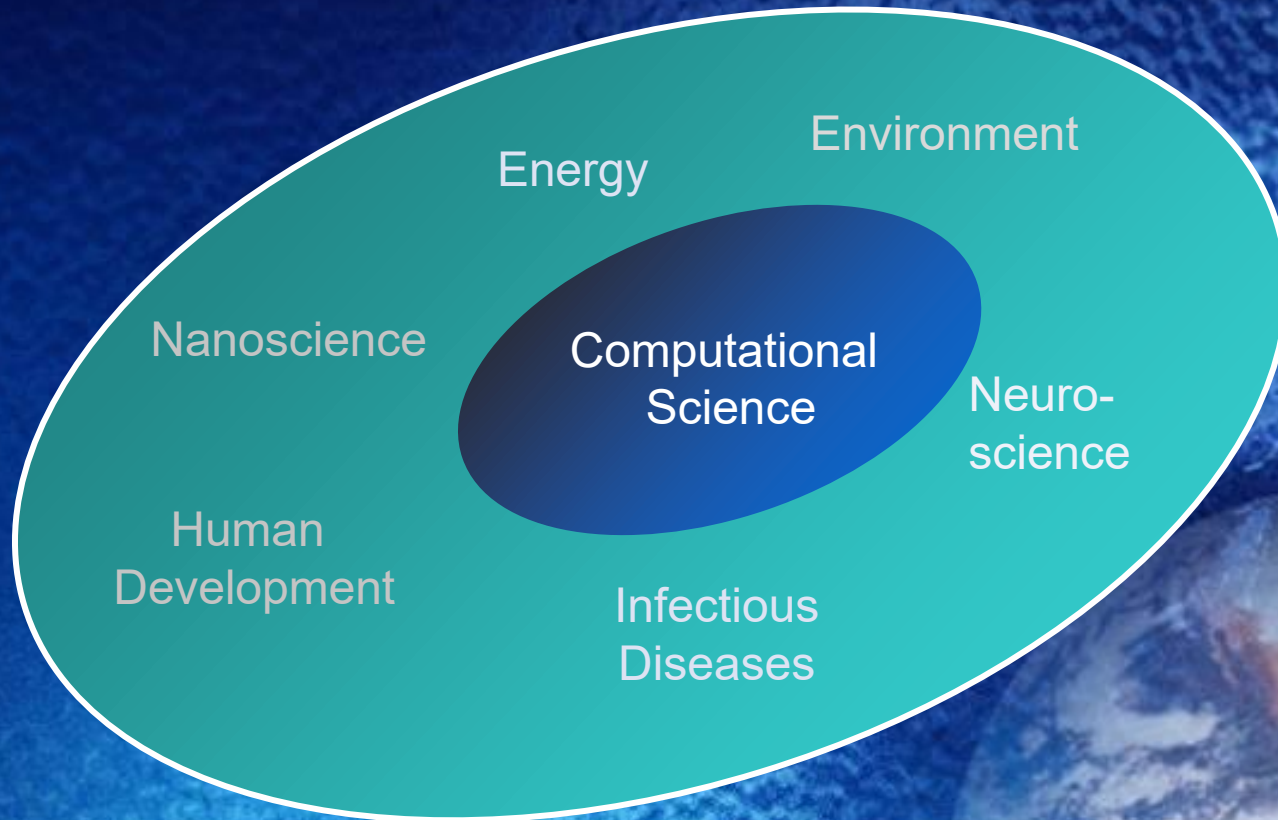
- Increase size and quality of recruitment pool
- Increase diversity of new hires
- Increase # interdisciplinary teams of researchers

Human Capital
Integrated Science Curriculum

mathematics

psychology

nanoscale science

physics

geosciences

computational science/
systems biology

neuroscience

economics

statistics

chemistry

biological sciences

Pilot – Fall 2011

Summary of new undergraduate programs

Integrated Science Curriculum
> **– will be piloted Fall 2011 to 20 students**
> **- taught by team of three faculty in SCALE-UP**
> **- impressive applicant pool strong in science and math**

New majors/minors
> **– degree proposals in Systems Biology, Neuroscience,**
> > **Nanoscience and Computational Science to be**
> > **submitted Fall 2011**
> **- Intro to Nanoscience will launch Fall 2011**
> **- Intro to Neuroscience will launch Spring 2012**
> **-Science & Law; Entrepreneurship**

Creative Ecosystem:
Appropriate Learning Spaces
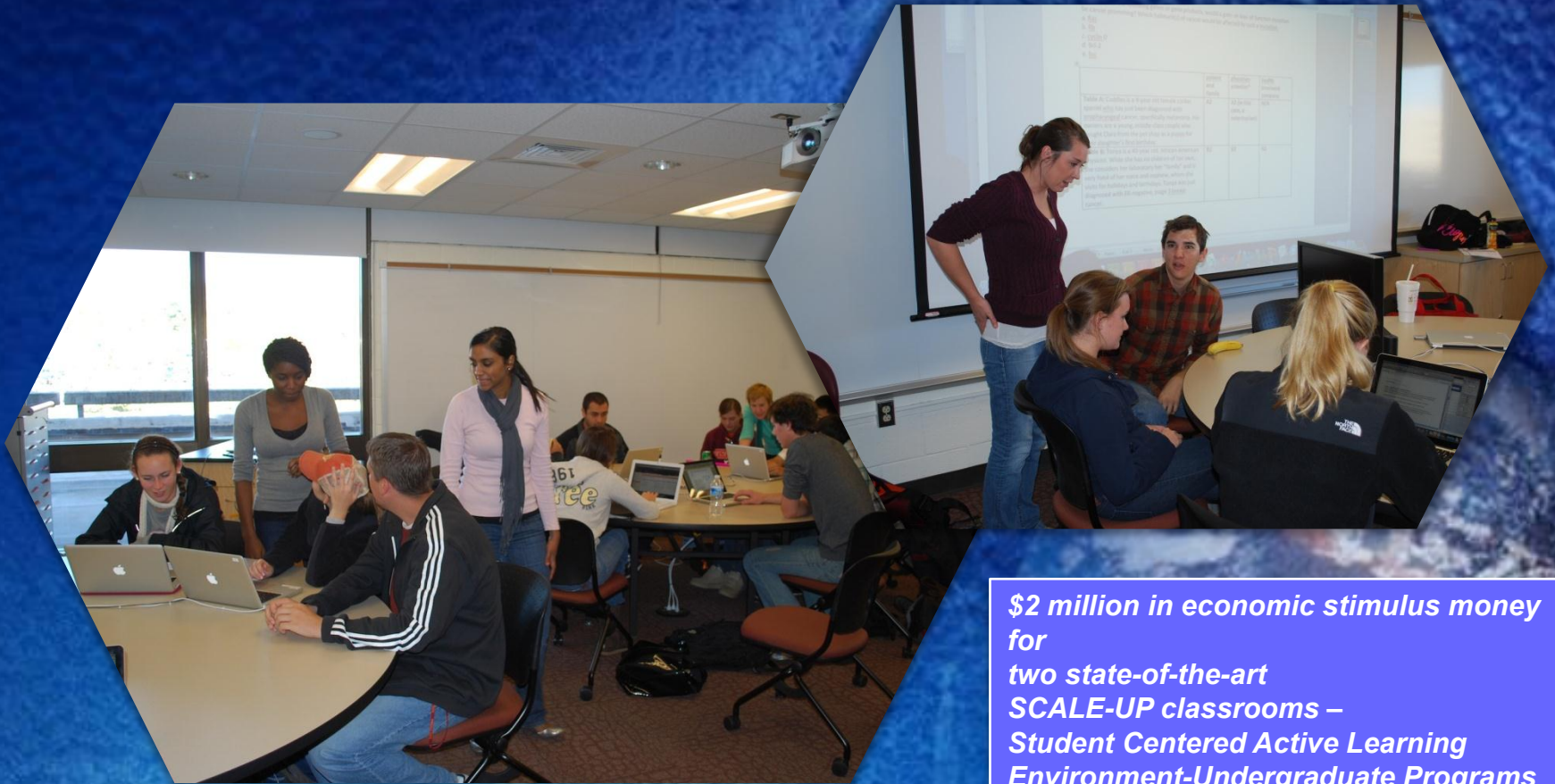
*$2 million in economic stimulus money for
two state-of-the-art
SCALE-UP classrooms –
Student Centered Active Learning
Environment-Undergraduate Programs*

College of Science

Global and Local Challenges

Global: building a competitive workforce in STEM

Local: increased demand for COS courses
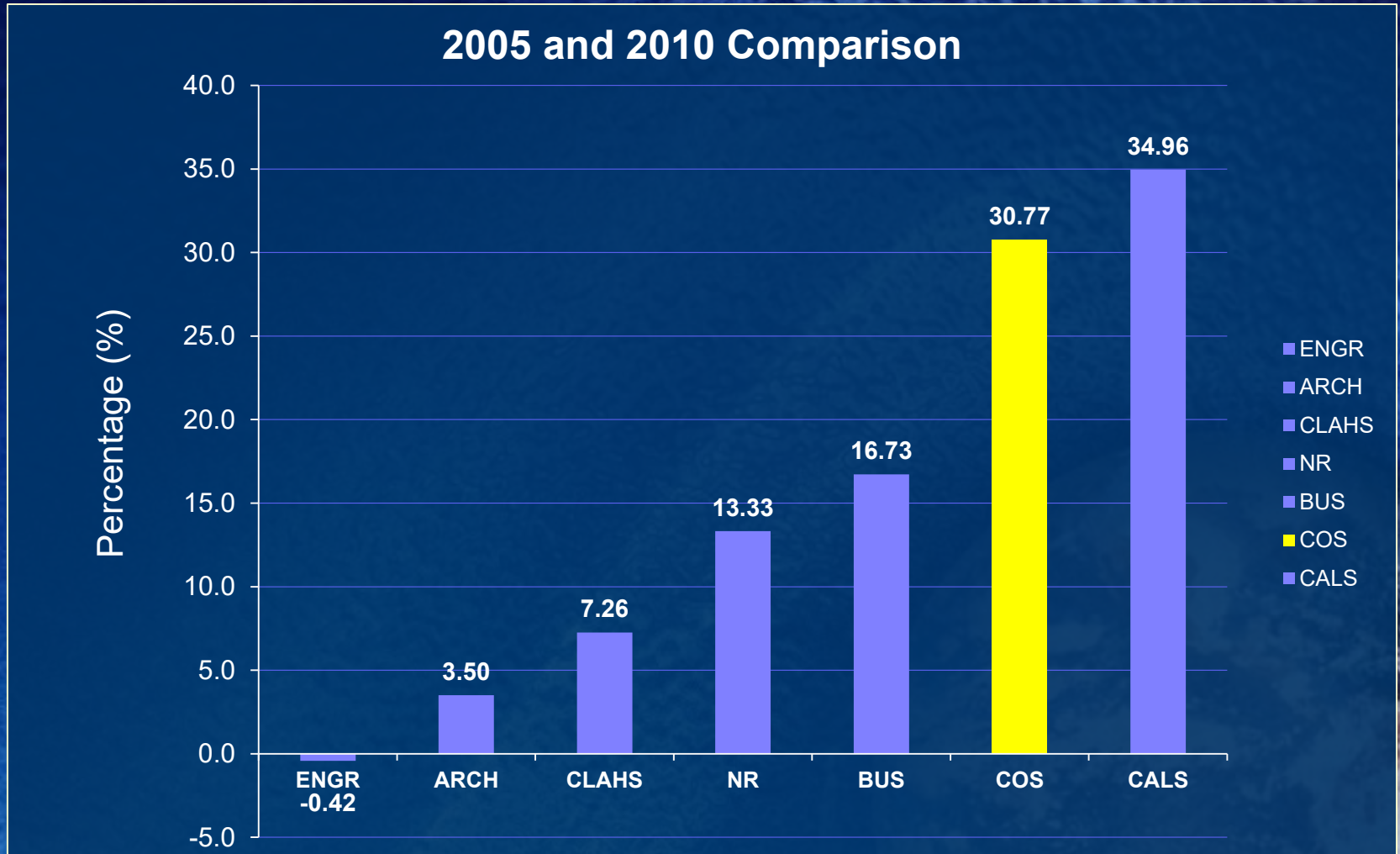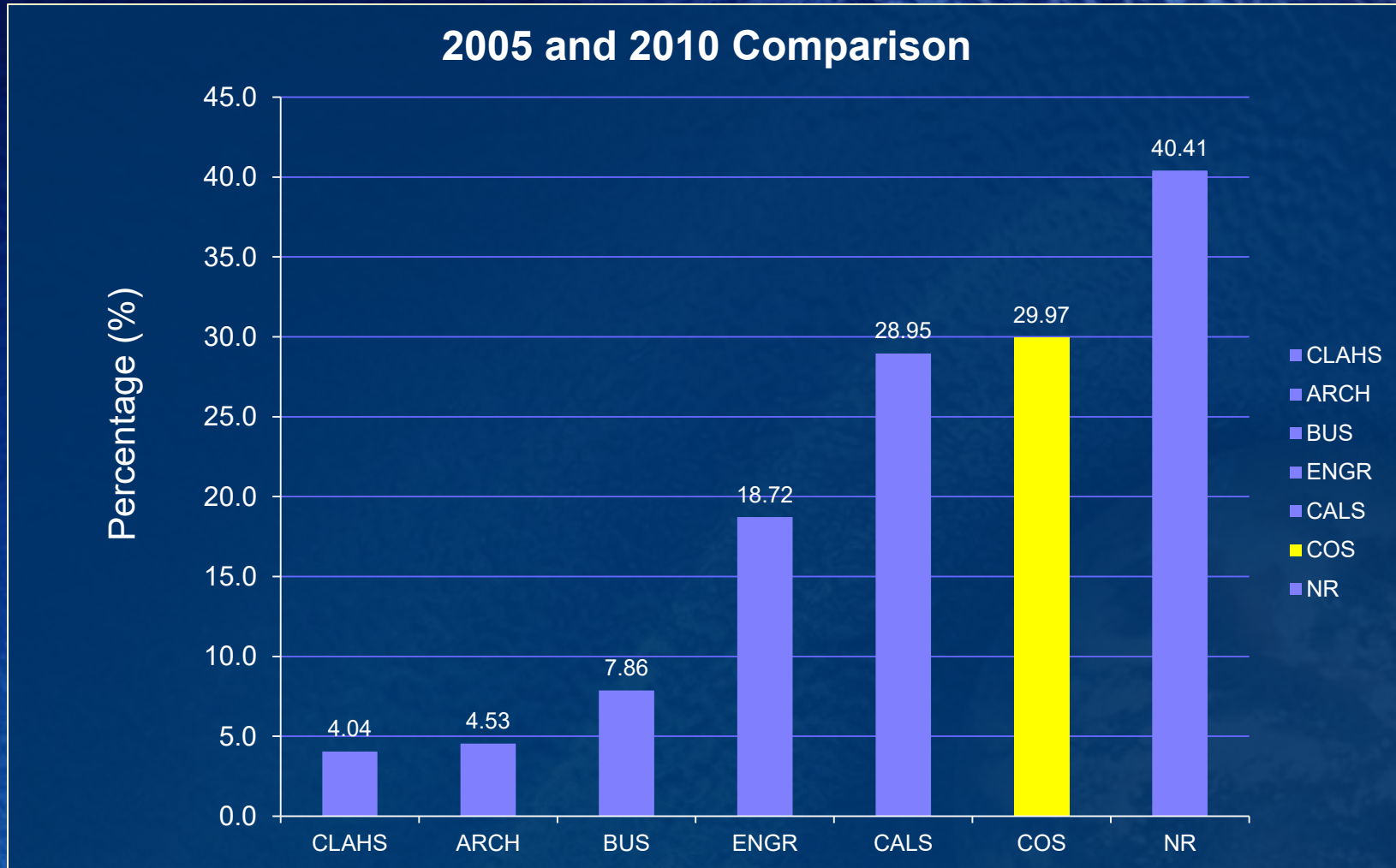
Investing in the Path Forward

- Integrated science facilities for training the next generation of international leaders (construction of an Integrated Science Education and Research Training Center)

- 100 new faculty who thrive at the intersection of disciplines (core faculty for nanoscience, neuroscience, computation, and systems biology)

  - Interdisciplinary cluster hiring strategy

  - Strong presence in VT Arlington

  - International and national laboratory partnerships

- Research investment for continued and sustained growth (goal $50M (100% increase) in research expenditures in 5 years)

- Aggressive student recruitment plan (growth to 1000 graduate students in 5 years) with international training opportunities

Summary

- **The National Academies have summarized the challenge to the Nation that must be addressed.**
- **Virginia Tech is well-positioned to meet this challenge and Science must be a key part of the response.**
- **We can and should overcome local challenges to meet the national one.**
- **The opportunity is here for Virginia Tech to be leader in areas that address the national challenge.**
- **The strategy presented above is a means to reach this objective.**
- **The time to act is NOW!**

"Make the United States (Virginia Tech) the most attractive setting in which to study and perform research so that we can develop, recruit, and retain the best and brightest students, scientists, and engineers from within the United States and throughout the world."

From "Rising Above the Gathering Storm"

Ut Prosim

Go Hokies

MINUTES

June 6, 2011

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, June 6, 2011, at 1:15 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

Present
Mr. Michael Anzilotti
Mr. Frederick J. Cobb
Ms. Beverley Dalton
Ms. Michele Duke
Mr. Douglas R. Fahl
Mr. William B. Holtzman
Dr. Calvin D. Jamison, Sr.
Ms. Sandra Stiner Lowe
Mr. George Nolen (Rector)
Ms. Suzanne Obenshain
Mr. Michael J. Quillen
Mr. John G. Rocovich, Jr.
Mr. Paul W. Rogers, Jr.
Mr. James W. Severt, Sr.
Dr. Michael Ellerbrock, President, Faculty Senate
Ms. Maxine Lyons, President, Staff Senate
Mr. Deepu George, Graduate Student Representative
Mr. Shane McCarty, Undergraduate Student Representative

Also present were the following: Dr. Charles Steger, Mr. Erv Blythe, Mr. Ralph Byers, Ms. Shelia Collins, Dr. Karen DePauw, Dr. John Dooley, Dr. Elizabeth Flanagan, Dr. Jack Finney, Chief Wendell Flinchum, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Dr. Mary Ann Lewis, Dr. Will Lewis, Ms. Heidi McCoy, Dr. Mark McNamee, Ms. Kim O'Rourke, Dr. Ellen Plummer, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Raymond Smoot, Dr. Ed Spencer, Dr. Tom Tillar, Dr. Robert Walters, Dr. Lisa Wilkes, Dr. Daniel Wubah, faculty, staff, students, guests, and reporters.

Rector Nolen asked for a motion of approval of the minutes of the March 28, 2011, meeting as distributed. The motion was made by Mr. Rocovich and seconded by Mr. Rogers. The minutes were approved.

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REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

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

* * * * *

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

Resolution to Revise the Pass/Fail Policy
for Undergraduate Studies

That the resolution to revise the pass/fail policy for undergraduate students be approved. (Copy filed with the permanent minutes and marked Attachment B.)

* * * * *

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

Resolution to Revise the
Undergraduate Honor System Constitution

That the revisions to the Undergraduate Honor System constitution be approved effective fall semester 2011. (Copy filed with the permanent minutes and marked Attachment C.)

Ms. Lowe reported that after discussion, the committee unanimously passed a revised resolution that approves the requested revision to Article IX of the Undergraduate Honor Code to increase the number of instructional or library faculty members appointed to the Review Board. The remainder of the resolution will be brought to the committee at a later date along with more information regarding Undergraduate Honor Code processes, violations, and sanctions.

Mr. Holtzman raised his concern that the Honor System is seemingly being "watered down." He requested that Virginia Tech's Honor System be compared to the Air Force Academy, the Naval Academy, West Point, and VMI. He added that integrity is as important as scholastics, and if Virginia Tech is going to turn out top-notch graduates, they have to have high integrity. His position is that one is either honest or not, and there are no gradations of offense. He expressed the expectation that faculty should support the Honor System fully.

Rector Nolen reiterated the expectation that further information will be provided to the committee at the next 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 to Establish the
Bachelor of Science Degree in Meteorology

That the resolution to establish the bachelor of science degree in meteorology effective spring 2012 be approved, and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools (SACS) for notification. (Copy filed with the permanent minutes and marked Attachment D.)

* * * * *

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

Resolution to Establish the
Department of Population Health Sciences in the
Virginia-MarylandRegional College of Veterinary Medicine

That the proposed Department of Population Health Sciences be approved. (Copy filed with the permanent minutes and marked Attachment E.)

* * * * * * * * * *

Rector Nolen commended Mildred Johnson (Director of Undergraduate Admissions) for the quality and composition of the incoming freshman class. Dr. Jamison echoed that praise and took the opportunity also to salute the tireless efforts of Sandy Lowe, whose legacy is ensuring that support for underrepresented groups is a priority of the Board. He also thanked Dr. Steger for ensuring that resources were available to accomplish these objectives.

* * * * * * * * * *

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

Rector Nolen called on Mr. Fahl for a report of the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment F.)

Mr. Fahl announced that the committee recognized Mr. Severt for his eight years of service to the Buildings and Grounds Committee and presented him with a Hokie-stone desk plaque as a memento of his dedication and assistance to the university. The committee thought it was fitting that Mr. Severt be recognized with a piece of the Hokie-stone, which is so central to the work of the Buildings and Grounds Committee.

* * * * * * * * *

REPORT OF THE FINANCE AND AUDIT COMMITTEE

Rector Nolen called on Mr. Anzilotti for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment G.)

* * * * *

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

Resolution to Approve the Year-to-Date Financial Performance Report (July 1, 2010 – March 31, 2011)

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, 2010 through March 31, 2011 and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * *

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

Resolution to Authorize a Higher State Capital Outlay Threshold Level

That the above resolution authorizing Virginia Tech to use $2 million as the threshold level for capital outlay projects be approved. (Copy filed with the permanent minutes and marked Attachment I.)

* * * * *

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

Resolution to Approve the 2011-2012 Faculty Compensation Plan

That the proposed 2011-12 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 by Mr. Anzilotti, the following resolution was moved by Mr. Anzilotti, seconded by Ms. Duke, and approved unanimously.

Resolution to Approve the 2011-2012 Compensation for Graduate Assistants

That the graduate assistant compensation program for 2011-12 be approved. (Copy filed with the permanent minutes and marked Attachment K.)

* * * * *

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

Resolutions to Approve the 2011-2012 University Budgets:

Operating and Capital Budgets

That the proposed 2011-12 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

Hotel Roanoke Conference Center Commission Budget

That the proposed budget for The Hotel Roanoke Conference Center Commission for 2011-2012 be approved.

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

That the proposed 2011-12 budget for the Virginia Tech-Wake Forest School of Biomedical Engineering and Sciences be approved.

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

* * * * *

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

Resolutions to Approve the 2011-2012 Auxiliary Systems Budgets:

Dormitory and Dining Hall System 2011-12 Operating Budget

That the proposed budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

Electric Service System 2011-12 Operating Budget

That the proposed budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

University Services System 2011-12 Operating Budget

That the proposed budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the University Services System and the report of the Annual Inspection be approved.

Intercollegiate Athletics System 2011-12 Operating Budget

That the proposed budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

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

* * * * *

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

Resolution for Approval of the 2011-2012 Pratt Fund Budgets

That the proposed 2011-2012 allocation and use of the Pratt Funds be approved. (Copies filed with the permanent minutes and marked Attachment N.)

* * * * *

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

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

That the resolution of the reappointment of Chief Executive Officer and Secretary-Treasurer of the Virginia Tech Foundation, Inc. as one of the three university representatives on the Hotel Roanoke Conference Center Commission be approved. (Copy filed with the permanent minutes and marked Attachment O.)

* * * * *

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

Resolution to Establish a Staff Career Achievement Award

That the resolution, Resolution to Establish a Staff Career Achievement Award, be approved. (Copy filed with the permanent minutes and marked Attachment P.)

* * * * *

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

Resolution to Ratify the 2012-2018 Capital Outlay Plan

That the Capital Outlay Plan for the period 2012 through 2018 as submitted to the state be ratified. (Copy filed with the permanent minutes and marked Attachment Q.)

* * * * *

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

Resolution to Approve the Capital Project for Constructing the College of Veterinary Medicine Instruction Addition

That the resolution authorizing Virginia Tech to construct the Veterinary Medicine Instruction Addition be approved. (Copy filed with the permanent minutes and marked Attachment R.)

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

Resolution to Approve the Capital Project for English Field Improvements

That the resolution authorizing Virginia Tech to move forward with English Field improvements be approved. (Copy filed with the permanent minutes and marked Attachment S.)

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REPORT OF THE RESEARCH COMMITTEE

Rector Nolen called on Ms. Duke for the report of the Research Committee. (Copy filed with the permanent minutes and marked Attachment T.)

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

Resolution to Approve Appointments to the Virginia Coal and Energy Research and Development Advisory Board

That James K. Martin and Conrad T. Spangler be appointed as members of the Virginia Center for Coal and Energy Research Advisory Board for 2011-2014. (Copy filed with the permanent minutes and marked Attachment U.)

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REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Nolen called on Ms. Dalton for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment V.)

Rector Nolen stated that he has asked Dr. Steger to arrange for the full Board to receive a full report on athletics, to include finances as well as compliance matters, at either the upcoming August or November meeting

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REPORT OF THE EXECUTIVE COMMITTEE

Rector Nolen presented the report of the Executive Committee.

Rector Nolen asked for a motion to approve the minutes of the April 21, 2011, as distributed. The motion was made by Mr. Anzilotti and seconded by Ms. Duke. The minutes were approved. (Copy filed with the permanent minutes and marked Attachment W.)

* * * * *

As part of the Executive Committee report by Rector Nolen, the following resolution was moved by Mr. Rocovich, seconded by Ms. Dalton, and approved unanimously.

Resolution to Ratify Action of the Executive Committee of the Board of Visitors

That the resolution ratifying the action taken by the Executive Committee of the Board of Visitors at a special meeting convened on April 21, 2011, for the purpose of setting tuition and fees for 2011-12, be approved. (Copy filed with the permanent minutes and marked Attachment X.)

Speaking as a new Board member, Ms. Obenshain expressed her position that one of the most important responsibilities of a Board member is to evaluate and be engaged in the process of approving tuition. She hopes that in the future the approval of tuition and fee recommendations will be considered by the full Board, rather than being approved by the Executive Committee and brought to the full Board for ratification of the Executive Committee's action. Rector Nolen explained the timing issues. Once the legislature approves the budget, the university sometimes does not have sufficient time prior to the Board's March meeting to analyze the numbers and make a recommendation for tuition and fees. Yet, information about tuition and fees must be provided to incoming and continuing students before the Board's next meeting in June.

During years when that is the case, the Executive Committee, which is empowered to act on behalf of the full Board in between regular Board meetings, has met to consider the tuition and fee recommendations, rather than convening a special meeting of the full Board.

Dr. Jamison added his concern that Virginia Tech must remain affordable such that graduates can afford their student loan payments regardless of whether they enter a high-paying or lower-paying profession. He reiterated the importance of the Funds for the Future and other financial aid programs.

President Steger responded that raising tuition is not desirable, but he recounted the budget cuts of recent years during which the university's operating budget was cut by $75 million and several hundred positions were lost. The faculty and staff have worked hard to maintain the quality of a Virginia Tech education despite the cuts.

Rector Nolen reiterated Mr. Shelton's point that after the increase, the cost to attend Virginia Tech is still low in comparison to peers nationwide and other four-year institutions in the state. Every effort will be made to obtain the input of the full Board before tuition and fee decisions are made in the future.

* * * * * * * * * * *

PRESIDENT'S REPORT

President Steger reported that the university was very successful this year in terms of the capital projects and funding received from the Commonwealth of Virginia. The university received $120 million for new buildings on campus, which will be available on July 1. This demonstrates the state's confidence in what Virginia Tech is doing and the successful manner in which the university has managed projects in the past.

He announced that part of the August Board meeting, which will be held at the new research facility in Arlington, will be dedicated to the Strategic Plan for the institution. We are trying to identify the four or five key strategic issues that will help define Virginia Tech in the next period of the Strategic Plan, which is from 2012 to 2018. Board members will soon begin receiving reading materials because there is much to absorb. He anticipates a robust discussion at the August meeting.

Report of Research and Development Disclosures

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

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11

Motion to Begin Closed Session

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

1. Appointment of faculty to emeritus status, the consideration of individual salaries of faculty, consideration of endowed professors, review of departments where specific individuals' performance will be discussed, consideration of personnel changes including appointments, resignations, tenure, and salary adjustments of specific employees, and consideration of faculty leave requests.

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

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

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

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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 Nolen called the meeting to order and asked Ms. Duke to make the motion to return to open session.

Ms. Duke made the following motion:

WHEREAS, the Board of Visitors of Virginia Polytechnic Institute and State University has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provision of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Virginia Polytechnic Institute and State University hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

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

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Upon motion by Ms. Lowe and second by Ms. Duke, unanimous approval was given to the resolutions for approval of **Emeritus Status** (4), as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment Z.)

* * * * *

Upon motion by Ms. Lowe and second by Ms. Duke, unanimous approval was given to the resolution for approval of **Endowed Chairs, Professorships and Fellowships (6)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment AA.)

* * * * *

Upon motion by Ms. Duke and second by Ms. Lowe, unanimous approval was given to the resolution for approval of **Faculty Leaves (2)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment BB.)

* * * * *

Upon motion by Ms. Lowe and second by Ms. Duke, unanimous approval was given to the resolution for approval of the **2011-2012 Promotion, Tenure, and Continued Appointment Program (125)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment CC.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

* * * * *

Upon motion by Ms. Lowe and second by Ms. Duke, unanimous approval was given to the resolution for approval of **Resolution for Approval of Exception to the Virginia Conflict of Interest Act** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment DD.)

* * * * *

Upon motion by Mr. Anzilotti and second by Ms. Lowe, unanimous approval was given to the resolution for approval of **Resolution for Ratification of the Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment EE.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

14

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Audit Report

No Action Required

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Litigation Report

Not for Approval

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REPORT OF THE NOMINATING COMMITTEE

The Nominating Committee consisted of Ms. Dalton (Chair), Mr. Anzilotti, and Ms. Obenshain. On behalf of the committee, Ms. Dalton nominated the following as officers for 2011-2012: Rector - George Nolen, Vice Rector - Michele Duke, and Secretary - Kim O'Rourke. There were no further nominations from the floor. A motion to approve the nominations was made by Ms. Dalton, seconded by Mr. Cobb, and approved unanimously.

* * * * * *

Constituent Reports were presented at the information session on Sunday. (No action required.)

- **Undergraduate Student Representative** – Mr. Shane McCarty
- **Graduate Student Representative** – Mr. Deepu George
- **Staff Representative** – Ms. Maxine Lyons
- **Faculty Representative** – Dr. Michael Ellerbrock
  (Copies filed with the permanent minutes and marked Attachment FF.)

Following each presentation, Rector Nolen and President Steger presented a certificate of appreciation to each representative.

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The next meeting will occur on August 28-29, 2011, in Arlington, Virginia.

The meeting adjourned at 3:25 p.m.

George Nolen, Rector

Kim O'Rourke, Secretary

Committee Minutes

ACADEMIC AFFAIRS COMMITTEE

**219 Squires Student Center
9:00 a.m.**

June 6, 2011

Board Members Present:

Chair: Sandra Stiner Lowe
Committee Members: Shelley Duke, William Holtzman, Michael Ellerbrock (faculty representative), Deepu George (graduate student representative)
George Nolen, Rector, attended some of the meeting

Guests:

Laurie Brogden, Bill Carstensen, Karen DePauw, John Dooley, Francois Elvinger, Jack Finney, Natalie Hart, Mildred Johnson, Karen Jones, Suzie Karlin, Frances Keene, Peggy Layne, Mary Ann Lewis, William Lewis, Perry Martin, Michelle McLeese, Ann Moore, Sue Magliaro, Mark McNamee, Bruce Pencek, Ellen Plummer, Karen Eley Sanders, Barry Simmons, Susan Steeves, Robert Walters, Tod Whitehurst, Paul Winistorfer, and Daniel Wubah

CLOSED SESSION:

The committee approved a resolution to move into closed session to consider four emeriti resolutions, six endowed chair, professorship, or fellowship resolutions, two faculty requests for research assignment leave, 125 faculty promotion, tenure, and continued appointments, an exception to the Virginia Conflict of Interest Act, and ratification of the faculty personnel changes report.

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

OPEN SESSION:

1. **Welcome.** Sandra Stiner Lowe, committee chair, welcomed committee members and guests. Ms. Lowe thanked Dr. Mary Ann Lewis, director of first year experiences, and the faculty members and students who attended breakfast and discussed their work implementing Virginia Tech's Quality Enhancement Plan (QEP) which focuses on first year student experiences. It will be important for the university to commit the necessary resources to the colleges and departments to sustain QEP programs beyond the initial current five-year commitment. In addition, the university ought to seek ways to affirm the contribution that the QEP experiences are making to the academic success of students including a special focus on transfer students. It is important to establish mechanisms to recognize the faculty members, staff, and graduate students who make the QEP successful. The committee stressed the importance of the partnership between academic and student affairs units in achieving the goals of the QEP.

2. **Approval of Minutes.**

   A motion was made and passed unanimously to approve the March 28, 2011 minutes of the committee.

3. **Report of Closed Session Action Items.** Actions taken in the committee's closed session were reported. The committee approved four emeriti resolutions, six endowed chair, professorship or fellowship resolutions, two faculty requests for research assignment leave, 125 faculty promotion, tenure and continued appointments, and an exception to the Virginia Conflict of Interest Act. The committee ratified the Faculty Personnel Changes Report.

   The resolutions presented to the committee were unanimously approved and forwarded to the full Board with recommendation for approval.

4. **Provost's Update.**

   Acknowledgement of Service. Dr. Mark McNamee, senior vice president and provost, thanked Deepu George, graduate student representative, and Dr. Mike Ellerbrock, faculty representative, for their service to the committee and the board over the past year. Dr. McNamee thanked Sandy Stiner Lowe for her many years of dedicated and extraordinary service to the academic affairs committee, the board and the university.

   Veterans and Military Students Center. Dr. McNamee shared plans by the Commission on Student Affairs to introduce a resolution in the fall for passage

through the university governance process that would establish a center dedicated to veteran and military student support. The center would assist in the coordination of services and communications associated with the academic success of veteran and military students.

Virginia Tech Carilion School of Medicine. Dr. McNamee reported that good progress is being made towards successfully adjusting the agreements between Virginia Tech and Carilion Clinic. The first year class completed its inaugural year and the students are all fully engaged in the research component of the curriculum.

Faculty Research Leaves. In response to discussion at the March meeting of the committee, Dr. McNamee reported that the majority of faculty members who have taken two research leaves have taken more than six years between leaves. Dr. McNamee's discussions with college deans and department heads resulted in confirming the current practice of supporting faculty leaves on a six-year basis. Current practice allows for effective management of departmental and college resources to support the absence of faculty members from the department and insure minimal disruption to the careers of graduate students.

Institute for Creativity, Arts, and Technology (ICAT). A search for the founding director of ICAT has resulted in the identification of a well-qualified and exciting finalist for the position.

5. **Academic Initiatives.**

   a. **Undergraduate Education.**

      *1. **Resolution to Revise the Pass/Fail Policy for Undergraduate Students**. Dr. Daniel Wubah, vice president and dean for undergraduate education, presented the resolution outlining the proposed pass/fail policy revisions. The revision clarifies the pass/fail policy by expressing the maximum number of undergraduate elective courses in terms of hours rather than as a percentage of the total courses taken at Virginia Tech. The change will result in a more equitable application of the pass/fail policy for transfer and native students.

      The resolution passed unanimously to revise the Pass/Fail Policy for Undergraduate Students.

      *2. **Resolution to Revise the Undergraduate Honor System Constitution.** Dr. Mary Ann Lewis, director of first year experiences and coordinator of the honor code system, presented a resolution to revise the Honor System

constitution. The committee discussed the nature of sanctions associated with violations of the Undergraduate Honor Code and the value of expulsion for violating the code. A request was made for information about the basis for the current honor code including a history of changes to the constitution, an analysis of honor code violations, and a study of processes at other universities for violations of honor codes.

After discussion, the committee unanimously passed a revised resolution that approves the revision to Article IX, Section 8 of the Undergraduate Honor System constitution to increase the number of faculty members appointed to the Review Board.

*3. **Resolution to Establish the Bachelor of Science Degree in Meteorology.** Dr. Bill Carstensen, professor and department head of geography in the College of Natural Resources and Environment, presented a resolution to establish the Bachelor of Science degree in meteorology. This degree will prepare students for careers in forecasting and weather modeling that utilize Geospatial Information Technology (GIS).

The resolution passed unanimously to establish the Bachelor of Science degree in meteorology.

4. **Undergraduate Admissions.** Ms. Mildred Johnson, director of undergraduate admissions, reported that the university is on target to meet the goal of enrolling 5,187 students in the fall of 2011. 13,534 prospective students were offered admission and 5,283 have accepted. The largest class of cadets will be enrolled this fall at approximately 950 students. The diversity of the incoming class includes 213 African American students (in addition, 38 prospective students who identified as African American and another race); 269 Hispanic students, 8 Native American students, 998 transfer students, 2290 women, and 961 first generation students. The average GPA of students offered admission to Virginia Tech was 4.00 and the average SAT score is 1250.

Ms. Lowe commended Mildred Johnson and Barry Simmons on their work to secure excellent students at Virginia Tech.

5. **Vision Plan for Undergraduate Education.** Dr. Wubah reviewed the Vision Plan for Undergraduate Education. The plan outlines four themes designed to direct the education of students: (1) self awareness, (2) service, (3) peer mentoring and (4) leadership. In addition to these guiding themes, the plan outlines four goals: (1) "clear the path" which highlights the importance of

advising, technology, and fist year experiences, (2) experiential learning, which includes the Curriculum for Liberal Education, interdisciplinary degree programs, and out-of-classroom opportunities for learning, (3) resource allocation and management processes, and (4) establishing processes to monitor continuous improvement.

Dr. Wubah shared with the committee that a professional advisor has been appointed to assist with university-wide coordination of advising.

b. Graduate Education.

1. **Preparing Educational Professionals for the 21st Century.** Dr. Sue Magliaro, director of the school of education, College of Liberal Arts and Human Sciences, presented on the admissions, academic and licensure requirements for becoming a teacher. In addition, Dr. Magliaro reviewed the academic and professional programs provided by the School of Education for teachers and education professionals in the Commonwealth.

*2. **Resolution to Establish the Department of Population Health Sciences.** Dr. François Elvinger, co-director of the master of public health (MPH) degree, presented a resolution for approval of the establishment of the Department of Population Health Sciences within the Virginia-Maryland Regional College of Veterinary Medicine. In collaboration with the Virginia Tech Carilion School of Medicine, the department will oversee research and outreach initiatives related to human and animal health.

   The resolution was passed unanimously to establish the Department of Population Health Sciences.

*c. **Pratt Fund Budget.** Dr. McNamee presented for approval the budget proposals from the College of Agriculture and Life Sciences and the College of Engineering for expenditure of Pratt Funds during 2011-2012, as required by the terms of the bequest. This resolution is shared with the Finance and Audit Committee of the Board of Visitors.

   The resolution passed unanimously to approve the budget proposals for expenditure of Pratt Funds during 2011-2012 as required by terms of the bequest.

6. **Faculty Affairs.**

   a. **Faculty Work-Life Policies – Who is Using Them and Why**. Dr. Jack Finney,

associate provost for faculty affairs, updated the committee on the use of faculty employment policies designed to support successful faculty careers. Extending the tenure clock is automatically applied for faculty members who are new parents. It can also be used to accommodate significant personal or family health issues, or for professional considerations (such as a delay in the completion of a construction of a lab). In 2010-11, 19 faculty members extended the tenure clock. The modified duties policy requires a report to the committee by the Office of the Provost and in 2010-11, 13 faculty members used modified duties, which allows flexible assignments for one semester. This report for modified duties will be updated annually. One department and faculty member have selected the part-time tenure track appointment and will be reviewed in three years. Support was provided to 72 dual-career situations during 2010-11. Sixty seven children benefited from the child-care partnership with Rainbow Riders. Work-life policies will continue to be monitored and new policies will be considered as needed.

7. **Global Initiatives.**

   a. **International Programs Update.** Dr. John Dooley, vice president for outreach and international programs, updated the committee on efforts to build capacity for agricultural education and research in Senegal and a potential project in Southern Sudan to rebuild higher education in agriculture. In addition, Dr. Dooley shared a recent service project in Haiti in which students and faculty members built a bridge designed to eliminate isolation and increase safety by connecting two communities over a river.
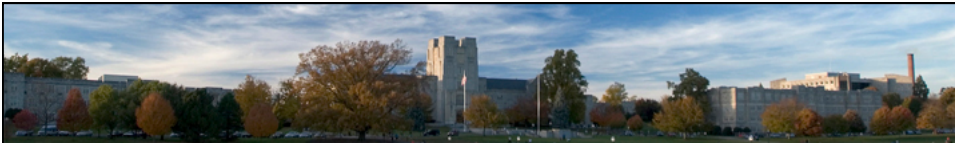
   Ms. Lowe commended Dr. Dooley and Dr. DeDatta, associate vice president for international affairs, for their efforts in bringing new meaning to *Ut Prosim* (That I May Serve) domestically and internationally.

8. **Inclusive Excellence.**

   a. **Diversity Strategic Plan Update.** Dr. Will Lewis, vice president for diversity and inclusion, shared with the committee plans for continued work on the diversity strategic plan including the development of diversity priorities for inclusion in the university strategic plan.

   The committee discussed its interest in seeing the integration of the Diversity Strategic Plan into the university's strategic planning efforts.
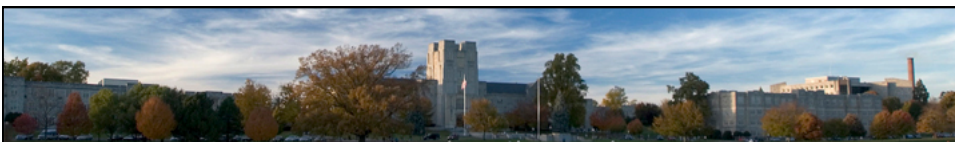
Adjournment. There being no further business, the meeting adjourned at 11:55.

A Vision Plan for Undergraduate Education

Academic Affairs Committee
Board of Visitors
June 6, 2011

Dr. Daniel Wubah
Vice President and Dean for
Undergraduate Education

VirginiaTech
Invent the Future
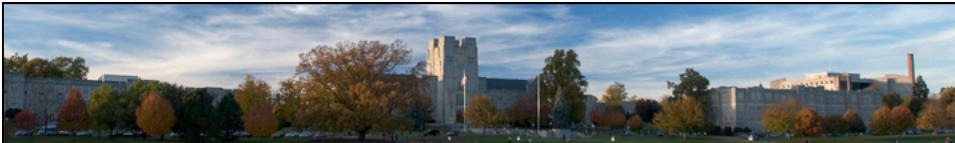
Outline

✧ Preamble

✧ Themed experience

✧ Goals

VirginiaTech
Invent the Future

Process
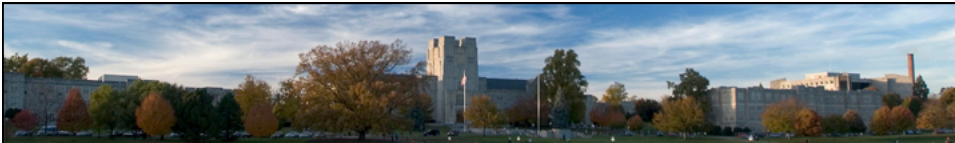
✧ March 2010: Twenty-seven member task force formed

✧ June 2010: Task Force submitted a 46-page report with 36 objectives

✧ August 2010: Collected feedback across campus (Bob Beichner) and revised document

✧ December 2010: Revised feedback sent out for review by Academic Affairs Council

✧ April 2011: Final report adopted

Themes
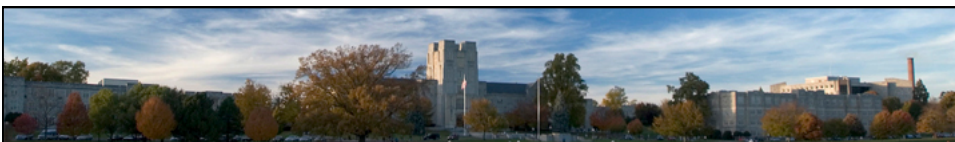
✧ Self awareness

✧ Service

✧ Peer mentoring

✧ Leadership

Goals

 ✧ Clear the path

 ✧ Enhance experiential learning

 ✧ Enable with resources

 ✧ Improve continuously

VirginiaTech
Invent the Future

Clear the path

 ✧ Improve academic advising and establish a formal peer-mentoring program for 1st and 2nd year students

 ✧ Implement linked technologies to enhance student learning as well as record and articulate intellectual and skill development and refinement that include curricular and co-curricular experiences

 ✧ Develop and expand first year experiences into themed academic years, consistent with "Pathways to Success" principles and Association of American Colleges and Universities rubrics

VirginiaTech
Invent the Future

Enhance experiential learning

✧ Evaluate and revise the Curriculum for Liberal Education to provide individualized student learning opportunities

✧ Develop interdisciplinary degree programs that would provide students with core competencies needed to address global challenges

✧ Increase the number and variety of out-of-classroom learning experiences available to students
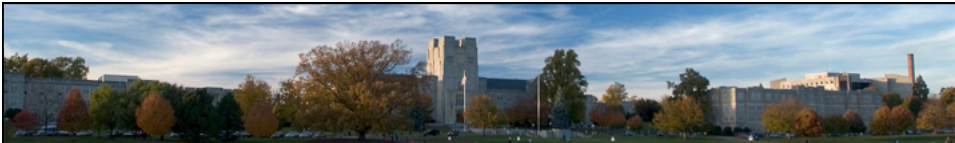
VirginiaTech
Invent the Future

Enable with resources

✧ Develop a responsive, transparent, and predictable process for allocation of base and one-time resources to colleges

✧ Develop methods to incentivize instructional improvement

✧ Improve utilization of existing resources to enhance undergraduate education

✧ Increasing the number of faculty employing learner-centered pedagogies, supported by increased professional development opportunities

VirginiaTech
Invent the Future

Improve continuously

✧ Define student learning outcomes for every course and measure student progress on the objectives outlined in course syllabi

✧ Use results of the assessment of student learning outcomes as the basis for continuous data-driven improvement of instruction

VirginiaTech
Invent the Future

A VISION FOR UNDERGRADUATE EDUCATION
AT VIRGINIA TECH
June 2011

INTRODUCTION

Virginia Polytechnic Institute and State University (Virginia Tech), founded in 1872 as a land-grant institution named Virginia Agricultural and Mechanical College, stands now as a comprehensive, innovative research university with the largest number of degree offerings in the Commonwealth of Virginia, more than 125 campus buildings, a 2,600-acre main campus, a 1,700-acre agriculture research farm near the main campus, and off-campus educational facilities in six regions of the state and several international sites.

Through its tripartite mission of teaching and learning, research and discovery, and outreach and engagement, Virginia Tech continually strives to accomplish the charge of its motto: *Ut Prosim* (That I May Serve). The university currently serves approximately 30,000 full-time students, including 23,000 undergraduates, in a total of 65 bachelor's and 145 master's and doctoral degree programs.

At the heart of Virginia Tech's broader mission lies the commitment to provide a rich teaching and learning environment for undergraduate students. Collectively, all academic and administrative units at the university support the mission of Virginia Tech through the development of campus environments, programs, and services that complement the university's learning, discovery, and engagement foci and its mission to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life.

Significantly, the name itself—Virginia Polytechnic Institute and State University—emphasizes the unified combination of technical and comprehensive education available at Virginia Tech. In addition, the motto, *Ut Prosim,* sets forth the central value of outward-reaching service Virginia Tech aims to inculcate in its graduates. Thus this Vision Plan for Undergraduate Education, derived from our land-grant mission and history, not only outlines new approaches through which Virginia Tech can directly serve the people of the Commonwealth, it also offers a vision for how the university might increase its indirect impact on Virginia through the lives and careers of alumni.

This document is therefore intended to serve as a blueprint for the enhancement of undergraduate education at Virginia Tech. It represents an effort to balance a set of broad visionary goals with a number of specific details that are consistent with the current university Strategic Plan, while at the same time laying a foundation for the next Plan. Implementation of the objectives outlined above would require, in consultation with the campus community, development of additional specific action items, and addressing appropriate resource needs consistent with the overall goal of providing a superlative undergraduate experience for our students.   The time has come to move from review, analysis, and planning, to action.

Our Mission
Develop, coordinate, and advocate activities, programs, and initiatives that lead to excellence in student access and success, academic and curricular development, co-curricular experiences, and degree completion.

Our Vision
Create and lead a vibrant and diverse community of intellectually engaged learners through innovative and dynamic faculty, curricula, programs, and services that undergo continuous improvement.

Our Values
The institution as a whole is committed to current and future initiatives that address these university core values:

- **Freedom of inquiry:** Fundamental to the creation and transmission of knowledge is a commitment to nurture and protect freedom of inquiry. Intellectual freedom is the foundation of academic excellence and is vital to sustaining environments in which sound and rigorous learning, discovery, and engagement occur.

- **Mutual respect:** At the center of the educational enterprise is the commitment to the exchange of ideas and information. Respect for varied points of view and the diverse backgrounds upon which they may be based is essential to the continued growth and advancement of all members of the university community.

- **Lifelong learning:** A commitment to lifelong learning and inquiry within and outside the university community guarantees continued growth and secures for society the benefits of ever advancing knowledge.

- **A commitment to diverse and inclusive communities:** In carrying out its mission, Virginia Tech values the educational benefits of diverse ideas, peoples, and cultures. Articulated in the Virginia Tech Principles of Community, adopted by the Board of Visitors in 2005, diversity enlivens the exchange of ideas, broadens scholarship, and contributes to just engagement in all the world's communities.

- *Ut Prosim***:** "That I May Serve" is Virginia Tech's motto. This attribute distinguishes Virginia Tech from all but a few of the nation's institutions. As a community of scholars and reflective of our land-grant mission, Virginia Tech is committed to service to individuals and society in all its forms.

- **Personal and institutional integrity:** Integrity demands that all members of the university community engage in continual civil discourse and ethical behaviors that advance learning, discovery, and engagement. Integrity demands maintaining standards of personal and professional behavior of the highest order.

- **A culture of continuous improvement:** Through benchmarking, assessment, evaluation of academic and administrative goals, and a commitment to process improvement and change, Virginia Tech will achieve greater national and international prominence.

THE UNIVERSITY CONTEXT

At the inaugural address of President Charles Steger in 2000, the university signaled its intention to grow its research programs in order to strengthen its position as one of the nation's premier research institutions. The past decade has thus brought an increased emphasis on the development of graduate studies and research areas, resulting in the emergence of an enhanced research presence. The benefits of these enhancements can be found everywhere within the university, from freshman through postdoctoral experiences, including improved laboratory facilities and an increased variety of course offerings. The recent establishment of the Virginia Tech Carilion Research Institute and School of Medicine represents another example of a university initiative that could enhance the undergraduate student experience by providing new and exciting research opportunities while adding to our research and graduate education thrusts. The university community is justifiably proud of its unique profile as an

institution that strives to combine world-class research with student-centered learning. Virginia Tech has always maintained that high quality teaching is critical for student success. This conviction is crucial given the current challenges facing our academic community.

Virginia Tech has sought to increase the breadth of the undergraduate student educational experience resulting in, for example, expanded international study opportunities and enhanced instructional environments including state-of-the-art classrooms.   In addition, the establishment of the Vice President and Dean for Undergraduate Education position has directed additional focus to the undergraduate mission. Accordingly, the central purpose of this document is to highlight current and proposed university-wide initiatives in undergraduate education.

MAJOR CHALLENGES

The gains made to date in strengthening undergraduate education have not occurred without a substantial cost. Dwindling state support and resulting university budget cuts have necessitated a significant remodeling of our undergraduate educational efforts. Undergraduate class sizes have increased, making it more difficult for students to secure seats in classes they require at the optimal time. This situation sometimes results in an increased time to degree. Large class sizes, which occur not only in introductory courses, but also increasingly in junior and senior level courses, may have an adverse impact on student learning. Some courses have become restricted to particular groups of students due to demand, thereby reducing opportunities for students to broaden their educational experience outside of their major discipline.

A major concern expressed by a number of faculty members is the current model for base funding of undergraduate education. The model utilized over past years, which requires educational units to request additional funds to support educational base needs does not appear to be sustainable. Many units are questioning why substantial increases in enrollments and the concomitant instructional responsibilities have not led to tangible growth in base funding.

This Vision Plan has been developed in recognition of current challenges, with the intent of enhancing the Learning, Discovery, and Engagement Domains as defined in the university's Strategic Plan. It contains specific recommendations for actions that are, on one hand, aligned with the goals of the university Strategic Plan, and, on the other hand, designed to support academic units as they invigorate their undergraduate educational programs. It provides a framework of annual themes for student experiences that will enable students to readily see and appreciate how the many individual components of their Virginia Tech experience fit together into a coherent whole.

PLANNING PROCESS TO DATE

The university community has recently engaged in a number of initiatives to address issues related to undergraduate education. Multiple committees and task forces have been created to discern ways in which Virginia Tech can provide educational experiences that advance our institutional values and promote their development in our undergraduates. A committee engaged in development of the institution's Quality Enhancement Plan as a part of the Southern Association of Colleges and Schools (SACS) accreditation process produced several recommendations in April 2008. Grounded in the American Association of Colleges and Universities' (AAC&U) Essential Learning Outcomes and Principles of Excellence (AAC&U, 2007), the committee recognized both the necessity and timeliness of implementing a shift from an instruction-centered to a student-centered paradigm and culture.

To further advance these early findings, a study group established to examine First Year Experiences at

Virginia Tech pointed to the importance of students' ability to exercise seven foundational behaviors (Cuseo, 2008): connect to the university, build self-awareness and self-efficacy, identify a sense of purpose, participate in cross-cultural experiences, engage in learning, strengthen social integration, and enhance critical and reflective thinking. These seven critical behaviors align with both the university's undergraduate mission and the Principles of Excellence delineated by the AAC&U.

Most recently, a 27-member task force created the draft Vision Plan for Undergraduate Education. This task force was divided into five teams: Educational Enhancements and Applications, Multicultural Capacity Building, Delivery of Instruction, Institutional Challenges, and Academic Requirements. Each team generated four to nine goals. In addition to these goals, the teams made several overarching suggestions. The first proposed a document to outline Virginia Tech's Principles of Student Centered Learning, similar to our Principles of Community, with statements such as "Each student at Virginia Tech will have the opportunity to experience…." The teams also noted the need to objectify through the rewards and promotion/tenure process the value this institution places on high quality teaching. **They expressed the belief that increasing the number of faculty and staff who will participate actively in the university's undergraduate education mission constitutes the single most effective way to foster excellence and innovation in undergraduate education**. The Task Force also called for a review of units that affect the undergraduate academic experience and encouraged strong collaboration between Student Affairs and Academic Affairs.

In addition to these suggestions, the task force listed 36 goals and associated objectives that overlap to some degree. The draft Vision Plan was shared with the entire campus for a comprehensive review and feedback during the Fall 2010 semester. Dr. Robert Beichner, an ACE Fellow in the Office of the Provost, met with students, faculty members, staff, and administrators to seek input. Based on the feedback collected, the goals of the draft Vision Plan have since been categorized and reorganized into four areas directly related to the university's Learning, Discovery, and Engagement Domains.

OVERARCHING PLAN

During the campus community's comprehensive review of the Task Force report, a pattern began to emerge, leading to an expansive new vision for undergraduate education at Virginia Tech. This vision is based on a broad set of experiences custom-designed by and for each student, with close guidance from trained faculty advisors and peer advocates. The grounding concept of "experiential learning" has been expanded beyond the out-of-class opportunities that have traditionally met this need. The concept now also includes classroom time, which could be filled with many more active, engaging classroom experiences utilizing research-based pedagogies and supported by state-of-the-art technologies. Provision of opportunities to learn in both real and virtual settings is viewed in this plan as adding to students' educational experiences in complementary ways. Not only do internships, capstone projects, and undergraduate research provide important hands-on learning, but education abroad is recognized as a critical component of students' background, provided it is not an afterthought but rather tightly integrated into their curriculum. Opportunities to grow socially are coupled to serving others in ways that strongly impact the lives of those giving service and the lives of recipients as well, simultaneously meeting our outreach mission while positioning *Ut Prosim* as a defining characteristic of Virginia Tech graduates.

Based on discussions with faculty and students, the suggestions and goals provided by the university community have been placed into a framework based on annual experiential themes, a plan we propose to name the *VT Experience.* This plan will be phased toward full implementation from 2011 to 2016. Although the themes articulated below describe the ideal of a range of experiences made available to all undergraduate students, in practice the number of students who participate will grow over time, with pilot projects and ongoing assessment playing a major role in the evolution and implementation of the plan.

THE *VT EXPERIENCE*

Freshman Year—Awareness

For most of our undergraduate students, college is an important time of maturation and social growth. During the first year at Virginia Tech, the theme of awareness guides students to study and reflect on the world and their place in it.   Both self-awareness and national/global-awareness components will play a role as students learn to look inward as well as outward.

The program will begin with a pre-arrival online orientation including virtual tours of campus and the community of Blacksburg. For out-of-state students, additional information about the Commonwealth will be provided online. International students will similarly benefit from content crafted specifically for them. Through these digital resources, incoming students will begin to learn about the campus and become familiar with the range of activities in our community. Incoming students will be given an opportunity to have another student, likely a junior, serve as his/her student advocate.

Once on campus, students will receive extensive guidance on tools available to map their undergraduate experience through Virginia Tech and beyond. For example, the Pathway Planner, HokieSpa, and e-Portfolio will be tightly integrated so these tools can be viewed as a single system. Students will meet with their faculty advisors and student advocates to discuss career options and coursework, opportunities available through Curriculum for Liberal Education (CLE), and other available resources that would assist them in adjusting to life on campus. Students will develop an individualized set of courses from the CLE, and this course set may be modified as students progress and interests change due to new experiences. This customization will provide opportunities for students to meet with faculty in their departments as they seek approval for exceptions to regular CLE options. Students will take introductory courses in a variety of areas to provide a solid foundation for coursework and experiences related to their majors. Ultimately, the freshman year coursework will help students to develop plans for fitting into society as Virginia Tech graduates steeped in the meaning and practice of *Ut Prosim*.   Achievement of this goal can be enhanced by substantive collaborations with the Division of Student Affairs.

Sophomore Year—Service

During the second year, students begin to focus outside themselves and to follow interests they brought with them to VT or developed while they were freshmen. They learn how the principle of *Ut Prosim,* "That I May Serve," can be applied in their lives. Many service learning opportunities from which to choose will be available, and students will be supported in developing new areas of activity that specifically fit their particular strengths and interests. They will continue working with their advisors and advocates to make CLE choices that broaden multi-cultural experiences, in addition to adding content that will specifically connect to their service interests.

Students' coursework will concentrate on more discipline-specific materials that are taught, as the plan advocates, in a student-centered, engaging manner. This curriculum will be supplemented by the experience and broadening built into the CLE offerings. Students should be able to acquire academic credit for some of their service experiences, since these will have explicitly stated educational objectives.

During the second semester of the sophomore year, students will have an opportunity to participate in workshops and seminars designed to provide training in mentorship and communication. This training will prepare them to become student advocates for freshmen (mentored by juniors) and sophomores (mentored by seniors) within their major or in a closely aligned field.

Junior Year—Mentoring

Students will begin to apply their growing knowledge and experience base to serve those who are new to the Virginia Tech community, including transfer students. They will tutor, offer suggestions for courses and instructors, and generally provide a welcoming environment by assisting their peers. They will be expected to describe and share information about their own internships, education abroad, and service experiences to those they mentor. Such a process will provide juniors opportunities to reflect on what they have learned.

Students would be encouraged to take a course during the junior year that includes an education abroad component, in which they would take coursework that fits into their academic program and expands their appreciation for the global community.

Senior Year—Leadership

In the senior year, students will apply the education and experience gained at Virginia Tech to real world problems. Internships and other hands-on experiences will lead to increased connections to the community as well as to local, national, and global industries. If students have not yet participated in multi-cultural activities, the senior year would a good time to do so.

For students in programs that require more than four years in which to complete requirements for graduation, this themed four-year approach can be spread over five years. Alternatively, students who aim to graduate in less than four years would be encouraged to take summer coursework or participate in activities that would ensure that they acquire the same experience as those who graduate in four years.

A key component of this plan is the scaffold approach to learning that integrates experiential learning and takes advantage of our institution's long-standing and active commitment to service.

Recommendations of the Association of American Colleges and Universities' LEAP (Liberal Education and America's Promise) Initiative provide a useful and relevant foundation on which a meaningful *culture of learning* can be developed and fostered at Virginia Tech (AAC&U, 2010; AAC&U, 2007). LEAP provides conceptual scaffolding regarding essential learning outcomes, high-impact educational practices, and authentic assessments that are key to liberal education now and in the future. This guidance, recommendations of past undergraduate education-oriented committees at VT, and recent learning research findings comprise the foundation for the goals and objectives regarding teaching and learning that follow.

LEARNER-CENTERED PEDAGOGY

Learner-centered pedagogy focuses on the construction of complex learning environments and experiences through the judicious and proactive application of engaging instructional strategies (e.g., reciprocal teaching, problem-based learning, collaborative learning) for the purpose of fostering deep comprehension, cognitive and metacognitive expertise, meaningful reflection, and socio-cultural awareness in students (Nilson, 2010; Weimer, 2002). Ultimately, learner-centered pedagogy aims to develop self-regulated, culturally aware, and deeply engaged students. Institutionally supported improvements to instructional practice are continuously informed by measuring student learning, with the overarching goal of fostering a culture of learning throughout the broadened concept of the VT Experience.

GOAL 1:   Clear the path
Utilize policies, personnel, and procedures to facilitate students' progress through their academic programs.

Objectives:

1a.   Improve academic advising and establish a formal peer-mentoring program for first and second year students

Justification
Of the hundreds of student characteristics examined, the factor most highly correlated with student success in college is the quality and quantity of relationships students had with each other and with their faculty (Astin, 1997). In recent surveys carried out by the Student Government Association (SGA) and the university Commission on the Curriculum for Liberal Education (UCCLE), academic advising was identified as one of the most critical areas that require immediate attention. While some departments and colleges do outstanding work in advising their students, others struggle to meet student needs in a consistent manner. Increasing the number of knowledgeable faculty and staff advisors as well as student peers will create a more intellectually stimulating, enriching, and satisfying environment to enhance the undergraduate experience at Virginia Tech.

Approach
- Coordinate and document various approaches to academic advising for undergraduate students and provide avenues for sharing best practices in advising
- Provide training and incentives for high quality advising by faculty
- Create a peer-mentoring program and provide a student advocate for entering students with a long-term goal of reaching most students
- Raise faculty awareness of the importance of academic advising to facilitate student success
- Formalize partnerships between academic departments and university Career Services

Assessment Indicators
- A university-wide effort would be developed to ensure that students and advisors are well informed about majors, course sequences, career-related services, programs, resources, and opportunities
- Annual reports by departments and colleges will document steps taken to improve academic advising, including training programs for faculty and student advocate peer mentors
- Promotion and tenure packets will continue to evaluate advising efforts by faculty

1b. **Implement linked technologies to enhance student learning as well as to record and articulate intellectual and skill development and refinement that include curricular and co-curricular experiences**

Justification
Virginia Tech has long been regarded as a leader in the use of technology to enhance learning. This strength is increased by the presence in the Learning Technologies department of national experts in the use of e-Portfolios. The university must find ways to further capitalize on our existing resources and combine several disparate efforts in administrative computing into a single, easy-to-use system for students and their faculty and advisors. With a primary goal of providing a holistic educational experience, it is imperative to use various technologies to achieve this overarching goal. Our students will be better prepared to enter the work force or to continue their academic training in graduate or professional schools.

Approach
• Develop a transparent interface that tightly integrates online course planning, advising (including DARS), registration, and e-Portfolio data
• Require every incoming undergraduate student to develop an e-Portfolio by fall 2011
• Provide training for faculty that focuses on best practices in the use of e-Portfolio to enhance learning

Assessment Indicators
• A seamless interface will be developed to facilitate the use of digital systems that support advising, instruction, and career planning
• Every undergraduate student will establish an e-Portfolio and document his/her academic and cognitive development
• The Office of Academic Assessment and the Office of Learning Technologies will develop mechanisms for faculty and students to document learning through e-Portfolios

1c. **Develop and expand first year experiences into themed academic years, consistent with "Pathways to Success" principles and AAC&U rubrics**

Justification
Ausubel (1960) promoted the idea of "advance organizers" as a mechanism for improving student learning by suggesting faculty present a course overview as a framework upon which to hang new knowledge. What we intend is to apply the four themes of the VT Experience as an orienting tool for the student's entire undergraduate career. This organizational scheme will promote reflection and planning, and thereby help to ensure an effective academic initiation to a more meaningful life and career.

Approach
• Utilize new student orientation events to focus students' and parents' attention on the importance of and the steps toward successful academic planning
• Integrate the freshman year theme of awareness into the first year experiences and develop programs for subsequent years, ensuring that all four themes support each other and promote the development of a true spirit of *Ut Prosim*

Assessment Indicators
• The responsibilities of the Office of First Year Experiences and the Office of Learning Technologies will be expanded to include partnership with other units to prepare students for

the themed approach.
- Surveys of students and faculty at the end of each year will provide feedback, and allow modifications to each year's thematic offerings.

GOAL 2:   **Enhance experiential learning**
Engage and empower learning experiences that prepare students to be active, creative, knowledgeable, and ethical participants in our globally networked society.

Objectives:

2a.   **Evaluate and revise the Curriculum for Liberal Education to provide individualized student learning opportunities**

Justification
During initial interviews with students, one student provided a valuable insight into a more meaningful and broader education. She said "We need people skills: leadership, how to interview, interact with people…real life rather than just tests. And we should learn to enjoy learning through the Curriculum for Liberal Education."

Approach
- Establish an administrative process to support the CLE program and develop a transparent, predictable funding system for the CLE
- Comprehensively review the CLE and recommend steps for improvement
- Develop alternative paths for students to meet the requirements of the CLE such as substituting courses that would fulfill the goals of the CLE in ways that would be particularly meaningful to the student. A valuable part of the exercise would be for students to justify their plan to both their home department and the departments offering the courses. A double major or minor in a different field may be considered as a substitute for a traditional CLE program
- Include questions about CLE on the senior survey and conduct a thorough interview of graduating seniors

Assessment Indicators
- The CLE Director will coordinate and oversee CLE courses and activities
- CLE course enrollments and student evaluations will be tracked every semester
- Students will be able to develop and justify their individualized CLE coursework or alternative strategy
- The CLE Director will work with departments on how to integrate the CLE into their curriculums where appropriate

2b.   **Develop interdisciplinary degree programs that would provide students with core competencies needed to address global challenges**

Justification
In a recent survey of administrators at AAC&U member institutions, most indicated that their undergraduate programs have a common set of learning outcomes to address a wide variety of skills and knowledge areas. The skills most widely included are writing, critical thinking, quantitative reasoning, and oral communication skills. The areas of knowledge most commonly included are humanities, science, social sciences, global cultures, and mathematics. Increasing visibility for interdisciplinary courses, especially within the CLE, would enable our students to experience the breadth of liberal education

Approach
- Where necessary, review and expand the number of courses that traverse one discipline
- Provide incentives for faculty to develop and/or sustain interdisciplinary courses in the major whenever possible

Assessment Indicators
- The senior survey will indicate measurable gains in quantitative literacy, communication, use of technology, problem solving, and critical thinking by graduate students
- The learning outcomes of the majority of CLE courses would include gains in interdisciplinary learning

2c. Increase the number and variety of out-of-classroom learning experiences available to students

Justification
What students *do* during their college years counts more toward what they learn and the extent to which they will persist in their studies than factors such as who they are, or even the school they have chosen to attend. Voluminous research on college student development shows that the time and energy students devote to educationally purposeful activities is the single best predictor of their learning and personal development (Kuh, *et. al.*, 2010)

Approach
- Increase the range and availability of education abroad programs as well as courses in foreign languages, particularly those spoken in countries with rapidly growing economies.
- Provide additional opportunities for students to participate in distance learning, service learning, undergraduate research, internships, and industrial problem solving
- Continue to support an office to coordinate undergraduate research across campus
- Continue to partner with the Division of Student Affairs to develop learning communities and identify service learning opportunities for students

Assessment Indicators
- Every student who receives a bachelor's degree from Virginia Tech will have engaged in multiple experiences and activities designed to enhance their co-curricular experiences
- The Center for Student Engagement and Community Partnerships will tabulate students engaged in service-learning projects, which must be tied to specific educational goals
- Track the number of students who participate in education abroad, participate in internships or other direct involvement with industry, or perform research with faculty

GOAL 3: Enable with resources
The university will provide resources and support necessary to ensure progress on all aspects of this plan.

Objectives:

3a. Develop a responsive, transparent, and predictable process for allocation of base and one-time resources to colleges

Justification

A number of faculty have expressed concern about their limited access to information regarding the process by which base budgets for instruction are calculated. They expressed serious concern about the disparity between resources provided and the increase in enrollments. Additional one-time resources can provide means and motivation for continuously improving our educational efforts. Improved enrollment management will alleviate the challenge of accurately predicting both the number of anticipated students to be served and the resources required. Without that information, it is difficult to implement any meaningful and effective education plan.

Approach
• More clearly explain the metrics and factors used to allocate resources to colleges
• Evaluate and elucidate the process of enrollment management to colleges and seek their input
• Develop a mechanism for dissemination of annual updates on enrollment management

Assessment indicators
• An administrative structure that supports effective enrollment management will be established
• The administration will regularly communicate how allocation decisions are made and will provide examples of how efforts leading to improvements in learning outcomes have garnered increased resources for the units involved

3b. Develop incentives for instructional improvement

Justification

Often, faculty members perceive enormous pressure to advance their research program, and much less pressure to advance their teaching (and extension).

Approach
• Continue to provide training opportunities for faculty to improve their skills in new trends in pedagogy
• Continue to enhance recognition of faculty who contribute toward superior instructional outcomes
• Continue to provide release time or summer pay for instructional development that will promote the implementation of research-based advances in teaching

Assessment Indicators
• Workshops and other methods for training faculty on cutting edge pedagogical approaches would be made available
• Require sufficient evidence to judge the quality of teaching and learning outcomes in tenure and promotion dossiers

3c. Improve utilization of existing resources to enhance undergraduate education

Justification

While the level of fiscal support from state and federal sources for higher education continues to decline, the mission of a land-grant university has not changed. To continue to meet the core mission of educating students for the work force, universities must develop strategies to enhance undergraduate education with the diminishing resources available. Minimizing the faculty's administrative tasks and/or making them more efficient, as well providing avenues for retired faculty to continue teaching, will contribute toward a vibrant community for undergraduate education.

Approach
- Share best practices on instruction and advising as well as the use of more efficient and effective instructional environments such as the new SCALE-UP classrooms
- Collaborate with the Academy of Emeritus Faculty to tap into the extensive teaching experience of the group
- Draw on the pool of people and infrastructure across the campus to advance the entire educational enterprise

Assessment Indicators
- A robust Academy of Emeritus Faculty will be established
- All undergraduates would be encouraged to take at least one online course
- Departments would report their efforts to enhance instructional delivery and share resources with other units at workshops on campus

3d. Increase the number of faculty employing learner-centered pedagogies, supported by increased professional development opportunities

Justification
Contemporary research offers considerable information about how to promote learning in ways that are even more effective than lecturing. With striking consistency, studies show that innovative, active, collaborative, cooperative, and constructivist instructional approaches shape learning more powerfully, in some forms by substantial margins, than do conventional lecture-discussion and text-based approaches (Pascarilla and Terenzini, 2005).

Approach
- Initiate a certification program for faculty where two years of pedagogical training and guided practice will result in a new title (Master Teacher) and a salary increase to demonstrate increased value provided to the university and our students
- Support faculty efforts to improve their instructional delivery skills

Assessment Indicators
- Departments will report their instructional improvement efforts and results, including the utilization of state-of-the-art learning technologies
- Survey faculty and students and note workshops and other activities of CIDER to measure progress in providing useful learning experiences to our students
- Recognize teaching awards in a manner consistent with those for research activity

GOAL 4: Continuous improvement
The university will make the on-going assessment of student learning outcomes the collective responsibility of all participants in the academic enterprise.

Objectives:

4a. Define student learning outcomes for every course and measure student progress on the objectives outlined in course syllabi

Justification
During the recent accreditation process by the SACS, it became clear that departments evaluate

student learning using a variety of tools and methodologies. In the past, assessment has been emphasized primarily at the program level. A broad attempt to drill down to the course level would offer more specific and consistent approaches to improve student learning. Several faculty members have indicated an interest in attending workshops that would enable them to formulate measurable student learning outcomes.

Approach
- Continue to provide workshops for faculty and instructors on how to write effective course objectives and student learning outcomes
- Include a set of behaviorally based learning outcomes including statements such as: "Students will be able to…" that describe in detail what students successfully completing the course syllabus requirements would be expected to accomplish
- Use research-based assessment tools and state-of-the-art technology to improve the evaluation of student learning

Assessment Indicators
- Syllabi for undergraduate courses will have a set of learning outcomes to delineate the expectations of students
- Students will be asked to provide specific references to course learning outcomes from their e-Portfolios
- Data on learning outcomes will be reported by colleges and shared with the campus

4b. **Use results of the assessment of student learning outcomes as the basis for continuous data-driven improvement of instruction**

Justification
The ability to demonstrate continuous improvement across all aspects of our mission is a key component of Virginia Tech's SACS Reaffirmation of Accreditation process, and thus is critical to the university's accreditation status. To meet our institutional mission and ongoing strategic plans, Virginia Tech engages in continuous improvement of academic and non-academic services which directly and indirectly affect delivery of the very best education to all students (VT Website, 2010). This process will require qualitative as well as quantitative assessments.

Approach
- Provide opportunities for faculty to conduct mid-semester evaluation of their instructional methods
- Provide workshops for faculty on how to use data from end-of-semester course evaluations to actively improve courses for faculty

Assessment Indicators
- CIDER will expand the mid-semester course evaluation service for faculty
- Regular workshops will be provided for faculty to review and revise their pedagogical approaches

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Virginia Tech's School of Education: Preparing Educational Professionals for the 21st Century

Virginia Tech Board of Visitors
Academic Affairs Committee
June 2011

Susan G. Magliaro, Ed.D.
Director, School of Education
Associate Dean for Professional Education

1

Overview

- Becoming a teacher at Virginia Tech
- The national and state context impacting the preparation of educational professionals
- Living the land-grant mission: Virginia Tech's School of Education's response
- Looking toward the future: reaccreditation through continuous improvement

2

Then and Now

- *Then*:
  - "He who can does. He who cannot, teaches."
    George Bernard Shaw (1903)

- *Now:*
  - National Council for Accreditation of Teachers (NCATE): "caring, competent, and qualified"
  - Current federal Elementary and Secondary Education Act (also known as *No Child Left Behind*): "highly qualified"
  - New/reauthorized federal Elementary and Secondary Education Act: "highly effective"

3

Becoming a Teacher at Virginia Tech
Admission Requirements

- Programs offered in 13 general endorsement areas, 20 specific Virginia endorsements (initial licensure)
- Completion of an undergraduate degree in an appropriate discipline with a 3.0 GPA
- Meeting the "cut" scores on either the Praxis I, SAT, ACT, or Virginia Communication and Literacy Assessment (VCLA) plus the Praxis I-Math
- Prior experiences working with children
- Interview
- Admission to the Graduate School

4

Successful Completion of the Master's and Licensure Requirements

- Virginia Communication and Literacy Assessment (VCLA)
- Professional studies courses
- Praxis II – Virginia's content exam
- Field experiences (early field and student teaching)
- Virginia's reading assessment for PK-6 and special education candidates
- Portfolio assessment: evidence of impact on student learning
- Completion of the blood born pathogen, child abuse, and civics education modules

5

The National and State Context Impacting the Preparation of Educational Professionals

- *National:*
  - U. S. Department of Education (US DOE)
  - The Higher Education Opportunity Act (HEOA)
  - National Accreditation (NCATE)
  - Interstate Teacher Assessment and Support Consortium (InTASC) standards
- *State:*
  - State licensure and regulations
  - Program approval: biennial measurement targets
  - Shortage areas
  - New legislation
  - Higher Education Restructuring Act

6

Virginia's Program Approval Requirements

- Must be nationally or Virginia Board of Education accredited
- Programs must align with Virginia licensure regulations for school personnel
- Programs must meet standards for biennial approval
  - Candidate performance on licensure assessments
  - Candidate performance on basic skills test
  - Structured and integrated field experiences
  - Required field experiences in diverse school settings
  - Evidence that candidates contribute to K-12 student achievement
  - Evidence of employer satisfaction
  - Evidence of school-university partnerships

7

The University and College Context

- *The University Strategic Plan:*
  - Become a national leader in Science, Technology, Engineering, and Mathematics (STEM) education
  - Maintain our role as a state-wide leader in the preparation of educational leaders
  - Engage in interdisciplinary partnerships in the Institute for Creativity, Arts, and Technology

- *The College of Liberal Arts and Human Sciences Strategic Plan:*
  - International/global curriculum
  - Diversity

8

The School of Education's Response

- *Our Mission:* To enrich the lives of PK-12 learners, families, and communities in a diverse world through inquiry, leadership, and advocacy.

- *Our Conceptual Framework:*
  - Immersed in and learning from practice
  - Public scholarship
  - Curriculum alignment
  - Development of a technology blueprint
  - Move forward aggressively with ongoing STEM initiatives

9

School of Education Academic Programs

- Initial licensure: teacher and counselor preparation

- Advanced licensure: principal and superintendent preparation

- Professional education:
  - Advanced degree programs: master's, education specialist, doctorate
  - Continuing and Professional Education
  - Recertification

10

School-University Partnerships
(examples)

- Southwest Virginia Professional Education Consortium
- Teaching American History Grant
- FIRST Robotics
- Training and Technical Assistance Center
- Project ESTEEM (Exploring Strategies To Engage and Empower Minority Students)
- Danville City Public Schools: Video/Audio Center Project
- Virginia Career VIEW (Vital Information for Education and Work)
- College Bound Summer Transition Awareness Program
- Virginia School Leaders Institute
- Western Virginia Public Education Consortium

11

International, National, and State Presence
(examples)

International:
- 14 Memoranda of understanding around the world
- China Educational Leadership Conference
- Malawi University Partners in Collaboration (UPIC)

National:
- Officers in national professional organizations (Lawson, Lockee)
- Science-Math Teacher Imperative (SMTI)/Association of Public and Land-Grant Universities (APLU)
- Carnegie Project on the Educational Doctorate

State:
- Governor's Conference on STEM Education
- Virginia Department of Education's Advisory Board for Teacher Education and Licensure
- Educational Leadership programs at six different sites.

12

***Virginia Tech's School of Education:
Preparing Educational Professionals for
the 21st Century through Inquiry, Leadership,
and Advocacy***

Questions?

13

Faculty Work-Life Policies:
Who Is Using Them and Why

Jack W. Finney, Associate Provost

Academic Affairs Committee

June 6, 2011

*advance*VT   VirginiaTech
Invent the Future

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*Advance*VT Work-Life Initiatives

- **Extension of the Tenure Clock – 2006**
  - ➤ Automatic extension for new parents

- **Modified Duties – 2006**
  - ➤ One semester flexible assignment

- **Part-time Tenure-Track – 2007**
  - ➤ 50% appointment, 10-year tenure period

- **Dual Career Program – 2005**
  - ➤ Guidelines, assistance, bridge funding

- **Child Care Partnership – 2008**
  - ➤ New facility in 2009 = 246 new slots
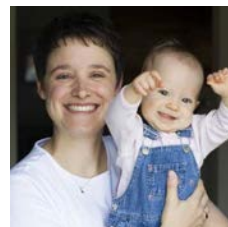
Megan Dolbin-MacNab, Assistant Professor, Human Development, was the first to use the modified duties policy

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Extending the Tenure Clock

95 Women, 76 Men
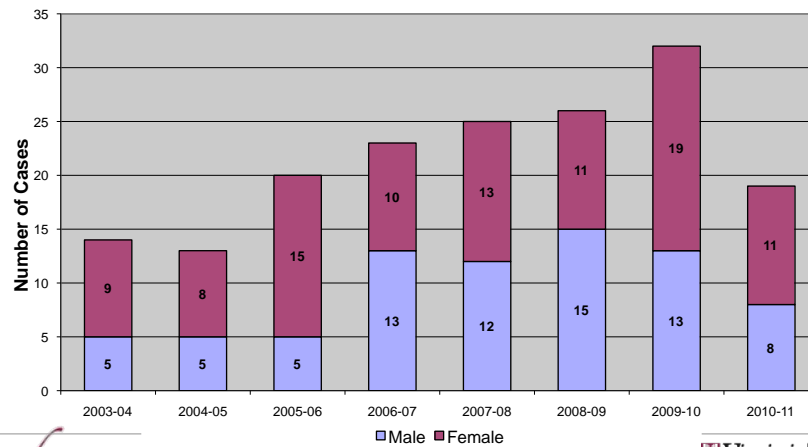
Reasons for Extending the Tenure Clock
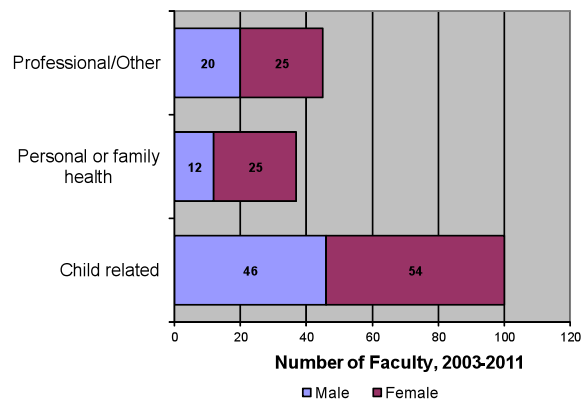
Modified Duties – Annual Report

43 Women, 12 Men

	2006-07	2007-08	2008-09	2009-10	2010-11
Childbirth/ adoption	4	10	5	10	8
Personal health	0	2	1	0	4
Other	0	6	0	4	1
Total	4	18	6	14	13

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Part-time Tenure-Track Appointment

- 50% appointment
- Fully engaged faculty member
  - Learning, discovery, & engagement
  - Reduced assignments
- Pre-tenure period up to 10 years
- Tenure-Track Assistant Professor, 50% beginning August 2011

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Dual Career Program

Cases through the Provost/HR Partnership

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Recruitment Cases	59	44	30	26	37	67
Retention Cases	7	21	9	13	4	5
Total Cases/Year	66	65	39	39	41	72

"Without it, we would not have come. I think it's critical because lots of people have spouses that are also in research or in the same area, so they will only come if you hire both. So, if you have a program like that, it's really important to get people here."

- New Faculty Hire, 2006-07

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Dual Career Program

Faculty cases facilitated by the Provost's Office
N = 55

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
New Dual Career Faculty Hire	12	11	6	8	4	14
Number (%) Retained 2010-11	10 (83%)	10 (91%)	5 (83%)	7 (88%)	(100%)	As of 5/18/11

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Child Care Partnership with Rainbow Riders

Contract Year	Infant (0 - 1½ yrs)	Toddler (1½ - 3 yrs)	Preschool (3 yrs to school age)	School-age (before & after care, holidays, snow days, summer)	Totals
2009-2010 (Year 1)	25	20	71	13	129
2010-2011 (Year 2)	16	11	30	10	67
Totals	41	31	101	23	196

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Future Work-Life Initiatives

- Continued education about our policies
  - faculty and administrators
- Workshops for faculty
  - stress management, exercise, time management, guilt reduction
- Child care
  - especially for infants
- Listening to faculty needs
- Problem solving and new policies for faculty
- Tracking success

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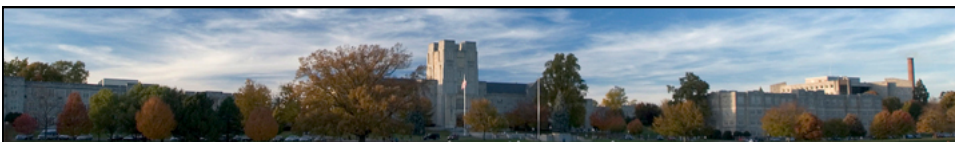
International Programs Update

Academic Affairs Committee
Board of Visitors
June 6, 2011

Dr. John Dooley
Vice President for Outreach and
International Programs

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Project in Senegal

Funding source: USAID

Amount: $28 million*

Time period: 5 years

Title: Capacity Building for
                   Agricultural Education and Research

* Largest single international grant ever in the history of Virginia Tech

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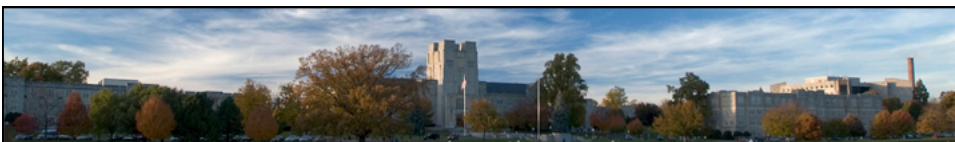
What we expect to achieve

- Revamp agriculture curricula at Senegal's five universities and five technology centers making it more relevant to today's needs

How will we do this?
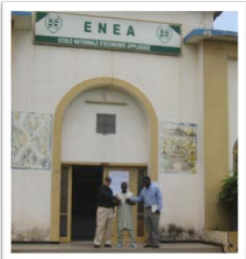
- Use the land grant system as a model

- Partner with other American universities and with Senegalese institutions

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Our Partners

Michigan State   Université Cheikh Anta Diop
Purdue   Université Gaston Berger
Tuskegee   Université de Ziguinchor
University of Connecticut   Institut National d'Economie Appliquée

Virginia Tech partners specifically with the Université de Thiès and provides overall leadership.

Potential Project in Southern Sudan

Funding source: USAID mission in Southern Sudan

Amount: $1.4 million

Time period: 2 years of a 5-10 year period

Title: Rebuilding higher education in agriculture to support food security, economic growth, and peace efforts in post-conflict Southern Sudan

Status: contracting modalities are being developed by the USAID mission in Juba

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What we expect to achieve

- Produce quality graduates who will meet the social and economic development challenges of Southern Sudan

- Improve infrastructure for teaching and research programs

- Revamp academic curricula

- Help advance degree programs

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What we expect to achieve
(cont.)

- Create a mutually beneficial **partnership** with universities in Southern Sudan

- Generate technology through **research** that is appropriate to the needs of Southern Sudan

- Create an integrated program that addresses **food security** on a sustainable basis

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Partners
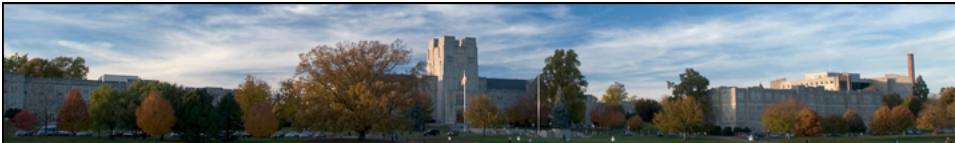
In Sudan:
- Catholic University of Sudan
- University of Juba

In the United States:
- Virginia State University

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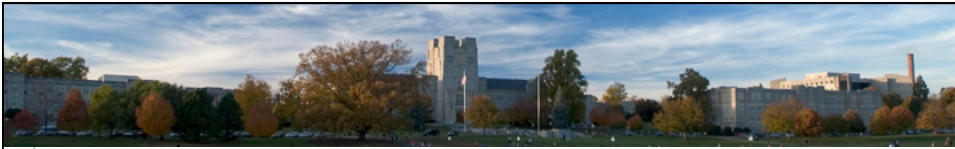
International *Ut Prosim*: Service Learning and Service

- Approximately 300 students (estimated) annually

- Class projects

- Individual interests

- Student organizations

- Other providers

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International *Ut Prosim*: Building Bridges in Haiti

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International *Ut Prosim*: Building Bridges in Haiti

http://www.youtube.com/watch?v=40y5W34nzvY&feature=related

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Diversity Strategic Plan Update

Academic Affairs
June 6, 2011

Dr. William T. Lewis, Sr.
Vice President for Diversity & Inclusion

Aspirational Narrative for Diversity and Inclusion at Virginia Tech

- Ensure that every Virginia Tech student, faculty, and staff member is reflected in the institution, and that they see others who share common interests and cultural backgrounds

- Provide an environment where individuals feel the warmth and the common bond of humanity in those who may appear dissimilar to their own identity

- Be a thought leader for matters regarding diversity and inclusion

- Remove barriers that prevent any of our students, faculty, or staff from reaching their full academic, personal, and global potential

- Transform our organizational culture in such a way that diversity and inclusion are seen as natural functions of educating students in the 21st century to interact as conscientious citizens in an interdependent global society

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2

Aspirational Narrative for Diversity and Inclusion at Virginia Tech

"That gathering will be one of my best memories of VT"
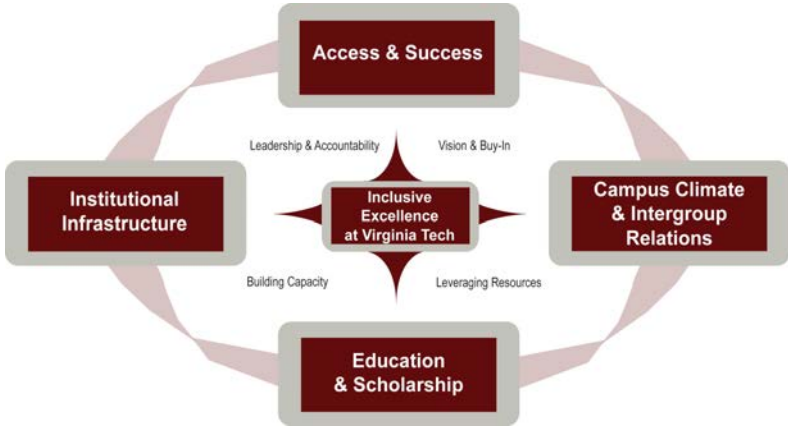
Weaving Diversity Plan with "A Plan for New Horizon"

Diversity Strategic Plan

Virginia Tech Plan for A New Horizon

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5

Grand Themes for "A New Horizon"

- Global Engagement and Competiveness

- Organizational Structure & Flexibility

- Innovation in Pedagogy and Curricula

- Building on Strengths, Creating Synergies & Fostering Innovation

- The Virginia Tech Experience

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6

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Diversity Strategic Update

William T. Lewis - Vice President - Office for Diversity and Inclusion
Spring 2011

Introduction

Over the past seven months at Virginia Tech I have given much consideration to the application of the Inclusive Excellence framework as the epicenter of our diversity efforts.

Historically, higher education has approached diversity related policies and practices from a race-central perspective, focusing chiefly on achieving structural diversity (racial representation). Programming focused on helping students acclimate to the institution, and for the most part, was not connected to the core mission of the institution.

Recognizing the limits of the old paradigm, the American Association of Colleges and Universities developed the Inclusive Excellence framework to expand this traditional focus of structural diversity. The Inclusive Excellence model recognizes that ongoing work to achieve racial equity must occur alongside efforts to broaden the scope and definition of diversity.
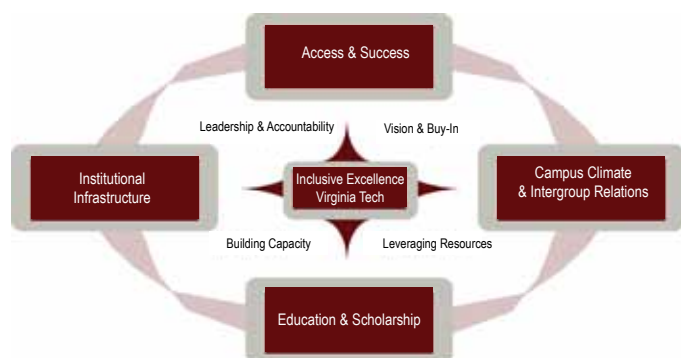
Virginia Tech has adopted this model with our aim being to:

- Ensure that every Virginia Tech student, faculty, and staff member is reflected in the institution, and that they see others who share common interests and cultural backgrounds

- Provide an environment where individuals feel the warmth and the common bond of humanity in those who may appear dissimilar to their own identity

- Remove barriers that prevent any of our students, faculty, or staff from reaching their full academic, personal, and global potential

- Transform our organizational culture in such a way that diversity and inclusion are seen as natural functions of educating students in the 21st century to interact as conscientious citizens in an interdependent global society

Current Initiatives
Office for Diversity and Inclusion

A number of diversity efforts are currently underway at Virginia Tech, many of which involve collaboration with stakeholders beyond the Office for Diversity and Inclusion. What follows is an overview of several ongoing efforts within the Office for Diversity and Inclusion that align with Virginia Tech's Diversity Strategic Plan and the Inclusive Excellence dimensions: Access and Success, Campus Climate and Intergroup Relations, Education and Scholarship, and Institutional Infrastructure.

It also includes an update concerning the repositioning of the Office for Diversity and Inclusion and next steps regarding full-scale implementation of the Diversity Strategic Plan.

Access and Success
- *Alumni Ambassadors Program* teaches alumni how to assist undergraduate admissions in recruiting efforts.

- *An Achievable Dream Academy Partnership* (AADA) is designed to close the achievement gap for

first-generation, low-income and underrepresented students at AADA schools, thereby increasing opportunities for the Dreamers to enroll in college.

- *High School - High Tech* provides enrichment activities for high school students with disabilities who demonstrate potential and interest in careers in science, technology, engineering, and math (STEM).

- *Legacy Through Leadership Speaker Series* engages multicultural alumni with current multicultural students. The program focuses on mentoring and career development strategies. Alumni are invited back to campus to speak on panels and conduct workshops with students.

- *The On-Campus Transition Program* aims to expand the inclusive placement and service options for 18-22 year-old students with developmental disabilities to include the age-appropriate setting of a college campus.

- *The Presidential Campus Enrichment Grant Program* provides grants for students who have participated in diversity activities and demonstrated a commitment to educational diversity.

- *The Presidential Scholarship Initiative* targets Virginia high school graduates who are the first in the family to attend college and are from low-income families. The Initiative is a collaborative effort between the Office for Diversity and Inclusion, University Scholarships and Financial Aid, and the Center for Academic Enrichment and Excellence.

- *Virginia Tech Days* (Yield Events) helps increase the yield of underrepresented high school students who accept offers of admission to attend Virginia Tech.

Campus Climate and Intergroup Relations
- *The Principles of Community Speaker Series* hosts facilitated interactions and dialogue on a variety of diversity topics. This initiative includes special sessions for teaching faculty on inclusive pedagogy through a partnership with the Center for Instructional Development and Educational Research (CIDER).

- *The University Martin Luther King (MLK) Celebrations* showcases the impact and legacy of Dr. King. The Office for Diversity and Inclusion serves as the coordinating body for the celebrations in partnership with the MLK Committee, which consists of representatives from campus and community organizations.

Education and Scholarship
- *The Advancing Diversity at Virginia Tech Conference* is a collaborative effort between the Office for Diversity and Inclusion and the Office of the Provost. The conference includes a keynote speaker, break-out sessions, and a poster display.

- *The Diversity Development Institute* provides faculty and staff opportunities to cultivate competencies and supports educational sessions and interactive workshops that increase awareness on the topics of diversity and inclusion.

- *LDRS 1016: Learning about diversity and social justice class* (3 credit course in the Residential Leadership Community) encourages students to engage in critical thought and discussion about racism, classism, sexism, heterosexism, ableism and their intersections.

- *Multicultural Alumni Advisory Board* *members* serve as Virginia Tech ambassadors in local and regional communities and help educate other multicultural alumni on university policies, procedures, and initiatives.

- *The Student Support Grant Program* improves the retention and graduation rates of the undergraduate student population and contributes to the development of student leaders on campus.

Institutional Infrastructure
- *The Assessment Liaison* partners with the Administrative Services Staff for Effective and Sustainable Support (ASSESS) work group which is designed to promote the continuous improvement of administrative support services at Virginia Tech.

- *Constituency Group Reunions* provide multicultural alumni the opportunity to participate in an inclusive and diverse reunion that meets the cultural, social, and learning needs of a particular constituency group, they also provide an opportunity to identify alumni for prospective donor and university service opportunities.

- *Multicultural Alumni Engagement* involves participation by alumni in recruiting and yield activities, mentoring students, serving on alumni boards, and exposing students to co-curricular and employment opportunities.

- *Special Interest (Affinity) Organizations* like the Black Alumni Organization, Hispanic Alumni Organization, and the LGBT Alumni Organization help identify additional alumni for prospective donor and university service opportunities, and provide diverse and inclusive programming activities for underrepresented alumni groups.

- *Virginia Diversity Officers in Higher Education provisional affiliate chapter* a partnership between the National Association of Diversity Officers in Higher Education and five Virginia institutions established the Virginia Diversity Officers in Higher Education provisional affiliate chapter. This new chapter provides Virginia-based chief diversity officers an avenue on which to exchange ideas to increase the scope of inclusive excellence in higher education.

Office for Diversity and Inclusion Repositioning Efforts

The Office for Diversity and Inclusion has revised its' mission statement and articulated three strategic priorities which align with Virginia Tech's mission and the Diversity Strategic Plan. The revised mission and strategic priorities will facilitate stronger relationships with university partners, constituent groups, and alumni and friends of Virginia Tech.

Mission

The Office for Diversity and Inclusion will work to establish a collaborative approach to achieving inclusive excellence at Virginia Tech. We will provide leadership for building and sustaining a diverse and inclusive community where all individuals are appreciated and respected.

Strategic Priorities

- Build institutional capacity by providing educational opportunities for students, faculty, and staff to engage in actively creating a diverse and inclusive community.

- Foster mutually beneficial relationships with stakeholders and constituencies by providing sustainable, strategic initiatives that contribute to the university goal of inventing the future.

- Collaborate with academic and administrative units on communication concerning diversity and inclusion efforts that align with the university strategic plan.

Program Assessment and Evaluation

The Office for Diversity and Inclusion is concluding a semester-long evaluation of every program which we directly lead. Our goal is to promote programs and initiatives that can be sustained and have university-wide impact.

Therefore we, along with input from our program partners, have determined to either discontinue programs which can no longer be sustained or moved certain programs to more appropriate offices within the university. The programs that remain in the Office for Diversity and Inclusion are being scaled-up to ensure the broadest reach.

Program Inventory and Alignment: Unit Specific

We continue our work with the academic and administrative diversity chairs, deans, vice presidents, the Commission on Equal Opportunity and Diversity, campus caucuses, Center for Academic Excellence and Enrichment and Multicultural Fellows regarding the alignment of their diversity efforts to the Diversity Strategic Plan.

We are currently taking an inventory of each unit's diversity efforts, which will offer a complete picture of the depth and scope of diversity activities occurring on campus. Many of these activities are connected to the Diversity Strategic Plan, and we will encourage all efforts to find alignment to the Plan. It is worthy to note that our efforts of alignment mirror diversity efforts nationally (UPenn, TAMU, Wisconsin-Madison).

Next Steps

- Meetings will be scheduled with the deans of each college to discuss what is learned through the diversity inventory and hear their hopes and resource needs for their diversity efforts. Concurrently, meetings will also be scheduled with the diversity committee for each college to discuss their process of evaluating and assessing diversity efforts

- The Office for Diversity and Inclusion will provide an improved communications platform that will make our efforts transparent and easily available to all of our constituents

- The Office for Diversity and Inclusion will provide support for educational sessions and interactive workshops that increase awareness on the topics of diversity and inclusion

- The Office for Diversity and Inclusion will assist in creating awareness of campus-wide diversity and inclusion activities and events hosted on campus

- The Office for Diversity and Inclusion will inform constituencies about the role and function of the Office for Diversity and Inclusion

- The Office for Diversity and Inclusion will partner with the university strategic plan committee led by Dr. Paul Knox to develop the process of integrating the Diversity Strategic Plan into the University's next strategic plan

- The Office for Diversity and Inclusion will refine partnerships with the Office of the Vice President for Development, University Relations, and the Vice President for Alumni Relations with the goal of building a robust diversity development strategy for the next Capital Campaign

The work that we have ahead of us is massive, and we cannot complete it alone. We need your continued support as we, a community of Hokies, grow a diverse campus and nurture an inclusive community.

For more information please contact the Office for Diversity and Inclusion at (540) 231-7500 or visit www.diversity.vt.edu.

Virginia Tech Principles of Community

Virginia Tech is a public land-grant university, committed to teaching and learning, research, and outreach to the Commonwealth of Virginia, the nation, and the world community. Learning from the experiences that shape Virginia Tech as an institution, we acknowledge those aspects of our legacy that reflected bias and exclusion. Therefore, we adopt and practice the following principles as fundamental to our on-going efforts to increase access and inclusion and to create a community that nurtures learning and growth for all of its members:

We 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.

We affirm the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.

We affirm the value of human diversity because it enriches our lives and the university. We acknowledge and respect our differences while affirming our common humanity.

We reject all forms of prejudice and discrimination, including those based on age, color, disability, gender, national origin, political affiliation, race, religion, sexual orientation, and veteran status. We take individual and collective responsibility for helping to eliminate bias and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.

We pledge our collective commitment to these principles in the spirit of the Virginia Tech motto of *Ut Prosim* (That I May Serve).

RESOLUTION TO REVISE THE PASS/FAIL POLICY FOR UNDERGRADUATE STUDENTS (PRESIDENTIAL POLICY MEMORANDUM NO. 204)

WHEREAS, the current pass/fail option exists to encourage students to enrich their academic programs and to explore more challenging courses outside their majors, without the pressures and demands of the regular grading system; and

WHEREAS, students may currently apply the pass/fail option to no more than ten percent of the required hours for graduation completed at Virginia Tech; and

WHEREAS, students and advisors are confused by this sliding scale percentage model, which reduces the total allowable pass/fail hours for currently enrolled students who complete transfer credits; and

WHEREAS, by definition, students who transfer to Virginia Tech have fewer hours available for the pass/fail option than do native students; and

WHEREAS, the State Policy on Transfer requires an equitable application of policies for both transfer and native students; and

WHEREAS, students enrolled in the Corps of Cadets are disadvantaged because of the total number of leadership courses that are offered only as pass/fail courses and are required for participation in the Corps;

NOW, THEREFORE, BE IT RESOLVED, that for students in a four-year program, the total maximum allowable credits for pass/fail shall not exceed 12 semester hours, exclusive of courses offered only pass/fail; and for students in a five-year program, the total maximum allowable credits for pass/fail shall not exceed 12 semester hours, exclusive of courses offered only pass/fail, **or** ten percent of the required hours for graduation completed at Virginia Tech—whichever is greater; and

BE IT FURTHER RESOLVED, that other policy restrictions continue without modification, including: a required minimum grade point average of 2.0; excluding application of this option to courses in the Curriculum for Liberal Education (CLE) and any required course(s) for the major; no more than two (2) courses per term as elective pass/fail credit; and the grade threshold of "D" as passing for a pass/fail option course.

RECOMMENDATION:

That the above resolution to revise the pass/fail policy for undergraduate students be approved.

June 6, 2011

RESOLUTION TO REVISE THE UNDERGRADUATE HONOR SYSTEM CONSTITUTION

WHEREAS, a major goal of the Undergraduate Honor System is to improve its service to the university and to present the honor system as accurately as possible; and

WHEREAS, the current version of the Undergraduate Honor System constitution has been in use for the last ten years without revision; and

WHEREAS, a recent review of the Undergraduate Honor System resulted in an examination of the constitution to consider updates and revisions to content and applicability; and

WHEREAS, the Undergraduate Honor System found the constitution in need of clarification and elaboration because certain vital information rendered it inadequate in its current form; and

WHEREAS, the revised constitution improves readability, content clarity, and elaboration of its core information—most notably in the areas of education and academic sanctions; and

WHEREAS, the Commission on Student Affairs supports the proposed revisions to the Undergraduate Honor System constitution;

NOW, THEREFORE, BE IT RESOLVED, that effective fall semester 2011, Article IX, Section 8 of the Undergraduate Honor System constitution be revised as follows to increase the number of faculty members appointed to the Review Board:

1. Five faculty Review Board members will be appointed as follows: two administrative, instructional, or library faculty members who will be appointed to three-year terms by the President of the University, and three instructional or library faculty members recommended by the Faculty Senate who will be appointed by the President of the University to staggered three-year terms.

2. The President of the University will appoint the Faculty Advisor from among the faculty members appointed to the Review Board.

RECOMMENDATION:

That the resolution to revise the Undergraduate Honor System constitution be approved effective fall semester 2011.

June 6, 2011

RESOLUTION TO ESTABLISH THE BACHELOR OF SCIENCE DEGREE IN METEOROLOGY

WHEREAS, the bachelor of science degree in meteorology will prepare students for careers with a significant focus on Geospatial Information Technology (GIS) and Remote Sensing, will unite data from both the natural and human environments, and will prepare graduates for careers in forecasting and modeling weather events; and

WHEREAS, geospatial skills are major contributors to the third fastest growing sector of the economy in the United States today—one that is heavily concentrated in Virginia with its proximity to the federal government, defense industry, and consulting firms that service the federal government; and

WHEREAS, this will be the first bachelor of science degree in meteorology in the Commonwealth of Virginia, and may increase the diversity of the undergraduate student body in the department and college, with focused recruiting efforts at Historically Black Colleges and Universities (HBCUs), community colleges, and high schools serving those underrepresented at Virginia Tech; and

WHEREAS, the award-winning Virginia Interoperability Picture for Emergency Response (VIPER) system was developed in Virginia and serves as a national model for assistance during emergency situations, Virginia Tech has a rare opportunity to craft an unrivaled meteorological program that takes advantage of state-of-the-art tools, technology, communications, and digital enhancement; and

WHEREAS, the bachelor of science degree in meteorology supports the goals of the Department of Geography, the College of Natural Resources and Environment, and Virginia Tech in that graduates are educated in ways to create, convey, and apply knowledge to improve the quality of life;

NOW, THEREFORE, BE IT RESOLVED, that the bachelor of science of meteorology be approved effective spring 2012 and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools (SACS) for notification.

RECOMMENDATION:

That the above resolution to establish the bachelor of science degree in meteorology effective spring 2012 be approved.

June 6, 2011

PROPOSAL SUMMARY
Bachelor of Science Degree in Meteorology

The Department of Geography proposes a new bachelor of science degree in meteorology to commence in the spring semester of 2012. A significant focus on geospatial information technology and its ability to unite data from both the natural and human environments will be prominent in the degree requirements. Graduates of this degree program will be proficient in spatial analysis by making use of Geographic Information Science (GIS) and remote sensing as well as the specialized software used in forecasting and modeling weather events. This approach is strongly suggested by university faculty and by professional meteorologists at the National Weather Service office in Blacksburg and the National Oceanic and Atmospheric Administration as a cutting edge niche in the field that will carry Virginia Tech students to new and expanded employment opportunities. Students will be able to predict severe weather (meteorology) and assess its impacts on ground features (geospatial science), on the human environment (building damage, road flooding, or loss of life) and on the natural environment (floodwaters, soil loss, or avalanche danger). This combination of skills will qualify graduates for employment dealing in loss prevention (the Federal Emergency Management Agency, the insurance industry, navigation and routing of ships), weather prediction (the National Weather Service, AccuWeather, meteorological consulting firms), and in geospatial analyst positions dealing with the physical environment (those responsible for environmental impact statements, the Environmental Protection Agency, the Virginia Department of Environmental Quality, the Virginia Department Emergency Management, and environmental non-profits).

Geospatial skills are major contributors to the third fastest growing sector of the economy in the United States, one that is heavily concentrated in Virginia with its proximity to the federal government, defense industry, and consulting firms that service the federal government.

The Department of Labor's 2004 prediction has borne out explosive growth in the use of these technologies in everyday life, from global positioning system navigation units in vehicles, to Google Earth, to on-line information systems, to buses that tell you when they will arrive at your stop, to emergency warnings issued for flooding, tornado activity and hurricane threats, and to emergency response. Weather and climate play into these technologies in ever evolving ways as we seek to keep our shipments safely clear of storms at sea, ground airliners and stop trains under severe weather conditions, and even make personal plans for the day based on weather information from Weather Bug and other on-line GIS supported location-based services on our desktops and smart phones.

The merger of weather forecasting with ground analysis and geospatial data mining are significant trends in our society, yet no academic programs in Virginia produce graduates who can speak both of these complex languages. That lack is precisely the reason for this forward-looking degree in meteorology at Virginia Tech. The Department of Geography has long had a strong geospatial reputation and will build its meteorological reputation to match under this new program. Virginia Tech will require both the GIS and liberal arts components of our existing geography options along with courses for full certification in meteorology to provide students optimal employment opportunities in both areas.   Virginia Tech will be the only program in the commonwealth to do this, and will be one of very few internationally that stresses geospatial analysis in its program.

The proposed program supports the goals of the Department of Geography, the College of Natural Resources and Environment, and Virginia Tech in the following ways:

- Virginia Tech's mission is to create, convey and apply knowledge to improve the quality of life. The efforts of our geospatial meteorologists will provide for higher quality of life in the future in the commonwealth through better understanding of human-environment interactions. This degree is cutting-edge, and clearly it "invents the future."

- Interests in weather and its effect on forest growth, wildlife habitat, fisheries, and wood structure abound in the College of Natural Resources and Environment. This program will have a direct positive impact on the other programs in Forest Resources and Environmental Conservation, Fish and Wildlife Conservation, and Wood Science and Forest Products.

- Given that this will be the only B.S. in meteorology in the state, it may increase the diversity of the undergraduate student body in the department and college, with focused recruiting efforts to Historically Black Colleges and Universities (HBCUs), community colleges, and high schools serving those underrepresented at Virginia Tech.   This effort is consistent with the American Meteorological Society's commitment to diversity in the field as evidenced by its AMS Weather Studies Diversity Project, which targets HBCUs, Hispanic Serving Institutions, Tribal Colleges and Universities, and Alaska Native or Native Hawaiian Serving Institutions.

- Through a strategic change in focus brought on by the department's move to the College of Natural Resources and Environment and allowed by recent retirements, this degree opens opportunities to Virginians in their home state without a large infusion of resources. It will remove the need for students to travel far from home to

obtain education in meteorology, and training Virginians within Virginia is important in maintaining their allegiances to the commonwealth after graduation.

Proposed Curriculum

The curriculum for the B.S. in Meteorology has been developed from recommended guidelines for undergraduate degree programs established by the American Meteorological Society and the National Weather Service, meeting the basic minimum requirements of the federal civil service for a degreed meteorologist. These requirements provide a strong, shared core of coursework with our existing majors leading to the B.A. degree in geography, assuring that our meteorology and geography students have a large common experience. The portion of the coursework in the geospatial science arena is in common with our geospatial and environmental analysis option. Additionally, a critical portion of both our new meteorology and existing degrees is the requirement for a field experience. Students must leave the classroom and study outside as an intern, by doing undergraduate research or by travelling on a field experience. In the B.S. in meteorology program, that experience will take one of two forms, either a meteorology field course (for example, the department's very successful great plains storm chase that runs each May) or an internship with the local National Weather Service in Blacksburg.

The B.S. in meteorology degree is comprised of 120 credits, distributed among the following categories of courses: Curriculum for a Liberal Education (general education; 36 credits); meteorology (25 credits); mapping and GIS (7 credits); geography core (12 credits); human systems (6 credits); math/statistics (8 credits); physical sciences (9 credits); field experience (3 credits); and free electives (14 credits).

The new courses developed to complete this proposal have all been approved through the university governance system. (New courses are indicated below with an asterisk.)

Existing and New Courses in the Meteorology Major

   GEOG 1504: Survey of Meteorology
   GEOG 2505: Weather Analysis I
   GEOG 2506: Weather Analysis II
   GEOG 3114: Introduction to Meteorology
   GEOG 3504: Severe Weather
   GEOG 4504: Synoptic Meteorology
* GEOG 3515: Dynamic Meteorology I
* GEOG 3516: Dynamic Meteorology II
* GEOG 3524: Meteorology Field Methods

* GEOG 4524: Physical Meteorology
* GEOG 4554: Remote Sensing of the Atmosphere

Learning Outcomes

Skill sets required for successful meteorologists include data collection, data analysis, data interpretation, and computer modeling—a set of skills already taught to our geospatial scientists in the geospatial and environmental analysis major. A key skill to be measured in a meteorology program is the ability to interpret evidence for upcoming weather patterns and to produce forecasts. The program will evaluate each student's abilities in these areas through standard means, course work and examinations, through course review self-evaluations by the faculty, and through annual student surveys concerning their progress in the major and their changing interests.

The Department of Geography will extend the principles and procedures currently used to evaluate the geography degree program to the new B.S. in meteorology. The learning objectives for meteorology will be the same as those currently emphasized in the geography degree program. Weather is a subject for geographic study—it is inherently a spatial phenomenon. Therefore, graduates will:

- **Know and apply principal traditions of geographic inquiry: location, regions, place, scale, and human-environment interaction** (for meteorology students this focus gives a grounding in the spatial perspective and human – environment interaction issues).

- Make appropriate use of **methods** for geographic inquiry to determine, to analyze, and to interpret spatial and temporal patterns and processes (specifically, existing geospatial methods expectations will be expanded to include meteorological software and interpretive forecasting processes).

- Exercise **critical thinking** and demonstrate skill in written, oral, and graphic communication (for meteorology students critical thinking will include interpretation and analysis of weather data and mapped patterns, development of weather forecasts).

Throughout the program the students will be gaining skills in software, critical thinking, spatial modeling and analysis, and weather forecasting. Specific skills to be attained would make a very long list. Generally, after graduation from the meteorology program at Virginia Tech, graduates will be able to gather and interpret weather data from observation stations; use weather imagery to develop weather maps and view weather patterns; describe the properties of radiation and radiation laws, including temperature

vs. wavelength radiation emission relationships; assess the atmosphere's potential for producing rain, sleet, freezing rain, and snow based upon the moisture and temperature profile shown on sounding plots; describe the thermodynamics of the atmosphere; forecast weather; gather and develop geospatial databases at appropriate scales and using optimal georeferencing systems; evaluate data sources for accuracy and reliability; and, develop geospatial models for the solution of spatial problems, especially for physical processes.

Individual and aggregate student progress in the major will be monitored each spring by the faculty in the department to determine whether or not the program is meeting the desired levels stated above. Students who are contemplating leaving the program will be interviewed to determine if changes to advising or other elements of the program could be made to better serve them.

Program Assessment

Assessments within each course are done through normal processes already in place, examinations, project work involving forecasting, computation and result gathering, written papers and oral presentations. Student grades are assigned based upon measurements of their learning in the courses. However, the Department of Geography recognizes that course grades alone cannot be sufficient measures as they are "independent audits" of performance without regard to the effectiveness of the curriculum as a whole. To determine whether or not the program itself is meetings its mission, each geography faculty member provides a post-course review for each course taught. Faculty reflect on each recently completed course and indicate the level of effort placed on each of our three learning objectives, how well each was met, what changes have been made since the last offering, and on any needed changes and improvements for the next. While this information is collected on a course-by-course basis, the department's undergraduate curriculum committee reviews the aggregate of all reports to look for continued improvement in the curriculum.

The university is committed to educational excellence and the enhancement of its academic programs. Virginia Tech has developed and will implement an ongoing academic program review process whereby all formally authorized undergraduate and graduate programs will undergo a comprehensive review at least once every seven years. The university will review the meteorology degree program using the procedures of the seven-year review after year three to gain a benchmark for further reviews. The program will be considered a success if:

- it maintains 60 majors by the fourth year it is offered (2015-2016);
- 80% or more of the majors complete the program requirements in five years or less;

- 80% of the graduates find employment in meteorology and/or geospatial fields within in one year after graduation, or pursue graduate education, and
- 75% of employers are satisfied with our graduates' job performance after one year of employment.

Evidence of Student Demand

While beginning to think about the expansion of the fledgling program in the spring of 2009, instructor David Carroll ran a survey of students in his meteorology classes to ascertain the amount of interest in an expanded program in meteorology. As these students had already self-selected into a meteorology class, one would expect a pretty high amount of interest. Ninety-seven percent of the undergraduates polled were interested in having access to more meteorology classes than the four the department had in the spring of 2009. Sixty-seven percent were interested in a major, and 90% wanted to learn more about severe weather. Seventy-six percent wanted more instruction on forecasting. General comments pointed to the excitement that students would have for such a program. Two students noted that they would have majored in meteorology had it been available, and two more students lamented the need to go out of the commonwealth to get a degree in meteorology.

Since that time, the Department of Geography has added two additional classes, and enrollments continue to indicate high levels of student interest. To be certain that interest in the program was not fleeting, the department completed a second, more thorough survey in the meteorology classes during the fall of 2010. Results show that little has changed. Forty-four persons responded to the survey—35 males and 9 females. All respondents were undergraduate students at Virginia Tech: 1 freshmen, 4 sophomores, 20 juniors, and 19 seniors. Results showed that 79% of students stated that they would be likely to take more classes in meteorology (two noted that they were seniors so they could not take more, but would have if they were underclassmen). Of those interested in more classes, 58% said they would definitely take more classes, 43% said they definitely would change to the major if it would not extend their time at Virginia Tech; a total of 61% were at least somewhat likely to do so.

The department has a number of other avenues that point to student interest in the program. Advisors in the University Academic Advising Center for undecided majors report 10-15 requests per year for meteorology. Since we began talking about the program internally in late 2006, the department has had increased requests for information. Although we have not done any advertising, word has leaked out around the commonwealth that Virginia Tech is working toward this program. As of spring 2010, the department had developed five new courses in meteorology (with one already existing on campus), so it is likely that current students are generating some of the talk

about program establishment. The Department of Geography also runs a highly publicized tornado chase course each May, with an Internet blog following that has grown each year and certainly attracted additional attention.

The geography faculty have met with several families—parents taking college tours with children typically in their junior year of high school. At those meetings, faculty pointed to the desire to start a program and the intention of proposing one. In all cases, the student interest in attending Virginia Tech was dependent on the meteorology program. None expressed interest in going far away for this education; all expressed a strong preference to stay within Virginia.

Evidence of Occupational Demand

Jobs held by meteorologists are widely varied, and this degree will cast the net even farther. It is worth looking at the variety of positions that our graduates might take.

Traditional meteorologists perform many tasks including weather forecasting, atmospheric research, meteorological technology development and support, information services, forensic services, broadcast meteorology, and teaching. New jobs in siting wind farms and tracking shipments around the world also involve meteorologists.

The demand for meteorologists can be gleaned from statistics, although it is difficult to assess the total need because the profession overlaps into many other areas. For example, the Bureau of Labor Statistics lists related occupations in which meteorologists might also be employed as "environmental scientists and specialists," which is closely allied to "surveyors, cartographers, photogrammetrists, and surveying and mapping technicians," a group that the Department of Geography educates in its geospatial and environmental analysis major, and a primary focus area for meteorologists.

Students of meteorology will find employment in both public and private sectors. The top five primary employers of meteorologists are the National Oceanic and Atmospheric Administration, the military (especially the Air Force and Navy), TV/radio stations, secondary and higher education, and consulting meteorology businesses. Demand for meteorology graduates currently is strongest in the private sector. The starting salary for meteorologists in the public sector is at the GS-5 level ($31,949 in Richmond), quickly increasing to the GS-11 level ($58,569 in Richmond) after completing three years of employment. Our students will also find employment in climate and green energy fields as they will integrate meteorology with geospatial science.

Using the closest match for our graduates, atmospheric and space scientist positions

are expected to grow nationally by 15% from 2008 to 2018. Popular job search websites such as *Simply Hired* listed the following total new jobs under the headings weather forecasting, meteorologist, and atmospheric scientist in October 2010:

- weather forecasting   58
- meteorologist   15
- atmospheric scientist   88

Median annual wages of atmospheric scientists in May 2008 were $81,290. The middle 50 percent earned between $55,140 and $101,340. The lowest 10 percent earned less than $38,990, and the highest 10 percent earned more than $127,100. The average salary for meteorologists employed by the federal government was $93,661 in March 2009 (Bureau of Labor Statistics, 2010).

Similar data for the geospatial industries indicate the robust job market in that field in October 2010 (*Simply Hired*, 2010):

- geospatial analyst   80
- GIS technician   54
- imagery analyst   54
- GIS specialist   47
- GIS analyst   36
- intelligence analyst   17
- geographic information systems 14

The Virginia Employment Commission (VEC) predicts the need in Virginia for cartographers and photogrammetrists to be growing by 37% for the next decade, increasing in raw numbers from 974 to 1338 positions. The VEC lists this area as a "bright outlook" in the Virginia economy. Indeed, a very large percentage of all geographers and geospatial scientists in the United States are located in the National Capital Region and work for federal agencies, the military, support for the military, and for private firms doing business with the federal government and military.

Program Resources

The Department of Geography has lost three faculty members to retirement and/or relocation. One retired human geographer has been replaced with another human geographer, but, rather than trying to grow larger at this difficult time, we are asking for this new degree platform as a shift in direction. The department has just replaced a second retired human geographer with a meteorologist, and a geospatial scientist with another geospatial scientist. With reallocated faculty lines, and existing geography

courses supporting the new program, the department has kept its resource requests as minimal as possible for a successful new degree program.

The department already has on board an excellent instructor of meteorology in David Carroll. He has developed the basis of the program, excited students about weather, and taken students on very well received and well-publicized field forecasting experiences in the Great Plains each summer since 2007. Further, an associate professor has just been hired who will join the department in the fall of 2011. Therefore, the program will have two full-time faculty members and six additional geography faculty members in part-time service to the meteorology majors. All in all, attracting 60 majors translates to a majors/FTE ratio of 21.2, a bit higher than the ideal, but well within the department's capabilities as it offers a current B.A. degree in geography at a majors/FTE ratio of 35.5. It is expected that a broader program will be developed over time with the addition of faculty lines assuming some departmental growth or through reallocation after the retirement of other faculty members in the upcoming years, though the department is not planning that growth at this time.

As initial class sizes will be relatively small, the department is not requesting additional graduate assistants at this time. The department does anticipate success that will require adding two funded salary lines for graduate teaching assistant positions by the end of 2015-16. The faculty are well aware that meteorology and collaboration in meteorology research is a fruitful area and foresee externally funded graduate research assistant positions as the program develops.

Most of the data and information required by this undergraduate program are real-time and are readily available over the Internet. The department finds no shortcomings of the library at Virginia Tech in this area. A catalog search for the top 10 impact journals publishing in meteorology showed that all are held by the Virginia Tech library.

The Department of Geography has dedicated computer laboratory space for undergraduate education. Lecture/discussion classes will meet in regular general assignment classrooms or in the department's class space in McBryde Hall. Current meteorology offerings are taught successfully in both the existing classroom and the laboratory spaces. Office spaces for new faculty members will be those vacated by the retirees.

Virginia Tech has sufficient computer facilities for the new program. The university's Equipment Trust Fund allocations have been adequate for computer upgrades. Computers in the geospatial lab (which will also serve the meteorology students) are being replaced this summer. For out-of-class work projects that do not require specialized software, all undergraduates purchase a laptop or desktop computer sufficient for anticipated meteorological work. The university's practice of providing a

start-up package to new faculty for moving expenses, equipment, and software (partially funded by the host department) will cover needed computing and specialized software.

Proposal to Establish a
Bachelor of Science Degree in Meteorology

Virginia Tech Board of Visitors
Academic Affairs Committee
June 2011

Dr. Laurence W. Carstensen
Professor and Head
Department of Geography

Background

- Blended degree mixing classic Meteorology/Atmospheric Science with Geospatial Science, creating "Geospatial Meteorologists"

- Strong demand expressed by VT students reflects a national trend (below)

- Strong involvement with and endorsement from the Blacksburg office of the National Weather Service (NWS)

- Virginia Tech is the only university in the United States to have a NWS office in town but no meteorology program on campus

- First and only meteorology program in the Commonwealth of Virginia

- Planned launch in January 2012
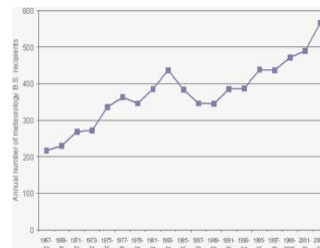
Why Meteorology?

The wealth of concern about the changing environment around us is evident to all members of society almost daily. We regularly read of floods in places that do not usually have torrential rains, of stronger and stronger hurricanes during the fall hurricane season, of the continuing slow recapture of the vitality of the city of New Orleans in the aftermath of hurricane Katrina, of longer and more prolonged droughts, some here in Virginia, of clean fresh water being the next critical resource (after oil) to be depleted, and of continued desiccation around the perimeters of existing deserts.

Along with these critical issues are the social considerations that they force us to confront. What role does humankind have in the changes going on around us? How can we maintain a lifestyle to which we have become accustomed if that lifestyle is a culprit in creating these changes? What will the future look like for an ever expanding population with ever expanding and probably unsustainable "needs"? What will be the economic and social cost of all of this to society?

What is the Geospatial Role?

In 2004, the Department of Labor predicted that geospatial technologies would be the third most rapidly growing sector of the US economy. That prediction has borne out with explosive growth in the use of these technologies in everyday life from:
- Global Positioning System (GPS) navigation units in vehicles
- Google Earth
- on-line information systems
- buses/trains that tell you when they will arrive at your stop
- emergency warnings issued for flooding, tornado activity and hurricane threats

Weather and climate play into these technologies in ever evolving ways:
- keeping our shipments safely clear of storms at sea
- grounding airliners and stopping trains under severe weather conditions,
- making personal plans for the day based on weather information from Weather Bug and other on-line Geographic Information System supported location-based services on our desktops and smart phones.

Jobs for those with Geospatial skills are heavily concentrated in Virginia.

Proposal

- **Proposed Degree Action:** create a BS degree for Virginia Tech within the Department of Geography to support 60 majors

- **Goal:** Prepare students for successful senior-level careers with:

  - ✓ The National Weather Service (forecasters – climatologists)
  - ✓ Defense Department and Industries (Navy – Air Force)
  - ✓ Green Energy companies (solar – wind – bioenergy)
  - ✓ Airlines and transport companies (shipping – travel)
  - ✓ Traditional Energy companies (oil-natural gas)
  - ✓ Media Outlets (broadcasters)
  - ✓ Meteorological consultants
  - ✓ Graduate study

Degree Requirements for the BS in Meteorology

- 120 Credit Hours: 36 in the Curriculum for a Liberal Education, 25 in Meteorology, seven in Geospatial Information Technology, 12 in the Geography Core, six in Human Systems, eight in advanced math/statistics, nine in physical science, three in field experience (internship, travel), and 14 as free electives

- All courses taught on the Blacksburg campus except the Great Plains Storm Chase

- The Great Plains Storm chase runs each May and June: provides hands-on in the field forecasting of tornado outbreaks. "Students forecast and faculty drive." (http://hokiestormchase.wordpress.com/)

- Likely addition of a National Weather Service capstone course in operational meteorology taught by the NWS personnel on-site at the Blacksburg NWS office.

Meteorology Content

Survey of Meteorology	role of meteorologists in society
Introduction to Meteorology	atmospheric study: structure, models
Weather Analysis I	tools and processes of forecasting
Weather Analysis II	numerical modeling
Severe Weather	mesoscale environments for thunderstorms
Dynamic Meteorology I	atmospheric thermodynamics
Dynamic Meteorology II	thermodynamics and air movement
Synoptic Meteorology	large scale weather systems
Physical Meteorology	physical processes of the atmosphere

Geographic and Geospatial Content

Introduction to Human Geography	human-environment relations
World Regions	human and physical patterns
Introduction to Physical Geography	major subsystems of the natural environment
Maps and Mapping	map reading and use in society
Introduction to Geographic Information Systems	automated systems for spatial analysis
Introduction to Remote Sensing	interpretation of imagery, satellite data
Remote Sensing of the Atmosphere	remote sensing as applied to weather

Program Benchmarks

The program will be considered a success if:

- It maintains 60 majors by the fourth year it is offered (2015-2016)

- 80% or more of the majors complete the program requirements in five years or less

- 80% of the graduates find employment in Meteorology and/or Geospatial fields within in one year after graduation, or pursue graduate education.

- 75% of employers are satisfied with our graduates' job performance after one year of employment.

Questions?

RECOMMENDATION:

Establish a Bachelor of Science Degree in Meteorology effective spring 2012.

If BOV approves, the proposal is to be forwarded to the State Council of Higher Education in Virginia (SCHEV) and the Southern Association of Colleges and Schools (SACS) for notification.
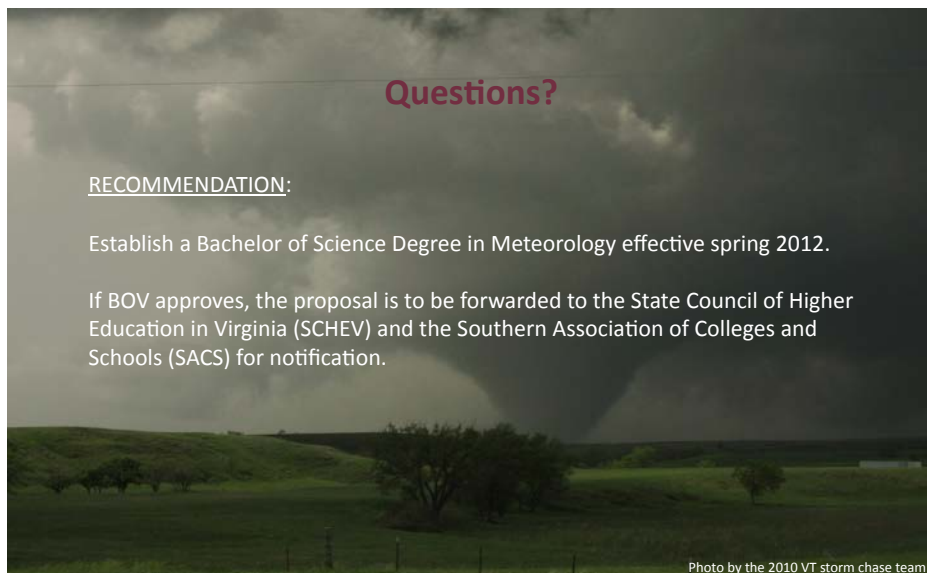
Photo by the 2010 VT storm chase team

**RESOLUTION TO ESTABLISH THE DEPARTMENT OF
POPULATION HEALTH SCIENCES IN THE VIRGINIA-MARYLAND REGIONAL
COLLEGE OF VETERINARY MEDICINE**

With the recent State Council of Higher Education for Virginia (SCHEV) approval of the Master of Public Health (MPH) degree, the university wishes to establish a new department to organize and administer the public health program and to oversee the growing research and outreach initiatives related to human and animal health. The proposed Department of Population Health Sciences will be the fourth academic department in the Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM). The department will facilitate application for professional accreditation to the Council on Education for Public Health, provide clear lines of communication and accountability for the public health program, allow effective budget oversight, and facilitate anticipated collaboration with the Virginia Tech Carilion School of Medicine in offering the MPH degree.

More specifically, the Department of Population Health Sciences will:

- administer the associated degree (MPH),
- better reflect activities related to the MPH degree,
- recruit, admit, and enroll students, and
- maintain a unique course designator—PHS (population health sciences)—for courses taught in the public health program for the MPH degree.

<u>Faculty</u>

The Department of Population Health Sciences will be comprised of four current and two future faculty members:

- Dr. François Elvinger, professor and designated chair (no new position was created for this assignment), reassigned from the Department of Large Animal Clinical Sciences in VMRCVM;
- Dr. Kerry Redican, professor, reassigned from the School of Education in the College of Liberal Arts and Human Sciences;
- Ms. Susan Marmagas, MPH, associate professor of practice, who joined the program as a full-time calendar year faculty member in June 2010;
- Dr. Kathryn Hosig, associate professor, who joined the program as a full-time academic year faculty member in December 2010.

The department will recruit two additional full-time faculty positions in infectious disease.

Student Enrollment

The MPH degree program had a 2010-2011 enrollment of 22 full-time and 14 part-time students, as well as 11 DVM students in a simultaneous DVM and MPH degree program. Forty students are expected to be admitted yearly at full and sustained operation projected for 2014-2015.

Organizational Structure

Please see the attached current and revised organizational charts.

Resources

The budget of the proposed department is intimately aligned with the MPH degree program budget. Six faculty lines and one program assistant position are budgeted for the program, as required by the Council of Education for Public Health (CEPH) for accreditation. Also covered are costs associated with marketing the new program, office operations and communications, travel for faculty (particularly for program purposes and student practicum site evaluation), external advisory board, and miscellaneous costs of applying for accreditation, proceeding through the accreditation process, and maintaining accreditation by CEPH.

Please see the attached projected budget.

RECOMMENDATION:

That the proposed Department of Population Health Sciences be approved.

June 6, 2011

Virginia-Maryland College of Veterinary Medicine
Organization Chart 2010-11

DEAN
Gerhardt Schurig

Executive Assistant
Sheila Steele

Associate Dean for Maryland Programs
Siba Samal

Senior Associate Dean for Research and Graduate Studies
Roger Avery

Associate Dean for Professional Programs
Jennifer Hodgson

Associate Dean for Finance and Administration
Michael Harness

Department Head Small Animal Clinical Sciences
Gregory Daniel

Department Head Large Animal Clinical Sciences
David Hodgson

Department Head Biological Sciences and Pathobiology
Ansar Ahmed

Director Equine Medical Center
Nathaniel White

Director Veterinary Teaching Hospital
William Pierson

Director of Special Initiatives
Judi Lynch

Director of Alumni Affairs
Lynn Young

Director of Development
Frank Pearsall

Director of Public Relations and Communications
Eric McKeeby

Virginia-Maryland College of Veterinary Medicine
Organization Chart 2011-12

DEAN
Gerhardt Schurig

Executive Assistant
Sheila Steele

Associate Dean for Maryland Programs
Siba Samal

Senior Associate Dean for Research and Graduate Studies
Roger Avery

Associate Dean for Professional Programs
Jennifer Hodgson

Associate Dean for Finance and Administration
Michael Harness

Department Head Small Animal Clinical Sciences
Gregory Daniel

Department Head Large Animal Clinical Sciences
David Hodgson

Department Head Biological Sciences and Pathobiology
Ansar Ahmed

Interim Department Head Population Health Sciences
Francois Elvinger

Director Equine Medical Center
Nathaniel White

Director Veterinary Teaching Hospital
William Pierson

Director of Special Initiatives
Judi Lynch

Director of Alumni Affairs
Lynn Young

Director of Development
Frank Pearsall

Director of Public Relations and Communications
Eric McKeeby

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

Tour from the Inn at 8:30 am
Brush Mountain A, Squires Student Center
10:30 am

June 6, 2011

Board Members Present: Mr. Douglas Fahl, Mr. John Rocovich, Mr. James Severt, Sr.

VPI&SU Staff: Mr. Kevin Bishop, Mr. Bob Broyden, Ms. Vickie Chiocca, Mr. Michael Coleman, Mr. David Dent, Dr. Elizabeth Flanagan, Mr. Mark Gess, Ms. Kimberly Haines, Mr. Larry Hincker, Mr. Rick Hinson, Ms. Mildred Johnson, Ms. Heidi McCoy, Mr. George Nolen, Ms. Kim O'Rourke, Ms. Kayla Smith, Dr. Charles W. Steger, Ms. Christie Thompson, Mr. Ed Watson, Dr. Sherwood Wilson

Guest: Mr. Jason Kovac, Skanska

1. **Tour of the Visitors and Undergraduate Admissions Center and the ICTAS II Building:** The Committee toured the newly constructed Visitors and Undergraduate Admissions Center scheduled to open by July 2011 and also toured the ICTAS II building which opened January 2011.

2. **Opening Remarks and Approval of Minutes of March 28, 2011:** The minutes of the March 28, 2011 meeting were unanimously approved.

3. **Update on 460 Bypass Interchange near Southgate Drive Project:** The Committee received an update on the status of the 460 Bypass Interchange near Southgate Drive Project as it relates to the Virginia Department of Transportation (VDOT) 2012-2017 Six-Year Improvement Program (SYIP). This is a significant project for Virginia Tech and will provide numerous benefits to the traveling public who wish to access Virginia Tech. It is a VDOT design-build project that will be funded as of July 1, 2011. An environmental assessment for the project is currently underway.

4. **University Building Official Annual Report and Discussion on Communication with Board Members**: The Committee received the first annual summary report of activities from Mr. William "Rick" Hinson, the University Building Official (UBO) since the Board approved policies and procedures governing the UBO at the November 2010 Board meeting. As set forth in University Policy 5407, the annual report identified the code enforcement and building permit activities performed during the prior year. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official. The UBO office has filled four positions this year and is now almost fully staffed, with one position remaining to be filled. The Committee also discussed methods for the UBO

1

to communicate directly with Board members and agreed that the Committee Chair would meet with the UBO during a breakfast meeting prior to each quarterly Committee meeting.

5. **Capital Project Status Report:** The Committee received an update on the status of all capital projects from Mr. Michael Coleman. Mr. Coleman specifically reported on several projects that are being designed: the North Campus (Steam Extension) Heat Plant; the Veterinary Medicine Instruction Addition, the Oak Lane Community, and the Signature Engineering Building. In addition he reported on the general fund allocation for the Human and Agricultural Biosciences Building (HABB1) and Davidson projects that are expected to be funded by the third quarter of this year.

6. **Recognition of Service:** Mr. Severt was recognized for his eight years of service to the Committee and he was presented with a Hokie Stone desk plaque as a memento of his dedication and assistance to the university. It is rare that a member of the Board of Visitors serves two four-year terms on the same Committee.

7. **General Discussion:** Mr. Severt led a discussion regarding agenda items that were discussed at the March 28, 2011 Committee meeting. In regards to the new Multi-Modal Transit Facility (MMTF), the Committee reminded staff to consider the disadvantages of a flat roof. Dr. Wilson reported that although the roofs on some university buildings have the general appearance of being flat, all university roofs have some pitch, as is the case with the MMTF. Members also reiterated their concern that exhaust fumes from buses would negatively impact academic buildings near the MMTF. An environmental study will be conducted that will address the impact of bus fumes on nearby buildings.

    During the design preview of the Sigma Phi Epsilon House at Oak Lane, a concern was expressed with regard to the large size of the columns in proportion to the building. This issue has been addressed in the current building design.

    Mr. Severt inquired about the status of the access road to the Visitor's and Undergraduate Admissions Center. Dr. Wilson advised that funding for the entrance road to the Visitor's Center from Price's Fork Road was included in Item # 14, "Campus Road Package, Phase 1" of the 2012-2018 Capital Outlay Plan. This plan was presented for approval at the Joint Meeting with the Finance and Audit Committee immediately following the Committee meeting.

8. **Joint Meeting with the Finance and Audit Committee**: The Committee held a joint meeting with the Finance and Audit Committee on three agenda items: ratification of the 2012-2018 Capital Outlay Plan; approval of the capital project for constructing the College of Veterinary Medicine Instruction Addition; and approval of the capital project for English Field. The Committee deferred to the Finance and Audit Committee for full Board approval and authorization.

There being no further business, the meeting adjourned at 11:50 a.m.

Six-Year Improvement Program

VDOT Virginia Department of Transportation

| | | | | | Home | User's Guide | About |

All Projects   Major Projects   MPO   Fund   Reports

Line Item Details

Project Summary

UPC	99425
Project	SOUTHGATE CONNECTOR
Scope of Work	RELOCATION
Description	FROM: 0.47 Mi. E. Rte. 460 Bypass TO: 0.14 Mi. W. Rte. 460 Bypass
Report Note	
Fund Source	

Project Location

District	Salem	Jurisdiction	Blacksburg
Road System	Urban	Length	0.6100 MI
Route	U000	Street	Southgate Road
MPO Area	Blacksburg		

Estimates & Schedule

	Estimated Cost (Thousands)	Schedule
Prelim. Eng. (PE)	$6,800	FY2012
Right of Way (RW)	$11,200	FY2013
Construction (CN)	$28,700	FY2013
Total Estimate	**$46,700**	

Required Allocations

Fund Sources	Previous Allocations	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Required After FY2017
			Values in Thousands of Dollars					
Bond Proceeds: CPR Bonds	$0	$6,000	$11,200	$12,003	$0	$0	$0	
Federal STP: Federal	$0	$0	$0	$0	$0	$1,645	$0	
Federal STP: Federal	$0	$0	$0	$0	$0	$10,352	$2,000	
Soft Match: Federal	$0	$0	$0	$0	$0	$411	$0	
Soft Match: Federal	$0	$0	$0	$0	$0	$2,588	$500	
Total Funding	**$0**	**$6,000**	**$11,200**	**$12,003**	**$0**	**$14,997**	**$2,500**	**$0**

University Building Official 2011 Annual Report

BUILDINGS AND GROUNDS COMMITTEE

May 1, 2011

The Office of the University Building Official (UBO) was established on July 1, 2010. In the last year the following tasks have been completed:

Major Milestones
- Established the department on July 1, 2010
- Transferred the responsibility for the coordination of the annual permit delegated by the Bureau of Capital Outlay Management (BCOM) to the UBO as of July 1, 2010

Staffing
- Hired the University Building Official, William F. Hinson Jr. PE CBO on July 1, 2010
- Hired Permit Technician, Heather Snidow, formerly the permit technician for Giles County, on March 9, 2011
- Hired Plan Examiner/Inspector Timothy Hagedorn PE, formerly of Thompson and Litton, on March 25, 2011
- Hired Plan Examiner/Inspector Steven Smith PE, formerly from University Planning, Design, and Construction Renovations, on April 10, 2011

Organization
- Prepared operating procedures within the UBO office for reviewing and issuing permits under the annual permit authority
- Established procedures for conducting inspections of projects done under the annual permit authority
- Prepared the UBO's Policy and Procedures that provide the framework for the UBO as a direct report to the Building and Grounds Committee of the Board of Visitors

Operations
- Issued approximately 285 project permits to Facilities & Residence and Dining under the annual permit authority
- Issued and subsequently resolved three "Stop Work" orders to deal with work being done without permits, plans or authorizations
- Issued and resolved one "Notice of Violation" regarding work done without proper permits, plans or authorizations
- Performed inspections required by the building code on renovations work on alterations and renovations as well as several capital projects originally permitted under the BCOM jurisdiction

Presentation Date: June 6, 2011

- Coordinated efforts with the local building officials association to assist the campus and community in understanding the building codes and the changes adopted by the Commonwealth in March of 2011. Effort will continue until 2011.
- Initiated work with Facilities to streamline and clarify existing policies and procedures regarding alteration and renovation work done on campus. Effort will continue until 2011.
- Worked with Facilities to gauge the special inspections done on campus as part of all Capital Outlay Projects and identify program improvements. Effort will continue until 2011.

Presentation Date: June 6, 2011

Capital Project Status Report

BUILDINGS AND GROUNDS COMMITTEE

June 6, 2011

<u>PROJECTS BEING DESIGNED</u>

1. **Campus Heat Plant - $28,750,000 (60% GF and 40% NGF)**

    This project provides planning authorization for the design of new heating and cooling infrastructure to serve the various areas of campus.

    A/E: Affiliated Engineers, Inc. – Chapel Hill, NC
    Contractor: TBD

    Status: Project split into various design and construction packages. Remaining bid packages include North Campus Distribution Piping, which is currently in Design-Build procurement process, and Coal Storage Enclosure. The North Campus Distribution Piping is scheduled to commence June 2011 with substantial completion scheduled for March 2012.

2. **Signature Engineering Building – $6,433,580 (21% GF and 79% NGF)**

    This project provides a new 153,800 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering.

    A/E: Zimmer Gunsul Frasca Architects LLP – Washington, DC
    Construction Manager: Gilbane Building Company – Durham, NC

    Status: Only design funding has been allocated at this time and construction drawings are underway, which are scheduled for completion in June 2011. Pending construction activities are predicated on the state's schedule for allocating construction funding. Construction is scheduled to achieve substantial completion in 24 months from construction Notice to Proceed.

3. **Chiller Plant I - $980,000 (50% GF and 50% NGF)**

    This project provides for additions and improvements to the campus chilled water infrastructure, including an 18,600 GSF chiller plant in the SW section of campus.

    A/E: Burns and Roe Service Corporation – Virginia Beach, VA
    Construction Manager: The Whiting-Turner Contracting Co. – Charlotte, NC

Status: Only design funding has been allocated at this time and working drawings are underway, which are scheduled for completion in July 2011. Pending construction activities are predicated on the state's schedule for allocating construction funding. Construction is scheduled to achieve substantial completion in 12 months from construction Notice to Proceed.

4. **Agriculture Program Relocation, Phases I and II - $1,000,000 (100% NGF)**

This project provides for a feasibility study to relocate the current lactating, non-lactating, and bovine palpation herds to Kentland Farm. At the March 23, 2009 Board of Visitor's meeting, the university was authorized to move forward with planning and design work of the necessary facilities to relocate the non-lactating herd operations at a cost not to exceed $500,000 and subsequent blanket authorization that super-ceded the March 23, 2009 resolution for planning and design work to relocate the non-lactating, bovine palpation, and lactating herd operations at a cost not to exceed $1 million.

A/E: Hanbury Evans Wright Vlattas + Company – Norfolk, VA
Contractor: TBD

Status: Pre-planning/programming has been completed. Pending design and construction activities are predicated on the schedule for allocating design and construction funding.

5. **Vet Med Instruction Addition - $1,400,000 (100% NGF)**

This project provides for the planning of additional instructional space to provide adequate classrooms, to relieve overcrowding of the existing facility. The proposed project will address space accommodation needs with new classrooms and teaching labs, and faculty spaces. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with a $1.4 million design project for a Veterinary Medicine Instruction Addition project not to exceed a budget of $14 million total costs 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 the $1.4 million planning authorization, plus related issuance costs and financing expenses.

A/E: HKS, Inc. – Richmond, VA
Construction Manager: W.M. Jordan Company – Newport News, VA

Status: Working drawings are underway, which are scheduled for completion in June 2011. Construction is scheduled to begin spring of 2011 with substantial completion occurring in the summer of 2012.

6. **Phase IV of Oak Lane Community - $23,500,000 (100% NGF)**

This project constructs five new houses and infrastructure improvements east of the Oak Lane adjacent to the golf course. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with Phase IV of the Oak Lane Community project at a total project cost not to exceed $23.5 million 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 the $23.5 million total authorization, plus related issuance costs and financing expenses.

A/E (Infrastructure Evaluation): Thompson + Litton – Radford, VA
Contractor (Infrastructure Improvements): TBD
PPEA Team (Houses): TBD

Status: A qualifying Unsolicited PPEA proposal has completed the solicitation for public competition. No competing proposals submitted and original PPEA proposal is transitioning to next stage of procurement process. An evaluation of the existing site/utilities infrastructure and Environmental Impact Report has been completed and infrastructure design has begun, which is scheduled for completion in August 2011.

7. **Virginia Tech–Carilion Research Institute Third Floor Up-fit - $15,000,000 (100% NGF)**

This project constructs an up-fit of the shelled 26,000 assignable square foot third floor, which will include accommodations for wet and dry laboratories, conference space, office space, and a 5,000 cage vivarium with the necessary support spaces and equipment to maintain the cages and animals. At the March 28, 2011 Board of Visitor's meeting, the university was authorized to move forward with the VTCRI Third Floor Upfit project using the most efficient and effective delivery strategies at a cost not to exceed $15 million and to fund the project with internal financing.

Criteria Consultant: Kling Stubbins – Philadelphia, PA
Design Build Team: TBD

Status: Bridging documents are underway with completion anticipated June 2011. Design-Build team qualification statements are being evaluated and subsequent Request for Proposal will be issued to qualified Design-Build teams in June 2011. Construction is scheduled to commence September 2011 with substantial completion scheduled for August 2012.

CONSTRUCTION PROCUREMENT

PROJECTS UNDER CONSTRUCTION

1. **Ambler Johnston Hall - Improve Residence and Dining Halls – $72,113,670 (100% NGF)**

   This project will provide complete renovations to Ambler Johnston Hall (272,000 GSF) including replacement of building systems and addition of air conditioning. The project is envisioned to improve the sense of community by adding corridor day-lighting and an attractive entrance area. The project will be completed in multiple phases. At the November 3, 2008 Board of Visitor's meeting, the university was authorized to supplement the existing $65 million nongeneral fund debt Ambler Johnston renovation project with $10 million nongeneral fund debt 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 million for a portion of the costs of the project, plus related issuance costs and financing expenses.

   A/E: Clark Nexsen – Charlotte, NC
   Construction Manager: Barton Malow Company – Charlottesville, VA

   Status: Construction of Phase I is underway and substantial completion is scheduled for July 2011. Phase II will begin construction in May 2011 with substantial completion scheduled for July 2012.

2. **Visitors and Undergraduate Admissions Center - $10,500,000 (100% NGF)**

   This project will construct an 18,155 GSF facility to accommodate the growing needs of visitors to the campus and university admissions office. At the June 20, 2008 Board of Visitor's meeting, the university was 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.

   A/E: Glavè & Holmes Associates – Richmond, VA
   Construction Manager: BE&K Building Group – Charlotte, NC

   Status: Construction is underway with substantial completion scheduled for June 2011.

3. **Infectious Disease Research Facility - $9,300,000 (33% GF and 67% NGF)**

This project will construct a 15,800 GSF facility to accommodate infectious disease research laboratory space (60%), lab office space and support areas (40%).

A/E: CUH2A Architecture, Engineering, Planning – Bethesda, MD
Construction Manager: Branch & Associates, Inc. – Roanoke, VA

Status: Construction is underway with substantial completion scheduled for October 2011.

4. **Academic and Student Affairs Building - $45,153,000 (100% NGF)**

This 77,500 GSF project will include a new dining facility, academic instruction areas, and other student space in a three-story building. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with the construction of an approximately 75,000 gross square foot Academic and Student Affairs Building project with a $45.153 million total costs 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 $45.153 million, plus related issuance costs and financing expenses.

A/E: Burt Hill Kosar Rittleman Associates – Washington, D.C.
Construction Manager: Skanska USA Building, Inc. – Durham, NC

Status: Construction is underway with substantial completion scheduled for May 2012.

5. **Center for the Arts - $93,993,000 (30% GF and 70% NGF)**

This project includes construction of a new 92,000 GSF Performance Hall with a 1,300-seat auditorium, as well as a Visual Arts Gallery. It also includes the renovation of Shultz Hall for Creative Technologies and support spaces.

A/E: Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA
Construction Manager: Holder Construction Company – Charlotte, NC

Status: Construction is underway with substantial completion scheduled for September 2013 due to a three month delay in general fund allocation from Department of General Services.

6. **West End Market Expansion & Renovation - $7,310,000 (100% NGF)**

The project consists of approximately 7,400 gross square feet of additional seating, expansion of the kitchen and food preparation areas, and increasing the number of restrooms and staff locker rooms. The project also includes approximately 6,000 gross square feet of renovation work for program enhancements and roof repairs. At the November 8, 2010 Board of Visitor's meeting, the university was authorized to move forward with the West End Market Expansion and Renovation project at a total project cost not to exceed $7.31 million.

A/E: Clark Nexsen – Charlotte, NC
Construction Manager: Branch & Associates, Inc. – Roanoke, VA

Status: Construction is underway with substantial completion scheduled for December 2011.

7. **Campus Fiber Optic Improvements Project - $2,000,000 (100% NGF)**

The project will install a new fiber-optic backbone and building connections that increase capacity and diversity to ensure adequate and reliable service to the University. At the November 8, 2010 Board of Visitor's meeting, the university was authorized to move forward with the Campus Fiber-Optic Backbone Installation project at a total project cost not to exceed $2 million.

A/E: N/A
Contractor: N/A

Status: Construction is underway with substantial completion scheduled for May 2012.

8. **Technology Research and Innovation Center - $11,896,644 (100% GF)**

The project constructs a 60,000 GSF facility in Hampton, VA for the National Institute of Aerospace. The facility includes designated labs, flex space labs, offices, and unfinished shell space with a building foot print of approximately 20,000 SF.

PPEA Team: Concord Eastridge – Arlington, VA
Construction Manager: Alpha Corporation – Hampton Roads, VA

Status: Construction is underway with substantial completion scheduled for December 2011.

9. **McComas Exterior Wall Structure, Phase III - $3,100,000 (100% NGF)**

The project builds on the existing efforts of the McComas Exterior Wall Structure, Phases I and II, which corrects multiple wide spread failures in masonry flashings, sealants, mortar joints, and material connections that have resulted in progressive and extreme moisture penetrations, masonry veneer failures, and damage to interior building components.

A/E: Whitlock Dalrymple Poston & Associates – Manassas, VA
Construction Manager: Carolina Waterproofing – Charlotte, NC

Status: Construction is underway with substantial completion scheduled for July 2012.

COMPLETED PROJECTS

1. **Virginia Tech – Carilion Medical School and Research Institute - $62,500,000 (94% GF and 6% NGF)**

   This project constructs a new medical school and research institute adjacent to the Carilion complex in Roanoke.

   PPEA Team: **Carilion Clinic, – Roanoke, VA**
   Hayes, Seay, Mattern & Mattern, Inc., - Roanoke, VA
   Skanska USA Building, Inc. – Durham, NC

   Status: Construction is substantially complete.

2. **ICTAS – II - $35,000,000 (50% GF and 50% NGF)**

   This project provides a 42,190 GSF facility which includes state-of-the-art research facilities with highly specialized research laboratories, which will support multi-disciplinary research areas including bio-nanotechnology, bio-materials, communications technology, and sensor technology.

   A/E: SmithGroup – Washington, D.C.
   Construction Manager: Skanska USA Building, Inc – Durham, NC

   Status: Construction is substantially complete.

3. **Football Locker Room Addition - $16,118,658 (100% NGF)**

   This project constructs a 38,500 GSF locker room facility addition to house a new football locker room, a player's lounge, and an administrative area to serve the Athletics Department. At the March 23, 2009 Board of Visitor's meeting, the university was authorized to move forward with the design and construction of an addition to the Jamerson Center funded entirely with nongeneral fund revenues at a total project cost not to exceed $18 million.

   Criteria Consultant: Sportsplan Studio – Kansas City, MO
   Design Build Team: Barton Malow Company – Charlottesville, VA

   Status: Construction is complete.

4. **McComas Hall - Additional Recreation, Counseling and Clinical Space - $12,845,385 (100% NGF)**

This project will expand McComas Hall by approximately 27,000 GSF to meet the growing demand for student recreation/exercise space for the university. At the November 3, 2008 Board of Visitor's meeting, the university was authorized to move forward with design and construction of an addition to McComas Hall at an adjusted scope of 27,000 GSF for the original budget of $13 million.

A/E: Hughes Group Architects – Sterling, VA
Construction Manager: The Whiting-Turner Contracting Co. – Charlotte, NC

Status: Construction is complete.

5. **Materials Management Facility - $3,500,000 (100% GF)**

This project will construct a 7,500 GSF facility to manage, store, and process hazardous waste for disposal.

A/E: Wiley & Wilson - Lynchburg, VA
Contractor: G&H Contracting, Inc. – Salem, VA

Status: Construction is substantially complete.

6. **Parking Structure - $26,000,000 (100% NGF)**

This project will provide a 1400 space parking structure in the Perry Street lot. At the June 20, 2008 Board of Visitor's meeting, the university was 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.

Criteria Consultant: DESMAN Associates – Vienna, VA
Design/Builder: Rentenbach Constructors – Greensboro, NC

Status: All parking spaces are now available for use. Construction of supporting building systems has reached substantial completion.

PROJECTS ON HOLD

1. **VBI Addition Facility - $2,400,000 (100% NGF)**

    This project provides for the planning of a 51,500 building addition that will include office space for faculty, researchers, research associates, and support personnel and associated conference and meeting space for growing Virginia Bioinformatics Institute (VBI) departments.

    A/E: Perkins + Will – Charlotte, NC
    Construction Manager: Skanska USA Building Inc. – Durham, NC

    Status: Working Drawings are complete. A fund source for construction has not yet been identified.

2. **Geosciences Building & Discovery Center - Sciences Research Laboratory (93,300 GSF) – CM @ Risk**

    This project will include a combination of offices, class laboratories, research offices and laboratories, and graduate student space that will be used to house a number of departments and programs for the College of Science. A significant portion of the building is envisioned to house the Department of Geosciences. The other focus of the building program envisions an expansion of the nano-science research field.

    A/E (Programming Only): CUH2A Architecture, Engineering, Planning – Bethesda, MD
    A/E: Payette/E. Verner Johnson – Boston, MA

    Status: A program and site confirmation study has been completed. The project has been placed on hold until further direction from College.

3. **Renovate Davidson Hall - $2,256,000 (67% GF and 33% NGF)**

    This project provides for the demolition of the deteriorated center and rear sections of Davidson Hall and builds back approximately 45,000 GSF.

    A/E: Einhorn Yafee Prescott – Washington, DC
    Construction Manager: Barton Malow Company – Charlottesville, VA

    Status: Design activities have been suspended at 90% construction drawings. Final design and pending construction activities are predicated on the state's schedule for allocating construction funding.

4. **Human and Agricultural Biosciences Building I - $4,140,000 (50% GF and 50% NGF)**

    This project provides for a new 92,500 GSF advanced agricultural research laboratory facility.

    A/E: Lord, Aeck & Sargent, Inc. – Atlanta, GA
    Construction Manager: Skanska USA Building, Inc. – Durham, NC

    Status: Design activities have been suspended at 90% construction drawings. Final design and pending construction activities are predicated on the state's schedule for allocating construction funding.

5. **North Chiller Plant - $3,800,000 (100% NGF)**

    This project is to construct a 17,500 GSF shell building to house the chilled water infrastructure needed for the Prices Fork Lot precinct development.

    Criteria Consultant: Trefz Engineering - Horsham, PA
    Design/Builder: TBD

    Status: Currently analyzing alternatives solutions to provide chilled water to the Price's Fork precinct.

Committee Minutes

FINANCE AND AUDIT COMMITTEE

341 Squires Student Center

June 6, 2011

<u>**Audit Closed Session**</u>

Board Members Present: Mr. Michael Anzilotti, Dr. Calvin Jamison, Mr. George Nolen, Mr. Michael Quillen, Mr. Paul Rogers

VPI & SU Staff: Ms. Kay Heidbreder, Ms. Sharon Kurek, Mr. M. Dwight Shelton, Jr., Dr. Charles W. Steger, Dr. Lisa Wilkes

1. Update on Fraud, Waste, and Abuse Cases: The Committee met in Closed Session to receive an update on the outstanding fraud, waste, and abuse cases.

2. Discussion with the Director of Internal Audit: The Committee met in Closed Session with the Director of Internal Audit to discuss audits of specific departments and units where individual employees were identified, including Internal Audit's Quality Assurance Review.

<u>**Audit Open Session**</u>

Board Members Present: Mr. Michael Anzilotti, Dr. Calvin Jamison, Ms. Maxine Lyons – Staff Representative, Mr. Michael Quillen, Mr. Paul Rogers

VPI & SU Staff: Mr. Erv Blythe, Mr. Robert Broyden, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Ms. Mary Dunker, Mr. Corey Earles, Mr. Tim Hodge, Ms. So-Young Hong, Ms. Elizabeth Hooper, Dr. Hal Irvin, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kathy Sanders, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Ken Smith, Dr. Raymond Smoot, Dr. Lisa Wilkes

Guests: Ms. Hope Broughman – APA Audit Specialist, Dr. Rebecca French – GSA, Ms. Karen Helderman – APA Audit Director, Mr. Shree Narayanan – GSA, Mr. Mike Reinholtz – APA Auditor

1. Motion to Reconvene in Open Session

2. 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 and approved the 2011-2012 Promotion, Tenure and Continued Appointment Program.

3. Opening Remarks and Approval of Minutes of the March 28, 2011 Meeting: The Committee reviewed and approved the minutes of the March 28, 2011 meeting.

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4. Scope Discussion with External Auditor: The Committee met with the Auditor of Public Accounts for a scope discussion.

5. Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports: The Committee reviewed the university's update of responses to all previously issued internal audit reports. At the March meeting, the university reported that as of December 31, 2010, the university had seventeen open recommendations. Twenty-one audit comments have been issued since then. As of March 31, 2011, the university has addressed fourteen comments, leaving twenty-four open recommendations in progress. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since March 31, 2011.

   The Committee accepted the report.

6. Review of Internal Audit Department's Status Report as of March 31, 2011: The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2011. The audit department completed one advisory service project at management's request and has two other projects underway, participated in annual audit activities, fraud audits, and professional development activities. Of the 31 planned audit activities, 22 have been completed. Internal Audit successfully concluded its search for an associate director.

   The Committee accepted the report.

7. Review and Discussion of Proposed 2012 Audit Plan: The Committee reviewed the proposed audits for the development of the audit plan for fiscal year 2012. Internal Audit conducted the annual risk assessment after reviewing financial data and seeking input from senior management. Approximately 7,750 hours annually will be devoted to risk-based audits and compliance reviews, and 1,250 hours are allotted for advisory services. Twenty-four audits and four compliance reviews are proposed for 2011-12. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

   The Committee accepted the report.

8. Review and Acceptance of the following Internal Audit Reports/Memos Issued: The Committee reviewed and accepted the following Internal Audit Reports:

   a. Admissions: The audit indicated that management has designed and implemented controls that are often effective at reducing Undergraduate Admissions' exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. Audit recommendations were issued to management where opportunities for further improvements were noted in processing conditional offers.

   b. Controller's Office – Fixed Assets: The audit indicated that management has designed and implemented controls that are effective at reducing Fixed Assets and Equipment Inventory Services' exposure to business risks. Recommendations were issued to management where opportunities for further improvement were noted.

   c. Tidewater and Hampton Roads ARECs: The audit indicated that management has designed and implemented controls that are often effective at reducing the

Tidewater and Hampton Roads Agriculture Research and Extension Centers' exposure to many of the business risks it faces, but significant improvements are recommended in funds handling to achieve a fully effective system of internal controls. Audit recommendations were issued to management where opportunities for further improvements were noted in the areas of adherence to fund handling procedures, fixed assets, conflict of interest, and wage payroll.

d. Secure Enterprise Technology Initiatives: The audit indicated that management has designed and implemented controls that are effective at reducing Secure Enterprise Technology Initiatives and the Virginia Tech Certification Authority's exposure to business risks. Recommendations were issued to management where opportunities for further improvement were noted.

e. Center for Coal and Energy Research: The audit indicated that the Virginia Center for Coal and Energy Research's management has designed and implemented controls that are often effective at reducing its exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. An audit recommendation was issued to management where an opportunity for further improvement was noted in the area of emergency management procedures.

f. Vice President for Outreach and International Affairs: The compliance review indicated that internal controls and/or policy compliance within the Office of the Vice President for Outreach and International Affairs need improvements. Specific areas where opportunities for further improvements were noted include monthly reconciliation processes, wage payroll handling, overtime compensation, leave reporting, funds handling, key control, and emergency management planning.

Finance Closed Session

Board Members Present: Mr. Michael Anzilotti, Dr. Calvin Jamison, Mr. George Nolen, Mr. Michael Quillen, Mr. Paul Rogers

VPI & SU Staff: Ms. Kay Heidbreder, Ms. Sharon Kurek, Mr. M. Dwight Shelton, Jr., Dr. Charles W. Steger, Dr. Lisa Wilkes

1. Motion for Closed Session

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

* 3. 2011-2012 Promotion, Tenure, and Continued Appointment Program: The Committee met in Closed Session to review and take action on the 2011-2012 Promotion, Tenure, and Continued Appointment Program

Finance Open Session

Board Members Present: Mr. Michael Anzilotti, Dr. Calvin Jamison, Ms. Maxine Lyons – Staff Representative, Mr. Michael Quillen, Mr. Paul Rogers

VPI & SU Staff: Mr. Erv Blythe, Mr. Robert Broyden, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Mr. Corey Earles, Dr. Elizabeth Flanagan, Mr. Larry Hincker, Mr. Tim Hodge, Ms. So-Young Hong, Ms. Elizabeth Hooper, Dr. Hal Irvin, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kathy Sanders, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Ken Smith, Dr. Raymond Smoot, Dr. Charles Steger, Dr. Lisa Wilkes

Guests: Dr. Rebecca French - GSA, Mr. Shree Narayanan – GSA

1. Opening Remarks and Approval of Minutes of the March 28, 2011 Meeting: The Committee reviewed and approved the minutes of the March 28, 2011 meeting.

*   2. Approval of Year-to-Date Financial Performance Report (July 1, 2010 – March 31, 2011): The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2010 – March 31, 2011. For the third quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. During the third quarter, the tuition and fee revenue is behind historical projections due to the timing of collections and higher than expected waivers.   Revenues in Residence and Dining Halls are higher than projected due to higher than projected on-campus occupancy and meal plan participation. Projected revenues for the Intercollegiate Athletics System were adjusted $1.7 million to accommodate increased revenue from the football and basketball game settlements, basketball away games, parking permits, ticket handling fees, conference allocation, private gifts, licensing, ACC football conference championship, and Orange Bowl participation.

    For the quarter ending March 31, 2011, $58.3 million had been expended for Educational and General capital projects, and $30.1 million had been expended for Auxiliary Enterprises capital projects. Capital outlay expenditures for the nine-month period ending March 31, 2011 totaled $88.4 million.

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

3. Update on Six-Year Plan Development Process: The university has traditionally developed updates to the institutional six-year academic, enrollment, and financial plans every two years, and brought them to the Board of Visitors in the fall of odd years for the last several biennia consistent with the Higher Education Restructuring Act. In March, the 2011 General Assembly approved the Higher Education Opportunity Act of 2011 (HEOA) which revised the requirements and timeline of the six-year planning process. While the Act requires the review and approval of the six-year plans by the Board of Visitors no later than July 1, 2011, the Governor has been granted the authority to modify this deadline. As a result, the date for the review and approval of the plans is no later than October 1, 2011. This modification will allow the initial plan to be adjusted for discussions between the university and the state during the summer of 2011.

*   4. Authorization to Use New State Capital Outlay Threshold Level: The existing capital outlay threshold definition for the Commonwealth of Virginia, and referenced in the university's Management Agreement with the Commonwealth, is $1 million and/or 5,000 gross square feet of new construction.   During the 2011 General Assembly, the legislature increased the dollar component of the state's capital project threshold from $1 million to $2 million effective July 1, 2011.   To maintain consistency with the state's

processes and rules in the Appropriation Act, the university is requesting authorization to raise the dollar component of the capital threshold definition to $2 million under the university's locally administered processes.

The Committee recommended the Resolution to Use the New State Capital Outlay Threshold Level to the full Board for approval.

* 5. Approval of 2011-12 Faculty Compensation Plan: The Committee reviewed for approval the 2011-12 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 outlines the authorized salary average for full-time teaching and research faculty and administrative and professional faculty, and requires a board-approved faculty compensation plan.

    The authorized salary average for 2010-11 for Virginia Tech is $89,215. This places Virginia Tech at the 27th percentile of its peer group for 2010-11. Because the General Assembly did not provide funding for increases for 2011-12, the authorized salary average is projected to remain constant in 2011-12.

    The Committee recommended the 2011-12 Faculty Compensation Plan to the full Board for approval.

* 6. Approval of 2011-12 Compensation for Graduate Assistants: The Committee reviewed for approval the proposed 2011-12 schedule of stipends and support for the graduate health insurance program for graduate students who work as graduate assistants (including graduate teaching assistants and graduate research assistants) while pursuing master's or doctoral degrees. To be competitive in the recruitment and retention of high quality graduate students, it is important for the university to provide compensation packages that are comparable with those offered by peer institutions. The key components of the compensation packages are competitive stipends, tuition assistance, and health insurance.

    The university proposes advancing the stipend scale for 2011-12 by providing a 1.0 percent increase to be effective August 10, 2011. Additionally, the university proposes to enhance the stipend scale by overlaying a $200 academic year supplement to help offset university assigned costs such as the Health Fee.

    For 2011-12, the university proposes to continue the tuition remission program for graduate students on assistantship. As an enhancement to the tuition remission program, the university proposes to expand the coverage to include the Technology Fee in the remission package to further assist graduate students who serve in assistantships. For 2011-12, the Technology Fee is $47 per academic year.

    At the March 2001 meeting of the Board of Visitors, a health insurance program for graduate students on assistantship was approved as a part of the graduate student compensation package to enhance the university's competitiveness in recruiting highly qualified graduate students. For 2011-12, the university proposes to increase its support for the graduate health insurance program from 87.5 percent to 90 percent, fulfilling the planned goal of the university's graduate health insurance benefit.

    The Committee recommended the 2011-12 Compensation for Graduate Assistants to the full Board for approval.

*   7   Approval of 2011-12 University Budget: The Committee reviewed for approval the following 2011-12 university budgets:

    a. Operating and Capital Budgets: The university anticipates authorization of $1.05 billion during 2011-12 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.   The 2010 General Assembly approved significant General Fund reductions and made nongeneral fund assessments for the 2010-12 biennium.   In total, the university will have lost approximately $75 million in state support by 2011-12 over the university's 2007-08 base appropriation, and will have no federal stimulus support to help mitigate the shortfall in 2011-12.   For 2011-12, the recommended internal budget for all operations is $1.14 billion.   This is an increase of $10 million over the adjusted 2010-11 budget.   This increase reflects changes in nongeneral fund revenues for 2011-12, actions of the 2011 General Assembly session that will impact the 2011-12 General Fund appropriation, and the expiration of federal American Recovery and Reinvestment Act support.

    The Educational and General budget will be $587.3 million in 2011-12.   In 2011-12, the auxiliary operations are projected to grow approximately 3.9 percent over the adjusted 2010-11 budget; a significant portion of the increase is attributable to growth in Residential and Dining Programs, the conversion of Printing Services to an Auxiliary Enterprise, and increased costs in the Virginia Tech Electric Services utility. The university anticipates $27.8 million of growth over 2010-11 due to projected increases in externally sponsored research activities.   The student financial assistance program includes $18.2 million in state General Fund support.

    The capital outlay program for 2011-12 is comprised of 22 Educational and General projects and 11 Auxiliary Enterprise projects for a total of 33 projects.   The total capital outlay budget for fiscal year 2012 includes approximately $557.1 million of authorizations with an estimated available balance of about $337 million.   Of the available balance, the university plans to spend about $137.6 million in 2011-12.

    b. Hotel Roanoke Conference Center Commission Budget: The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech and the City of Roanoke, under Commonwealth of Virginia enabling legislation. The enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech a proposed operating budget showing its estimated revenues and expenses for the forthcoming fiscal year, and, if the estimated expenses exceed the estimated revenues, the portion of the unfunded balance is to be borne by each participating party for the operation of the conference center.   The Commission has adopted and approved its operating budget for fiscal year 2011-12.   Virginia Tech and the City of Roanoke will make equal contributions of $80,000 to the Commission for fiscal year 2011-12.   The funds for Virginia Tech will come from the Fralin endowment which was established to assist with the project.

    c. Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences Budget: The Committee reviewed for approval the 2011-12 budget for the Virginia Tech-Wake Forest University School of Biomedical Engineering and

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Sciences, which includes a revenue and expenses budget of $1.6 million. 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 recommended the 2011-12 University Budget to the full Board for approval.

* 8. Approval of 2011-12 Auxiliary Systems Budgets: The Committee reviewed for approval the 2011-12 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 Athletics System revenue bonds, the Board of Visitors is required to adopt an annual budget. All budgets are balanced and designed in accordance with bond covenants including maintenance and reserve requirements. Once approved by the Board of Visitors, the annual budget will be filed with the State Treasurer and will be the basis for making payments from the revenue fund to meet the operating costs of the auxiliary systems.

   a. Dormitory and Dining Hall System Budget: The 2011-12 budget for the Dormitory and Dining Hall System, including debt service, is $83.5 million for the period of July 1, 2011 to June 30, 2012.

   b. Electric Service System Budget: The 2011-12 budget for the Electric Service System, including debt service, is $33.8 million for the period July 1, 2011 to June 30, 2012.

   c. University Services System Budget: The 2011-12 budget for the University Services System, including debt service, is $33.6 million for the period July 1, 2011 to June 30, 2012.

   d. Intercollegiate Athletics System Budget: The 2011-12 budget for the Intercollegiate Athletics System, including debt service, is $49.3 million for the period July 1, 2011 to June 30, 2012.

The Committee recommended the 2011-12 Auxiliary Systems Budgets to the full Board for approval.

* 9. Approval of 2011-12 Pratt Fund Budgets: The Committee reviewed for approval the 2011-12 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 2011-12, the College of Engineering proposes expenditures of $881,250. Animal Nutrition proposes expenditures of $1,338,700 for 2011-12.

The Committee recommended the 2011-12 Pratt Fund Budgets to the full Board for approval.

* 10. Approval of Resolution to Reappoint University Commissioner to the Hotel Roanoke Conference Center Commission: The Committee reviewed for approval a resolution concerning a reappointment to the Hotel Roanoke Conference Center Commission. The resolution seeks approval to reappoint the Chief Executive Officer and Secretary-

Treasurer of the Virginia Tech Foundation, Inc. as one of the three university representatives on the Hotel Roanoke Conference Center Commission.

The Committee recommended the Resolution to Reappoint University Commissioner to the Hotel Roanoke Conference Center Commission to the full Board for approval.

* 11.   Approval of Resolution to Establish a Staff Career Achievement Award: The Committee reviewed for approval a resolution to establish a Staff Career Achievement Award. The university requests approval to establish a cash award and recognition program for retiring staff members who distinguished themselves through exemplary performance to the university over a long period of time.

The Committee recommended the Resolution to Establish a Staff Career Achievement Award to the full Board for approval.

Open Joint Session (with Buildings and Grounds Committee)

Board Members Present: Mr. Michael Anzilotti, Mr. Douglas Fahl, Dr. Calvin Jamison, Ms. Maxine Lyons – Staff Representative, Mr. John Rocovich, Jr., Mr. Michael Quillen, Mr. Paul Rogers, Mr. James Severt, Sr.

VPI & SU Staff: Mr. Erv Blythe, Mr. Robert Broyden, Mr. Allen Campbell, Mr. Michael Coleman, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Mr. David Dent, Mr. Corey Earles, Dr. Elizabeth Flanagan, Ms. Rebecca French, Mr. Larry Hincker, Mr. Tim Hodge, Ms. So-Young Hong, Ms. Elizabeth Hooper, Dr. Hal Irvin, Ms. Sharon Kurek, Ms. Heidi McCoy, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kathy Sanders, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Ken Smith, Dr. Raymond Smoot, Dr. Charles Steger, Mr. Ed Watson, Dr. Lisa Wilkes, Dr. Sherwood Wilson

Guests: Dr. Rebecca French – GSA, Mr. Jason Kovac – Skanska USA Building, Mr. Shree Narayanan – GSA

*   1.   Ratification of the 2012-2018 Capital Outlay Plan: At its March meeting, the Committees approved the university's list of potential projects for inclusion in the 2012-2018 Capital Outlay Plan and authorized the university to develop and submit a final plan to the state, in accordance with future guidance from the state and based on the projects in the approved list.   The university has proceeded accordingly and has met the state's deadline for submission of the plan. The $2.1 billion total plan reflects the needs of the university and positions the university with options to respond to various funding abilities of the state in the future. The projects in the first biennium may be used by the state to update its capital outlay plan and to make funding decisions in the 2012 budget session. Projects funded entirely with nongeneral funds may be approved by the Board on an as needed basis. The projects in the second and third biennia are for planning purposes. The Committees ratified the 2012-2018 Capital Outlay Plan as submitted to the state.

The Committees recommended the 2012-2018 Capital Outlay Plan to the full Board for ratification.

*   2.   Approval of Resolution on Capital Project for Constructing the College of Veterinary Medicine Instruction Addition: In March, 2010, the Board of Visitors authorized a capital

planning project for a Veterinary Medicine Instruction Addition project to address long standing deficiencies in the existing classrooms and faculty offices and to support planned enrollment growth. The design was reviewed and approved by the Buildings and Grounds Committee at its November 8, 2010 meeting, and the project will be ready to enter the construction phase this summer. 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 requesting authorization to move forward with construction of the Veterinary Medicine Instruction Addition project with a not-to-exceed total project budget of $14 million.

The Committees recommended the Resolution on the Capital Project for Constructing the College of Veterinary Medicine Instruction Addition to the full Board for approval.

* 3. Approval of Resolution on Capital Project for English Field Improvements: The university's Six-Year Capital Outlay Plan approved by the Board of Visitors at its March 28, 2011 meeting included a project to improve English Field for the baseball program. As a member of the Atlantic Coast Conference, Virginia Tech competes among the highest level of baseball competition in the NCAA. The university is in the process of enhancing its baseball program by working to attract and maintain high caliber athletes and coaches. Proper facilities are a critical element for obtaining that objective. 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 requesting full project authorization to move forward with design and construction of the proposed $1.6 million English Field Improvements project.

The Committees recommended the Resolution on the Capital Project for English Field Improvements to the full Board for approval.

*Requires full Board approval.

There being no further business, the meeting adjourned at 11:50 a.m.

Virginia Tech

INTERNAL AUDIT
QUALITY ASSURANCE REVIEW REPORT

May 2011

Prepared by:
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Executive Summary

Overview

As required by the Institute of Internal Auditor's (IIA) *International Standards for the Professional Practice of Internal Auditing* (*IIA Standards*), an external quality assurance review was conducted of the internal audit activity at the Virginia Polytechnic Institute and State University (Virginia Tech). The review is intended to provide reasonable and objective assurance that the internal audit work being performed by the Department of Internal Audit meets the requirements of the *IIA Standards.* It is also intended to identify whether or not there are opportunities that would enhance the functionality of the audit process and improve the value of the internal auditing activity at Virginia Tech.

The scope of the review included an evaluation of:

- The department's reporting relationship and its communication with the Finance and Audit Committee of the Board of Visitors and executive management;
- The department's independence and the objectivity of the audit work performed;
- Existing internal audit policies and procedures;
- The department's risk assessment and annual audit planning process;
- The planning process for individual audit projects;
- The audit methodologies used in performing the work;
- A representative sample of audit workpaper files and reports;
- The workpaper documentation that supported the work performed;
- The support in the workpapers for the conclusions and recommendations in the audit reports;
- How the results of audits are communicated;
- The procedures for following up on audit recommendations; and
- The knowledge, skills, discipline, and training of the staff.

Interviews were also conducted with selected individuals, who included among others: the members of the Finance and Audit Committee of the Board of Visitors; the University President; the Vice President for Finance and Chief Financial Officer; the Vice President for Administrative Services; the Vice President for Information Technology and Chief Information Officer; the Director of the Department of Internal Audit; and the members of the audit staff.

Opinion

Based on the work outlined above, it is the opinion of the reviewer that the Department of Internal Audit at Virginia Tech is conducting audit work that **fully complies** with the IIA's International *Standards for the Professional Practice of Internal Auditing*.

This opinion, representing the best possible evaluation, means that the Department of Internal Audit at Virginia Tech has in place relevant structures, policies, procedures, and processes that comply with the requirements of the *IIA Standards*.

Observations

The Director of Internal Audit is a CPA (Certified Public Accountant), a CFE (Certified Fraud Examiner), is well respected, and has a good working relationship with both Virginia Tech senior executives and the Finance and Audit Committee. The staff is, overall, very experienced, four are CPAs, two are CFEs, and the recently hired Associate Director is a CISA (Certified Information Systems Auditor).

The Director reports administratively to the Vice President for Finance and Chief Financial Officer (CFO), and functionally to the Finance and Audit Committee. The department has a strong Audit Charter that authorizes it access to all University departments, activities, records, properties, and personnel, and

authorizes it to conduct full scope financial, operational, and information system audits.

The Director conducts annually a well-designed risk assessment that incorporates input from key senior executives. This risk assessment is used to develop an annual, risk-based audit plan that is reviewed and approved by the Finance and Audit Committee. The department also annually updates a separate five year compliance review plan which is also reviewed and approved by the Finance and Audit Committee. The objective of the separate compliance plan is to ensure that all senior management areas get at least one compliance review every five years for tests of compliance with major University business policies. These reviews are reported to the Finance and Audit Committee at the quarterly meetings. The approach of having a separate compliance review plan ensures that University management and the Board get broad ongoing assurance as to compliance with established University policies.

The interviews conducted during the review indicated that management at Virginia Tech strongly supports the department and that the scope and type of work performed by the department is addressing where they believes there are risks. A confidential survey of audit customers conducted during the review indicated that over 91% of those surveyed rated the department from good to excellent on 18 different criteria. This is a very positive rating for an audit function and speaks well of the professionalism of the audit staff.

The staff uses the TeamMate software tool to prepare and maintain their workpaper files. A sample of workpapers were reviewed and showed that the staff is proficient and knowledgeable in the areas they audit. The workpapers are very professionally prepared and support a level of professional care that is appropriate for the complexities of the work they undertake. Audit projects are well planned, and the work performed by the staff is appropriately documented in accordance with *IIA Standards*. Audit programs in the workpapers were

appropriately referenced to the audit steps. The tests performed during the audits and the conclusions contained in audit reports were supported by the work documented in the workpapers. There was evidence that the workpapers are thoroughly reviewed by someone other than the person who performed the work and the Director reviews all the audit reports before they are issued.

Best Practices Observed

The following are practices or processes that were observed that have been found to positively impact the internal audit activities.

- The Finance and Audit Committee, at each quarterly meeting, provides the Director of Internal Audit the opportunity to confer privately with the Finance and Audit Committee without the presence of Virginia Tech management.
- The department includes senior management in the development of the annual risk assessment and has separated its risk based audit planning from its compliance audit plan to better focus on the objectives of both.
- The department has developed a scorecard and a rating system for their compliance reviews that is very effective in communicating to management where there are compliance weaknesses that need attention.
- The department conducts post audit surveys of their audit customers. These surveys provide feedback to the Director on the department's professional proficiency in conducting the audit, the value of the audit recommendations, and how the audit process can be improved. These surveys also provide the audit staff feedback on their performance, which can be a positive motivator and an incentive for the staff to continuously improve their skills. The results of the surveys are summarized and shared with the Finance and Audit Committee annually.
- The department uses an internal control matrix form to document their analysis of exposures and key controls for the risk based audits they conduct.

This analysis helps the staff focus audit efforts on the key controls that management depends upon to manage their risks.

- The department employs graduate student interns to assist with compliance reviews and more routine audit work. This provides senior staff with additional supervisory experience, provides the students with relevant work experience, stretches limited resources, and gives the audit staff additional time to focus on more complex audit tasks.

Recommendation Summary

While the internal audit activity at Virginia Tech fully complies with the IIA Standards, the following comments and recommendations are intended to build on the foundation that is already in place with the objective of further improving the value and the effectiveness of the audit work being performed.

The recommendations are divided into two groups; 1) recommendations made to the Finance and Audit Committee of the Board of Visitors that would strengthen Virginia Tech's governance over the internal audit activity; and 2) recommendations that relate specifically to the Department of Internal Audit that would increase the efficiency, effectiveness, and value of the audit work that is performed.

An outline of these recommendations is set forth below, followed by a detailed discussion of each.

Recommendations for the Finance and Audit Committee of the Board of Visitors

- The Director of Internal Audit should report administratively to the President.
- Formalize and document, in the Audit Charter, the involvement of the Finance and Audit Committee in the Director's annual performance evaluation and decisions on compensation.
- To insure that the risks identified in the annual risk assessment are being adequately covered, the Finance and Audit Committee should annually review and approve the staffing resources and the financial budget for the Department of Internal Audit.

Recommendations for the Department of Internal Audit

- Continue developing and expanding the use of information technology (IT) in conducting audit testing and data analysis.
- Continue to expand the audit coverage of IT risks.

The implementation of these recommendations will enhance the internal audit activity at Virginia Tech and improve the efficiency and effectiveness of the internal auditing work in the future.

Richard H. Tarr, CIA, CISA

Recommendations

RECOMMENDATIONS FOR THE FINANCE AND AUDIT COMMITTEE OF THE BOARD OF VISITORS

1.   The Director of Internal Audit should report administratively to the President.

The *IIA Standards,* 1010 - Organizational Independence, requires that the Director of Internal Audit report to a level within the organization that allows the internal audit activity to fulfill its responsibilities.   The IIA, in their Practice Advisory 1110-2: Chief Audit Executive (CAE) Reporting Lines, recommends that to achieve the necessary independence, the Director should report functionally to the audit committee and, for administrative purposes, report directly to the chief executive officer of the organization. Additionally, the Director should be attending the President's staff meetings and other executive meetings where there would be opportunities to discuss governance, risk, and control issues.

There was some concern in the responses to the confidential audit customer survey, and in the interviews, that having the Director of Internal Audit report to the CFO gave the CFO the ability to directly influence the audit work that was planned and conducted. While there is no indication that this has occurred, there is the appearance that it could happen. There also was some confusion as to the role of the Capital Assets and Financial Management Department in reporting on the status of outstanding management action plans. Their reporting to the Finance and Audit Committee on the status of management's action plans gives the impression that the CFO is somehow involved in overseeing management's responses.

2. Formalize and document, in the Audit Charter, the involvement of the Finance and Audit Committee in the Director's annual performance evaluation and decisions on compensation.

Appropriate reporting lines are critical to achieve the independence, objectivity, and organizational stature that are necessary for an internal audit function to effectively fulfill its obligations. The actions that the Finance and Audit Committee take to help assure that the reporting lines support and enable the effectiveness and independence of the internal auditing activity should be documented in the Audit Charter.

The Finance and Audit Committee has a good charter that contains a number of activities that are considered good practices which document and emphasize the Committee's responsibilities for overseeing the independence and objectivity of the internal audit activity at Virginia Tech. The Audit Charter currently reflects the Finance and Audit Committee's oversight for reviewing and concurring in management's appointment, replacement, reassignment, or dismissal of the Director. While it has been the practice of management to discuss with the Committee Chair the Director's performance and compensation, this should be formalized and documented in the Audit Charter.

The Institute of Internal Auditors, in their Practice Advisory 1110-2: Chief Audit Executive (CAE) Reporting Lines, recommends that the independence of the internal audit activity is strengthened when the Audit Committee Charter includes the involvement of the Chair of the Audit Committee in the annual performance evaluation and compensation decisions related to the Director of Internal Audit to insure that the Director is free from any undue influence from management on the department's ability to be objective.

3. The Finance and Audit Committee should annually review and approve the staffing resources and the financial budget for the Department of Internal Audit.

The Institute of Internal Auditors, in their Practice Advisory 1130-1: Impairments to Independence and Objectivity, identifies management's staffing and financial budgeting of the internal auditing function as a potential impairment to an audit functions ability to be independent and objective. The internal audit function in any organization is the Board's most effective oversight tool in meeting its fiduciary responsibilities. The Board must be confident that the Department of Internal Audit is independent and objective in conducting audits, and that it has adequate resources to address the risks that concern the Board.

To determine if adequate resources have been committed to insure that the risks identified in the annual risk assessment are being adequately covered, the Finance and Audit Committee should annually review and approve the staffing resources and the financial budget for the Department of Internal Audit.

RECOMMENDATIONS FOR THE DEPARTMENT OF INTERNAL AUDIT

1. <u>Continue developing and expanding the use of information technology in conducting audit testing and data analysis.</u>

One of the departmental goals and objectives for fiscal year 2110-2011 was the establishment of a continuous auditing program for high risk areas to supplement the risk-based audits, the fraud waste and abuse efforts, and to improve management controls. The department is encouraged to continue to move ahead and complete the project it has started in the fixed assets and purchase card areas. Once the benefits of this new capability have been shown to have value management will want to implement it as part of their own continuous monitoring capabilities.

One of the most significant changes that has occurred in the internal auditing profession in the last decade is the extent to which auditors now recognize the importance of data analysis and the automation of audit and control testing procedures through the use of information technology (IT) tools. Traditionally, an auditing department's testing of controls and compliance has been performed on a retrospective and cyclical basis, often months after business activities have occurred. Testing procedures are often based on a sampling approach and have included activities such as reviews of transactions, policies, procedures, approvals, and reconciliations. This approach has only afforded auditors a narrow scope of evaluation and can be late in heading off errors in business performance or regulatory compliance.

Continuous auditing is a method used to perform control and risk assessments automatically on a more frequent basis. The use of IT tools, like the ACL extract software tool the department already has available, is the key to enabling this approach. Using continuous auditing will allow auditors to more fully understand

critical control points, rules, and exceptions. By conducting frequent analyses of data, they will be able to perform control and risk assessments on a timelier basis. Auditors will be able to analyze key business systems for both anomalies at the transaction level and for data-driven indicators of control deficiencies and emerging risks. Continuous auditing will enable the integration of analysis results into the risk assessment process, from development and maintenance of audit plans to the follow-up of specific audits.

Response

As previously mentioned, the Department of Internal Audit has a project on this year's audit plan to establish a continuous monitoring program, including the topics of fixed assets and procurement cards. The data mining has already occurred for these topics and the next step is to work with management responsible for the data to obtain further information on the potential anomalies. Developing a robust continuous monitoring program is a long term goal for the department, and time has been allotted for additional coverage areas on next year's audit plan. As areas being monitored are identified to add value to existing processes, the Department of Internal Audit plans to transition the monitoring of activity to the responsible management area to further enhance their processes.

While the department has a single user license for the Audit Command Language (ACL) software, additional licenses are being purchased to allow all staff to access this powerful tool. Additionally, the Department of Internal Audit will provide training to all audit staff on utilizing ACL since most are not familiar with the functionality and capability of this software.

Sharon M. Kurek, Director, is responsible for implementing this action plan by December 31, 2011.

2. Continue to expand the audit coverage of information technology risks.

Virginia Tech relies heavily on its information systems, which manage and support the infrastructure of practically all of the University's major business and academic processes. As this reliance continues to grow, and the University continues to place greater reliance on information technology (IT) and continues to make sizable investments in IT, the Department of Internal Audit will need to conduct more IT based audits.

It is challenging for an internal audit department to develop and maintain staff auditors with IT audit skills, knowledge and experience. The department's staff is going to need additional training to adequately audit the broad scope of IT risks at Virginia Tech. The recently hired Associate Director, who is a CISA, brings to the department some of the IT audit skills that the department currently lacks.

Response

The Department of Internal Audit at Virginia Tech recognizes the need for enhanced performance in the area of IT audit. To this end, significant efforts have been underway to develop the IT audit competencies. As mentioned, the recently hired Associate Director comes with credentials directly related to this process. His previous higher education experience within the Commonwealth of Virginia brings with it understanding of relevant rules and regulations at the state level, allowing for fulfillment of these requirements within the Virginia Tech environment.

The Associate Director of Internal Audit will oversee the performance of a university-wide IT risk assessment mapped to the *ISO-27002* standard. This information security standard, published by the International Organization for Standardization (ISO), is considered to be a best practice for developing and

maintaining enterprise-wide IT security. In accordance with Commonwealth of Virginia requirements, a three-year IT audit plan will be developed and mapped to the ISO standard upon the completion of the risk assessment. This planning method will ensure that enterprise-wide risks are being considered, serve to help reduce risks in the IT universe at Virginia Tech, and will meet all state requirements for IT audit functions.

The Department of Internal Audit will provide training to all audit staff on introductory IT auditing. As the line between business and IT grows ever thinner, auditors need to be well-rounded and should be able to perform some level of IT risk evaluation and testing. In addition to this more basic training for all audit staff, specialized training will be given to current IT audit staff, both from industry accepted training institutions and from within the department in the form of guidance from the Associate Director. Further, an existing employee with the proper technical background has expressed an interest in conducting IT audits, and the Associate Director is now able to mentor this auditor on complex technical topics.

Brian J. Daniels, Associate Director, is responsible for implementing this action plan by December 31, 2011.

Update to Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

March 31, 2011

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

The report now includes outstanding recommendations from Compliance Reviews and Audit Reports. Consistent with the report presented at the March Board meeting, the report of open recommendations includes three attachments. Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations. Attachment B details all open high or medium priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels. Attachment C reflects performance in implementing recommendations on schedule over the last seven years. The 95 percent on schedule rate for FY2011 reflects closing 40 of 42 recommendations by the original due date.

The report presented at the March 28, 2011 meeting covered internal audit reports reviewed and accepted through December 31, 2010 and included seventeen open high or medium priority recommendations. Activity for the quarter ended March 31, 2011 resulted in the following:

Open recommendations as of December 31, 2010	17
Add: Medium & High priority recommendations accepted March 28, 2011	21
Subtract: recommendations addressed since December 31, 2010	14
Remaining open recommendations as of March 31, 2011	24

While this report is prepared as of the end of the quarter, management has traditionally conducted an informal review of the status of the open recommendations before the Board meeting. Through May 10, 2011, Internal Audit has closed five of the twenty-four outstanding medium and high priority recommendations. The remaining nineteen open recommendations are progressing as expected and are on track to meet their respective target due dates. Management is working jointly with all the units and providing assistance as needed to ensure the action plans are completed timely.

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

March 31, 2011

Report Date	Audit Name	Audit Number	Total Recommendations					
			ISSUED	COMPLETED	OPEN			
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
17-May-10	Information Technology Security Office	904	4	3				1	1
17-May-10	University Scholarships & Financial Aid	908	3	2				1	1
03-Aug-10	Leave Accounting	918	2	1				1	1
03-Aug-10	University Unions and Student Activities	913	2	1				1	1
13-Oct-10	Animal Care and Resources	956	3	1			1	1	2
20-Oct-10	Construction Project Management Process	906	4	3			1		1
07-Feb-11	VP and Dean for Undergraduate Education	975	2					2	2
25-Feb-11	OSP - Post Award	965	1					1	1
01-Mar-11	VP for National Capital Region	976	2					2	2
01-Mar-11	Biological Sciences	964	2				1	1	2
04-Mar-11	School of Architecture + Design	967	5				3	2	5
08-Mar-11	Northern Virginia Center	962	2	1				1	1
10-Mar-11	Veterinary Medicine Teaching Hospital	959	4				3	1	4
Totals:			**36**	**12**	**0**	**0**	**9**	**15**	**24**

Presentation Date: June 6, 2011

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2011

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
17-May-10	1	908	University Scholarships & Financial Aid	Improve Aid Disbursement Monitoring Process	High	Medium	01-Apr-11		1	
04-Mar-11	2	967	School of Architecture + Design	Submission of Personnel Activity Reports	Medium		15-Apr-11		1	
04-Mar-11	3	967	School of Architecture + Design	Machine Shops Health and Safety Training	Medium		15-Apr-11		1	
01-Mar-11	4	976	VP for the National Capital Region	Leave Reporting	Medium		15-Apr-11		1	
01-Mar-11	5	976	VP for the National Capital Region	Fixed Assets Management	Medium		15-Apr-11		1	
07-Feb-11	6	975	VP and Dean for Undergraduate Education	Leave Reporting	Medium		10-May-11		1	
17-May-10	7	904	Information Technology Security Office	Resetting Personal Identifier Passwords	Medium		15-Jun-11		1	
03-Aug-10	8	918	Leave Accounting	Automation Initiatives	Medium		30-Jun-11		1	
10-Mar-11	9	959	Veterinary Medicine Teaching Hospital	Accounts Receivable Collections	High		30-Jun-11		1	
20-Oct-10	10	906	Construction Project Management Process	Project Cost Estimates	High		01-Jul-11		2	
07-Feb-11	11	975	VP and Dean for Undergraduate Education	Emergency Management Planning	Medium		15-Jul-11		2	
13-Oct-10	12	956	Animal Care and Resources	Full Time University Veterinarian	High		31-Jul-11		2	
13-Oct-10	13	956	Animal Care and Resources	Efficiency of Protocol Review and Communication	Medium		31-Jul-11		2	
03-Aug-10	14	913	University Unions and Student Activities	Production Services Equipment and Supplies	Medium		01-Aug-11		2	
04-Mar-11	15	967	School of Architecture + Design	Management of Education Abroad Programs	High		15-Aug-11		2	
04-Mar-11	16	967	School of Architecture + Design	Storing and Transmitting PII	High		15-Aug-11		2	

Presentation Date: June 6, 2011

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2011

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
01-Mar-11	17	964	Biological Sciences	Strengthen Laboratory Safety	High		30-Sep-11		2	
01-Mar-11	18	964	Biological Sciences	Management of Education Abroad Programs	Medium		30-Sep-11		2	
08-Mar-11	19	962	Northern Virginia Center	Banner Fixed Assets Systems Maintenance	Medium		30-Sep-11		2	
10-Mar-11	20	959	Veterinary Medicine Teaching Hospital	Field Service Billings and Trip Logs	High		30-Sep-11		2	
04-Mar-11	21	967	School of Architecture + Design	Funds Handling Process	High		01-Oct-11		2	
04-Mar-11	22	959	Veterinary Medicine Teaching Hospital	Central Sterile Supply & Hospital Stores Inventory Controls	Medium		30-Oct-11		2	
04-Mar-11	23	959	Veterinary Medicine Teaching Hospital	IT Project Management	High		15-Dec-11		2	
25-Feb-11	24	965	OSP - Post Award	Closing Projects in a Timely Manner	Medium		15-Jan-12		2	

(1)   As of March 31, 2011, management confirmed during follow up discussions with audit that actions are occurring and the target date will be met.
The Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.

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

Presentation Date: June 6, 2011

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2011

Seven Year Trend of Closed Recommendations:
Percentage of Extended and On Schedule
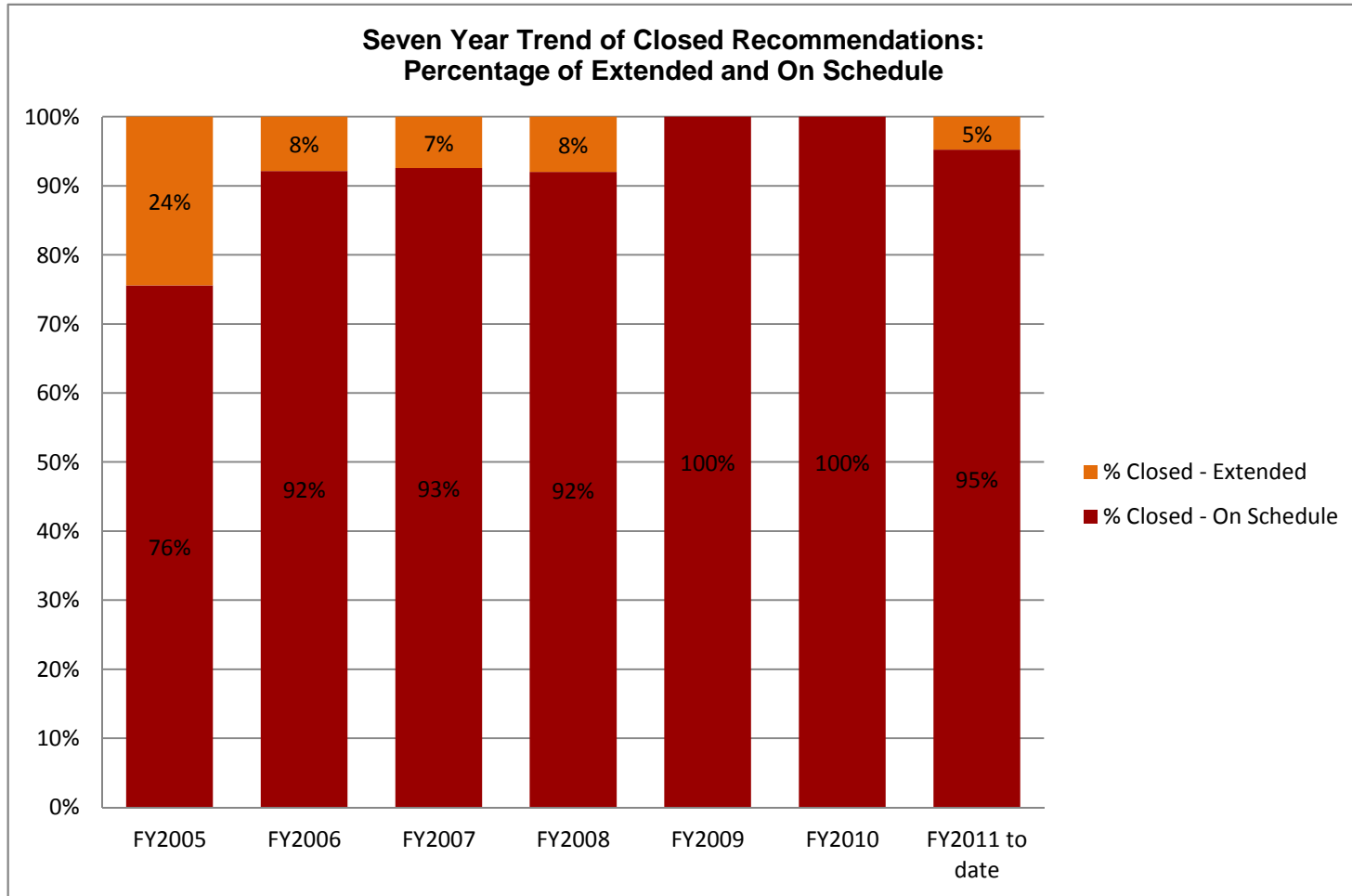
Internal Audit Status Report

FINANCE AND AUDIT COMMITTEE

May 2, 2011

Audit Plan Update

Audits were performed according to the fiscal year 2010-11 annual audit plan approved by the Finance and Audit Committee of the Board of Visitors on August 30, 2010 and conducted in an objective manner at a level consistent with the resources of the Internal Audit Department. Since the March board meeting, Internal Audit completed six audit projects: Admissions, Controller's Office – Fixed Assets, Tidewater and Hampton Roads ARECs, Secure Enterprise Technology Initiatives, Center for Coal and Energy Research, and Vice President for Outreach and International Affairs. The following audits are underway: Athletics, Human Resources – Benefits, Institutional Research and Effectiveness, and Recreational Sports along with the Vice President for Development compliance review.

The Air Transportation Services advisory service project was completed at management's request, and the Distance Learning and Summer Sessions and Institute for Advanced Learning and Research advisory services are underway.

So far in fiscal year 2010-11, Internal Audit has completed 71% of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2010-11 Completion of Audit Plan

Audits	
Total # of **Audits** Planned	30
Total # of Supplemental & Unplanned Carry forward	2
Total # of Planned **Audits** Canceled and/or Deferred	1
Total **Audits** in Plan as Amended	31
Total **Audits** Completed	22
Audits - Percentage Complete	71%
Note: Includes Compliance Reviews and Advisory Services	

Presentation Date: June 6, 2011

Staffing

Internal Audit concluded their search for an associate director and hired Brian J. Daniels. Mr. Daniels was the associate director for information technology audits at the University of Virginia (UVA), where he managed the day to day operations of information technology audits at UVA, the UVA Health System, and UVA's College at Wise for six years. Mr. Daniels will be responsible for providing management direction in planning all risk-based, compliance, and information technology audits. He will supervise the auditor teams, review the evaluation of internal controls and resulting recommendations, and be a proactive partner to colleagues throughout the university.

The director of Internal Audit received her Certified Fraud Examiner credential.

Internal Audit Proposed Audit Plan for Fiscal Year 2011-12

FINANCE AND AUDIT COMMITTEE

May 16, 2011

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

Internal Audit management conducted its annual risk assessment to identify the entities that should receive audit attention in fiscal year 2011-12. University departments and administrative operations were grouped into approximately 175 auditable entities or responsibility centers based on common missions and the existing organizational structure.

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

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

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

Presentation Date: June 6, 2011

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

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

Auditable Entities Risk Ranking

HIGH 22%
LOW 31%
MEDIUM 47%
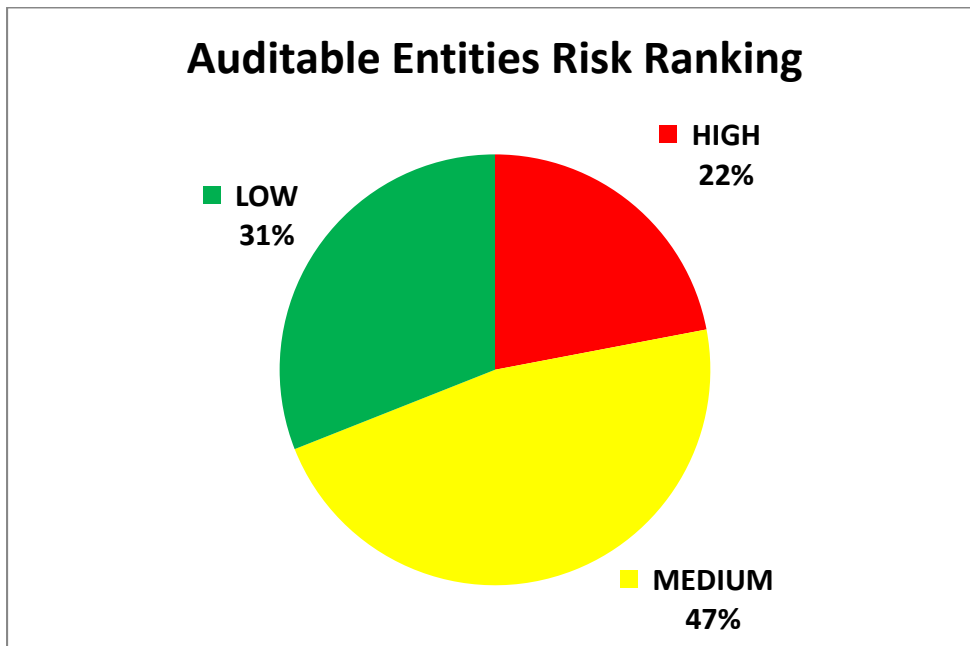
Senior management had the opportunity to provide input on areas for consideration in the preparation of the audit plan. Additionally, a five-year core audit plan was developed to ensure Internal Audit provides adequate coverage related to the university's critical areas. See the Proposed Five Year Core Audit Plan on Schedule 4. As reflected on the Core Audit Plan, Internal Audit plans include entities with high external compliance risks and complex operations annually to audit a different component each year on a multi-year cycle. These entities are University Scholarships and Financial Aid, Office of Sponsored Programs, Office of the University Bursar, and Intercollegiate Athletics.

Given existing resources, an estimated 11,650 direct hours will be devoted to audits, planning and reviews (Schedule 1). Based on the risk assessment and feedback from management, the proposed audit plan (Schedule 2) includes a balance of high, medium and low risk entities along with advisory services and compliance reviews (Schedule 3). A description of the preliminary audit scope for projects on the fiscal year 2011-12 plan is detailed in Schedule 5. Internal Audit's goal is to complete 85 percent of the audit plan. The proposed audit plan may be modified based on the external audit environment or changes in regulations, management, or resources.

AUDIT PERSONNEL AVAILABLE HOURS FOR FISCAL YEAR 2011-12

Sources of Effort Available:	No. of Employees	Annual Hours	Total Hours	Pct. Of Effort
Audit Staff	7	2,080	14,560	87.19%
Wage Auditor	1	1,500	1,500	8.98%
Graduate Assistant	1	640	640	3.83%
Total Available	**9**		**16,700**	**100.00%**

Planned Application of Effort:

Performing Scheduled Audits		6,650		39.82%
Compliance Reviews		900		5.39%
Advisory Services / Management Requests		1,250		7.49%
Reviews of Alleged Fraud, Waste, and Abuse		1,500		8.98%
Annual Audit Activities (Follow-up, Inventory)		750		4.49%
Continuous Monitoring		500		2.99%
Annual Audit Planning		100		0.60%
Total Direct Hours - Audit, Planning and Review			**11,650**	**69.76%**
Vacations, Holidays, and Sick Leave		2,184		13.08%
Training and Professional Development		630		3.77%
Administrative Tasks, Network Maintenance		2,236		13.39%
Total Indirect Hours			**5,050**	**30.24%**
Grand Total Hours of Effort			**16,700**	**100.00%**

Presentation Date: June 6, 2011

PROPOSED AUDIT PLAN FOR FISCAL YEAR 2011-12
RISK BASED AUDITS

ENTITIES	LAST AUDIT	RISK	HOURS
Athletics NCAA Compliance *	2008	High	300
Construction Contracts	N/A	High	350
Human Nutrition, Foods and Exercise	N/A	High	300
Institutional Review Board for Human Subjects	2006	High	350
IT: Printer Security	N/A	High	350
IT: UNIX Servers	N/A	High	400
Mechanical Engineering	N/A	High	350
Office of Sponsored Programs*	2009	High	300
Office of the University Bursar *	2008	High	300
Payroll Transactions	2008	High	400
Registrar	2007	High	300
University Scholarships and Financial Aid *	2010	High	300
English	N/A	Medium	200
Equine Medical Center	2007	Medium	300
Hokie Passport Services	2006	Medium	200
Insurance and Risk Management	2005	Medium	200
Investments and Debt Management	2002	Medium	150
IT: Surplus Property	2010	Medium	250
Northern Virginia 4-H Educational Center	N/A	Medium	275
Records Management	N/A	Medium	200
Fralin Life Science Institute	2007	Low	200
Printing Services	2008	Low	150
Richmond and Hampton Roads Centers	N/A	Low	275
Student Affairs Auxiliaries	N/A	Low	250

Total Hours Needed   6,650

Total Audits Planned   24

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

ADVISORY SERVICES REVIEWS

Virginia Tech Carilion Research Institute	250
International Centers and Programs	300
Building Official	150
Higher Ed Opportunity Act Compliance	250
Unallocated - Management Request	300
Total Hours Needed	**1,250**

Presentation Date: June 6, 2011

PROPOSED FIVE-YEAR COMPLIANCE REVIEW PLAN
FOR FISCAL YEAR 2011-12 THROUGH FISCAL YEAR 2015-16

Audit Entity (Senior Management Areas)	Last Review	------------ Hours of Effort ------------				
		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Athletics	2007		250			
College of Agriculture and Life Sciences	2009			300		
College of Architecture and Urban Studies	2007	200				
College of Business	2010				200	
College of Engineering	2008		300			
College of Liberal Arts and Human Sciences	2008		300			
College of Natural Resources	2009			200		
College of Science	2010				250	
College of Veterinary Medicine	2008		250			
Office of the President	2011					150
Office of the Provost	2006	200				
University Libraries	2011					150
Vice President and Dean for Graduate Education	2008			200		
Vice President and Dean for Undergraduate Education	2011				250	
Vice President for National Capital Region	2011					150
Vice President for Administrative Services	2010				300	
Vice President for Alumni Relations	2010				150	
Vice President for Development and University Relations	2011					250
Vice President for Diversity and Inclusion	2009		150			
Vice President for Finance	2007	250				
Vice President for Information Technology	2009			200		
Vice President for Outreach and International Affairs	2011					300
Vice President for Research	2007	250				
Vice President for Student Affairs	2009			250		
Total Budgeted Hours		**900**	**1250**	**1150**	**1150**	**1000**
Number of Reviews		**4**	**5**	**5**	**5**	**5**

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

Presentation Date: June 6, 2011

PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2011-12 THROUGH FISCAL YEAR 2015-16

Area	2012	2013	2014	2015	2016
Enrollment Services	Financial Aid – Inst. & Stud. Eligibility, Title IV Return, Overaward	Financial Aid – Quality Assurance	Financial Aid – Grants, Scholarships, Workstudy & Loans	Financial Aid – Cash Mgt, Fin Reporting, Disb, Resource Mgt	Financial Aid – Inst. & Stud. Eligibility, Title IV Return, Overaward
	Registrar	Graduate Education			Admissions
Research	Sponsored Programs – A/R / Cash Mgt	Sponsored Programs – Proposals / Award Negotiations	Sponsored Programs – Compliance / Close-Out	Sponsored Programs – A/R / Cash Mgt	Sponsored Programs – Proposals / Award Negotiations
	Fralin Life Science Institute	VTTI	Institute for Society, Culture and Environment	ICTAS	VBI
	IRB for Human Subjects	Effort Reporting	Export Controls	Conflict of Interests	Cost Transfers
Human Resources/Payroll	Payroll Transactions	Compensation & Classification	Hiring & Termination	Leave Accounting	Benefits
Auxiliary Enterprises	Hokie Passport Services	Career Services	Residential Programs	Health and Counseling Centers	Electric Services
	NCAA – Eligibility	NCAA – Recruiting	Athletics – Operations	NCAA – Financial Aid	NCAA – Eligibility
Facilities Management	Construction Contracts	Building and Grounds	Utilities	EHSS	New Construction
	Records Management	Parking and Transportation	Fleet Services	Renovations	Mail Services
	Printing Services				
Procurement & Payment / Financial	Controller's Office – Risk Management	Controller's Office – Financial/ Cost Acctg	Purchasing & Accounts Payable	Controller's Office – General Accounting	Controller's Office – Fixed Assets
	Bursar – Student Revenue	Bursar – Cash Receipts & Disb.	Bursar – Loans & Collections	Bursar – Student Revenue	Bursar – Cash Receipts & Disb.
Academic Units	Mechanical Engineering	Crop and Soil Environmental Sciences	Civil & Environmental Engineering	Electrical & Computer Engineering	Animal & Poultry Sciences
	English	Psychology	School of Education	Computer Science	Physics
	Human Nutrition, Foods and Exercise	Fish and Wildlife Conservation	Aerospace & Ocean Engineering	Entomology	Materials Science & Engineering
	Equine Medical Center	College of Business (Acctg; Mgt; HTM)		School of Public and International Affairs	Human Development
Off-Campus Locations (Virginia & International)	Richmond and Hampton Roads Centers	Virginia Cooperative Extension	Alson H. Smith Jr. and Middleburg ARECs	Virginia Cooperative Extension	Southern Piedmont AREC
	Northern Virginia 4-H Educational Center	Reynolds Homestead	Southwest Virginia Center	Institute for Advanced Learning & Research	Roanoke Center
Information Technology	UNIX Servers	Facilities HokieServe System	Windows Servers	IT - Enterprise Systems	IT - Security Office

Presentation Date: June 6, 2011

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2011-12 AUDIT PLAN

The description of the preliminary audit scope for projects on the fiscal year 2011-12 audit plan is detailed below. However, the preliminary scope is subject to change as the audit objectives are based on identified business goals and objectives, potential risks, and processes designed to mitigate those risks during the audit planning process. The annual expenditures and revenues referenced below reflect fiscal year 2009-10 data.

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

Academic Reviews:

   English – The department within the College of Liberal Arts and Human Sciences has expenditures of $8.2 million, teaches over 40,000 student credit hours, and serves approximately 570 English majors at the undergraduate and graduate levels. While the last audit of this college was in 2008, the Department of English has never received a focused audit.

   Equine Medical Center – The Marion duPont Scott Equine Medical Center (EMC) is a full-service equine hospital located in Leesburg, Virginia, and is one of three campuses that comprise the Virginia-Maryland Regional College of Veterinary Medicine. This center has expenditures of $5.2 million. The last audit of EMC was in 2007.

   Human Nutrition, Foods, and Exercise – The department within the College of Agriculture and Life Sciences has expenditures of $12.3 million, including $7.3 million of sponsored research. While the last audit of this college was in 2008, the Department of Human Nutrition, Foods, and Exercise has never received a focused audit.

   Mechanical Engineering – The department within the College of Engineering has expenditures of $20.3 million, including $11.9 million of sponsored research. While the last audit of this college was in 2009, the Department of Mechanical Engineering has never received a focused audit.

Athletics NCAA Compliance: Virginia Tech has been competing in varsity sports for more than 100 years and sponsors 21 varsity sports at the NCAA Division I level. Athletics has annual expenditures exceeding $54.4 million. Internal Audit conducts a complete audit of Athletics over a four-year period. This audit will include reviews of eligibility, coaching staff limits, and contracts. The last audit of these NCAA activities was in 2008.

Construction Contracts: Construction contracts are managed by University Planning Design and Construction Services (UPDC) that reports to Facilities Services. UPDC is responsible for contract management, budget development, accounting, analysis/reporting, cash flow coordination, system administration, and procurement for all construction. The audit will include a review of the processes surrounding the establishment and maintenance of agreements for construction services, equipment, and materials at the university. Contracts will be reviewed for standard language and provisions that best protect the interests of the university and help mitigate risks of fraud and excessive overages, taking into account the applicable local, state, and federal laws and regulations. No audit has been conducted of this activity.

Fralin Life Science Institute: Originally the Fralin Biotechnology Center, the facility was established to promote research, education, and outreach related to the life sciences. The Fralin Biotechnology Center and the Institute for Biomedical and Public Health Sciences were administratively merged in 2008 to form the Fralin Life Science Institute (FLSI). The institute reports to the Vice President for Research and has expenditures of $1.6 million. This audit will include a review of FLSI's compliance with university policies and procedures regarding health and safety and the financial and administrative activity of the center. The last audit of this area was in 2007.

Hokie Passport Services: Hokie Passport Services reports to the Vice President for Finance and provides the official identification card that permits authorized access to university services and facilities, manages student meal accounts in dining halls, and maintains individual debit accounts for use in various vendor locations on and off campus. The department provides access and meal privileges for more than 15,000 guests involved in over 90 different groups annually. The office also produces badges for various departments. This audit will include a review of Hokie Passport Services' business operations, customer services, and cash handling processes. The last audit of this office was in 2006.

Institutional Review Board for Human Subjects: The Office of the Vice President for Research is responsible for the administration and oversight of research compliance at the university. It oversees the functioning of the Institutional Review Board (IRB), which is within the Office of Research Compliance (ORC). This audit will include a review of human subject research including human subject IRB policies and procedures, board membership and meetings, protocol submissions, and training for researchers. The last audit of this activity was in 2006.

Insurance and Risk Management: The Office of Insurance and Risk Management reports to the University Controller and handles all insurance matters for the university. In addition, the office provides risk analysis for various university activities and management of the student medical insurance program. This audit will include a review of the processes in place for claims processing, insurance policy renewals, and insurance coverage. The last audit of this unit was in 2005.

Investments and Debt Management: The Office of Investments and Debt Management (IDM) oversees the financial assets of the university and its related Virginia Tech Foundation (VTF). Responsibilities include the investment oversight of VTF's endowment, administration of various investment funds, and management of the comprehensive debt program for the university and other university-related corporations, including securing debt financing for capital projects and maintaining bond compliance. This audit will review IDM's university administrative functions, university cash and debt management operations, and a review of lease/purchase program activity. The last audit of this office was in 2002.

IT-Printer Security: There are numerous printers in use within the administrative and academic areas at the university.   These printers can have highly sensitive responsibilities including printing checks, transcripts, and completed tax forms. Sensitive communication involving senior administration, University Legal Counsel, and Human Resources can be printed regularly as well. This is of particular concern in that the printers themselves continue to become more complex with their own hard drives and operating systems in use, yet are rarely secured with the same level of detail that servers or personal computers endure. This audit will focus on physical and logical security of printers across the enterprise by selecting varying devices for review in multiple functional areas based on risk. No audit has been conducted of the printer environment.

IT-Surplus Property: All university property that is excess to the needs of a department must enter the surplus disposal process. Initially efforts are made to redistribute surplus property within the university. If this proves to be unsuccessful, it is sold at public auction or through sealed bid. Computing equipment (laptops, printers, smartphones, etc.) is of particular risk as the hard drives contained in many of the devices can contain highly sensitive data such as personally identifiable information (PII). This audit will review physical security at the Surplus Property Warehouse, data removal and overwriting procedures, and the process for physical destruction of unused hard drives. This activity was last audited in 2010.

IT-UNIX Servers: There are numerous servers in use at Virginia Tech supporting everything from sensitive research to central systems. While a significant number of servers at Virginia Tech operate in the more popular Windows environment, there are still many of these servers operating in a UNIX or UNIX-like environment.   These servers require specialized administration and have their own unique security vulnerabilities.   This audit will focus on security across the enterprise by selecting

servers in various administrative and academic departments. No audit has been conducted with a focus on the UNIX environment.

Northern Virginia 4-H Educational Center: Virginia Cooperative Extension is an educational outreach program of Virginia's land-grant universities: Virginia Tech and Virginia State University. Extension programs are delivered through a network of faculty at two universities, 106 county and city offices, 12 agricultural research and extension centers, and six 4-H educational centers. A nationwide program, 4-H is designed to teach leadership, citizenship, and life skills through a variety of experiential techniques that encourage active hands-on learning. The Northern Virginia 4-H Educational Center provides many services including summer camps and conference services for adult groups. No audit has been conducted of this unit.

Office of Sponsored Programs: The Office of Sponsored Programs has the responsibility of ensuring compliance with all policies and procedures (university, state, federal, and individual sponsor) as they relate to externally funded grants and contracts. The office provides full service throughout the life cycle of a project, from preliminary budget review to award closeout. A complete audit of the Office of Sponsored Programs occurs over a three-year period. This audit will focus on accounts receivable and cash management. The last audit of this activity was in 2009.

Office of the University Bursar: The Office of the University Bursar reports to the University Controller and has the responsibility of providing timely and accurate billings to students and general users of the university's services and ensuring that payments and credits are received and properly applied to each customer's account in a timely manner. Other responsibilities include disbursement of payroll, handling all university payables, collection of delinquent accounts and notes receivable, and administration of the Budget Tuition Program. A complete audit of the Office of the University Bursar occurs over a three-year period. This audit will focus on student revenue. The last audit of this activity was in 2008.

Payroll Transactions: The Payroll Office reports to the University Controller and is responsible for paying all 12,000 University employees on time and accurately. They also make all payroll related tax deposits and reports, reconcile health care billings, pay all third-party payroll vendors as well as collect and disburse all garnishments, tax liens, and child support orders. The Payroll Office also reviews and maintains the Employment Eligibility Verification Form (I-9) for all university employees and reviews and monitors payments made to non-resident aliens. This audit will review payroll processing, W-2 tax form processing, withholdings and disbursements, and I-9 eligibility. The last audit of this office was in 2008.

Printing Services: Printing Services is a department within Transportation and Campus Services (TCS) and reports to Facilities Services. Their mission is to provide timely, high-quality and cost-efficient offset printing, digital reproduction, copier leasing and centralized mass mailing services to the university community. Printing Services has expenditures of $152,000 and revenues of $132,000. This audit will include a

review of fiscal responsibility and reconciliation of financial activities, expenditures, fixed asset management, funds handling, and key control. The last audit of this activity was in 2008.

Records Management: Records Management Services (RMS) is a department within Transportation and Campus Services and reports to Facilities Services. RMS directs the records management program for Virginia Tech to promote efficient and economic management of the official university (public) records. RMS operates the records center facility with over 19,000 boxes of inactive records, provides off-site storage of computer back-up tapes, and performs large volume shredding services. All of these services are provided to departments at no additional fee. RMS has expenditures of $165,000. No audit has been conducted of this unit.

Registrar: The Office of the University Registrar (Registrar) is part of the Enrollment Management area reporting to the Vice President and Dean for Undergraduate Education. The Registrar provides many services, including academic records maintenance for more than 31,000 current students and over 215,000 alumni. The Registrar also provides evaluation of transfer credits, degree credentials, and enrollment status. Other services provided by the Registrar include production of transcripts, handling degree completion, and scheduling all course sections. This audit will include a review of degree requirements completion, certification of academic information, transcript production, and student record access. The last audit of this office was in 2007.

Richmond and Hampton Roads Centers: The Richmond Center (RC) and the Hampton Roads Center (HRC), located in Richmond and Virginia Beach respectively, are extended campuses reporting to the Office of Vice President for Outreach and International Affairs. The RC and HRC offer a wide variety of graduate and continuing education opportunities specially designed for working professionals. This review will focus on the units' business objectives and will evaluate controls and business risks. Tests of records may include core business functions such as RC's and HRC's administrative and business operations, safety and security procedures, and other various operating functions. The RC has expenditures of $262,000 and the HRC has expenditures of $221,000. Although other campus centers around the state have been reviewed in the past, the RC and HRC have never been audited.

Student Affairs Auxiliaries: The Division of Student Affairs (DSA) reports to the Vice President for Student Affairs. DSA focuses on the importance of promoting student learning while providing a welcoming and inclusive environment for all and is dedicated to the holistic development of the student experience from orientation to graduation day. While there are a number of auxiliary programs under DSA, this audit will include a review of Summer Orientation, Emergency Loans, the Hokie Parents Fund, and Hokie Camp. No audit has ever been performed of these programs.

University Scholarships and Financial Aid: The Office of University Scholarships and Financial Aid (USFA) is part of the Enrollment Management area reporting to the Vice President and Dean for Undergraduate Education. USFA supports the university's student access, enrollment, and retention goals by providing the financial means to encourage economic, social, cultural, and academic diversity in the student body. USFA provided or monitored approximately $359,000,000 of student financial assistance in fiscal year 2009-10. A complete audit of USFA is performed over a four-year period. This audit will include institutional and student eligibility, Title IV return, and overawards. The last audit of this activity was in 2010.

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

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

May 2, 2011

Background

In concurrence with the fiscal year 2010-11 Internal Audit Plan approved by the Finance and Audit Committee at the August 30, 2010 Board of Visitors meeting, the department has completed five risk-based audits and one compliance review during this reporting period. This report provides a summary of the ratings issued during the period and the rating system definitions. Internal Audit continues to make progress on the annual audit plan.

Ratings issued this period

Admissions	Improvements are recommended
Controller's Office – Fixed Assets	Effective
Tidewater and Hampton Roads ARECs	Significant Improvements are Needed
Secure Enterprise Technology Initiatives	Effective
Center for Coal and Energy Research	Improvements are Recommended
Vice President for Outreach and International Affairs	Improvements are Recommended

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

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

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

RECOMMENDATION:

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

UPDATE ON SIX-YEAR PLAN DEVELOPMENT PROCESS

FINANCE AND AUDIT COMMITTEE

May 19, 2011

The university has traditionally developed biennial updates to the institutional six-year academic, enrollment, and financial plans. These plans would be presented to the Board of Visitors for review and approval in the fall of odd years for the last several biennia, consistent with the Higher Education Restructuring Act. In March, the 2011 General Assembly approved the Higher Education Opportunity Act of 2011(HEOA), revising the requirements and timeline of the six-year planning process. The Committee received a report at the March 2011 meeting regarding the HEOA and its implications, including the six-year plans process. This report provides the Board of Visitors with an update on the new six-year planning process.

Update on State Actions

While the HEOA defined broad policy parameters, state officials are still working to define the specific details of the new six-year planning process. In April, the General Assembly approved legislative amendments enabling the Governor to be able to modify, delay, or suspend the process and the requirements of the plan due on July 1, 2011. SCHEV provided institutions of higher education with a draft template in mid-April and solicited feedback. In response, Virginia Tech, along with other institutions of higher education, provided feedback and questions regarding the template, process, and assumptions. In early May, the university received the final template and some basic guidance regarding the process of developing the six-year plans.

As a part of a clarification of the process, the State Council of Higher Education for Virginia (SCHEV) established May 2011 as the timeline for the preliminary submission of six-year enrollment plans, as compared to the original July 1, 2011 deadline. The traditional submission date for enrollment data had previously been in the March to April time range.

Higher Education Opportunity Act

The HEOA defines an updated process for six-year enrollment, academic, and financial plans. In contrast with the prior planning process (which had two scenarios of General Fund support and sought to achieve broad financial goals: 60th percentile of faculty salaries and full base budget adequacy), the HEOA focused on the outcome of state objectives and the cost and resources needed to achieve those goals. Based on the planning template provided by SCHEV, the new format for the plans are expected to provide significantly more detail about the cost of academic initiatives and institutional needs including:

  1) Academic initiatives that:
     a. Increase enrollment of Virginia students
     b. Increase degree completion for Virginia residents who have partial credit
     c. Increase degree completion in a timely manner
     d. Increase community college transfer programs and other enhanced degree programs

e. Improve retention and graduate rates
f. Increase degree production in the area of science, technology, engineering, mathematics, and other high need areas such as health care-related professionals
g. Identify new programs the institution might consider to further the Commonwealth's objectives
h. Increase research, including regional and public-private collaborations
i. Propose plans for optimal year-round use of facilities
j. Propose plans for efficiency reforms designed to reduce total cost
k. Propose plans for the development of instructional resources sharing programs with other institutions of higher education in the Commonwealth
l. Identify opportunities for technology-enhanced instruction including course redesign and online instruction
m. Propose other initiatives to further the Commonwealth's objectives including strategies to address maintenance of effort and institutional uniqueness

2) Incremental operating budget needs:
a. Cost of academic initiatives
b. Faculty salaries
c. Staffing requirements
d. Library needs
e. Technology enhancement
f. Operation and maintenance of new facilities
g. Utility cost increases
h. Financial aid
i. Other costs

3) Resources needed to fund the plan based on state defined assumptions of no incremental General Fund support for the biennium:
a. Anticipated tuition and E&G fee charges and revenue by degree level and residency and revenue generated
b. Other nongeneral fund revenues projections including self-generated resources, auxiliary enterprise activity, and externally sponsored grants and contracts

The Six-Year Plan and Budget Development Process

The university continuously maintains multi-year forward looking plans, and in anticipation of the expectations of this new state planning process, the university began to develop six-year enrollment, academic, and financial plans once the legislation was final. Now that the final template is available, the university is continuing the development of the financial plan in accordance with the defined categories and template.

As the process evolves, it is apparent that the six-year plans are focused on the budget development process and will essentially reflect the format and process utilized for the submission of budget requests for the upcoming biennium. As such, while the academic plans and enrollment plans will cover the six-year period of 2012-2018, the related financial data will be submitted only for 2012-2014.

As a result, the university is seeking to ensure that the process fully addresses prior commitments, foreseeable needs, and advancement of the strategic plan. Further input from members of the campus leadership is being sought and will be reflected in the plan as appropriate. Particular attention is being focused on initiatives that fulfill the needs of the university and advance the goals of the Commonwealth.

The university intends to be complete and comprehensive in its outlook on academic initiatives, cost drivers, and critical needs; the process will also include estimates regarding fixed costs and other support costs needed to operate the university, as well as how to make progress in reducing the university's shortfall in funding, as indicated by the base budget adequacy model. The assumption that no new General Fund support will be available, as is the advice included in the plan's instructions, means that this process may drive the projected tuition rates to relatively high levels for the purpose of this planning exercise. As a result, it is the university's expectation that the state will seek to provide feedback on the university's future activities and costs and consider the investment of General Funds as a strategy to influence future tuition rates.

Review by the Board of Visitors and Discussions with State Representatives

The new guidance received in early May modified elements of the information provided to the Finance and Audit Committee in March 2011. Specifically, the requirement for review and approval of the six-year plans prior to the July 1, 2011 submission date has been changed. Review and approval by the Board of Visitors has been extended to October 1, 2011. This change allows the plans to be further developed and refined prior to consideration by the Board.

The development process envisions a series of reviews and meetings with State representatives. The university is using the approved Six-Year Plan template from SCHEV to complete the planning process and submit draft plans to SCHEV and representatives of the executive and legislative branches by July 1, 2011. This submission is required for the review process to begin and for the university and the state to engage in iterative review and modification process through the summer. The state is required to provide final feedback on the plans to institutions by September 1, with institutional responses and Board approval required by October 1. At that point, the institution's Six-Year Plan will be considered final.

As a new state process, the university expects to learn more over the coming weeks and months. The institutions of higher education have also been asked to provide comments and guidance on several components of the planning process and related elements such as the funding model. As a result, it is possible that the Commonwealth will make further changes in the process over the summer. The university will keep the Board of Visitors informed as the process advances.

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2010 to March 31, 2011

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 budget coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to March 2010-11 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.

Presentation Date: June 6, 2011

OPERATING BUDGET

1. Tuition and Fee revenue is behind historical projections due to the timing of collections and higher than anticipated waivers.

2. All Other Income is higher than projections due to the timing of revenue collections from Continuing Education courses.

3. Academic and Support expenditures are behind historical projections due to salary savings from vacant positions and the timing of operating 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 greater than the projected budget due to the timing of receipt of federal drawdowns.

5. Academic Program expenditures are behind historical projections due to the salary savings from vacant positions and the timing of operating expenditures.

6. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.

7. 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 expenses are less than projected, but sponsored research expenditures are ahead of 2009-10 activity levels.

8. Revenues and Expenses were below projections due to lower than projected Surplus Property activity.

9. 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 $30,191 for VIVA libraries distribution costs, by $4,896,205 to match the actual central appropriations transfer for fringe benefits and the one-time bonus, and decreased by $127,500 for elimination of support from the Virginia Agriculture and Consumer Services pass-through funds. The corresponding expenditure budgets have been adjusted accordingly.

10. The annual budget for Tuition and Fees has been increased by $13,560 to finalize the Virginia/Maryland Regional College of Veterinary Medicine regional capitation agreement, and increased by $123,031 for finalization of fees, by $5,624,357 for strong fall enrollments, and by $4,151,635 for a higher than anticipated spring retention rate. The corresponding expenditure budgets have been adjusted accordingly.

11. In the Executive Budget presented on December 17, an amendment for the current year included a recalculation of ARRA funding due to technical revisions based on the US Department of Education guidelines and the final actions of the 2010 General Assembly. This resulted in additional support of $233,127 for the University Division.

12. The All Other Income revenue budget for the University Division has been increased by $261,246 for Continuing Education and COTA programs, by $600,000 for the Veterinary Teaching hospital, by $133,000 for the Equine Medical Center, and decreased by $35,000 for a decline in racing revenue collections. The corresponding expenditure budgets have been adjusted accordingly.

13. The General Fund revenue budget has been increased by $1,673,686 to match the actual central appropriations transfer for fringe benefits and the one-time bonus. The corresponding expenditure budgets have been adjusted accordingly.

14. The federal revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been increased by $607,095 for the carryover of unexpended federal funds. The corresponding expenditure budgets have been adjusted accordingly.

15. In the Executive Budget presented on December 17, an amendment for the current year included a recalculation of ARRA funding due to technical revisions based on the US Department of Education guidelines and the final actions of the 2010 General Assembly. This resulted in additional support of $149,300 for the Cooperative Extension/Agricultural Experiment Station Division.

16. All Other Income in the Cooperative Extension/Agricultural Experiment Station Division has been increased by $135,000 for strong revenue collections of agricultural sales and services.

17. The projected year-end 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 by $34,185 for the VA Military Survivors & Dependents Program, by $309,795 for the Commonwealth Scholarship Assistance Program, and by $52,000 for the two-year College Transfer Grant.

18. The projected annual budgets were adjusted to reflect the finalization of the Local Funds budget and for increased surplus property activity.

Presentation Date: June 6, 2011

OPERATING BUDGET
2010-11

Dollars in Thousands

	July 1, 2010 to March 31, 2011			Annual Budget for 2010-11		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$122,223	$122,223	$0	$147,702	$152,722	$5,020 (9)
Tuition and Fees	322,125	324,011	-1,886 (1)	316,783	326,695	9,912 (10)
Federal Funds (ARRA)	10,602	10,602	0	18,500	18,733	233 (11)
All Other Income	24,356	22,829	1,527 (2)	28,057	29,017	960 (12)
Total Revenues	$479,306	$479,665	$-359	$511,042	$527,167	$16,125
Expenses						
Academic Programs	$-238,274	$-240,291	$2,017 (3)	$-321,445	$-331,924	$-10,479 (9,10,11,12)
Support Programs	-129,374	-131,231	1,857 (3)	-189,597	-195,243	-5,646 (9,10,11,12)
Total Expenses	$-367,648	$-371,522	$3,874	$-511,042	$-527,167	$-16,125
NET	$111,658	$108,143	$3,515	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$51,060	$51,060	$0	$62,406	$64,080	$1,674 (13)
Federal Appropriation	10,371	9,499	872 (4)	13,914	14,521	607 (14)
Federal Funds (ARRA)	0	0	0	4,756	4,906	150 (15)
All Other Income	701	640	61	716	851	135 (16)
Total Revenues	$62,132	$61,199	$933	$81,792	$84,358	$2,566
Expenses						
Academic Programs	$-52,445	$-56,492	$4,047 (5)	$-72,830	$-75,201	$-2,371 (13,14,15,16)
Support Programs	-4,928	-5,665	737	-8,962	-9,157	-195 (13,14,15,16)
Total Expenses	$-57,373	$-62,157	$4,784	$-81,792	$-84,358	$-2,566
NET	$4,759	$-958	$5,717	$0	$0	$0
Auxiliary Enterprises						
Revenues	$205,311	$202,721	$2,590 (6)	$228,665	$237,082	$8,417 (6)
Expenses	-163,901	-168,233	4,332 (6)	-210,618	-235,227	-24,609 (6)
Reserve Drawdown (Deposit)	-41,410	-34,488	-6,922 (6)	-18,047	-1,855	16,192 (6)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$186,500	$186,223	$277	$255,382	$255,382	$0
Expenses	-184,922	-204,016	19,094 (7)	-255,382	-255,382	0
Reserve Drawdown (Deposit)	-1,578	17,793	-19,371	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
General Fund	$17,818	$17,818	$0	$17,661	$17,836	$175 (17)
Federal Funds (ARRA)	2,322	2,382	-60	2,393	2,393	0
Expenses	-19,051	-19,184	133	-20,054	-20,229	-175 (17)
NET	$1,089	$1,016	$73	$0	$0	$0
All Other Programs *						
Revenue	$3,916	$4,104	$-188 (8)	$5,432	$5,939	$507 (18)
Expenses	-4,121	-4,644	523 (8)	-5,432	-6,052	-620 (18)
Reserve Drawdown (Deposit)	205	540	-335 (8)	0	113	113 (18)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$957,305	$954,112	$3,193	$1,102,367	$1,130,157	$27,790
Expenses	-797,016	-829,756	32,740	-1,084,320	-1,128,415	-44,095
Reserve Drawdown (Deposit)	-42,783	-16,155	-26,628	-18,047	-1,742	16,305
NET	$117,506	$108,201	$9,305	$0	$0	$0

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

Presentation Date: June 6, 2011

AUXILIARY ENTERPRISE BUDGET

1. Revenues in Residence and Dining Halls are higher than projected due to higher than projected on-campus occupancy and meal plan participation. Expenditures in Residence Halls are lower than projected due to timing of operating expenses and are partially offset by higher than projected Dining Hall food and wage expenses due to higher than projected meal plan participation.

2. Revenue in Parking and Transportation Services are higher than projected due to higher than anticipated student fees from higher than budget enrollments.

3. Expenditures in Telecommunications Services are lower than projected due to timing of equipment purchases related to campus telecommunications infrastructure projects.

4. Revenues in the University Services System are higher than projected due to higher than anticipated student fees from higher than budgeted enrollments. Expenditures for the University Services System are lower than projected overall due to timing of operating expenses.

5. Expenditures for the Intercollegiate Athletics System are lower than projected due to lower than projected sports medicine and team travel expenses, as well as timing of operating expenses.

6. Revenues for Other Enterprise Functions are higher than projected due to higher than projected royalties from merchandise sales for the Licensing and Trademark Auxiliary. Expenditures for Other Enterprise Functions are lower than projected due to timing of operating expenses.

7. The projected annual revenue budget for Residence and Dining Halls were adjusted for the payoff of an internal loan and higher than projected on-campus occupancy. The expense and reserve budgets were adjusted for Value Added Tax expenses for the Center for European Studies and Architecture related to prior years' operations, Residential and Dining maintenance, and one-time facility projects, site planning expenses for Phase IV of the Oak Lane Community, and debt service for the Academic and Student Affairs Building.

8. The projected annual budget for Auxiliary Enterprises was adjusted for $9.7 million in outstanding 2009-10 commitments and projects that were initiated but not completed before June 30, 2010. This amount includes $3.3 million to fund construction costs for the Jamerson Center addition and $3 million of other intercollegiate athletic projects. The remainder is spread across the other auxiliary programs.

9. The projected annual revenue and expense budgets for Parking and Transportation were adjusted for a technical accounting change in Fleet Services, higher than projected Fleet Services operating activity, less than projected parking permit sales, facility operating expenses, Blacksburg Transit capital expenses, and maintenance activity.

10. The projected annual expense and reserve budgets for the Telecommunications Auxiliary were adjusted for the $2 million campus fiber optic project. During the 3rd quarter, the revenue and expense budgets were adjusted for campus projects.

11. The projected annual revenue and expense budgets for the University Services System were adjusted for the realignment of program activity in the Center for the Arts, and increased self-generated revenue in Recreational Sports and Alcohol Education.

12. The projected annual revenue budget for Intercollegiate Athletics was adjusted $1.7 million to accommodate increased revenue from the football game settlements, basketball game settlements, basketball away games, parking permits, ticket handling fees, conference allocation, private gifts, licensing, conference championship, and Orange Bowl. These increases were partially offset by lower than projected interest earnings, concessions, football ticket allocations, publication sales, basketball home games, football away games, and basketball away game revenue. Annual expense and reserve draw budgets were adjusted to accommodate personnel actions, operating adjustments, team travel, sport related projects, conference championship, and Orange Bowl.

13. The projected annual revenue, expense, and reserve budgets for Electric Services were adjusted for the purchase of electricity, customer rates, and reserve requirements. During the 3rd quarter, the revenue and expense budgets were adjusted $3.1 million to accommodate the higher purchase of electricity and electrical sales.

14. The projected annual expense and reserve budgets for the Inn at Virginia Tech and Skelton Conference Center were adjusted to accommodate equipment and technology needs.

15. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for the finalization of the Tailor Shop budget, increased royalty income from the sale of Virginia Tech merchandise in the Licensing and Trademark auxiliary, increased cadet enrollment, increased contributions to scholarships in the Licensing and Trademark auxiliary, Orientation fees, sales of software in the Student Software Sales auxiliary, and the new Library Café operation.

Dollars in Thousands

	July 1, 2010 to March 31, 2011			Annual Budget for 2010-11		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	$77,912	$76,855	$1,057 (1)	$80,483	$80,455	$-28 (7)
Expenses	-53,063	-53,178	115 (1)	-71,935	-74,628	-2,693 (7,8)
Reserve Drawdown (Deposit)	-24,849	-23,677	-1,172	-8,548	-5,827	2,721 (7,8)
Net	$0	$0	$0	$0	$0	$0
Parking and Transportation						
Revenues	$8,513	$8,367	$146 (2)	$9,298	$9,545	$247 (9)
Expenses	-6,065	-5,974	-91	-8,301	-9,549	-1,248 (8,9)
Reserve Drawdown (Deposit)	-2,448	-2,393	-55	-997	4	1,001 (8,9)
Net	$0	$0	$0	$0	$0	$0
Telecommunications Services						
Revenues	$13,090	$13,065	$25	$15,477	$15,993	$516 (10)
Expenses	-12,075	-13,410	1,335 (3)	-15,627	-18,816	-3,189 (8,10)
Reserve Drawdown (Deposit)	-1,015	345	-1,360	150	2,823	2,673 (8,10)
Net	$0	$0	$0	$0	$0	$0
University Services System						
Revenues	$30,770	$29,614	$1,156 (4)	$30,527	$30,469	$-58 (11)
Expenses	-20,981	-22,256	1,275 (4)	-29,668	-30,848	-1,180 (8,11)
Reserve Drawdown (Deposit)	-9,789	-7,358	-2,431	-859	379	1,238 (8,11)
Net	$0	$0	$0	$0	$0	$0
Intercollegiate Athletics						
Revenues	$40,557	$40,503	$54	$49,451	$51,491	$2,040 (12)
Expenses	-38,550	-40,164	1,614 (5)	-43,450	-54,229	-10,779 (8,12)
Reserve Drawdown (Deposit)	-2,007	-339	-1,668 (5)	-6,001	2,738	8,739 (8,12)
Net	$0	$0	$0	$0	$0	$0
Electric Service						
Revenues	$21,952	$21,917	$35	$27,831	$32,346	$4,515 (13)
Expenses	-21,086	-20,995	-91	-27,192	-31,169	-3,977 (8,13)
Reserve Drawdown (Deposit)	-866	-922	56	-639	-1,177	-538 (8,13)
Net	$0	$0	$0	$0	$0	$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	$6,247	$6,215	$32	$8,914	$8,914	$0
Expenses	-7,246	-7,222	-24	-8,789	-9,130	-341 (8,14)
Reserve Drawdown (Deposit)	999	1,007	-8	-125	216	341 (8,14)
Net	$0	$0	$0	$0	$0	$0
Other Enterprise Functions						
Revenues	$6,270	$6,185	$85 (6)	$6,684	$7,869	$1,185 (15)
Expenses	-4,835	-5,034	199 (6)	-5,656	-6,858	-1,202 (8,15)
Reserve Drawdown (Deposit)	-1,435	-1,151	-284 (6)	-1,028	-1,011	17 (8,15)
Net	$0	$0	$0	$0	$0	$0
TOTAL AUXILIARIES						
Revenues	$205,311	$202,721	$2,590	$228,665	$237,082	$8,417
Expenses	-163,901	-168,233	4,332	-210,618	-235,227	-24,609
Reserve Drawdown (Deposit)	-41,410	-34,488	-6,922	-18,047	-1,855	16,192
Net	$0	$0	$0	$0	$0	$0

CAPITAL OUTLAY BUDGET

Educational and General Projects

1. The current year and total project budget amounts have been revised to reflect the state's recent allocation of $5.63 million of maintenance reserve funds for fiscal year 2011.

2. This is a subproject of an E&G Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This subproject includes a $1 million authorization to initiate planning for the Relocation of Agriculture programs.

3. This project is for a central chiller plant facility in the southwest section of campus. The state approved increasing the planning authorization by $1,700,000 of temporary nongeneral fund resources to continue the project's design process, and the project's total budget was increased to $2,180,000 accordingly. This temporary infusion will be reimbursed once the project is fully funded by the state. Preliminary designs are complete and working drawings are underway.

4. This project will plan the construction of a facility that will provide updated classroom, laboratory, and faculty office space to meet the needs of the College of Veterinary Medicine. The project is in the working drawing phase. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

5. This project will upfit 26,000 assignable square feet in the third floor of the Virginia Tech Carilion Research Institute to provide research laboratory, conference space, office space, and a 5,000 cage vivarium with support spaces.

6. This project encompasses a 77,500 gross square foot facility on the north side of campus to house dining and instructional space. Construction is underway with substantial completion expected in summer 2012. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

7. This project includes an approximately 58,400 gross square foot facility located in Hampton Roads. Construction is underway with occupancy expected January 2012. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

8. This project will construct a 15,700 gross square foot high containment research laboratory facility for the study of infectious diseases. Construction is underway with occupancy expected by December 2011. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

9. This project includes construction of a state-of-the-art performance theatre, creative technologies laboratory, and creative performance laboratory. The project is under construction with a completion date of summer 2013. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

10. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future campus buildings. The project will be accomplished in multiple phases with a total cost of $28.75 million. Phases for the steam distribution upgrades, boiler upgrades, plant upgrades, and life sciences steam line are complete. The final phases include the Prices Fork steam line which is scheduled to start construction in summer 2011 and an improved solution for local coal storage. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2011.

11. This project includes a new 18,100 gross square foot Visitors and Undergraduate Admissions Center at the Prices Fork entrance to the university near the Alumni Center. Construction is underway with occupancy expected by summer 2011.

12. The building construction is complete and the Medical School and Research Institute are occupied. The project will be closed after some minor laboratory upfits are complete and final expenses are processed.

13. The project is complete and will be closed when final payments are processed, with an expected total cost of $15,873,000 and estimated savings of $450,000. The year to date expenses are a negative amount because expenditures meant for the Performing Arts Center project were incorrectly recorded in this project in fiscal year 2010 and have been corrected by moving the expenses to the Performing Arts Center in fiscal year 2011.

14. The project is complete and will be closed when final expenses are processed, with an expected total cost of $34,450,000 and estimated savings of $550,000.

15. The project is complete and will be closed when final payments are processed.

16. 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 a central location. The project is on hold.

17. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a $3.5 million authorization to initiate planning for a Sciences Laboratory Building that is on hold.

18. This project is for a 92,500 gross square foot laboratory building to provide modern laboratory space to meet the needs of animal and plant science research by the Agricultural Experiment Station in the College of Agriculture and Life Sciences. The project has completed the working drawings phase and is awaiting an allocation of state support for construction.

19. This project was established for planning 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 and the project may be closed at the end of the fiscal year.

Presentation Date: June 6, 2011

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF March 31, 2011

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Educational and General Projects									
Educational and General Maintenance Reserve									
Maintenance Reserve	6,941	7,250	1,321	7,250	0	0	0	7,250	1,321 (1)
Design Phase									
Blanket: Planning Agriculture Programs Relocation	582	582	297	0	0	1,000	0	1,000	446 (2)
Chiller Plant, Phase I	214	313	269	480	0	1,700	0	2,180	937 (3)
Veterinary Medicine Instruction Addition	1,400	500	33	0	0	1,400	0	1,400	33 (4)
VT-Carilion Research Inst. Third Floor Upfits	0	0	0	0	0	15,000	0	15,000	0 (5)
Construction Phase									
Academic and Student Affairs Building	20,825	16,000	8,849	0	0	0	45,153	45,153	11,419 (6)
Hampton Technology Research & Innovation Center	8,350	2,500	1,429	12,000	0	0	0	12,000	1,684 (7)
Infectious Disease Research Facility	7,400	4,000	1,521	3,137	0	6,163	0	9,300	2,279 (8)
Performing Arts Center	19,500	15,000	9,570	26,083	0	12,476	55,435	93,993	14,243 (9)
Upgrade Campus Heating Plant	5,433	2,500	686	17,250	0	2,750	11,500	31,500	22,189 (10)
Visitors and Undergraduate Admissions Center	6,500	6,500	4,803	0	0	3,400	7,100	10,500	6,377 (11)
VT-Carilion School of Medicine and Research Institute	14,650	19,168	15,879	59,000	0	3,500	0	62,500	59,211 (12)
Close-Out									
Henderson Hall	0	0	(410)	7,333	6,542	2,448	0	16,323	15,737 (13)
Institute for Critical Technology and Applied Science II	12,200	12,200	9,499	17,500	0	0	17,500	35,000	31,613 (14)
Materials Management Facility	1,518	1,363	1,166	3,500	0	0	0	3,500	3,302 (15)
On Hold									
Administrative Services Building	0	0	0	0	0	0	12,000	12,000	0 (16)
Blanket: Planning Science Building Laboratory I	0	0	0	0	0	3,500	0	3,500	547 (17)
Human & Agricultural Biosciences Building I	1,091	1,243	723	2,040	0	2,100	0	4,140	3,620 (18)
Public Safety Building	0	0	0	0	0	1,600	0	1,600	0 (19)
Renovate Davidson Hall	0	45	12	1,506	0	750	0	2,256	2,223 (20)
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0 (21)
Signature Engineering Building	4,186	4,388	2,658	1,350	0	5,083	0	6,434	4,703 (22)
VBI Addition Facility	0	5	5	0	0	0	2,400	2,400	2,349 (23)
TOTAL	110,789	93,556	58,310	158,429	6,542	62,870	151,088	378,928	184,235

Presentation Date: June 6, 2011

CAPITAL OUTLAY BUDGET (Continued)

20. This project is for the first phase of the renovation of Davidson Hall, which is envisioned to raze and fully replace the unrecoverable center and north section of the building. The project has completed the working drawings phase and is awaiting an allocation of state support for construction. The annual budget was adjusted because expenses planned for fiscal year 2010 will be processed in fiscal year 2011.

21. This project is included in a state bond program and is envisioned to provide a 92,300 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The project is on hold pending the outcome of external funding sources, and the state support was shifted to advance another project on the state capital plan, the renovation of Shultz Hall for the Performing Arts Center. The university may request state funding be restored to this project as external funding becomes available. In the interim, planning activities for this project are being conducted under a Blanket Authorization with $546,780 in expenditures as of March 31, 2011.

22. This project is for a 157,000 gross square foot classroom and laboratory facility for undergraduate and research programs in the College of Engineering. The project has completed the working drawings phase and is awaiting an allocation of state support for construction.

23. This project is for 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. Working drawings are complete and construction is pending the outcome of external funding.

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2011.

2. This project includes installation of a new fiber-optic core on campus to update the communication system. The new core consists of five segments connecting to the five campus switch centers and connections from the core to several buildings. This project is underway with anticipated completion in spring 2012.

3. This project is an expansion of the Oak Lane Community and will establish the necessary site improvements and construction of up to five new houses. The university received and accepted for review an unsolicited PPEA proposal for a first house.

4. The project includes installation of a photovoltaic array on top of the parking structure. The installation will not impact parking capacity and is expected to start spring 2011 and to be complete fall 2011. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011.

5. This project includes the third and final phase of addressing moisture penetration and structural problems in the exterior walls of McComas Hall.

6. This project includes renovation of East and West Ambler Johnston Hall. The facility is being renovated in phases. The East side is complete with occupancy of the West side expected by summer 2012. The total expected costs are $72.1 million.

7. This repair project addresses moisture penetration and structural problems in the exterior walls of McComas Hall. The intensity of the repairs have been more extensive than originally expected, and completing repairs to the entire building requires a phase three project. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011.

8. This project includes additional seating, expansion of the kitchen and food preparation area, and increasing the number of restrooms and staff locker rooms. In addition, the project will renovate space for program enhancements and roof repairs. Construction began March 2011 and is anticipated to be complete late winter 2011.

9. The project is complete and will be closed when final payments have been processed. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011. The anticipated final project costs are $15.5 million.

10. This subproject of the parking blanket authorization is complete and will be closed when final payments have been processed. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011. The anticipated final project costs are $750,000.

11. Construction is complete and the project will be closed when final payments have been processed. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011.   The anticipated final project costs are $24.2 million.

12. The project is complete and will be closed when final payments have been processed. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2011. The anticipated final project costs are $31 million.

13. This project originally envisioned construction of a centralized north chiller plant located next to the Prices Fork parking structure. Initial cost estimates exceed the project budget, and the project is on hold. For the near term, chiller service to new projects in the region may be accommodated by improvements to the existing central system. For the long term, the university is exploring potential alternatives that include requesting State support for a chiller plant in the region. Thus, this project may be closed at the end of the fiscal year.

14. The project is complete and will be closed when final payments have been processed. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2011. The anticipated final project costs are $11.8 million.

15. 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 hold to advance the Addition to the Jamerson Center.

16. This project envisioned a new residence hall of approximately 250 beds. Cost estimates exceed the project budget and the project is on hold while the university explores alternatives.

17. The purpose of this parking blanket authorization balance is to complete future improvements and repair projects for the parking system.

Capital Outlay Projects Authorized as of March 31, 2011 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Auxiliary Enterprises Projects									
Auxiliary Maintenance Reserve									
Maintenance Reserve	6,600	6,600	3,926	0	0	10,348	0	10,348	3,926 (1)
Design Phase									
Campus Fiber Optic Improvement	0	400	4	0	0	2,000	0	2,000	4 (2)
Phase IV of Oak Lane Community	3,500	200	62	0	0	0	23,500	23,500	62 (3)
Photovoltaic Array for Parking Structure	1,300	120	0	0	0	1,300	0	1,300	0 (4)
Repair McComas Hall Exterior Wall Structure, Ph III	100	100	0	0	0	3,100	0	3,100	0 (5)
Construction Phase									
Renovate Ambler Johnston Hall	18,257	18,257	11,066	0	0	0	75,000	75,000	35,394 (6)
Repair McComas Hall Exterior Wall Structure, Ph I & II	1,062	1,200	1,069	0	0	0	6,000	6,000	5,070 (7)
West End Market Renovation & Expansion	1,500	1,500	171	0	0	7,310	0	7,310	582 (8)
Close-Out									
Addition to Jamerson Center	3,519	4,000	2,893	0	0	18,000	0	18,000	13,968 (9)
Parking Blanket - Upper Chicken Hill	250	746	667	0	0	0	750	750	672 (10)
Parking Structure	9,312	6,000	5,195	0	0	0	30,000	30,000	22,493 (11)
New Residence Hall	0	536	66	0	0	953	30,047	31,000	30,530 (12)
North Chiller Plant	2,500	0	0	0	0	3,800	0	3,800	0 (13)
Recreational, Counseling, Clinical Space	5,390	5,390	4,944	0	0	0	13,000	13,000	11,365 (14)
On Hold									
Indoor Athletic Training Facility	0	0	0	0	0	0	25,000	25,000	0 (15)
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (16)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (17)
TOTAL	53,290	45,049	30,065	0	0	46,811	246,844	293,656	124,248
GRAND TOTAL	$ 164,079	$ 138,605	$ 88,375	$ 158,429	$ 6,542	$ 109,681	$ 397,932	$ 672,584	$ 308,483

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, 2010 through March 31, 2011 and the Capital Outlay report be accepted.

June 6, 2011

Authorization to Use New State Capital Outlay Threshold Level

FINANCE AND AUDIT COMMITTEE

May 3, 2011

The existing capital outlay threshold definition for the Commonwealth of Virginia, and referenced in the university's Management Agreement with the Commonwealth, is $1 million and/or 5,000 gross square feet of new construction.

During the 2011 General Assembly, the legislature increased the dollar component of the state's capital project threshold to $2 million from $1 million effective July 1, 2011. Item 4-4.01 #2c of Appropriation Act will read, "All institutions of higher education shall be exempt from the capital review and approval process for repair, renovation, or new construction projects costing up to $2,000,000." Under this new $2 million level, any renovation work or new construction work less than 5,000 gross square feet may be carried out under operating budget activities.

To maintain consistency with the state's processes and rules in the Appropriation Act, the university is requesting authorization to raise the dollar component of the capital threshold definition to $2 million under the university's locally administered processes.

RESOLUTION TO USE NEW STATE CAPITAL OUTLAY THRESHOLD LEVEL

WHEREAS, the existing capital outlay threshold definition for the Commonwealth of Virginia, and referenced in the university's Management Agreement with the Commonwealth, is $1 million and/or 5,000 gross square feet of new construction; and,

WHEREAS, during the 2011 General Assembly, the legislature increased the dollar component of the state's capital project threshold to $2 million from $1 million effective July 1, 2011; and,

WHEREAS, Item 4-4.01 #2c of Appropriation Act will read, "All institutions of higher education shall be exempt from the capital review and approval process for repair, renovation, or new construction projects costing up to $2,000,000."; and,

WHEREAS, under this new $2 million level, any renovation work or new construction work less than 5,000 gross square feet may be carried out under operating budget activities; and,

WHEREAS, to maintain consistency with the state's processes and rules in the Appropriation Act, the university is requesting authorization to raise the dollar component of the capital threshold definition to $2 million under the university's locally administered processes;

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to use $2 million as the dollar threshold level for requiring capital project authorizations.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to use $2 million as the threshold level for capital outlay projects be approved.

June 6, 2011

2011-12 Faculty Compensation Plan

FINANCE AND AUDIT COMMITTEE

June 6, 2011

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 state-provided 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 the most recent Consolidated Salary Authorization, the 2011-12 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 2011-12 pay structure.

This faculty compensation plan covers only faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors' approval of the university's Management Agreement, effective July 1, 2006, as well as guidance from the state Department of Human Resource Management.

<ins>Authorized Salary Average</ins>

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

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in individual benchmark groups. The State Council of Higher Education for Virginia (SCHEV) last reviewed and updated each institution's Faculty Salary Peer Group in 2007. The 2009-10 benchmarking of Virginia Tech's Faculty Salary Average is made using the peer group established in 2007.

The authorized salary average for 2010-11 for Virginia Tech is $89,215. This places Virginia Tech at the 27th percentile of its peer group for 2010-11. Because the General Assembly did not provide funding for increases in 2011-12, the authorized salary average is projected to remain constant in 2011-12. Attachment A provides a list of the University's peer group and the comparative salary averages for 2010-11.

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.

2011-12 Pay Structure

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2011-12 is presented in Attachment B. Since a merit process was not conducted in 2010-11 and none are planned for 2011-12, this plan is unchanged from the 2010-11 approved plan and shows the normal entrance rate for each faculty category and the distribution across the ranks.

The salary average for administrative and professional faculty may not exceed the authorized salary average for the teaching and research faculty by more than 35 percent.

Promotion, Tenure, and Continued Appointment

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of instructional, research, outreach, and other professional activities. A current curriculum vitae together with student and peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at three levels: by a departmental committee and the head or chair; by a college committee and the dean; and by a university committee and the Provost.

Each candidate for promotion or tenure will be evaluated in the light of the triple mission of the university: instruction, research, and outreach. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected, in recognition of the need for flexibility in the future establishment of priorities in academic programs.

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Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution require high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the material contained in this section, the Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Dossiers of candidates for promotion or continued appointment are submitted to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty by the relevant dean or director with accompanying recommendation. The recommendations of the Committee are conveyed to the Provost, who makes final recommendations to the President.

The following raises are recommended for promotions to:

Professor	$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

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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

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three professor of practice ranks, beginning with Assistant Professor of Practice. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	$4,000
Associate Professor of Practice	3,000

There are three ranks for extension agents – Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Agent	$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:

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| 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 and Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, and assistant or associate vice president or dean. Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects, student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and financial specialists.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and

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responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important University priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

<u>Special Research Faculty</u>

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 faculty member may also be approved in lieu of the November raise.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to $3,000 for completion of the doctorate effective upon official

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certification by the degree-granting institution that all requirements have been met for award of the degree.

The President, Provost, and Chief Financial Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. By separate resolution, the Board has delegated authority to the President or designee for approval of changes in employment status that do not involve any salary action, salary adjustments made in accordance with existing policies and standard formulas, off-cycle salary adjustments less than 10 percent, new appointments and salary adjustments for faculty members on restricted contracts, and new appointments of non-tenure track instructional faculty or administrative and professional faculty below the level of senior administrator and their direct reports. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution as identified in the resolution.

Implementation of the 2011-12 Merit Review and Compensation Process

Because of the status of the state budget, the General Assembly did not provide funding for salary increases in 2011-12. Thus, the university will not conduct a merit process for continuing faculty in 2011-12. The university will make the restoration of a merit process a priority as soon as it is feasible.

Other Actions

Recognizing the critical nature of faculty compensation, the university's standing relative to the 60th percentile of the university's peer group average salary, the higher levels of competing offers being received by key faculty, and to minimize the high cost of turnover, the university will work to identify resources to help campus units deal with compensation issues in departments. As part of the university's budget development process, resources will be set aside to provide units with flexibility in support of recruitment and retention of faculty. The Budget Office will develop salary pools for each academic and administrative area, based upon the existing faculty salary allocations. 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 create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2011-12, such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary inequity and retention issues for specific faculty. If implemented, the funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all

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faculty members and may occur at any time during the year, subject to approval by the Board.

- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

RECOMMENDATION:

That the proposed 2011-12 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.

June 6, 2011

Attachment A

VIRGINIA TECH

2010-11 Fiscal Year

Institution	Average Salary	Rank
California-Berkeley, University of	$ 121,399	1
Cornell University	117,985	2
Southern California, University of	111,411	3
Rutgers University-New Brunswick/Piscataway	106,835	4
Stony Brook University	103,842	5
Maryland-College Park, University of	102,890	6
SUNY at Buffalo	102,118	7
California-Davis, University of	101,608	8
Ohio State University-Main Campus	101,557	9
Texas at Austin, University of	99,974	10
Illinois at Urbana-Champaign, University of	96,571	11
Michigan State University	94,522	12
Washington-Seattle Campus, University of	94,393	13
Wisconsin-Madison, University of	93,372	14
Michigan-Ann Arbor, University of	93,356	15
Minnesota-Twin Cities, University of	92,387	16
Virginia Tech	**89,215**	**17**
North Carolina State University at Raleigh	88,544	18
Florida, University of	88,067	19
Pennsylvania State University-Main Campus	87,316	20
Iowa State University	85,975	21
Colorado at Boulder, University of	84,989	22
Texas A & M University	84,947	23
Purdue University-Main Campus	84,915	24
Pittsburgh-Main Campus, University of	83,601	25
Missouri-Columbia, University of	74,783	26

Virginia Tech's Percentile Ranking   **27th**

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Attachment B

2011-12 Pay Structure

Virginia Tech

	9-Month Faculty		12-Month Faculty		Distribution
					Approximate % of Total Faculty
	Entrance	Change	Entrance	Change	By Rank
Professor	$76,478	--	$93,276	--	33%
Associate Professor	58,493	--	70,877	--	30%
Assistant Professor	48,388	--	58,858	--	23%
Senior Instructor	41,500	--	54,000	--	3%
Advanced Instructor	37,000	--	48,000	--	2%
Instructor	33,913	--	44,124	--	9%

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2011-12 Compensation for Graduate Assistants

FINANCE AND AUDIT COMMITTEE

May 6, 2011

Graduate students who work as graduate assistants while pursuing the master's or doctoral degrees provide a valuable service to the university. Many teach undergraduate classes while others support faculty in scholarly and sponsored research activities. To be competitive in the recruitment and retention of high quality graduate students, it is important for the University to provide compensation packages that are comparable with those offered by peer institutions. The key components of the compensation packages are competitive stipends, tuition assistance, and health insurance.

Graduate Stipends

One of the primary goals of Virginia Tech during the 1980's was to build a graduate stipend schedule that was competitive with those offered by comparable institutions. A stipend table was developed and levels have been adjusted each year. Individual amounts within the table were realigned to eliminate perceived discrepancies, and a new category was added for graduate students working on sponsored research projects. To respond to increasing competition for quality graduate students among peer institutions, the graduate student stipend scale was revised for Fall 2003 and approved by the Board to better position Virginia Tech departments and to reflect the minimum stipend levels authorized by the National Science Foundation. The Fall 2004 stipend scale added ten additional stipend steps, numbered 41-50, to increase the university's competitive position in attracting outstanding Ph.D. students. In 2004-05, the graduate stipend scale was enhanced to function as 50 pay ranges to provide flexibility for situations where a defined level of resource does not exactly match one of the steps, so that the actual stipend may be established within the range of a step.

As of January, 2011, the current average monthly stipend for full-time graduate assistants is $1,716 per month, which falls within step 12 of the 2010-11 scale.

The university proposes advancing the stipend scale for 2011-12 by providing a 1.0 percent increase to be effective August 10, 2011. Additionally, the university proposes to enhance the stipend scale by overlaying a $200 academic year supplement to help offset university assigned costs such as the Health Fee. Consistent with prior years, the proposed minimum and maximum stipends for a full assistantship are displayed on the attached table.

Tuition Assistance

In the 1990's, the university developed a more comprehensive program of tuition scholarships for graduate students. Four sources finance the tuition program: the General Fund appropriation for graduate student financial assistance, a scholarship program in the Educational and General budget, tuition payments planned in the budgets of grants and contracts, and private funds. For 2011-12, the university proposes to continue the tuition remission program for graduate students on assistantship.

As an enhancement to the tuition remission program, the university proposes to expand the coverage to include the Technology Fee in the remission package to further assist graduate students who serve in assistantships. For 2011-12, the Technology Fee is $47 per academic year.

Health Insurance

At the March 2001 meeting of the Board of Visitors, a health insurance program for graduate students on assistantship was approved as a part of the graduate student compensation package to enhance the university's competitiveness in recruiting highly qualified graduate students. The program was initially designed to help full-time graduate students receiving a full or partial assistantship, including graduate research assistants, graduate teaching assistants, and graduate assistants, offset a portion of the cost of health insurance premiums. In 2009-10 university management worked with representatives of the graduate student community to review and improve the overall mix and value of benefits provided through the health insurance program; these enhancements were approved by the Board and included in the program for 2010-11.

The university offers three levels of health insurance coverage. The table below displays the proportion of participation in the three levels of coverage available.
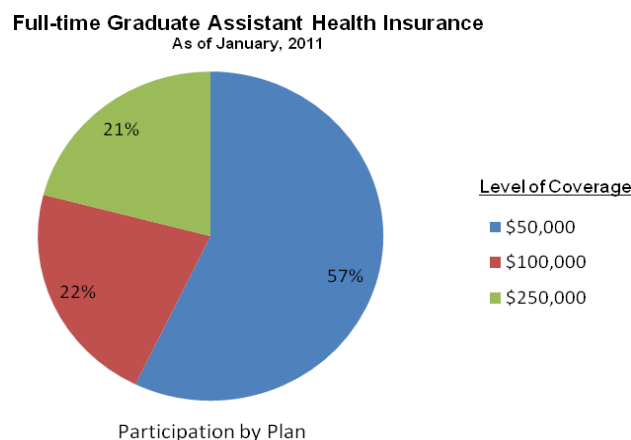
Full-time Graduate Assistant Health Insurance
As of January, 2011

Level of Coverage
- $50,000
- $100,000
- $250,000

Participation by Plan

Presentation Date: June 6, 2011

For 2011-12, the university proposes to increase its support for the graduate health insurance program from 87.5* percent to 90 percent, fulfilling the planned goal of the university's graduate health insurance benefit.

In order to qualify, full-time graduate students must have a 50 percent or greater appointment. Graduate students also have the option to decline coverage if they so choose.

RECOMMENDATION:

That the graduate assistant compensation program for 2011-12 be approved.

June 6, 2011

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* In 2010-11, the University provided 87.5% of the $2,095 annual premium cost of the Basic Plan, which provided a $300 annual deductible, a $1,500 out-of-pocket maximum, a $25 plus 20% co-pay for doctors' visits ($10 plus 20% with a referral), and a $50,000 maximum benefit. Students can obtain higher coverage levels, including dental and vision coverage, for an additional cost.

2011-12 Full-Time Graduate Monthly Stipend Compensation
Effective August 10, 2011

Step	9 Month Base		Supplement	Total Stipend 9 Month		12 Month		Monthly	
Step 1	$11,163 -	$11,163	$200	$11,363 -	$11,363	$15,150 -	$15,150	$1,263 -	$1,263
Step 2	11,164 -	11,608	200	11,364 -	11,808	15,151 -	15,744	1,264 -	1,312
Step 3	11,609 -	12,035	200	11,809 -	12,235	15,745 -	16,314	1,313 -	1,359
Step 4	12,036 -	12,453	200	12,236 -	12,653	16,315 -	16,871	1,360 -	1,406
Step 5	12,454 -	12,890	200	12,654 -	13,090	16,872 -	17,453	1,407 -	1,454
Step 6	12,891 -	13,326	200	13,091 -	13,526	17,454 -	18,035	1,455 -	1,503
Step 7	13,327 -	13,753	200	13,527 -	13,953	18,036 -	18,604	1,504 -	1,550
Step 8	13,754 -	14,189	200	13,954 -	14,389	18,605 -	19,186	1,551 -	1,599
Step 9	14,191 -	14,617	200	14,391 -	14,817	19,187 -	19,756	1,600 -	1,646
Step 10	14,618 -	15,044	200	14,818 -	15,244	19,757 -	20,325	1,647 -	1,694
Step 11	15,045 -	15,471	200	15,245 -	15,671	20,326 -	20,895	1,695 -	1,741
Step 12	15,472 -	15,889	200	15,672 -	16,089	20,896 -	21,452	1,742 -	1,788
Step 13	15,890 -	16,335	200	16,090 -	16,535	21,453 -	22,046	1,789 -	1,837
Step 14	16,336 -	16,762	200	16,536 -	16,962	22,047 -	22,616	1,838 -	1,885
Step 15	16,763 -	17,189	200	16,963 -	17,389	22,617 -	23,186	1,886 -	1,932
Step 16	17,190 -	17,616	200	17,390 -	17,816	23,187 -	23,755	1,933 -	1,980
Step 17	17,617 -	18,044	200	17,817 -	18,244	23,756 -	24,325	1,981 -	2,027
Step 18	18,045 -	18,489	200	18,245 -	18,689	24,326 -	24,919	2,028 -	2,077
Step 19	18,490 -	18,907	200	18,690 -	19,107	24,920 -	25,476	2,078 -	2,123
Step 20	18,908 -	19,344	200	19,108 -	19,544	25,477 -	26,058	2,124 -	2,172
Step 21	19,345 -	19,771	200	19,545 -	19,971	26,059 -	26,628	2,173 -	2,219
Step 22	19,772 -	20,189	200	19,972 -	20,389	26,629 -	27,185	2,220 -	2,265
Step 23	20,190 -	20,616	200	20,390 -	20,816	27,186 -	27,755	2,266 -	2,313
Step 24	20,617 -	21,062	200	20,817 -	21,262	27,756 -	28,349	2,314 -	2,362
Step 25	21,063 -	21,489	200	21,263 -	21,689	28,350 -	28,918	2,363 -	2,410
Step 26	21,490 -	21,907	200	21,690 -	22,107	28,919 -	29,476	2,411 -	2,456
Step 27	21,908 -	22,361	200	22,108 -	22,561	29,477 -	30,082	2,457 -	2,507
Step 28	22,362 -	22,780	200	22,562 -	22,980	30,083 -	30,639	2,508 -	2,553
Step 29	22,781 -	23,198	200	22,981 -	23,398	30,640 -	31,197	2,554 -	2,600
Step 30	23,199 -	23,643	200	23,399 -	23,843	31,198 -	31,791	2,601 -	2,649
Step 31	23,644 -	24,061	200	23,844 -	24,261	31,792 -	32,348	2,650 -	2,696
Step 32	24,062 -	24,498	200	24,262 -	24,698	32,349 -	32,930	2,697 -	2,744
Step 33	24,499 -	24,925	200	24,699 -	25,125	32,931 -	33,500	2,745 -	2,792
Step 34	24,926 -	25,361	200	25,126 -	25,561	33,501 -	34,081	2,793 -	2,840
Step 35	25,362 -	25,779	200	25,562 -	25,979	34,082 -	34,639	2,841 -	2,887
Step 36	25,780 -	26,216	200	25,980 -	26,416	34,640 -	35,221	2,888 -	2,935
Step 37	26,217 -	26,643	200	26,417 -	26,843	35,222 -	35,790	2,936 -	2,983
Step 38	26,644 -	27,079	200	26,844 -	27,279	35,791 -	36,372	2,984 -	3,031
Step 39	27,080 -	27,515	200	27,280 -	27,715	36,373 -	36,954	3,032 -	3,079
Step 40	27,516 -	27,934	200	27,716 -	28,134	36,955 -	37,511	3,081 -	3,126
Step 41	27,935 -	28,379	200	28,135 -	28,579	37,512 -	38,105	3,127 -	3,175
Step 42	28,380 -	28,797	200	28,580 -	28,997	38,106 -	38,663	3,176 -	3,222
Step 43	28,798 -	29,233	200	28,998 -	29,433	38,664 -	39,245	3,223 -	3,270
Step 44	29,234 -	29,661	200	29,434 -	29,861	39,246 -	39,814	3,271 -	3,318
Step 45	29,662 -	30,088	200	29,862 -	30,288	39,815 -	40,384	3,319 -	3,365
Step 46	30,089 -	30,533	200	30,289 -	30,733	40,385 -	40,978	3,366 -	3,415
Step 47	30,534 -	30,951	200	30,734 -	31,151	40,979 -	41,535	3,416 -	3,461
Step 48	30,952 -	31,379	200	31,152 -	31,579	41,536 -	42,105	3,462 -	3,509
Step 49	31,380 -	31,815	200	31,580 -	32,015	42,106 -	42,687	3,510 -	3,557
Step 50	31,816 -	32,242	200	32,016 -	32,442	42,688 -	43,256	3,558 -	3,605

Approval of 2011-2012 University Budgets

The Committee will review for approval the following 2011-2012 University Budgets:

Proposed 2011-12 Operating and Capital Budgets

FINANCE AND AUDIT COMMITTEE

May 2, 2011

Each June, the university provides the Board of Visitors with an overview of the operating and capital budgets for the upcoming fiscal year.

State Appropriations

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 an initial authorization of $1.05 billion during 2011-12 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. The university's expenditure authorization will be adjusted during 2011-12 when the State transfers funds to clear the Central Appropriation accounts and distributes the appropriation for nongeneral fund increases. Additionally, under the sum sufficient authority granted as part of restructuring, nongeneral fund appropriations may be established as needed by the institution.

Impact of Budget Reductions

The 2010 General Assembly approved significant General Fund reductions and made nongeneral fund assessments for the 2010-12 biennium. In total, the university will have lost approximately $75 million in state support by 2011-12 over the university's 2007-08 base appropriation, and will have no federal stimulus support to help mitigate the shortfall in 2011-12. Additionally, the state plans to capture nongeneral fund savings realized through changes in employee benefit rates; savings that the university's Management Agreement indicates should be retained by the university. This action represents a shift of not only state funding support, but of state policy regarding the restructured and decentralized operations of institutions of higher education.

State support for Virginia undergraduate students has continued to decrease. In 2011-12 it is estimated to be 35 percent below the funding of a decade ago. The university educates an additional 2,400 Virginia undergraduates as compared to 2005. Inflation adjusted, the university will receive 54 percent less General Fund support per student than in FY 2001, as seen in Figure 1.

Figure 1: General Fund Support Per Virginia Student at Virginia Tech

$9,501

$6,163

$4,326

■ Actual ■ Inflation Adjusted

*Projected
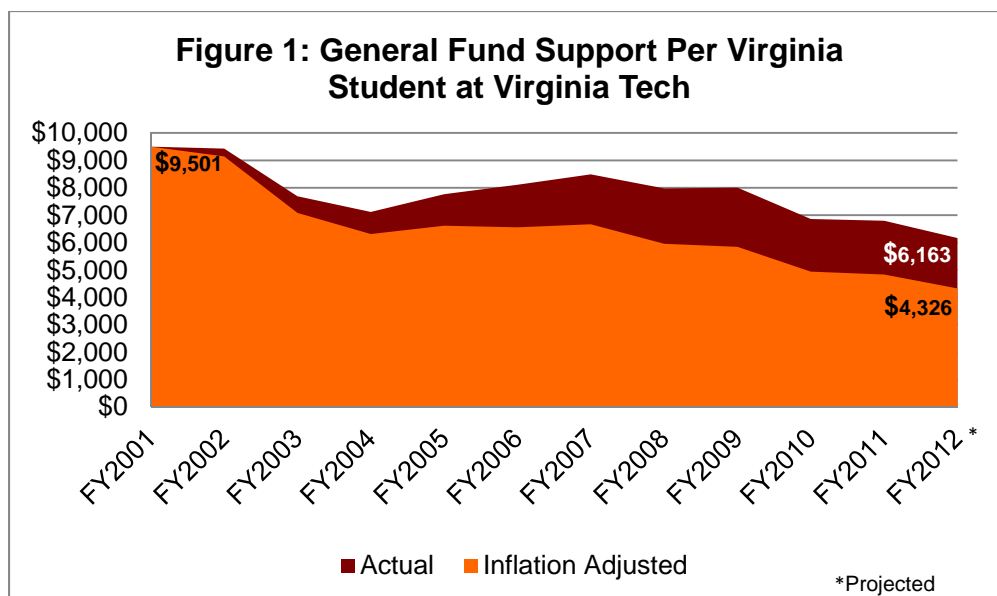
The State policy for funding higher education is to fund 67 percent of the cost of education of each Virginia resident at the institution. Figure 2 below displays the status of actual funding in relation to this policy over time. In 2011-12, the State will provide approximately 35 percent of this cost. Though the university has reduced costs and streamlined operations, cost reductions cannot keep pace with deteriorating state support. These resources must be replaced.

Figure 2: State Policy vs. Actual Support

67.0%

34.9%

State Policy Actual Support

*Projected

Presentation Date: June 6, 2011
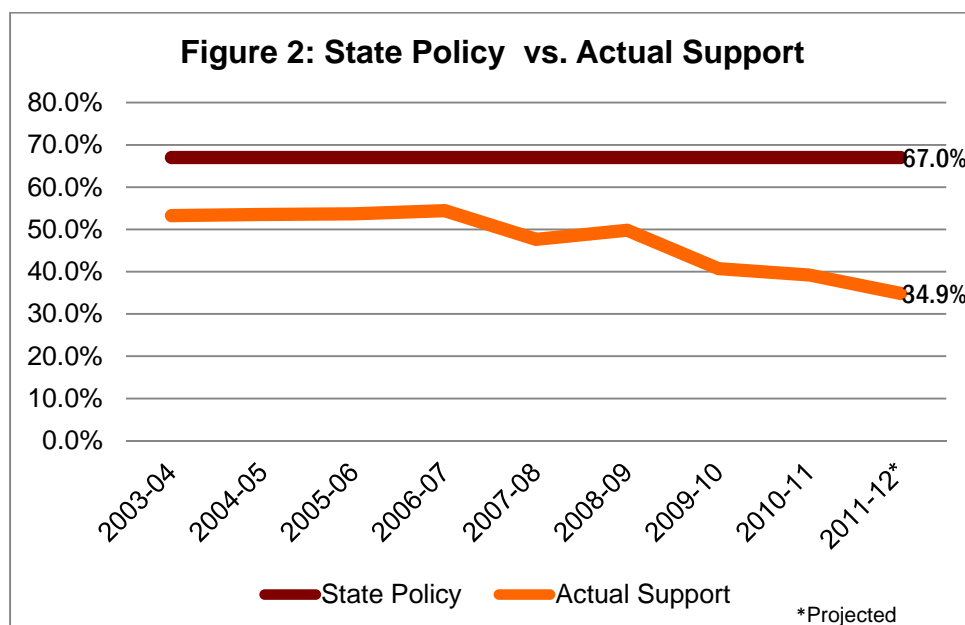
For the upcoming 2011-12 fiscal year, the university's Educational and General program will experience an additional $16.7 million reduction in General Fund support and in Agency 229, an additional $4.5 million General Fund reduction. The 2011 General Assembly has approved new General Fund support of $3.1 million to the University Division and $1.5 million for Agency 229 to partially offset these reductions.

Proposed Budgets for 2011-12

For 2011-12, the recommended internal budget for all operations is $1.14 billion. This is an increase of $10 million over the adjusted 2010-11 budget. This increase reflects changes in nongeneral fund revenues for 2011-12, actions of the 2011 General Assembly session that will impact the 2011-12 General Fund appropriation, and the expiration of federal American Recovery and Reinvestment Act support. The overall change includes a decrease of $24 million attributable to the Educational and General program (primarily due to the loss of federal stimulus funding) and $9 million of projected growth in auxiliary enterprises. The General Fund allocation is estimated to be approximately $217.4 million, a decrease of $14.3 million from 2010-11. General Fund revenues will provide $197.9 million in support for the instructional, research, and extension programs, $18.2 million for student financial assistance, and $1.3 million for the Unique Military Activities program. The General Fund appropriation represents 26.4 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the 2001-02 budget, as seen below in Figure 3) and 19.1 percent of the total budget. (See Schedule 1)

Figure 3: University Division E&G
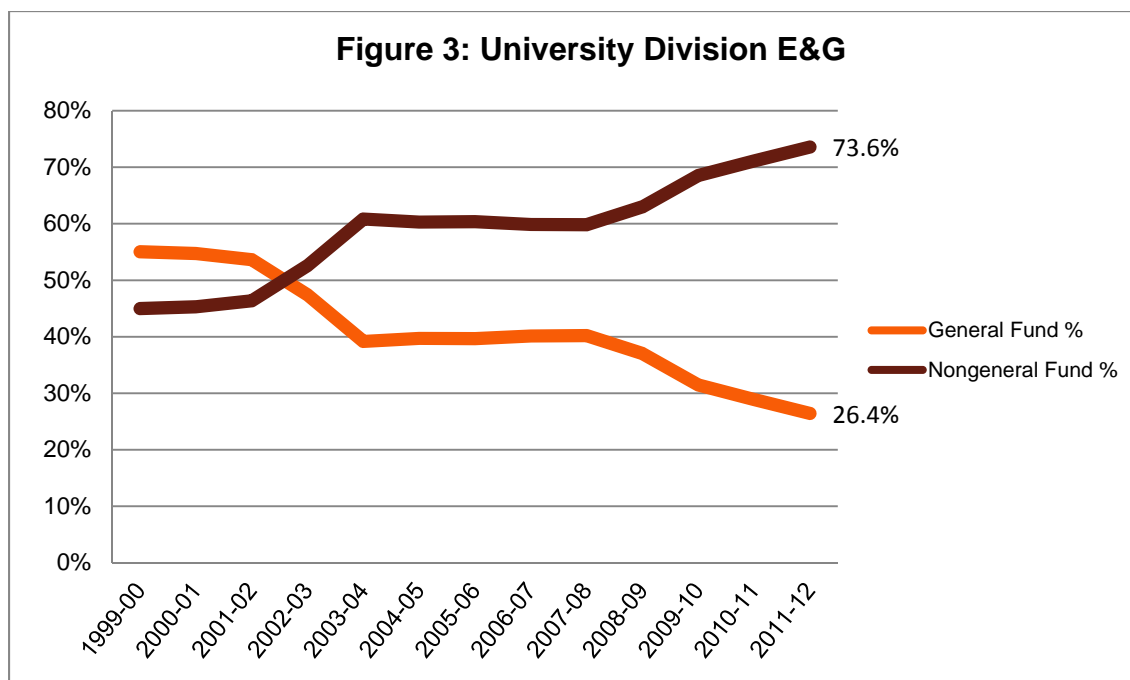
Schedule 1 displays the proposed operating budgets for 2011-12, by major program and revenue and expense category. Schedule 2 is an expansion of the projected

auxiliary operations budgets, categorized by major activity. These schedules display the comparative 2010-11 budget, as approved in June 2010, and the current revised 2010-11 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.

American Recovery and Reinvestment Act Funding

American Recovery and Reinvestment Act funding support was appropriated in 2009-10 and 2010-11 to temporarily mitigate state budget reductions and instate tuition rates. This funding was one-time and will not recur in 2011-12.   While these resources are not in the 2011-12 budget, Agency 229 is examining how a portion of the 2010-11 stimulus funds can be carried forward to 2011-12 to assist with the transition to a lower level of General Fund support.

Educational and General

The university's Educational and General budget will be $587.3 million in 2011-12. 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	$135,365	$59,942	$195,307
Tuition and Fees	347,723	-	347,723
Federal Funds		14,325	14,325
Other	29,175	809	29,984
Total Educational and General	$512,263	$75,076	$587,339
Percent of Total			
General Fund	26.4%	79.8%	33.3%
Tuition and Fees	67.9%	-	59.2%
Federal Funds	0.0%	19.1%	2.4%
Other	5.7%	1.1%	5.1%
Total Percentage	100.0%	100.0%	100.0%

The year-to-year comparison of the budget in Schedule 1 shows an overall revenue decrease in the Educational and General program of $24.2 million. The proposed 2011-12 budget is 4.0 percent less than the adjusted 2010-11 budget. The 2011-12 General Fund budget includes the assigned reductions in state support, new allocations of state General Funds, $2.42 million support for the Rolls Royce initiative, and the adjustment for fringe benefit changes. The percentage of the Educational and General budget for the University Division provided by the General Fund dropped from 28.9 percent in

Presentation Date: June 6, 2011

2010-11 to 26.4 percent in 2011-12. The 2011-12 tuition and fee budget is $21 million, or 6.4 percent higher as compared to the adjusted 2010-11 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, updated enrollment plans, specialized program fees, adjustments to the other E&G fee budgets, i.e., the technology fee, and an update of unfunded scholarships to student aid programs. Unfunded scholarships support both undergraduate need based aid and a portion of the graduate tuition remission program. Unfunded undergraduate scholarship support will increase by $1.3 million in 2011-12. The revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment, thus is not reflected in the net revenue total. Tuition and fee revenues are based on the rates approved by the Executive Committee at the April 21, 2011 meeting.

Auxiliary Enterprises

The total auxiliary revenue will grow 3.9 percent over the adjusted 2010-11 budget in 2011-12, with a significant portion of the increase attributable to growth in Residential and Dining Programs, the conversion of Printing Services to an Auxiliary Enterprise, and increased costs in the Virginia Tech Electric Services utility. This increase includes resources to cover increased energy costs, escalating food costs in Dining Programs, enhancements to critical student health and counseling services, student arts programming, university cost allocations, maintenance of existing facilities, and cost of 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 remains at $2.4 million. The General Fund support for the statewide Eminent Scholars matching program remains unchanged, and as a result Virginia Tech's share will be $163,704 in 2011-12. The University anticipates $27.8 million of growth over 2010-11 due to projected increases in externally sponsored research activities.

State Student Financial Assistance

The projected annual budget for the state supported Student Financial Assistance Program includes $18.2 million in state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program in 2011-12. The specific amounts are enacted by the General Assembly in the Appropriation Act.

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 a decrease of $0.3 million or 4.6 percent under the adjusted budget for 2010-11. This change is due primarily to lower than previously budgeted activity in surplus property.

Planned Change in Reserves

Existing state requirements, along with the University's budgeting and financial management strategies, generally result in the establishment of breakeven budgets for the major budget components, with the exception of auxiliary enterprises. That is the case for 2011-12, where only the auxiliary budgets project an increase in the reserves as of June 30, 2012. The projected increase, $7.5 million, is the result of the intentional rebuilding of reserves in specific auxiliaries where expenditures in prior years created the need for restoring the reserves so that it may operate as a revolving fund. In other cases, the projected increase in reserves reflects the temporary positive impact of planning activities for new capital projects. The 2011-12 budget for auxiliary enterprises is also designed to ensure that the reserve levels remain in compliance with the tenants of bond covenants.

Budget Allocations

The process of finalizing the 2011-12 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June 2011 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. The university develops the annual budget as a one year quantification of the university's strategic plan. The strategic plan is the framework for enacting the university's mission.

Capital Outlay Projects

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Initiation of a capital project requires authorization of a budget and funding sources from the state and/or the Board of Visitors. The state authorizes projects supported entirely or partially with General Fund revenues. Under the restructuring legislation and the 2006 Management Agreement between the Commonwealth and the university, the Board of Visitors has the authority to approve capital projects funded entirely with nongeneral fund resources. New state authorized projects are requested as part of the state budget

cycle, with authorizations approved in the Appropriation Act or through special action by the Governor. These projects normally become effective and are added to the program at the beginning of a fiscal year. New projects approved by the Board of Visitors become effective upon approval of a university resolution and are reflected on the subsequent Financial Performance Report. Existing capital projects carry forward to the next fiscal year until the projects are closed. Completed projects are closed and removed from the program at the end of a fiscal year.

Schedule 3 shows the total capital authorization by fund source and an estimated annual budget for each capital outlay project that will be active in 2011-12. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for 2011-12 is listed with the total authorization by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The current capital outlay program for 2011-12 (Schedule 3) is comprised of 22 Educational and General projects, and 11 Auxiliary Enterprise projects for a total of 33 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 2012 includes approximately $557.1 million of authorizations with an estimated available balance of about $337 million. Of the available balance, the university plans to spend about $137.6 million in 2011-12. 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 2012 with minimal impact on the planned expenditure level for 2011-12.

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 2011-12 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

June 6, 2011

TOTAL OPERATING BUDGET FOR VIRGINIA TECH

Fiscal Year 2011-12

(Dollars in Thousands)

	2010-11 Original Budget	2010-11 Adjusted Budget	2011-12 Recommended Budget
Revenues			
Educational and General			
University Division			
General Fund	$147,702	$152,722	$135,365
Tuition and Fees	316,783	326,695	347,723
Federal Funds (ARRA)	18,500	18,733	0
All Other Income	28,057	29,017	29,175
Subtotal	511,042	527,167	512,263
CE/AES Division			
General Fund	62,406	64,080	59,942
Federal Funds	13,914	14,521	14,325
Federal Funds (ARRA)	4,756	4,906	0
All Other Income	716	851	809
Subtotal	81,792	84,358	75,076
Total Educational and General	592,834	611,525	587,339
Auxiliary Enterprises	228,667	237,082	246,265
Financial Assistance for E&G Programs (a)			
General Fund	2,552	2,552	2,552
Nongeneral Fund	252,830	252,830	280,636
Total	255,382	255,382	283,188
Student Financial Assistance			
General Fund	17,661	17,836	18,174
Federal Funds (ARRA)	2,393	2,393	0
Total	20,054	20,229	18,174
All Other Programs (b)			
General Fund (UMA)	1,334	1,334	1,334
Nongeneral Fund	4,098	4,605	4,330
Total	5,432	5,939	5,664
Total	$1,102,369	$1,130,157	$1,140,630
Expense			
Educational and General			
University Division	$511,042	$527,167	$512,263
CE/AES Division	81,792	84,358	75,076
Subtotal	592,834	611,525	587,339
Auxiliary Enterprises	210,618	235,227	238,796
Financial Assistance for E&G Programs (a)	255,382	255,382	283,188
Student Financial Assistance	20,054	20,229	18,174
All Other Programs (b)	5,432	6,052	5,664
Total	$1,084,320	$1,128,415	$1,133,161
Planned Change in Reserve			
Reserve Drawdown/(Deposit) (c)	(18,049)	(1,742)	(7,469)
Net	$0	$0	$0

(a) Financial Assistance for E&G Programs includes Sponsored Programs, the Eminent Scholars Program, and General Fund Research Initiative.

(b) All Other Programs include Unique Military Activities, Surplus Property, Local Funds, Federal Work Study, and Alumni Affairs.

(c) Reserve contributions are based on the budget plans of Auxiliary Enterprise units, and Surplus Property.

Presentation Date: June 6, 2011

TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES
Fiscal Year 2011-12
(Dollars in Thousands)

	2010-11 Original Budget	2010-11 Adjusted Budget	2011-12 Recommended Budget
Residence and Dining Hall System			
Revenues	$80,483	$80,455	$83,469
Expenses	-71,935	-74,628	-80,702
Reserve Drawdown (Addition)	-8,548	-5,827	-2,767
Net	$0	$0	$0
Parking and Transportation			
Revenues	$9,298	$9,545	$10,318
Expenses	-8,301	-9,549	-9,893
Reserve Drawdown (Addition)	-997	4	-425
Net	$0	$0	$0
Telecommunications Services			
Revenues	$15,477	$15,993	$15,965
Expenses	-15,627	-18,816	-15,883
Reserve Drawdown (Addition)	150	2,823	-82
Net	$0	$0	$0
University Services System			
Revenues	$30,527	$30,469	$33,578
Expenses	-29,668	-30,848	-32,768
Reserve Drawdown (Addition)	-859	379	-810
Net	$0	$0	$0
Intercollegiate Athletics			
Revenues	$49,451	$51,491	$49,248
Expenses	-43,450	-54,229	-47,135
Reserve Drawdown (Addition)	-6,001	2,738	-2,113
Net	$0	$0	$0
Electric Service System			
Revenues	$27,831	$32,346	$33,711
Expenses	-27,192	-31,169	-33,099
Reserve Drawdown (Addition)	-639	-1,177	-613
Net	$0	$0	$0
Inn at Virginia Tech and Skelton Conference Center			
Revenues	$8,914	$8,914	$9,810
Expenses	-8,789	-9,130	-9,797
Reserve Drawdown (Addition)	-125	216	-13
Net	$0	$0	$0
Other Enterprise Functions			
Revenues	$6,686	$7,869	$10,166
Expenses	-5,656	-6,858	-9,519
Reserve Drawdown (Addition)	-1,030	-1,011	-646
Net	$0	$0	$0
TOTAL			
Revenues	$228,667	$237,082	$246,265
Expenses	-210,618	-235,227	-238,796
Reserve Drawdown (Addition)	-18,049	-1,855	-7,469
Net	$0	$0	$0

Presentation Date: June 6, 2011

Schedule 3

EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2012

(Dollars in Thousands)

as of April 30, 2011

	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2011	ESTIMATED BALANCE AVAILABLE FOR FY2012	ESTIMATED ANNUAL BUDGET FY2012	ESTIMATED BALANCE AT CLOSE OF FY2012
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
Educational and General Projects									
Design Phase									
Blanket: Planning Agriculture Programs Relocation	$ 0	$ 0	$ 1,000	$ 0	$ 1,000	$ 582	$ 418	$ 418	$ 0
Chiller Plant, Phase I	480	0	1,700	0	2,180	1,700	480	480	0
Veterinary Medicine Instruction Addition	0	0	14,000	0	14,000	800	13,200	10,500	2,700
VT-Carilion Research Inst. Third Floor Upfits	0	0	15,000	0	15,000	0	15,000	7,000	8,000
Construction Phase									
Academic and Student Affairs Building	0	0	0	45,153	45,153	15,500	29,653	17,300	12,353
Hampton Technology Research and Innovation Center	12,000	0	0	0	12,000	2,500	9,500	8,000	1,500
Infectious Disease Research Facility	4,000	0	6,163	0	10,163	4,000	6,163	6,163	0
Maintenance Reserve	11,576	0	0	0	11,576	4,242	7,334	7,334	0
Performing Arts Center	26,083	0	9,911	58,000	93,993	18,000	75,993	25,000	50,993
Upgrade Campus Heating Plant	17,250	0	2,750	11,500	31,500	23,000	8,500	8,500	0
Visitor and Undergraduate Admissions Center	0	0	3,400	7,100	10,500	8,100	2,400	2,400	0
VT-Carilion School of Medicine and Research Institute	59,000	0	3,500	0	62,500	61,000	1,500	1,500	0
Close-Out									
Institute for Critical Technology and Applied Science II	17,500	0	0	17,500	35,000	32,500	2,500	1,950	550
Materials Management Facility	3,500	0	0	0	3,500	3,400	100	100	0
On Hold									
Administrative Services Building	0	0	0	12,000	12,000	0	12,000	0	12,000
Blanket: Planning Science Building Laboratory I	0	0	3,500	0	3,500	547	2,953	0	2,953
Human & Agricultural Biosciences Building I	2,040	0	2,100	0	4,140	3,620	520	520	0
Public Safety Building	0	0	1,600	0	1,600	0	1,600	0	1,600
Renovate Davidson Hall	1,506	0	750	0	2,256	2,256	0	0	0
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0
Signature Engineering Building	1,350	0	5,083	0	6,433	5,300	1,133	1,133	0
VBI Addition Facility	0	0	0	2,400	2,400	2,349	51	0	51
Total Educational and General Projects	$ 156,284	$ 0	$ 70,457	$ 153,653	$ 380,394	$ 189,397	$ 190,997	$ 98,298	$ 92,699

Presentation Date: June 6, 2011

AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2012

(Dollars in Thousands)

as of April 30, 2011

	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL	ESTIMATED TOTAL EXPENSES June 30, 2011	ESTIMATED BALANCE AVAILABLE FOR FY2012	ESTIMATED ANNUAL BUDGET FY2012	ESTIMATED BALANCE AT CLOSE OF FY2012
			TOTAL PROJECT AUTHORIZATION						
Auxiliary Enterprises Projects									
Design Phase									
Campus Fiber Optic Improvement Project	$ 0	$ 0	$ 2,000	$ 0	$ 2,000	$ 400	$ 1,600	$ 1,600	$ 0
McComas Wall Repair, Phase III	0	0	3100	0	3,100	100	3,000	2,000	1,000
Phase IV Oak Lane Community	0	0	0	23,500	23,500	200	23,300	3,500	19,800
Photovoltaic Array for Parking Structure	0	0	1,300	0	1,300	120	1,180	1,174	6
Construction Phase									
Maintenance Reserve	0	0	9,928	0	9,928	0	9,928	6,600	3,328
Renovate Ambler Johnston Hall	0	0	0	75,000	75,000	42,585	32,415	18,257	14,158
Repair McComas Hall Exterior Wall Structure, Ph I & II	0	0	0	6,000	6,000	5,201	799	799	0
West End Market Expansion and Renovation	0	0	7,310	0	7,310	1,911	5,399	5,399	0
On Hold									
Indoor Athletic Training Facility	0	0	0	25,000	25,000	0	25,000	0	25,000
New Residence Hall II	0	0	0	27,000	27,000	182	26,818	0	26,818
Parking Auxiliary Projects	0	0	0	16,547	16,547	0	16,547	0	16,547
Total Auxiliary Enterprise Projects	$ 0	$ 0	$ 23,638	$ 173,047	$ 196,685	$ 50,699	$ 145,986	$ 39,329	$ 106,657
GRAND TOTAL ALL CAPITAL PROJECTS	$ 156,284	$ 0	$ 94,094	$ 326,700	$ 577,079	$ 240,096	$ 336,983	$ 137,627	$ 199,356

Presentation Date: June 6, 2011

Hotel Roanoke Conference Center Commission Budget

FINANCE AND AUDIT COMMITTEE

The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech on November 18, 1991 and by the City Council of the City of Roanoke, Virginia on April 14, 1992, pursuant to Chapter 440 of the 1991 Acts of Assembly of the Commonwealth of Virginia, adopted March 20, 1991. Section 21 B of the enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech (the "Participating Parties") a proposed operating budget showing its estimated revenues and expenses on an accrual basis for the forthcoming fiscal year and, if such estimated expenses exceed such estimated revenues, the portion of the deficit proposed to be borne by each Participating Party.

The Commission has adopted and approved its operating budget for the fiscal year 2011-12. Virginia Tech and the City of Roanoke will make equal contributions of $80,000 to the Commission for fiscal year 2011-12. The recommended budget is shown on the following page.

HOTEL ROANOKE CONFERENCE CENTER COMMISSION
BUDGET
JULY 2011 - JUNE 2012

Revenues

City of Roanoke	$ 80,000
Virginia Tech	80,000
	$160,000

Expenses

Personal Services for part-time director	$ 65,461
Professional Fees – legal, audit, insurance consultant	79,600
Technology	4,561
Commission Operations	5,450
Training	4,928
	$ 160,000

RECOMMENDATION:

That the budget for The Hotel Roanoke Conference Center Commission for 2011-2012 be approved.

June 6, 2011

Virginia Tech-Wake Forest University
School of Biomedical Engineering and Sciences
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 19, 2011

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 2011-12 recommended budget of $1,934,344 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
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

April 19, 2011

<u>**Revenues**</u>

University Allocation $ 1,934,344

<u>**Expenses**</u>

Faculty		$ 959,855
Staff		163,973
Graduate Students		226,455
Fringes		342,302
	Subtotal Personnel Costs	1,692,585
Operating Costs		241,759
	Total Expenses	$ 1,934,344
Net		-

<u>**RECOMMENDATION:**</u>

That the 2011-12 budget for the Virginia Tech - Wake Forest School of Biomedical
Engineering and Sciences be approved.

June 6, 2011

Approval of 2011-2012 Auxiliary Systems Budgets

The Committee will review for approval the following 2011-2012 Auxiliary Systems Budgets:

Dormitory and Dining Hall System
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012 and a recommended budget of current expenses for the System for the same period.

	Dormitories	Dining Halls	Total
Estimated Revenues			
Student Fees	$36,740,513	$41,240,009	$77,980,522
Other Income	840,924	4,647,261	5,488,185
Total Resources	$37,581,437	$45,887,270	$83,468,707
Current Expenses			
Personnel Services	$8,852,749	$16,320,992	$25,173,741
Operations	9,902,313	23,493,615	33,395,928
Administrative Charge	1,403,059	2,933,369	4,336,428
Maintenance Reserve	2,563,799	599,256	3,163,055
Debt Service	11,280,065	3,352,301	14,632,366
Total Expenses	$34,001,985	$46,699,533	$80,701,518
Reserve Contribution (Draw)	$3,579,452	($812,263)	$2,767,189
Net	$0	$0	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2011 to June 30, 2012 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.

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

**Annual Inspection and Recommendations Concerning
Dormitory and Dining Hall System**

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued.   This provides $1,000,000,000 coverage for any one property occurrence, $800,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That fees, rents, and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

June 6, 2011

Electric Service System
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues	
Sales to University Departments	$18,639,067
All Other Sales	14,945,810
Investment Income	126,552
Total Revenues	$33,711,429
Current Expenses	
Personnel Services	$2,159,480
Purchase of Electricity	25,339,421
Operating Expenditures	4,240,163
Capital Maintenance Reserve Projects	460,000
Maintenance, Repairs and Equipment Replacement	459,798
Debt Service	439,701
Total Expenses	$33,098,563
Reserve Contribution (Drawdown)	$612,866
Net	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2011 to June 30, 2012 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

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

Annual Inspection and Recommendations Concerning
Electric Service System

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued.   This provides $1,000,000,000 coverage for any one property occurrence, $800,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

June 6, 2011

University Services System
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues	
Student Fees	$31,261,433
Sales and Services	2,159,270
Other Income	157,038
Total Revenues	$33,577,741
Current Expenses	
Personnel Services	$16,262,929
Operating	8,261,972
Debt Service	3,554,923
Capital Maintenance Reserve	1,110,429
Non-Capital Maintenance Reserve	130,384
Student Organization Allocation	1,315,885
One-Time Expenses	2,131,465
Total Expenditures	$32,767,987
Reserve Contribution (Drawdown)	$809,754
Net	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2011 to June 30, 2012 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

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

**Annual Inspection and Recommendations Concerning
University Services System**

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $800,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the University Services System and the report of the Annual Inspection be approved.

June 6, 2011

Intercollegiate Athletics System
2011-12 Operating Budget

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Student Fees	$7,174,180
Sales and Services	39,923,769
Other Income	2,149,703
Total Revenues	$49,247,652

Current Expenses

Personnel Services	$19,674,367
Operations	14,727,024
Administrative Charge	2,876,244
Capital Maintenance Reserve	772,604
Maintenance, Repairs, and Equipment Replacement	1,747,345
Debt Service	5,737,075
One-Time Projects	1,600,000
Total Expenses	$47,134,659
Reserve Contribution (Drawdown)	$2,112,993
Net	$0

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2011 to June 30, 2012 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.

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

**Annual Inspection and Recommendations Concerning
Intercollegiate Athletics System**

FINANCE AND AUDIT COMMITTEE

May 1, 2011

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, 2011 to June 30, 2012:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.

2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides $1,000,000,000 coverage for any one property occurrence, $800,000,000 coverage for any one fine arts occurrence and $1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of $1,000.

3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2011 to June 30, 2012 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

June 6, 2011

Pratt Funds Overview

**ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE**

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 $39.7 million, as of March 31, 2011. 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.

Income from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these Endowment earnings have concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

2011-2012 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of $1,973,950 will be available for expenditure in FY 2011-2012. Targets of $985,250 and $988,700 were given respectively to the College of Engineering and to the Animal Nutrition Programs.

College of Engineering

Source of Funds:	
Endowment Income	$985,250
Repayment of Endowment Advance	(104,000)
Total Resources	**$881,250**
Proposed Expenditures:	
Undergraduate Scholarships	$300,000
Undergraduate Study Abroad Scholarships	35,000
Graduate Study Abroad Scholarships	35,000
Graduate Tuition Scholarships	115,150
Graduate Research Fellowships	271,100
Graduate Recruitment for Research Programs	125,000
Total Proposed Expenditures	**$881,250**

Animal Nutrition

Source of Funds:	
Endowment Income	$988,700
Carryover (estimated)	350,000
Total Resources	**$1,338,700**
Proposed Expenditures:	
Ph.D. and M.S. Fellowship Program	$700,000
Undergraduate Program Scholarships and Research	150,000
Visiting Scholars and Seminars	24,000
Equipment Purchases and Maintenance	243,700
Research Supplies and Materials	100,000
Nutrition Technicians	115,000
Publication Costs	6,000
Total Proposed Expenditures	**$1,338,700**

RECOMMENDATION:

That the proposed 2011-2012 allocation and use of Pratt Funds be approved.

June 6, 2011

**RESOLUTION TO REAPPOINT UNIVERSITY COMMISSIONER
TO THE HOTEL ROANOKE CONFERENCE CENTER COMMISSION**

WHEREAS, the Virginia General Assembly approved legislation known as the "Hotel Roanoke Conference Center Commission Act" to provide for the establishment of a conference center commission; and,

WHEREAS, the Act provides for the appointment of three commissioners each from the City of Roanoke and from Virginia Polytechnic Institute and State University; and,

WHEREAS, the Act provides that the commissioner appointments be staggered; and,

WHEREAS, the terms of the reappointments shall be four years, and shall end on June 30 of the respective year; and,

WHEREAS, pursuant to the Act, the Board of Visitors of Virginia Polytechnic Institute and State University reappoints the following as commissioner:

- Chief Executive Officer and Secretary-Treasurer   June 30, 2015
  Virginia Tech Foundation, Inc.

NOW, THEREFORE, BE IT RESOLVED, that the appointment of the Chief Executive Officer and Secretary-Treasurer of the Virginia Tech Foundation, Inc. shall continue effective with the approval of this resolution.

RECOMMENDATION:

That the above resolution of the reappointment of Chief Executive Officer and Secretary-Treasurer of the Virginia Tech Foundation, Inc. as one of the three university representatives on the Hotel Roanoke Conference Center Commission be approved.

June 6, 2011

Staff Career Achievement Award

FINANCE AND AUDIT COMMITTEE

June 6, 2011

Virginia Tech has a number of retiring staff members who have served the university with such distinction over a long period of time that they are deserving of special recognition for their outstanding careers. Virginia Tech is proud of the service of its staff members and would like to establish a Staff Career Achievement Award to highlight the contributions of this select group for their years of outstanding service.

The Commission on Classified Staff Policies and Affairs proposed establishing a formal mechanism, similar to the recognition provided to retiring faculty members through Policy 4405, the Virginia Tech Emeritus Faculty Policy, to honor retiring staff members who have distinguished themselves through their exemplary performance over a long period of time with a cash award and recognition. The Resolution to Establish a Staff Career Achievement Award was approved by University Council and the president on March 21, 2011.

Virginia Tech could not achieve its mission without the service of all of its staff members and could not excel without the talent of its most outstanding retiring staff members who have dedicated themselves to the institution in the truest spirit of Ut Prosim. The university requests approval by the Board of Visitors to establish a Staff Career Achievement Award as outlined in the resolution.

**RESOLUTION TO ESTABLISH A
STAFF CAREER ACHIEVEMENT AWARD**

WHEREAS, a number of our retiring staff members serve Virginia Tech with such distinction over such a long period of time that they are deserving of special recognition for their outstanding careers; and

WHEREAS, retiring faculty members are already recognized through Policy No, 4405, the Virginia Tech Emeritus Faculty Policy; and

WHEREAS, there is currently no formal mechanism to honor retiring staff members who have distinguished themselves through their exemplary performance over a long period of time; and

WHEREAS, Virginia Tech could not achieve its mission without the service of all of its staff members and could not excel without the talent of its most outstanding retiring staff members who have dedicated themselves to the institution in the truest spirit of Ut Prosim.

NOW, THEREFORE, BE IT RESOLVED, that

- In accordance with university Policy No. 4335, Virginia Tech will establish a Staff Career Achievement Award to recognize up to five exemplary staff retirees each year with a cash award and recognition at the appropriate annual university recognition event;
- The Staff Career Achievement Award will first be presented in 2012, with nominees submitted from the pool of staff members retiring in 2011;
- Nominees must have served a minimum of ten years at Virginia Tech and have a history of outstanding performance in their position. Selection criteria for this high honor may include: demonstrated support of Virginia Tech programs, exceptional personal contributions to Virginia Tech, and active participation in university-wide activities;
- Vice Presidents and Deans may nominate retiring staff members for the award based on the recommendation of their supervisor through a process supported by the Office of Human Resources;
- Every nominee, whether or not selected for the award, will be recognized by a certificate of nomination for distribution by the nominating Vice President or Dean.

<u>**RECOMMENDATION:**</u>

That the above resolution, Resolution to Establish a Staff Career Achievement Award, be approved.

June 6, 2011

Capital Outlay Plan for 2012-2018

**JOINT BUILDINGS AND GROUNDS COMMITTEE
AND FINANCE AND AUDIT COMMITTEE**

May 12, 2011

At its March 2011 meeting, the Board of Visitors considered a recommendation that a list of potential projects for inclusion in the 2012-2018 Capital Outlay Plan be approved and that the university be authorized to develop and submit a final plan to the state, in accordance with future guidance from the state and based on the projects in the approved list. The recommendation was approved, and the university has proceeded accordingly.

On April 15, 2011, the state issued instructions for the preparation and submission of the 2012-2018 Capital Outlay Plan and Maintenance Reserve requests. The deadline for submission of the Six Year Plan to the state is May 16, 2011.

In accordance with the state's traditional requirement of prioritizing projects for General Fund support over a six-year period, the university prepared and submitted the six-year capital outlay plan in the customary three biennia arrangement. Attachment A shows the full list of projects including those with General Fund support and those funded entirely with nongeneral fund resources. A brief narrative description of each project is shown on Attachment B. The projects in the first biennium may be used by the state to update its capital outlay plan (Chapter 46) and to make funding decisions in the 2012 General Assembly. The projects in the second and third biennia are for planning purposes only. This project arrangement reflects the needs of the university and positions the university with options to respond to various funding abilities of the state in the future. The projects are in priority order, and the cost estimates reflect escalation to a midpoint of construction based on the biennium.

The state has now fully moved to a phased review, approval, and appropriation method under which a project requesting General Fund resources may be reviewed and approved up to three times: pre-planning, detail planning, and full funding. Thus, a project may remain on the university and state capital outlay plans for two or three years until it reaches the full funding phase.

The plan includes projects with 100 percent nongeneral fund support, and these are located at the lower priority levels of each biennium because they do not compete for General Fund resources. These projects may be approved by the Board of Visitors under the restructuring management agreements on an as needed basis and as funding is sufficient. The university will bring forward a resolution for each item with 100 percent nongeneral fund support on a project-by-project basis. In accordance with the state instructions, these projects are not included in the submission to the state.

Projects with nongeneral fund support, including portions of gift campaigns, are generally financed with debt. Each potential debt financing undergoes a financial

feasibility assessment to ensure resources are sufficient to cover the full debt service term without unnecessary financial risk to unit operations. The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy which sets a maximum limit of a seven percent ratio of total annual debt service to total operating expenses. While the policy sets a maximum ratio of seven percent, university management traditionally manages debt levels to ratios of approximately five percent as a conservative measure to ensure resource strength is focused on the strategic operations of the institution. The debt ratio for the year ending June 30, 2010 is three and one-eighth percent. For the forward looking six-year period, the projected debt ratio, including implementation of high priority debt issuance items on the capital list, is expected to remain below five percent.

Beyond the submission of the Six-Year Capital Outlay Plan to the state on May 16th, the expected capital process for the 2012 session includes at least five major phases:

1) over the summer of 2011, a state appointed Advisory Committee (staffed by several central agencies and offices) will review the university's 2012-2018 plan with potential follow up by the university;
2) by November 1, 2011, the Advisory Committee will provide a set of recommendations to update the state's current plan for the 2012-2018 period to the Governor and Chairmen of the Money Committees;
3) by December 20, 2011, the Governor shall submit to the General Assembly a tentative bill proposing amendments to the current capital outlay plan and a budget bill including planning funds or full funding for high priority items in the plan;
4) during the 2012 General Assembly, the legislature may amend the proposed plan and proposed funding items in the executive budget bill; and,
5) effective July 1, 2012, the updated 2012-2018 plan and any funded items will be in place.

Recommendation:

That the Capital Outlay Plan for the period 2012 through 2018 as submitted to the state be ratified.

June 6, 2011

Attachment A

Capital Outlay Plan for 2012-2018

JOINT BUILDINGS AND GROUNDS COMMITTEE
AND FINANCE AND AUDIT COMMITTEE

May 12, 2011

FIRST BIENNIUM -- 2012-2014

Priority Level	UNIVERSITY DIVISION	Budget by Revenue Source Dollars in Millions Costs Projected to 2015		
		General Funds	Nongeneral Funds	Total
	Maintenance Reserve (2012-2014)	$ 15.0		$ 15.0
1	Classroom Building	50.0		50.0
2	Academic Buildings Renovation and Renewal	33.7		33.7
	Davidson Hall Improvements, Phase II			
	Sandy Hall Renovation			
	Liberal Arts Building Renovation			
3	Translational Research and Medicine Laboratory	62.6	$ 31.3	93.9
4	Chiller Plant Upgrades, Phase II	13.6	9.0	22.6
5	Computer Science and Engineering Building	61.6	6.8	68.4
6	Derring Hall Renovation, Phase I	46.3		46.3
7	Lane Hall Renewal and Expansion	22.5	5.0	27.5
8	Library Collections Facility	6.1		6.1
9	Randolph Hall Renewal	68.9	13.8	82.7
10	Robeson Hall Renovation and Expansion	51.5	17.1	68.6
11	Vivarium and Research Addition	20.3	20.3	40.6
12	Health and Safety Improvements	15.0		15.0
13	Southgate Renovation	3.0		3.0
14	Campus Road Package, Phase I	41.9		41.9
15	Veterinary Medicine Instruction Addition (Construction)		12.6	12.6
16	Propulsion Laboratory		5.0	5.0
17	Smart Pipe Facility		9.8	9.8
18	Virginia Bioinformatics Institute, Phase III (construction)		34.6	34.6
19	Virginia Tech Transportation Institute - Research Expansion		4.0	4.0
20	Corps of Cadets Residential Facilities		121.3	121.3
21	South Recreation Field Replacement		4.4	4.4
22	English Field Improvements		1.6	1.6
23	Baseball Press Box and Restrooms Improvements		3.0	3.0
	TOTAL UNIVERSITY DIVISION	512.0	299.6	811.6
	COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)			
1	Kentland Facilities Improvements, Phase I: Dairy Program	16.2		16.2
2	Animal Production Facility	5.6		5.6
	TOTAL CE/AES PROJECTS	21.8	-	21.8
	TOTAL OF 2012-2014 BIENNIUM	$ 533.8	$ 299.6	$ 833.4

Presentation Date: June 6, 2011

SECOND BIENNIUM -- 2014-2016

May 12, 2011

		Budget by Revenue Source		
		Dollars in Millions		
		Costs Projected to 2017		
Priority Level	UNIVERSITY DIVISION	General Funds	Nongeneral Funds	Total
	Maintenance Reserve (2014-2016)	$ 17.0		$ 17.0
1	Undergraduate Science Laboratory Building	66.0		66.0
2	Library Renovations	71.9		71.9
3	Wood Science Building	32.3	$ 16.1	48.4
4	Holden Hall Renovation and Expansion	49.4	16.5	65.9
5	Norris Hall Renovation	26.3	8.7	35.0
6	Replace Femoyer Hall	29.4		29.4
7	Comparative Medicine Research	6.6	6.6	13.2
8	Institute for Critical Technology and Applied Science, Phase III	13.2	13.2	26.4
9	Renovate Hillcrest Hall	14.5		14.5
10	Wallace Hall Renovation	4.4		4.4
11	Replace Food Science and Technology Building	19.7	19.7	39.4
12	International Affairs Building	10.7		10.7
13	Power Plant/Substation	30.0	20.0	50.0
14	Campus Road Package, Phase II	15.4		15.4
15	Rector Field House Renovation		5.5	5.5
	TOTAL UNIVERSITY DIVISION	406.7	106.3	513.0
	COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)			
1	Kentland Facilities Improvements, Phase II: Livestock Program	2.7		2.7
2	Human and Agricultural Biosciences Building, Phase II	79.5		79.5
	TOTAL CE/AES PROJECTS	82.2	-	82.2
	TOTAL OF 2014-2016 BIENNIUM	$ 488.9	$ 106.3	$ 595.2

Presentation Date: June 6, 2011

THIRD BIENNIUM -- 2016-2018

May 12, 2011

Priority Level	UNIVERSITY DIVISION	Budget by Revenue Source Dollars in Millions Costs Projected to 2019		
		General Funds	Nongeneral Funds	Total
	Maintenance Reserve (2016-2018)	$ 19.0		$ 19.0
1	Price Hall Renovation	30.4		30.4
2	Replace Center for Molecular Medicine and Infectious Disease	11.0	$ 11.0	22.0
3	Patton Hall Renovation	21.1	7.0	28.1
4	Hutcheson /Smyth Halls Renovation	55.1		55.1
5	Research and Demonstration Laboratory	12.0	4.0	16.0
6	Renovate War Memorial Hall	31.3	31.3	62.6
7	Pamplin Hall Replacement	84.7		84.7
8	Cheatham Hall Replacement	57.0	19.0	76.0
9	Academic Music Building		17.3	17.3
10	Replace Squires Student Center		130.0	130.0
11	Pritchard Hall Renovation		107.0	107.0
12	Recreation Facilities		48.1	48.1
13	Health Center Improvements		3.2	3.2
14	Owens Hall Renovation		10.6	10.6
15	G. Burke Johnston Renovation		10.2	10.2
16	Inn at Virginia Tech, Phase II		22.2	22.2
	TOTAL UNIVERSITY DIVISION	321.6	420.9	742.5
	COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)			
1	Kentland Facilities Improvements, Phase III: Historic Renovations	7.5		7.5
	TOTAL CE/AES PROJECTS	7.5	-	7.5
	TOTAL OF 2016-2018 BIENNIUM	$ 329.1	$ 420.9	$ 750.0
	TOTAL 2012-2018 CAPITAL OUTLAY PLAN	$ 1,351.8	$ 826.8	2,178.6

Presentation Date: June 6, 2011

Attachment B

Project Descriptions for 2012-2018 Capital Outlay Plan

**JOINT BUILDINGS AND GROUNDS COMMITTEE
AND FINANCE AND AUDIT COMMITTEE**

May 12, 2011

First Biennium Projects: 2012-2014

University Division

Maintenance Reserve

Since 1982, the Commonwealth has allocated General Fund support for preserving state-owned facilities. The Executive and Legislative Branches have mandated that maintenance reserve be the top priority for capital outlay resources. This program includes individual projects to repair or replace major plant components with costs in the range of $25,000 to $1 million. The funds in this program may not be used for normal operations and maintenance work costing less than $25,000. In 1994, the university established a parallel Maintenance Reserve program for the auxiliary enterprise facilities funded with enterprise resources.

1. Classroom Building

This project has been on the university's plan since 2005 and is included as a high priority to increase the quantity of high quality general assignment classrooms to create classrooms, in terms of capacity, that meet the needs of our current and future programs; to address the significant, growing demand for class registrations; and to meet student expectations of state-of-the-art instruction space. This project includes construction of a 77,500 gross square foot building with large-size, flexible classrooms on the north side of the academic core of campus.

2. Academic Facilities Renovation and Renewal

This project involves the renovation and renewal of three academic buildings located around the drill field that combine for a total 52,000 gross square feet: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. These three buildings were constructed between 1899 and 1928, have had no major renovations or improvements since coming into service, carry high deferred maintenance levels that cannot be corrected with normal maintenance or repair projects, and no longer house permanent occupants because of their deteriorated conditions.

3. Translational Research and Medicine Laboratory

The Translational Research and Medicine Laboratory project envisions a 110,000 gross square foot scientific laboratory facility to support the expansion of basic and applied

research in the biological and life sciences. This project is a joint effort of the College of Agriculture and Life Sciences, College of Science, and College of Veterinary Medicine.

4. <u>Chiller Plant, Phase II</u>

This project is the second phase of a strategic plan to establish a centralized cooling system. The Phase I project has been approved by the state and will construct a new plant on the southwest area of campus when bond proceeds are released. This project will construct a second new plant in the Prices Fork parking lot, replace outdated equipment in the existing central plant on the north side of campus, and install distribution piping to connect the systems for optimal operations.

5. <u>Computer Science and Engineering Building</u>

This project is to build a new 87,000 gross square foot building to address a shortage of modern academic space capable of supporting the computer science and engineering fields. It will provide permanent space for the computer science program which is currently located in a temporary lease in the corporate research center.

6. <u>Derring Hall Renovation, Phase I</u>

Derring Hall was constructed in 1969 with no major improvements or renovations since the original construction was completed. This request is to renovate and modernize about 89,000 gross square feet of the 208,000 gross square feet of the existing building.

7. <u>Lane Hall Renewal and Expansion</u>

Lane Hall was constructed in 1888, includes about 26,500 gross square feet, and has a substantial level of deferred maintenance. The project will renew the existing facility and will construct an 18,400 gross square foot addition to house several new general assignment classroom spaces and instructional spaces supporting the university's Corps of Cadets and the three Reserve Officer Training programs (ROTC).

8. <u>Library Collections Facility</u>

The project is to construct a 3,600 gross square foot addition to the east side of Newman Library to house a high-density robotic storage and retrieval system capable of handling up to 750,000 volumes. The project will increase the ability to efficiently store and quickly retrieve materials without delay and without additional staff or program floor space.

9. <u>Randolph Hall Renewal</u>

Randolph Hall was constructed in 1952 with an addition in 1959, and no major renovations since the construction was completed. The building includes about 166,000 gross square feet, and the proposed project is to renew the entire facility through renovations or replacements to support modern engineering programs and instructional space.

10. Robeson Hall Renovation and Expansion

Robeson Hall was constructed in 1960 and there have been no major improvements or renovations since the original construction. The project includes renovating the entire 66,000 gross square foot existing building and constructing a 44,500 gross square foot addition to provide modern laboratories and support space to meet the needs of instructional and research laboratory space for the physics programs.

11. Vivarium and Research Addition

This project is to construct a four-story, 45,500 gross square foot addition to the existing Virginia Tech Carilion Research Institute building in Roanoke, VA. The addition will provide critical vivarium and laboratory space to continue the growth of the research program.

12. Health and Safety Improvements

The university's health, safety, and accessibility initiative for the campus is an ongoing effort, and the university includes a request for this program in each capital plan. This project is to continue progress on needed campus improvements including accessibility improvements, fire alarm systems, and updating needs assessments that are beyond the scope of the Maintenance Reserve program.

13. Southgate Renovation

This project will make renovations to portions of the building to house the Police Department, the Emergency Management department, and swing space for programs dislocated during renovation projects. The renovations will include reconfiguration of interior partitioning and associated mechanical, electrical, plumbing and telecommunications upgrades to accommodate reconfigured spaces and open plan layouts.

14. Campus Road Package, Phase I

This project is the first of two campus road projects envisioned to support the future build out of the campus master plan. This first phase will provide an access road to the Visitors Center and a perimeter road on the western side of campus.

15. Veterinary Medicine Instruction Addition (Construction)

This project has been on the university's plan since 1993. The project requests authorization to construct an addition to the existing facility of about 24,000 gross square feet of instructional space to provide adequate classrooms, to relieve overcrowding of faculty space, and to accommodate planned hires.

16. Propulsion Laboratory

This project is to build a specialized engine testing laboratory facility for the College of Engineering located at the Virginia Tech Montgomery Executive Airport. The facility will provide space for engine testing, faculty offices, and support spaces.

17. <u>Smart Pipe Facility</u>

This project is to construct a new specialized research facility comprising a four acre site utility development and a 20,000 gross square foot research building at the Plantation Road research area. The Smart Pipe Test-Bed facility will evaluate the impact of mechanical, thermal, chemical and biological factors, external interferences, and inappropriate maintenance on the performance of subsurface water supply and wastewater distribution piping.

18. <u>Virginia Bioinformatics Institute, Phase III (construction)</u>

The project includes 51,000 gross square feet of additional private and open office space for faculty, researchers, research associates, and support personnel for the Virginia Bioinformatics Institute. The project design is complete with a construction request pending the outcome of external funding.

19. <u>Virginia Tech Transportation Institute - Research Expansion</u>

This project is to provide about 50,000 gross square feet of expansion of the existing warehouse and office accommodations to house program growth. This project envisions implementing the expansion in phases over time to provide additional light research space and private and open office space for faculty, researchers, and support personnel.

20. <u>Corps of Cadets Residential Facilities</u>

This project is to modernize the outdated and deteriorated residence halls where the Corp of Cadets reside. The project will raze and replace Rasche Hall and Brodie Hall with 278,500 gross square feet of new buildings sufficient to house all the cadets. In turn, Monteith Hall and Thomas Hall may then be razed.

21. <u>South Recreation Field Replacement</u>

This project is to replace fields that may be dislocated by the airport runway extension and to replace some grass platforms with artificial turf allowing for increased usage of the fields. The desired layout will provide six dual use flag football/soccer fields and four softball fields.

22. <u>English Field Improvements</u>

The natural turf currently on English Field does not adequately meet the needs of the baseball program because of the negative effect winter months have on the turf. This project is to install a synthetic field that is not affected by the weather and is easier to maintain. In addition to the synthetic turf, the dugouts will be expanded toward the playing surface by eight feet.

23. <u>Baseball Press Box and Restrooms Improvements</u>

This project is to expand and make improvements to the existing press box and restrooms at English Field to meet the expectations of fans and media support personnel.

Cooperative Extension/Agricultural Experiment Station Division

1. Kentland Facilities Improvements, Phase I: Dairy Program

This project includes building modern instruction and research facilities to relocate the dairy science program. The relocation of the dairy science facilities from campus to the Kentland Farm, Moore Farm and Plantation Road is envisioned to include the relocation and construction of approximately 154,000 gross square feet of herd housing, animal housing, feed facilities, support structures, and program space.

2. Animal Production Facility

This project includes relocating the existing College of Agriculture and Life Sciences swine offspring production and research program to another university agricultural location in the vicinity of the Blacksburg campus. The project will provide 11,500 gross square feet of new facilities including a gestation house for 130 sows, a farrowing house, a finishing and nursery house for 300 pigs, and support facilities for personnel.

Second Biennium: 2014-2016

University Division

1. Undergraduate Science Laboratory Building

This project has been on the university's plan since 2005 and is included as a high priority to increase the quantity of high quality general assignment instructional laboratories to address the significant growth in life sciences and other laboratory instruction. This project envisions a new facility of 77,000 gross square feet for undergraduate science instruction and laboratory support services.

2. Library Renovations

Newman Library was constructed in 1955, with an addition in 1980, and serves as the central materials storage facility for the entire university. This project request is for the reorganization and modernization of 144,000 gross square feet of the 227,000 gross square foot library to provide a high quality library environment with up-to-date interactive learning formats.

3. Wood Science Building

This project envisions a new facility of 92,300 gross square feet for science classrooms, laboratories, laboratory support services, and office space for faculty in the Wood Science and Forest Products department. The anticipated site is near the existing Brooks Forest Products Center.

4. Holden Hall Renovation and Expansion

Holden Hall was constructed in 1940 with no major renovations or building improvements since going into service. This project proposes to fully renovate the existing 42,000 gross square foot building and construct a 69,700 gross square foot addition to support the Mining

and Minerals Engineering program, the Materials Science and Engineering program, and other engineering programs.

5. <u>Norris Hall Renovation</u>

Norris Hall was constructed in two phases: the west wing in 1960 and the east wing in 1962. This project proposes to fully renovate major areas of the 73,000 gross square foot building to support engineering programs.

6. <u>Replace Femoyer Hall</u>

The building was constructed in 1949 as a dormitory, with no major building improvements or renovations since it was originally constructed, and it now houses academic programs. This project proposes to raze and replace the 36,000 gross square foot building with a new academic building.

7. <u>Comparative Medicine Research</u>

This project is to relocate the existing College of Veterinary Medicine (CVM) swine research program at the Prices Fork Road location to new facilities adjacent to the existing CVM complex. The new facilities will include 15,000 gross square feet of laboratory space.

8. <u>Institute for Critical Technology and Applied Science, Phase III</u>

This project is to complete the originally envisioned total facilities for the institute with a three-story, 30,000 gross square foot addition to the Phase II building. The project will include specialized research laboratories supporting research in several multi-disciplinary areas including bioengineering, biomaterials, bio-nanotechnology and sensor technology.

9. <u>Renovate Hillcrest Hall</u>

Hillcrest Hall is a 47,800 gross square foot building constructed in 1949 and 1971 and currently houses the honors academic and residential programs. This project will renovate the first and second floors to better support the residential honors program and undergraduate academic support programs.

10. <u>Wallace Hall Renovation</u>

This project will renovate and modernize approximately 12,900 square feet within Wallace Hall to provide improved academic support, research, and administrative office space for the College of Liberal Arts and Human Sciences and the College of Business Department of Hospitality and Tourism Management's demonstration kitchen facility.

11. <u>Replace Food Science and Technology Building</u>

This project is to replace the existing three-story, 45,700 gross square foot Food Science and Technology Building that was originally constructed in 1952 with a modern laboratory facility. The current building is one of the most outdated academic and research buildings on campus.

12. <u>International Affairs Building</u>

The project envisions a new, on-campus International Affairs Building to serve as a permanent student support center and consolidate International Affairs programs. The building will include administrative space for the International Affairs programs, temporary living space for visiting scholars, and student commons spaces for international students.

13. <u>Power Plant/Substation</u>

The projected rate of campus growth in the master plan is expected to exceed the expected serviceability of the existing power plant by 2020. This project is to plan and build additional power plant capacity for the campus and include the use of alternative energy sources.

14. <u>Campus Road Package, Phase II</u>

This project is the second of two campus road projects. This phase envisions four sub-projects: the realignment of Duck Pond Drive with Perry Street, a roundabout at Washington Street and Spring Road, a walkway under Duck Pond Drive, and removal of the anticipated abandoned section of Southgate Drive after the airport runway extension is complete.

15. <u>Rector Field House Renovation</u>

Rector Field House, which serves a majority of Olympic Sports, does not have restrooms and seating sufficient for events held at the field house. This project will construct additions to both long sides of the building to provide additional restrooms and install bleachers. A new athletic flooring surface will be installed once Rector Field House is no longer used by the football team.

Cooperative Extension/Agricultural Experiment Station Division

1. <u>Kentland Facilities Improvements, Phase II: Livestock Program</u>

The university made temporary relocation measures to vacate a majority of the livestock herd from pastures and facilities at the site of the new Corporate Research Center-Phase II. This project is to provide 12,400 gross square feet of permanent facilities for the livestock herd at Kentland Farm and Moore Farm including feed storage, equipment storage, and a feed mill.

2. <u>Human & Agricultural Bioscience Building, Phase II</u>

This project is to provide a 92,000 gross square foot modern research space for the Agricultural Experiment Station including research laboratories, laboratory support space, research offices, faculty offices, and graduate student research space.

Third Biennium: 2016-2018

University Division

1. <u>Price Hall Renovation</u>

Price Hall was constructed in 1904 and is one of the oldest buildings on the campus. The 57,000 gross square foot building has received no major renovations, upgrades, or improvement projects since the original construction was completed. This project proposes to gut and renovate the entire building for offices, conference/seminar rooms, classrooms, and computer laboratories for departments of the School of Education.

2. <u>Replace Center for Molecular Medicine and Infectious Disease</u>

This project proposes to replace the antiquated life sciences research laboratories and support facilities of the complex currently located at Prices Fork Road. The replacement project is envisioned as an approximately 25,000 gross square foot facility located near the existing College of Veterinary Medicine complex.

3. <u>Patton Hall Renovation</u>

Patton Hall was constructed in 1926 with no major renovations or improvements since it went into service. This project proposes to fully renovate the interior and exterior of the 53,000 gross square foot building to support engineering programs in Civil and Environmental Engineering and Engineering Science and Mechanics.

4. <u>Hutcheson/Smyth Halls Renovation</u>

Smyth Hall was constructed in 1939 and Hutcheson Hall was constructed in 1940 with neither building having any major renovations or improvements since going into service. This project proposes to fully renovate their combined 67,000 gross square feet to support academic programs in the College of Agriculture and Life Sciences.

5. <u>Research and Demonstration Laboratory</u>

This project has been on the university's plan since 1997 to provide a new state-of-the-art research facility for the College of Architecture and Urban Studies. The project envisions a 16,000 gross square foot research facility that will centralize research in the architectural, engineering, and environmental concerns facing K-12 educational facilities in the Commonwealth of Virginia.

6. <u>Renovate War Memorial Hall</u>

This project is to provide a comprehensive renovation of the 123,000 gross square foot building inclusive of envelope mechanical, electrical, and plumbing upgrades. The gymnasium/recreation spaces will receive extensive renovation or conversion, and the existing academic spaces will be updated.

7. Pamplin Hall Replacement

The college has proposed a complete overhaul and addition to Pamplin Hall or a replacement building to provide 120,000 gross square feet to house the entire College of Business within one building.

8. Cheatham Hall Replacement

The College of Natural Resources and Environment has filled Cheatham Hall and requires additional instructional and research space to grow. This project reflects the college's need for an 87,000 gross square foot facility to house all of the central campus Natural Resources and Environment programs.

9. Academic Music Building

This project is to provide a facility to serve the music instruction and practice needs of the Marching Virginians, symphonic orchestra, symphonic band, and choral groups. The facility is envisioned as a 30,000 gross square foot building and will include flexible rehearsal rooms that can be configured to ensemble uses, administrative offices, storage, locker rooms, and related support spaces.

10. Replace Squires Student Center

Squires Student Center cannot accommodate the demand for space from students and expansion is not practical because of site and structural constraints. This project is to build a new 240,000 gross square foot student center to replace Squires Student Center. Squires may subsequently be converted to academic use.

11. Pritchard Hall Renovation

This project continues the modernization of outdated and deteriorated campus residential facilities. The renovation will fully update the 211,400 gross square foot, 1967 facility and will incorporate additional hall lounges, community and study rooms, expanded bathroom facilities, and air conditioning.

12. Recreation Facilities

This project proposes to build a new 90,000 gross square foot recreation facility at the south end of the Oak Lane Community. The additional recreation space will address service demands from students and will provide the space in the north zone of campus where demand for recreation space is increasing.

13. Health Center Improvements

This project request is to renovate and expand Schiffert Health Center to address increasing student service demands. The project will renovate 6,000 square feet for private interview rooms, exam rooms, open clinic space, and clinic support space.

14. <u>Owens Hall Renovation</u>

Owens Hall is a 97,600 gross square foot dining facility constructed in 1939 with several small scale interior renovations, the latest completed in 1991. This project is to make major interior and exterior renovations including restrooms, dining area, food service, and dining venue stations, and addressing deferred maintenance.

15. <u>G. Burke Johnston Renovation</u>

This project is to renovate the 25,000 gross square foot student center built in 1990. The renovations include complete updates to the interiors, food service areas, building mechanical systems, and deferred maintenance.

16. <u>Inn at Virginia Tech, Phase II</u>

This project proposes to provide additional visitor accommodations to the existing 147 lodging rooms. The design of the Inn and Conference Center includes provisions for a future expansion of a wing of lodging rooms, and this project envisions adding approximately 55 guest rooms at such time as demand requires.

Cooperative Extension/Agricultural Experiment Station Division

1. <u>Kentland Facilities Improvements, Phase III: Historic Renovations</u>

The original Kentland facility was constructed in 1818. This project includes a complete renovation of the existing facility and support buildings to restore the buildings and to correct deterioration and deficiencies.

Capital Project for Constructing the College of Veterinary Medicine Instruction Addition

**JOINT BUILDINGS AND GROUNDS COMMITTEE
AND FINANCE AND AUDIT COMMITTEE**

May 3, 2011

In March 2010, the Board of Visitors authorized a capital planning project for a Veterinary Medicine Instruction Addition project to address long standing deficiencies in the existing classrooms and faculty offices and to support planned enrollment growth.

The design is nearing the end of working drawings and the project will be ready to enter the construction phase this summer. The designed solution addresses the key instructional needs of the college with an approximately 24,000 gross square foot addition on the north-east side of the building. The design was reviewed and approved by the Buildings and Grounds Committee at its November 8, 2010 meeting, and the total project costs are within the not-to-exceed $14 million budget, which is based on a resource plan developed by the college and the university. The funding plan calls for debt that will be serviced by nongeneral fund student fee revenues generated by the college. The actual debt amount may be adjusted downward for any revenues accumulated prior to the issuance of permanent debt.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for an authorization to move forward with construction of the Veterinary Medicine Instruction Addition project with a not-to-exceed total project budget of $14 million.

**RESOLUTION ON CAPITAL PROJECT FOR CONSTRUCTING THE
COLLEGE OF VETERINARY MEDICINE INSTRUCTION ADDITION**

WHEREAS, the College of Veterinary Medicine enrolls approximately 360 Doctor of Veterinary Medicine and 100 graduate students, employs 95 faculty, is a leading biomedical and clinical research center, and provides professional continuing education services for veterinarians practicing throughout the two states; and,

WHEREAS, the existing classroom and office space in the College of Veterinary Medicine, constructed over twenty-five years ago, is no longer capable of meeting the needs and demands of the school's expanding modern clinically-based instruction program; and,

WHEREAS, the college and university have worked together on a funding plan that includes debt to be serviced by nongeneral fund revenues to support a $14 million project budget; and,

WHEREAS, the university has completed a design solution that meets the needs of the college with a total cost within the not-to-exceed $14 million budget; 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 the Veterinary Medicine Instruction Addition project with a not-to-exceed total project budget of $14 million 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 the $14 million project authorization, plus related issuance costs and financing expenses.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to construct the Veterinary Medicine Instruction Addition be approved.

June 6, 2011

Capital Project for English Field Improvements

JOINT BUILDINGS AND GROUNDS COMMITTEE
AND FINANCE AND AUDIT COMMITTEE

May 3, 2011

The university's Six-Year Capital Outlay Plan approved by the Board of Visitors at its March 28, 2011 meeting included a project to improve English Field for the baseball program. As a member of the Atlantic Coast Conference, Virginia Tech competes among the highest level of baseball competition in the NCAA. The university is in the process of enhancing its baseball program by working to attract and maintain high caliber athletes and coaches. Proper facilities are a critical element for obtaining that objective.

The existing playing surface and dugouts are key areas of needed improvements. The natural turf currently on English Field does not adequately meet the needs of the baseball program because of the negative effect winter months have on the turf. To address the playing surface needs of the athletes and coaches, the university proposes to replace the natural turf with a synthetic turf. The synthetic field will provide a consistent field surface that is not affected by the weather and is easier to maintain. Once the natural turf is removed, laser grading will be performed to prepare the surface, and extra conduit runs will be added below surface for future expansion of electrical service to the scoreboard and future television camera positions. In addition to the synthetic turf, the dugouts will be expanded toward the playing surface by eight feet. The necessary padding, safety fence, and complimentary camera position for each dugout will also be addressed.

The estimated project costs inclusive of design and construction are $1.6 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 calls for the use of cash generated from Athletics operations. This fund source is sufficient to cover the proposed project costs. As a result, the university is confident that the financial plan is sufficient to move forward with the full project authorization.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for a full project authorization to move forward with design and construction of the proposed $1.6 million English Field Improvements project.

RESOLUTION ON CAPITAL PROJECT FOR THE
ENGLISH FIELD IMPROVEMENTS

WHEREAS, as a member of the Atlantic Coast Conference, the university's baseball program competes among the highest level in the NCAA; and,

WHEREAS, the natural turf on English Field does not adequately meet the needs of the baseball program; and,

WHEREAS, the university proposes to replace the natural turf with a synthetic turf; and,

WHEREAS, laser grading will be performed to prepare the surface and extra conduit runs will be added below surface for future expansion of electrical service to the scoreboard and future television camera positions; and,

WHEREAS, the dugouts will be expanded toward the playing surface and the necessary padding, safety fence, and complimentary camera position for each dugout will be addressed; and,

WHEREAS, the estimated project cost inclusive of design and construction is $1.6 million with a funding plan that includes cash generated from Athletics operations; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects; and,

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 a capital project for improvements to English Field funded entirely with nongeneral fund revenues at a total project cost not to exceed $1.6 million.

<u>RECOMMENDATION:</u>

That the above resolution authorizing Virginia Tech to move forward with the English Field Improvements be approved.

June 6, 2011

Committee Minutes

Committee on Research

Executive Conference Room 225
Virginia Bioinformatics Institute (VBI)
4:00p.m-5:30p.m.

June 5, 2011

Committee Members Present:

Ms. Michele Duke, Chair
Mr. Michael Anzilotti
Mr. William B. Holtzman
Ms. Sandra Stiner Lowe
Mr. George Nolen
Mr. Michael J. Quillen

Guests:

Dr. Charles Steger, Dr. Robert Walters, Mr. Dwight Shelton, Jr., Dr. John Dooley, Dr. Daniel Wubah, Dr. Erv. Blythe, Mr. Sherwood Wilson, Mr. Deepu George, Mr. Douglas Fahl, Mr. John Rocovich, Mr. James Severt, Mr. Paul Rogers, Ms. Beverley Dalton, Mr. Frederick Cobb, Ms. Maxine Lyons, Dr. Michael Friedlander, Dr. Michael Ellerbrock, Dr. Lay Nam Chang, Mr. Ralph Byers, Dr. Roderick Hall, Dr. William Knocke, Ms. Kay Heidbreder, Ms. Beth Tranter, Ms. Sandra Muse, Ms. Susan Trulove, Ms. Elizabeth Hooper, Ms. Natalie Hart, and Ms. Ellen Plummer.

1. **Opening Remarks and Approval of March 27, 2011 Minutes.** Chairman Duke welcomed those in attendance. The minutes were unanimously approved.

2. **Resolution for the Approval of Appointments to the Virginia Coal and Energy Research and Development Advisory Board.** Dr. Walters reviewed the appointments to the Virginia Coal and Energy Research and Development Advisory Board. The resolution was unanimously approved.

3. **Update on Revision to Policies 13005 and 3020 (Research Administration).** Dr. Knocke provided an overview of actions undertaken in order to realign reporting of certain research within the university administrative structure, and to provide additional guidance regarding financial and programmatic oversight. The revisions provide for annual review of financial matters as well as 5-year center reviews. The revisions to Policy 13005 have been approved through the governance process. Revision of Policy 3020 is in process.

4. **Work of the Task Force on Industrial Affiliates Programs (Research Initiatives).** Dr. Knocke reviewed the structure, function and benefits of Industrial Affiliates programs within the university, as well as the current university policies that govern these functions. A University Task Force has been established in order to review and update policies which govern these entities, in light of the current regulatory environment, and to more clearly articulate the distinction between activities supported by industrial affiliates program and those that fall within the purview of sponsored research programs. The recommendations are in the process of being finalized and are scheduled to be presented to the Vice President for Research in July 2011.

5. **Research Education Program Development (Research Administration).** Ms. Tranter provided an overview of research education programs for faculty, staff and students both within the Office of Research and to the larger university community. These programs address proposal development, conflict of interest, research compliance, export controls, budgeting, and other topics of interest to the research community.

6. **Advancing Virginia Tech's Research Agenda Internationally (Research Initiatives).** Dr. De Datta provided an overview of Office of International Research, Education, and Development at Virginia Tech (OIRED). OIRED/VT is engaged globally in collaborative research and graduate education to advance Virginia Tech's research mission internationally. The program is primarily built upon resources garnered through a competitive process using federally funded grants, contracts, and cooperative agreements. In his presentation, Dr. De Datta reviewed programs that are contributing to global food security, income and employment enhancement, and gender equity.

   Ms. Duke announced that Dr. De Datta has announced his intention to retire in August 2011, and commended him for his outstanding contributions to Virginia Tech and its significant growth in international programs.

Adjournment.

There being no further business, the meeting adjourned at 5:19 p.m.

Update on the Structure and Governance Policies for Virginia Tech Centers and Institutes

W. R. Knocke, Ph.D., PE, Assoc. Vice President for Research

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Overview

- Summary of policy update activities over past academic year

- Highlights of changes to policies

- Completion of realignment activities regarding University-Level Research Centers

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Policy 13005 – Interdisciplinary Research Centers

- Policy focused only on University-level research centers, primarily addressing matters related to establishment, governance, funding and review of such centers

- Written originally in early 1990s, reflecting a time when the concept of "interdisciplinary" work was relatively new to Virginia Tech

- Existing policy did not address University Institutes

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Policy 3020 – Centers Financial and Administrative Policy and Procedures

- Policy primary focused on financial and administrative aspects of centers; broader application than Policy 13005, and filled in gaps of that policy

- There was, unfortunately, overlap that needed to be addressed between the two policies

- Current version of Policy 3020 defines and addresses three levels of centers
  - University Center
  - College Center
  - Departmental Center

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Updates to University Policies Related to Centers and University Institutes

- Steps undertaken to modify Policies 13005 and 3020 and better coordinate necessary coverage between policies

- Policy 13005 now addresses centers and University Institutes across all three mission areas of the University (Policy 3020 has always addressed all such units)

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Updates to University Policies Related to Centers and University Institutes

- Revised Policy 13005 codifies issues such as

  - Establishment of new centers and University Institutes

  - Oversight (programmatic and financial) of units

  - Evaluation of centers and University Institutes and their directors
    - Annual for financial matters
    - Periodic (five-year) for programmatic aspects of units

  - Procedures to reorganize or "sunset" units now defined

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Updates to University Policies Related to Centers and University Institutes

- Governance review process coordinated through five University Commissions, the Faculty Senate, the Academic Affairs Council, and other interested parties

- Revised Policy 13005 passed University Council on Second Reading on May 2nd

- Implementation activities begin during Summer 2011

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Update on University Policies Related to Centers and University Institutes

- New master spreadsheet of all centers and University Institutes will be prepared and maintained in the Provost's Office

- In Academic Year 2011-12 a five-year cycle of programmatic reviews of all centers and University Institutes will be formulated; likewise, a similar cycle for all center and University Institute Director reviews will be prepared

- Efforts will be made to get all unchartered centers to prepare formal charters for compliance with Policy 13005

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Administrative Realignment of University-Level Research Centers

In Academic Year 2010-11 there were nine such research centers

- Center for Geospatial Information Technology

- Center for Gerontology

- Center for Human-Computer Interaction

- Center for Survey Research

- Interdisciplinary Center for Applied Mathematics

- Macromolecules and Interfaces Institute

- Powell River Project

- Virginia Coal and Energy Research Center

- Virginia Water Resources Research Center

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Administrative Realignment of University-Level Research Centers

- Outcome of realignment yielded:
  - CGIT now reports to VP for IT
  - Center for Survey Research now reports to Provost's Office
  - Three centers now report to colleges
  - Two centers now report to departments
  - ICAM and MII now overseen by Stakeholder Committees led by deans of several colleges

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Questions?

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Work of the Task Force on Industrial Affiliates Programs

W. R. Knocke, Ph.D., PE, Assoc. Vice President for Research

Industrial Affiliates Programs

- OVPR-01-03 outlines the principles, guidelines and procedures for the establishment and operation of Industrial Affiliates (IA) programs "**designed to enhance the productive relationship between Virginia Tech and industry**".

- Task Force established in Jan 2011 to update OVPR-01-03 in light of several key issues

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Benefits to the University

- Support research in general areas of interest to multiple industrial organizations;

- Provide opportunities for interaction among industry members, faculty and students

- Promote access to research results in a timely manner

- Enrich the education experience of students

- Maintain the University's role as a credible and impartial resource; and, in general

- Contribute to the primary mission of research and education

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Program Structure

- Comes from annual fees paid by members

- Fee levels can be differential and tied to membership categories that yield different levels of "benefits"

- Typical membership fees are from $5,000 per year to $50,000-75,000 per year

- Membership fees are currently handled through the Virginia Tech Foundation (w/o gift assessment)

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**Virginia Tech Foundation, Inc.
Affiliate Fee History
FY 2008 - FY2011 to date**
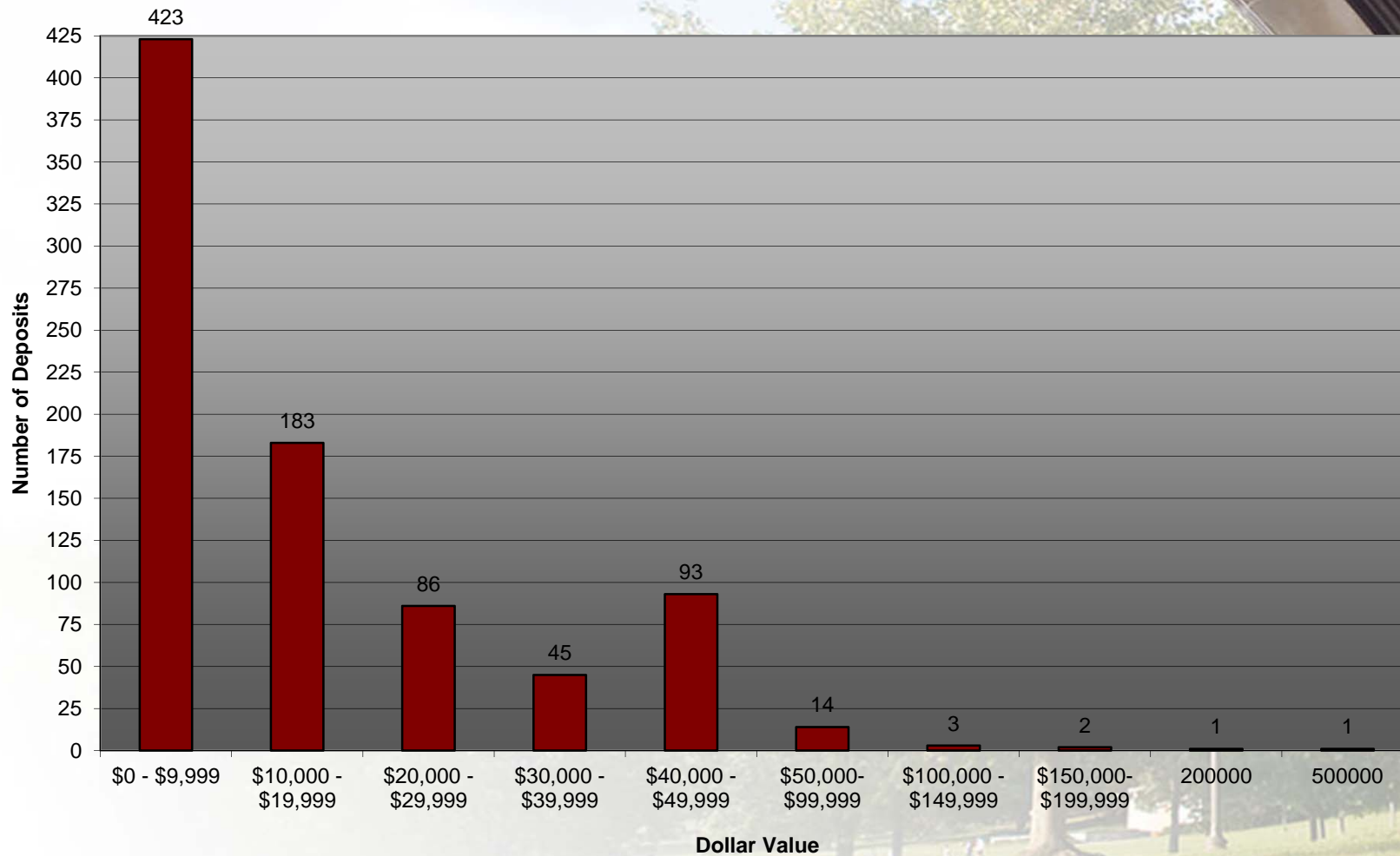
Funding Analysis

- Most IA programs at VT have annual income of $100-200K

- Largest IA programs in annual funding
  - **Center for Power Electronic Systems Industry Partnership Program** – approximately $1.5M
  - **Appalachian Research Initiative for Environmental Sciences** (through VCCER) – approximately $2.5M

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Key Questions

- Clear boundaries on role of affiliate members in defining the research direction

- Differentiating research suitable for an IA program versus contract research appropriate for the Office of Sponsored Programs (issue of "deliverables")

- How to appropriately handle IP issues with IA members

- Access to facilities and VT personnel (in relation to export control concerns)

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Key Questions (continued)

- Effective processing and management of IA funds between the University and VT Foundation (total expenditures annually of $3.5-4M now and growing substantially)

- Compliance with National Science Foundation expectations for IA programs in association with federally funded research centers (e.g., I/UCRCs and ERCs)

- How to keep IA programs "attractive" for industry to wish to participate and provide funding (we want to grow these programs!)

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Status of Task Force Work

- Task Force has met multiple times through Spring semester to discuss/debate key issues

- Three working subgroups addressing:
  - Legal/administrative issues
  - Peer programs and NSF center expectations
  - Other issues – IP, laboratory/faculty access

- Final Report due to VP For Research in July 2011

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Questions?

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Research Education Program Development

Beth Tranter, Chief of Staff, Office of the VP for Research

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Overview

- Context of Research Administration

- Programs for Faculty and Students

- Staff Development Initiatives

- Programs for the Larger Academic Community

- Office of Research Internal Training Programs

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Context of Research Administration

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Context of Research Administration

Executive Assistant
Debbie Nester

Vice President for Research
Robert Walters

Vice President for Research's Staff

Chief of Staff
Beth Tranter

Manager, Research Education and Development
Victoria Ratcliffe

Research Development Team
Randy Murch

Public Relations Manager
Susan Trulove

Randy Murch reports to Jim Bohland, Executive Director, National Capital Region

Susan Trulove reports to Mark Owczarski, Director of News and Information

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Associate Vice President for Research
Rodd Hall

Executive Assistant
Tammy Bose

Associate Vice President for Research Programs
Bill Knocke

Executive Assistant
Shelly Key

Associate Vice President for Research Computing
Terry Herdman

Terry Herdman reports to Erv Blythe, Vice President for Information Technologies

Associate Vice President for Research Compliance
David Moore

Assistant Vice President for Sponsored Programs Administration
John Rudd

Assistant Vice President for Finance and Controls
Linda Bucy

President, Virginia Tech Intellectual Properties (VTIP)
Mark Coburn

Research Integrity Officer
Thomas Inzana

The Research Institutes of Virginia Tech

Fralin Life Sciences Institute

Institute for Critical Technology and Applied Science*

Institute for Society, Culture and Environment

Virginia Bioinformatics Institute

Virginia Tech Transportation Institute

Virginia Tech Carilion Research Institute**

* The director of the Institute for Critical Technology and Applied Science reports to the Dean of Engineering

** The director of the Virginia Tech Carilion Research Institute reports to the Provost.

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The Regulatory Environment

- Accounting standards

- Export Control and Secure Research Compliance

- Human Subject and Animal Research

- America Competes Act
    - Postdoctoral Mentoring Plan
    - Responsible Conduct of Research

- National Institutes of Health – Anticipated Changes in Conflict of Interest Policies

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Our Challenge

- Enhance Competitiveness and Growth of the Research Enterprise

- Mitigate Risk

- Evaluate and Incorporate Best Practices as Appropriate

- Update University Policies through Engagement of Stakeholders and Governance Processes

- Provide Guidance to Faculty, Staff and Students

- Track, Evaluate, and Improve

- Provide Leadership Within the Larger Academic Community

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Programs for Faculty, Staff and Students

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Research-Focused Workshops

Offered in partnership with the Faculty Development Institute

- Research Policies
- Budgeting
- Cost sharing
- Conflict of Interest
- Managing Federal Contracts
- Human Subjects Research
- Grant Writing (NSF, NIH)
- Education, Outreach and Diversity Programs
- Finding Funding
- Technology Transfer
- Using Visualization Tools
- Keeping a Lab Notebook

and more . . .

Vicky Ratcliffe
Director,
Research Education

**More than 20 Office of Research Employees
Have Served as Instructors. . .**

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Outcomes for 2010 -2011

Academic Year 2010-2011	
OVPR/FDI courses offered	24
Workshop sessions offered	22
Online workshops offered	42
Other (non-FDI) workshops offered	33
Online tutorials (VT PID and password required)	20

External workshops hosted:
o Federal Budget Priorities
o Doing Business with the Department of Defense
o How to Write a Winning NSF CAREER Proposal
o Advancing the Level of Inquiry in Teaching and Learning
o Project Evaluation
o Mock Panel Review

and more . . .

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Export Controls and Secure Research Compliance

- *International Traffic in Arms Regulations*
- *Export Administration Regulations*
- *Office of Foreign Assets Control Regulations*

o General Export Training

o Restricted Research Training

**David Brady,
Director, OESRC**

32 training sessions offered last year.

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Responsible Conduct of Research

New NSF and NIH Policies Enacted in 2010

o Develop institutional plan for training:

- All graduate students and postdocs supported by NSF grants (online instruction permitted)

- All individuals supported by 37 grant types of NIH awards (in-person instruction required)

o Develop tracking mechanism for identification, communications and compliance check

o 541 individuals trained as of May 2011

CITI Collaborative Institutional Training Initiative (CITI)

Responsible Conduct of Research Curriculum Completion Report
Printed on 4/10/2010

Learner: Vicky Ratcliffe (username: vratcliffe)
Institution: PRIM&R MEMBER
Contact Information
Department: OVPR
Phone: 540-231-7964
Email: vratcliffe@vt.edu

Responsible Conduct of Research for Engineers:

Stage 1. Basic Course Passed on 12/09/09 (Ref # 3423031)

Elective Modules	Date Completed	
Introduction to RCR for Engineers	11/17/09	no quiz
Completing the RCR for Engineers Course	11/17/09	no quiz
Research Misconduct	11/17/09	4/5 (80%)
Whistle Blowing and the Obligation to Protect the Public	12/09/09	7/7 (100%)
Responsible Authorship in Engineering	12/09/09	2/4 (50%)
Ethical Issues in Peer Review and Publication in Engineering Research	12/09/09	3/4 (75%)
Conflicts of Interest in Engineering Research	12/09/09	4/5 (80%)
Environmental Ethics	12/09/09	3/4 (75%)
The Ethics of Mentoring	12/09/09	6/7 (86%)
Human Subjects Research in Engineering Fields.	12/09/09	4/5 (80%)
The Use of Live Animals in Research	12/09/09	9/10 (90%)
Ethical Issues in the Management of Data in Engineering Research	12/09/09	6/14 (43%)
Collaborative Research in Engineering Fields	12/09/09	21/21 (100%)

For this Completion Report to be valid, the learner listed above must be affiliated with a CITI participating institution. Falsified information and unauthorized use of the CITI course site is unethical, and may be considered scientific misconduct by your institution.

Paul Braunschweiger Ph.D.
Professor, University of Miami
Director Office of Research Education
CITI Course Coordinator

Return

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Proposal Development Institute

Serving Early-Career Faculty

o Grant-writing Workshops

o Mixers for Research Collaboration

o Individualized Consultations

o Faculty Mentorship

o Visit to Research Sponsors

Dr. Bill Knocke,
Program Director

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Staff Development

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Research Administrator Certificate Programs

o **Level I**

  Launched 2005
  10 Workshops and Quizzes
  155 Certificates Conferred

o **Level II**

  Launched 2009
  2 required, 3 elective workshops
  85 Certificates Conferred

Integrated into professional development plans

Biannual joint reception with
University Organizational and Professional Development

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VT Sponsored Project Administration Group (VTSPA)

- Led by Office of Sponsored Programs

- Partnership with Controller's Office

- Bi-annual meetings

- VTSPA listserv

- Website

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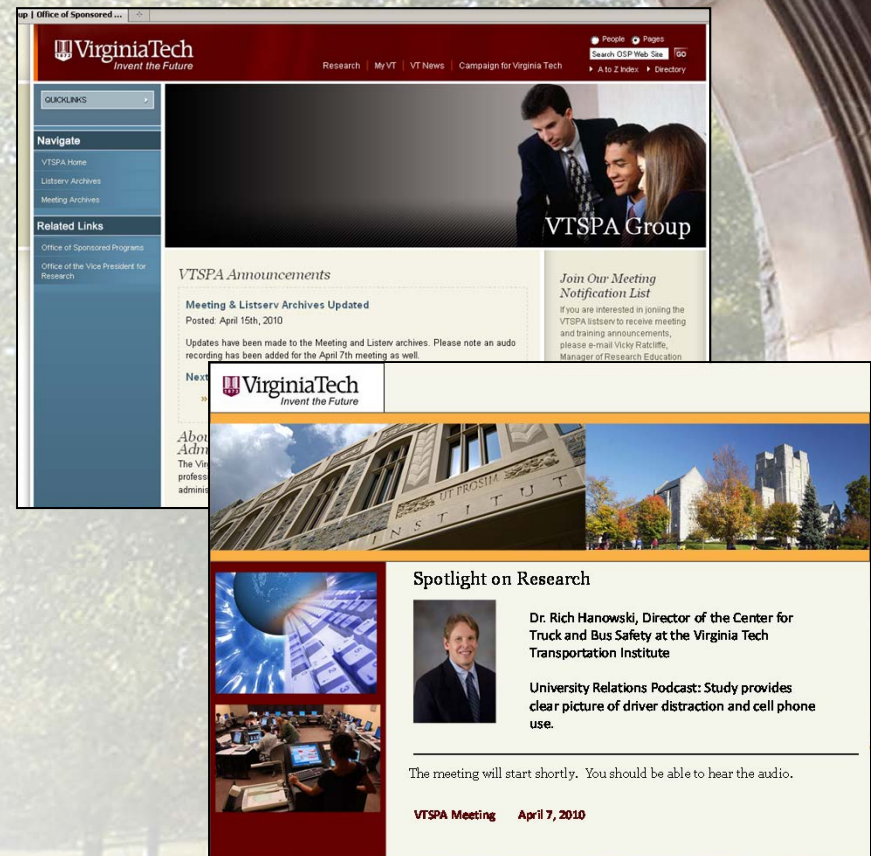
Developing OVPR Employees

- Training matrices

- Laboratory visits

- Conference/Workshop
  attendance

- UOPD courses

- Study Groups for External
  Certifications

Sponsored Programs Training Matrix

Post Award Administrator Professional Development
e-Portfolio

Click on a cell to view/edit

Post Award Administrator Professional Development e-Portfolio	Phase I (1-2 months)	Phase II (2-3 months)	Phase III (3-4 months)	Phase IV (4-6 months)	Phase V (6 months-1 yr)	Phase VI (1 yr +)
Introduction to the Matrix						
Orientation						
Job Duties & Responsibilities (Cell 1: Portfolio Assignments, Cell 2: Customer Service)						
Overview of Sponsored Programs (Cell 1: Online Modules, Cell 2: Responsibility Matrix)						
Regulatory/Procedural Framework for Research Administration (Cell 1: OMB A-110, Cell 2: OMB A-21, Cell 3: FAR, Cell 4: A-133, Cell 5: VT Policies/Terms & Conditions)						
Review of Award Prior to Banner Entry						
Creating a Project File (Cell 1: Project Review, Cell 2: File Setup, Cell 3: Billing Event Setup, Cell 4: Setting up Subfunds)						
Fiscal Monitoring of Projects (Cell 1: Banner Overview and Monthly Reports, Cell 2: Tuition,						

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Serving the Larger Academic Community

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Discussion

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The Office of International Research, Education, and Development:
Advancing the Research Agenda Internationally

By S.K. De Datta
Director, OIRED, and
Associate Vice President for International Affairs

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History of OIRED

- Known as Office of International Development (OID) prior to 1990; focused on international development projects of the College of Agriculture

- Changed name to Office of International Research and Development (OIRD) in 1991 and expanded to include university-wide projects

- Incorporated the Education Abroad office in 2002 and became Office of International Research, Education, and Development (OIRED)

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International Strategic Plan:
The Vision, The Mission

Virginia Tech's International Mission

- The university seeks to enrich its international competence and to enhance the quality of life throughout the world with scholarly engagement in education, research, and outreach
- Final document approved by Board of Visitors
- Period: 2004 - 2011

Virginia Tech International Strategic Plan
2004-2011

GOALS

THEMES:
RESOURCES
ASSESSMENT
ENABLING TECHNOLOGIES
ROLES & REWARDS
CAPACITY
POLICIES/BARRIERS
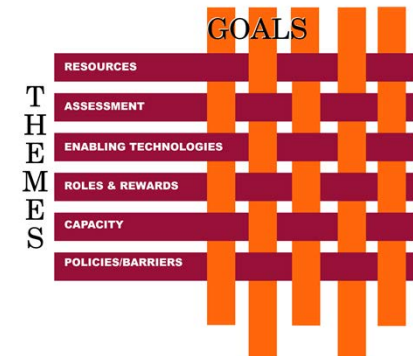
Virginia Tech
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

October 15, 2004

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Major OIRED/ Virginia Tech Global Sponsored Research Projects

Period	Name of Project; Region or Country	Amount in Millions
1993-2014	Integrated Pest Management Collaborative Research Support Program (IPM CRSP), global	$36.50
1993-1997	Middle East Research Cooperation Project, Egypt, Israel, the United States	$3.00
1993-1998	Support for Agricultural Restructuring in Albania	$2.55
1995-2002	West Africa InterCRSP	$2.95

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Major OIRED/Virginia Tech Global Sponsored Research Projects

(cont.)

Period	Name of Project; Region or Country	Amount in Millions
1995-1999	Pest and Pesticide Management, Ukraine	$2.20
1997-2002	Locust Project, Africa	$2.00
2004-2014	Sustainable Agriculture and Natural Resource Management Collaborative Research Support Program (SANREM CRSP), Global	$27.00
2010-2015	Education and Research in Agriculture in Senegal	$28.00
2011-2013	Education. Research, and Outreach programs in Southern Sudan	$1.47

5

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IPM CRSP

- Operates in 20 countries
- Covers one third of the world population
- Collaborates with:

U.S. universities	20
Host country institutions	60
International Agricultural Research Centers	7
NGOs	10
Private institutions	5

IPM CRSP Participating Countries

Phase IV (LWA Award)
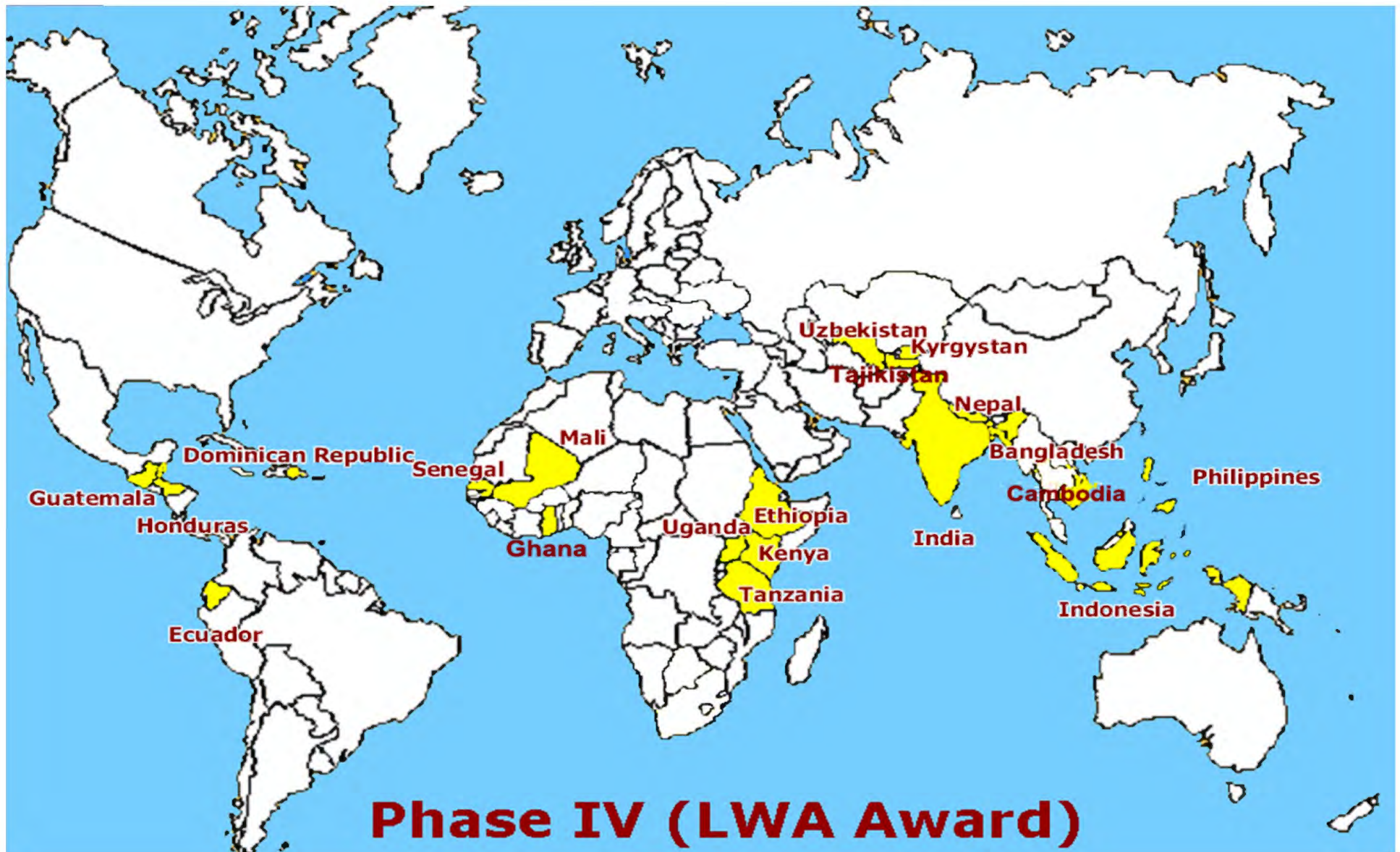
Grafting to confer resistance to a soil-borne disease

Dead eggplant due to bacterial wilt

Grafting in Bangladesh

- Controls bacterial wilt in solanaceous crops
- Increases yield
- Has been spread to India, Nepal, Honduras, Ecuador, Uganda

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Yellow sticky trap for leafminer control in Indonesia

Gemini virus control in tomatoes

Tomato yellow leaf curl virus transmitted by white flies, primarily *Bemisia tabaci*, in Guatemala and Mali

Virus-infected tomato

Healthy tomato

Host-free period for 3 months is effective in reducing the incidence

Field without host-free period

Field with host-free period

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Biocontrol Agents Production in Honduras

Predaceous mite collection in the lab

Orius bug production

Predaceous mite production

Papaya Mealybug

Parthenium hysterophorus

Spreading in Eastern and Southern Africa

- For biological control of Parthenium
- Built a quarantine facility in Ethiopia
- Awaiting USAID permission to field release

Parthenium-infested field

Zygogramma bicolorata

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Current IPM CRSP Programs

Regional Programs (6):

- **South East Asia:** (Clemson University)
  - Philippines, Indonesia, Cambodia
- **South Asia:** (Virginia Tech)
  - Bangladesh, India, Nepal
- **Central Asia:** (Michigan State University)
  - Kyrgyzstan, Tajikistan, Uzbekistan
- **East Africa:** (Ohio State University)
  - Kenya, Tanzania, Uganda
- **West Africa:** (Virginia Tech)
  - Mali, Senegal, Ghana
- **Latin America and the Caribbean:** (Virginia Tech)
  - Ecuador, Honduras, Dominican Republic, Guatemala

IPM CRSP Programs (cont.)

Global Themes Programs (5):

- **Invasive Weed, Parthenium:**
  (Virginia State University)
  – Ethiopia, Uganda, Tanzania
- **International Plant Diagnostic Laboratories:**
  (Ohio State University)
  - 20 countries
- **Plant Virus Diseases:** (Virginia Tech)
  - 20 countries
- **Impact Assessment:** (Virginia Tech)
  - 20 countries
- **Gender knowledge and application:**
  (Virginia Tech)
  - 20 countries

IPM packages being developed

Identified crops in regions:

- LAC - tomato, pepper, naranjilla, tree tomato, onion, blackberry, sweet potato
- West Africa - tomato, potato, cabbage
- East Africa - tomato pepper, onion, coffee, passion fruit
- South Asia - tomato, eggplant, okra, pepper, crucifers, cucurbits
- Southeast Asia - tomato, eggplant, onion, crucifers, pepper,
- Central Asia - wheat, potato, tomato

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IPM CRSP Cost: Benefit Ratio

- IPM CRSP budget for 15 years: $36.5 million

- Benefits from IPM CRSP: $705 million to 1.56 billion

- Cost/benefit ratio: 1:20 to 1:40

(Based on an impact assessment of 50% of IPM technologies developed.)
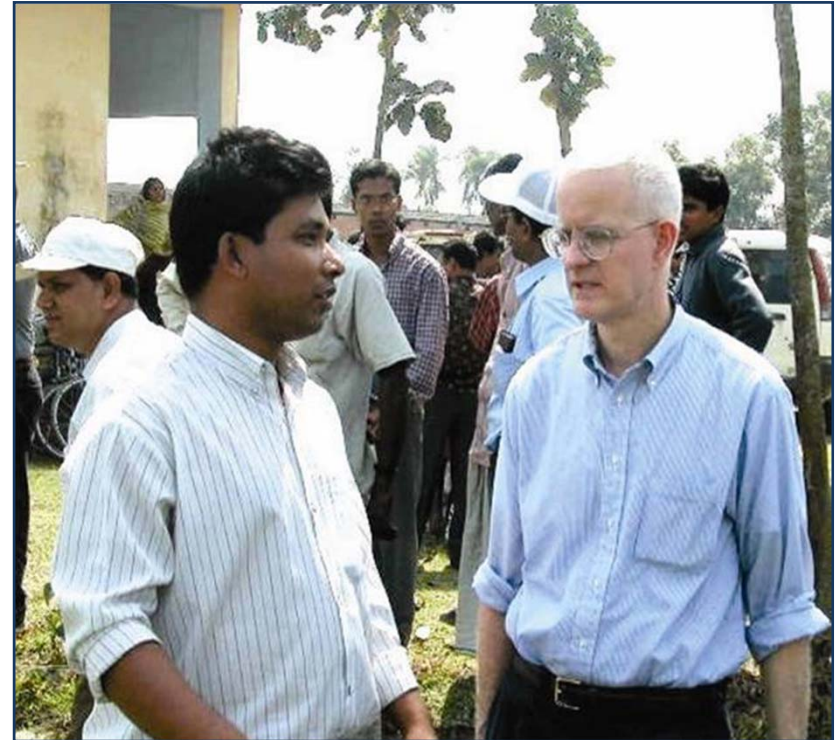
Integrated Pest Management

Development of IPM Components

- 1993 – 1998   Institutionalization
- 1998 – 2003   Institutionalization and Regionalization
- 2004 – 2009   Regionalization and Globalization

Development of IPM Packages

- 2009 – 2014   Regionalization and Globalization

Associate Awards

Project	Location	Amount
IPM Capacity-building	Mali	$2,500,000
African food security initiative	Senegal, Mali, Uganda	$1,000,000
Fruit fly	Senegal	$400,000
PERSUAP (IEE)	Lebanon	$57,593
IPM for horticultural crops	Indonesia	$500,000
Total		$4,457,593

Managing an invasive pest threatening small-scale fruit growers in Senegal

Rural income began to plummet upon arrival of this invasive pest in 2004. This project conducted research to improve management of this threat to mango growers.

Features of the project:
- Associate award to the IPM CRSP
- 2 ½ years
- $400,000
- Carried out large scale field trials in Senegal's main commercial production region
- Compared pheromone trapping vs. protein bait spray
- 6-fold decrease of pest with one technique
- 11-fold decrease with 2 techniques
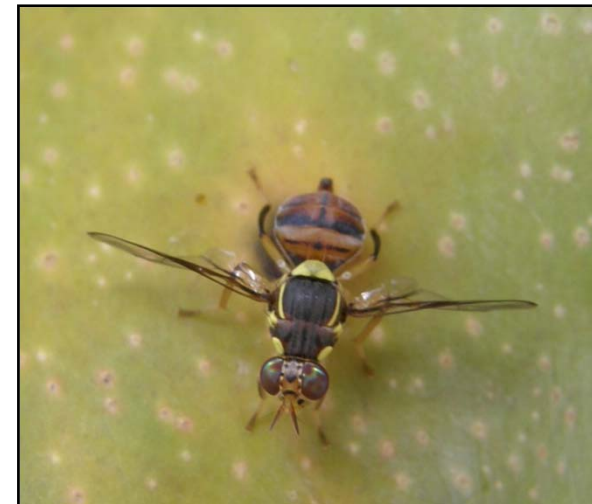
IPM CRSP graduates to date

Degrees	Total	From Virginia Tech
M.S.	119	38
Ph.D.	53	8
Total	172	46

Of these:

Female	75
Male	97

Female: Male   3:4

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IPM CRSP publications

Type of publication	#
Refereed articles	216
Theses	129
Non-refereed articles	310
Presentations/abstracts	984
Reports	1,085
Total	2,724

Sustainable Agriculture and Natural Resource Management
Collaborative Research Support Program

Phase III: 2004-2009, $12 million
- Research in ten countries
- Partnerships with five U.S. universities
- Support for 31 BS, 69 MS, and 44 PhD students
- 128 papers, books, and extension publications

Key Research Impacts:
- A market-based business model can help poor African farmers preserve wildlife, improve livelihoods, and decrease poaching.
- Alternative cropping systems can reduce global climate change risk to small-scale farmers.
- Vegetable-agroforestry systems reduce erosion and increase vegetable yields.

Sustainable Agriculture and Natural Resource Management
Collaborative Research Support Program, (cont.)

Phase IV: 2009-2014, $15 million
- Research in 12 countries
- Partnerships with six U.S. universities
- Support to date for 1 BS, 12 MS, and 8 Ph.D. students
- 3,400 entries to date in the SANREM Knowledgebase, an online collection of resources relevant to sustainable agriculture and natural resource management

Key Research Impacts:
- Conservation Agriculture
  - Yield improvement
  - Food security
  - Market Development
- Global Climate Change
  - Soil carbon sequestration
  - Climatically adapted plant varieties

Engaging gender issues in agricultural research worldwide

The large share of food production credited to women makes them principal agents in food security and the well-being of rural households (World Bank).

Impacts:
- Providing space for women's participation and empowerment
- Assessing men and women's roles in pest management and their soil knowledge to enhance adoption of IPM and conservation agriculture

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Engaging gender issues in agricultural research worldwide, (cont.)

Impacts:

- Improving health and livelihood in East Africa by addressing aflatoxin and gender-related constraints in peanut production, processing and markets
- Virginia Tech master's theses in Uganda, Ecuador, Bolivia and Ghana

Awards

- International IPM Excellence Award from 6th International Symposium, March 2009

- Ryutaro Hashimoto Award to IPM CRSP Bangladesh

- King Baudouin Science Award for Outstanding Partnership to IPM CRSP Central Asia jointly with other institutions

OIRED's Portfolio

Sponsored Funding Garnered by OIRED
1991 - 2011*

$149,465,533
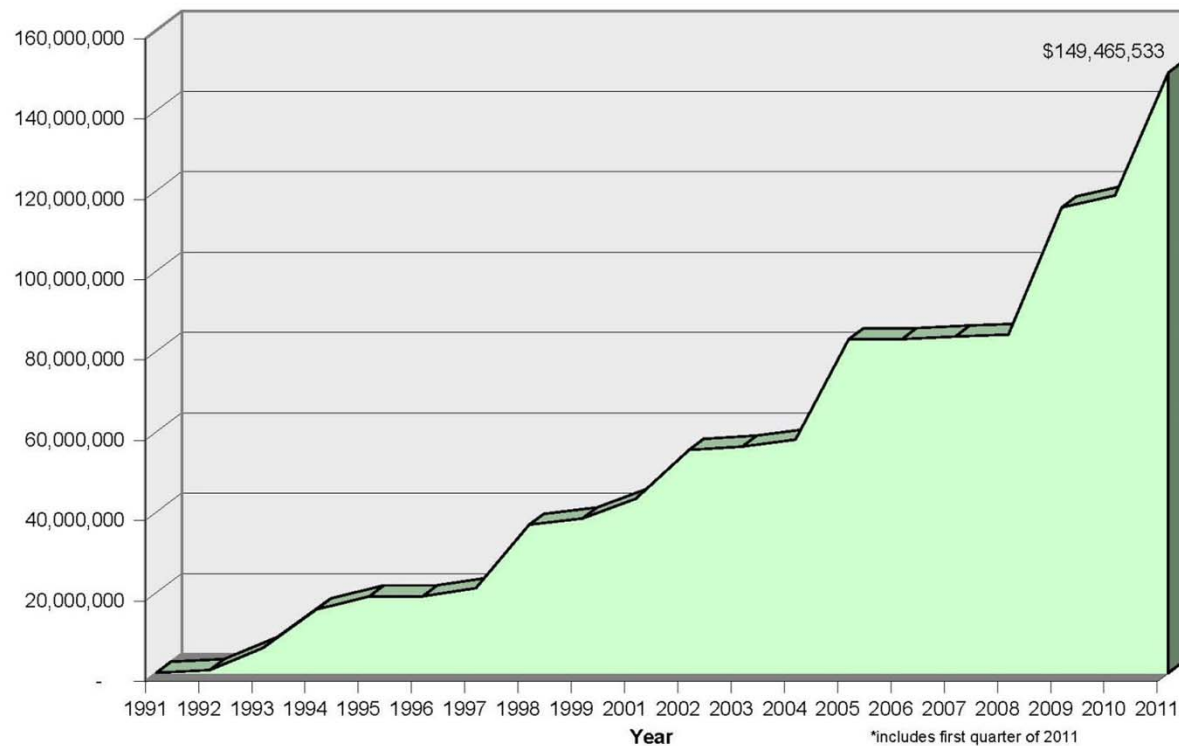
Since 1991: $150 million

VirginiaTech
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Vision for Virginia Tech's Future Global Research Agenda

VT, INDIA INNOVATION CENTERS

Research in high-tech sciences

Nanoscience and engineering

Energy

Water

Environment and global climate change

Sustainability

Biotechnology and bioinformatics

Road safety and transportation efficiency

Future vision in global research

OIRED is advancing research programs internationally and increasing Virginia Tech's stature through global research and engagement.

RESOLUTION FOR THE APPROVAL OF APPOINTMENTS TO THE VIRGINIA COAL AND ENERGY RESEARCH AND DEVELOPMENT ADVISORY BOARD

WHEREAS, The Virginia Coal and Energy Research and Development Advisory Board was established in 1977 by the enabling legislation for the Virginia Center for Coal and Energy Research. The charter for the Center requires approval by the Board of Visitors for new appointments, reappointments and changes in the membership of the Advisory Board.

Proposed new appointments are James K. Martin and Conrad T. Spangler

WHEREAS, James K. Martin has been Senior Vice President-Regulatory Affairs for Dominion Resources, Inc. since 2009, has served in senior management at Dominion Resources and Dominion Energy in various capacities since 2000, was Vice President-Sales an Marketing and Senior Vice President at Peabody COALSALES and Peabody Energy Solutions from 1998-2000, and has worked in the energy industry in marketing and consulting since 1986. In addition, Mr. Martin has served his community and the energy industry as president, vice president, chair, secretary or member of numerous commissions, committees and councils, including the World Affairs Council of Richmond, the Virginia Coal and Energy Commission, the National Coal Council, the Power Marketing Issues Task Force of the Electric Power Supply Association, the Virginia Leadership Group, the Loudoun County School Board and the Loudoun County Economic Development Advisory Committee. Mr. Martin holds a Bachelor of Science in Mechanical Engineering from Virginia Tech and a Master of Engineering Administration from George Washington University. Mr. Martin's education and significant experience in the coal and electric power generation industries, as well as his strong civic background render him especially qualified to serve in an advisory capacity to the Virginia Center for Coal and Energy Research.

WHEREAS, Conrad T. Spangler currently serves as Director of the Virginia Department of Mines, Minerals and Energy (DMME) and the legislation creating and governing the Virginia Center for Coal and Energy Research requires that this agency be represented its Advisory Board. Mr. Spangler previously served as Director of DMME's Division of Mineral Mining and its Division of Geology of Mineral Resources, as well as Chief Engineer with DMME's Division of Mined Land Reclamation, with a total of more than 29 years in public service experience. He graduated from Bluefield State College and holds a Master's degree from Virginia Tech. Mr. Spangler's technical expertise as a professional engineer and his experience in environmental protection, worker health, safety and training, and energy and mineral resources conservation and development will enable him to provide particularly helpful advice to the Virginia Center for Coal and Energy Research.

NOW, THEREFORE, BE IT RESOLVED, that James K. Martin and Conrad T. Spangler be appointed as members of the Virginia Center for Coal and Energy Research Advisory Board for 2011-2014.

RECOMMENDATION:

That James K. Martin and Conrad T. Spangler be appointed as members of the Virginia Center for Coal and Energy Research Advisory Board for 2011-2014.

June 6, 2011

Committee Minutes

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

**Squires Student Center
Brush Mountain B
8:30 a.m.**

June 6, 2011

PRESENT: Ms. Beverley E. Dalton, Chair
Mr. Frederick J. Cobb
Mr. Shane McCarty
Ms. Suzanne S. Obenshain

GUESTS: Ms. Kimberle Badinelli, Mr. Matt Banfield, Dr. Cynthia Bonner, Mr. Tom Brown, Ms. Pat Carstensen, Ms. Katie Cross, Ms. Sharrika Davis, Mr. Hikmet Gursoy, Mr. Bruce Hayden, Ms. Sherry Hazelwood, Ms. Jessica Johns, Frances Keene, Mr. Chris Riley, Ms. Rhonda Rogers, Dr. Guy Sims, Mr. Rick Sparks, Dr. Edward Spencer, Dr. Charles Steger

<u>**Open Session**</u>

1. **Opening remarks and approval of March 28, 2011 minutes:**   Ms. Beverley Dalton, Chair, provided opening remarks and submitted the minutes of the March 28, 2011 Student Affairs and Athletics Committee meeting to the committee for review and approval.   The minutes were approved as written.

2. **Athletic Department Quarterly Report:**   Mr. Chris Helms, Associate Athletic Director, introduced Chris Riley, Head Women's Volleyball Coach, who provided an overview of the Volleyball Program.   The program is steadily moving forward, building a program where the students and their future are of the utmost importance.   They have an athletic motto of "Do it the Right Way".   This year was the first time making the NCAA Tournament, losing to Penn State, who won the tournament, and for the first time since 1991, the team beat UVA twice in one year.   The program is built on a level of leadership that is established from the beginning.   Each of the four classes have a leadership role in the program, instead of having captains, so that all of the team has an opportunity to develop leadership skills and they are also involved heavily in community service.   Academically, the team generally finishes in the 3.2 range.   It is stressed that academics come first, athletics second, and social third.

Mr. Helms then introduced Ms. Katie Cross, Associate Director for Student Athlete Academic Support Services (SAASS). Ms. Cross reported on the Spring Semester academic performance for student athletes:

- A total of 523 student athletes were on team rosters this spring
- 49% of student athletes achieved a 3.0 or greater semester GPA
- 41% of student athletes maintained a cumulative 3.0 or greater GPA
- 139 made Dean's list
- 16 student athletes earned a 4.0 semester GPA
- 4 student athletes maintained a cumulative 4.0 GPA
- The average team semester GPA was a 2.99
- The average team cumulative GPA was a 2.97
- 10 teams achieved a 3.0 or greater semester GPA
- 9 teams maintained a 3.0 or greater cumulative GPA

The goal of Athletics is to provide academic support for student athletes and to provide the information they need to make it through and excel at the University, emphasizing the expectations of student athletes and how they can go about achieving those expectations.

Mr. Helms also provided an overview of the 2009-2010 NCAA Division I Academic Progress Rate Institutional Report, which is based on NCAA Division I Academic Program Rate (APR) data submitted by the institution for the 2006 – 2010 academic years. This report measures student eligibility and retention. Virginia Tech had a banner year in terms of the APR.

3. **A Day in the Life of the Dean of Students:** Dean Tom Brown shared an overview of the Dean of Students department. A summary of advocacy numbers and types of student cases was reviewed. While working with students in distress, the staff emphasis of working with both "head and heart" was highlighted. The overall goal of trying to make a large institution feel small and supportive to students who are struggling with academic or personal matters was emphasized. Crisis protocols were reviewed by sharing scenarios of student cases the staff worked on this past year.

    Board members were also given an overview of New Student Programs which includes Orientation for transfer and freshmen students, Hokie Camp, and Hokie Hi welcome activities for fall semester. This information was shared with Committee members in the Summer Orientation Office which is seasonally housed in Squires Student Center. A highlight of this review was emphasis on synergy of the programs which fall under the umbrella of New Student Programs.
    .

4. **Division of Student Affairs Facilities Update and Discussion:** Dr. Spencer, Vice President for Student Affairs, reviewed with the Committee the 10 highest priority capital projects for the Division of Student Affairs. These include: 1) Lane Hall renovation to create offices and classrooms for

the Rice Center for Leadership Development, all ROTC units, and the Commandant's staff; 2) replacement of <u>Brodie and Rasche Halls</u>; 3) renovation of <u>War Memorial</u> recreational areas; 4) a new <u>Student Center</u> to replace <u>Squires</u>; 5) renovation of <u>Pritchard Hall</u> (and of other residence halls); 6) construction of <u>a new Recreation Center</u> at Oak Lane for off-campus and Oak Lane students; 7) with the pending loss of <u>intramural field space</u> due to the airport runway extension project, conversion of the remaining fields into artificial turf to permit more efficient and continuous use; 8) a small addition to the <u>Schiffert Student Health Center facility</u>; 9) renovation of the 20-year-old Owens Food Court; and 10) renovation of the Johnston Student Center.

The estimated cost of all these projects, not including future residence hall renovations, is approximately $463 million. These projects must be weighted with other University priorities and the issues of General Fund limitations and overall debt capacity.

5. **Adjournment:** There being no further business, the meeting was adjourned at 11:30 a.m.
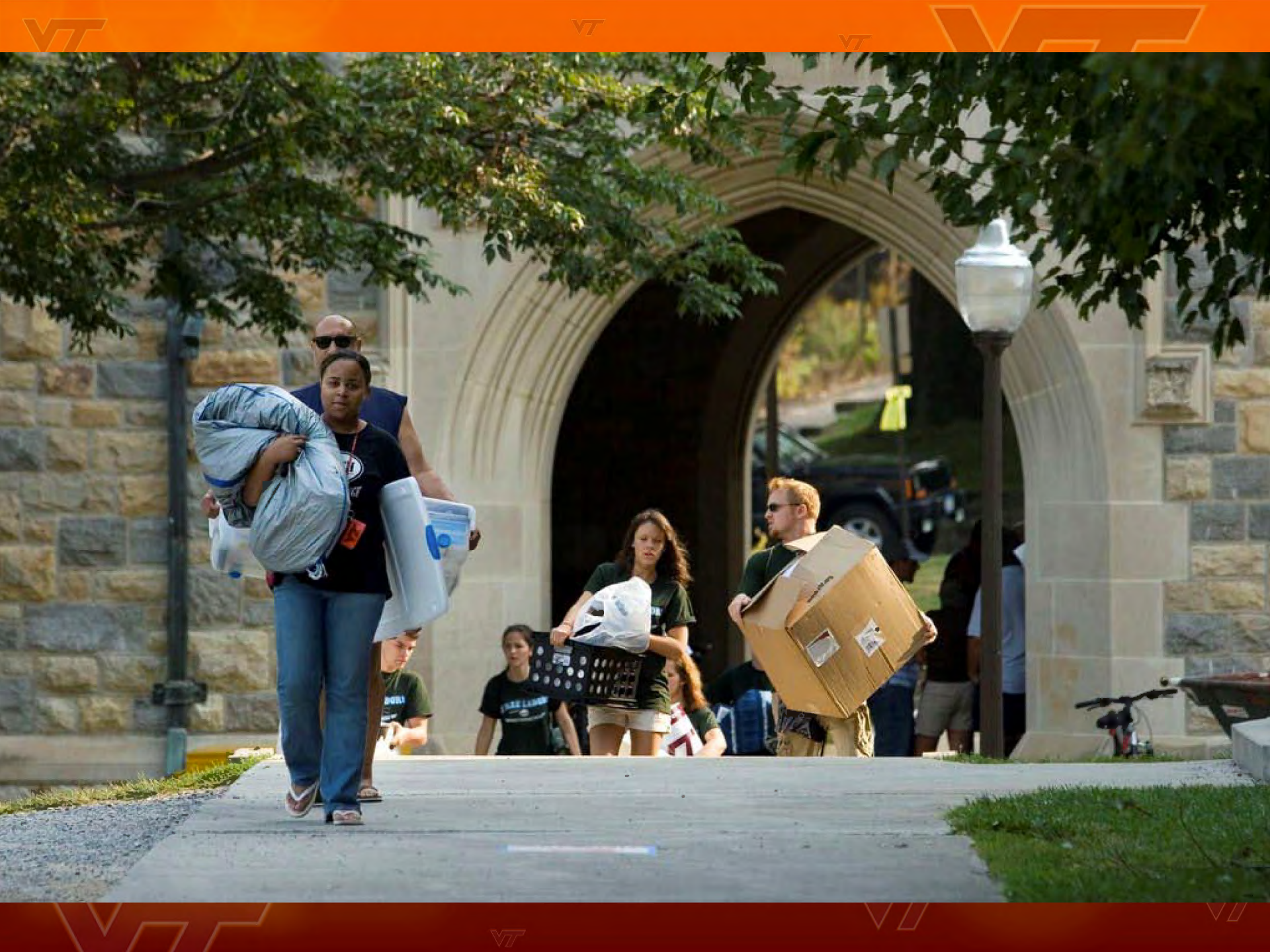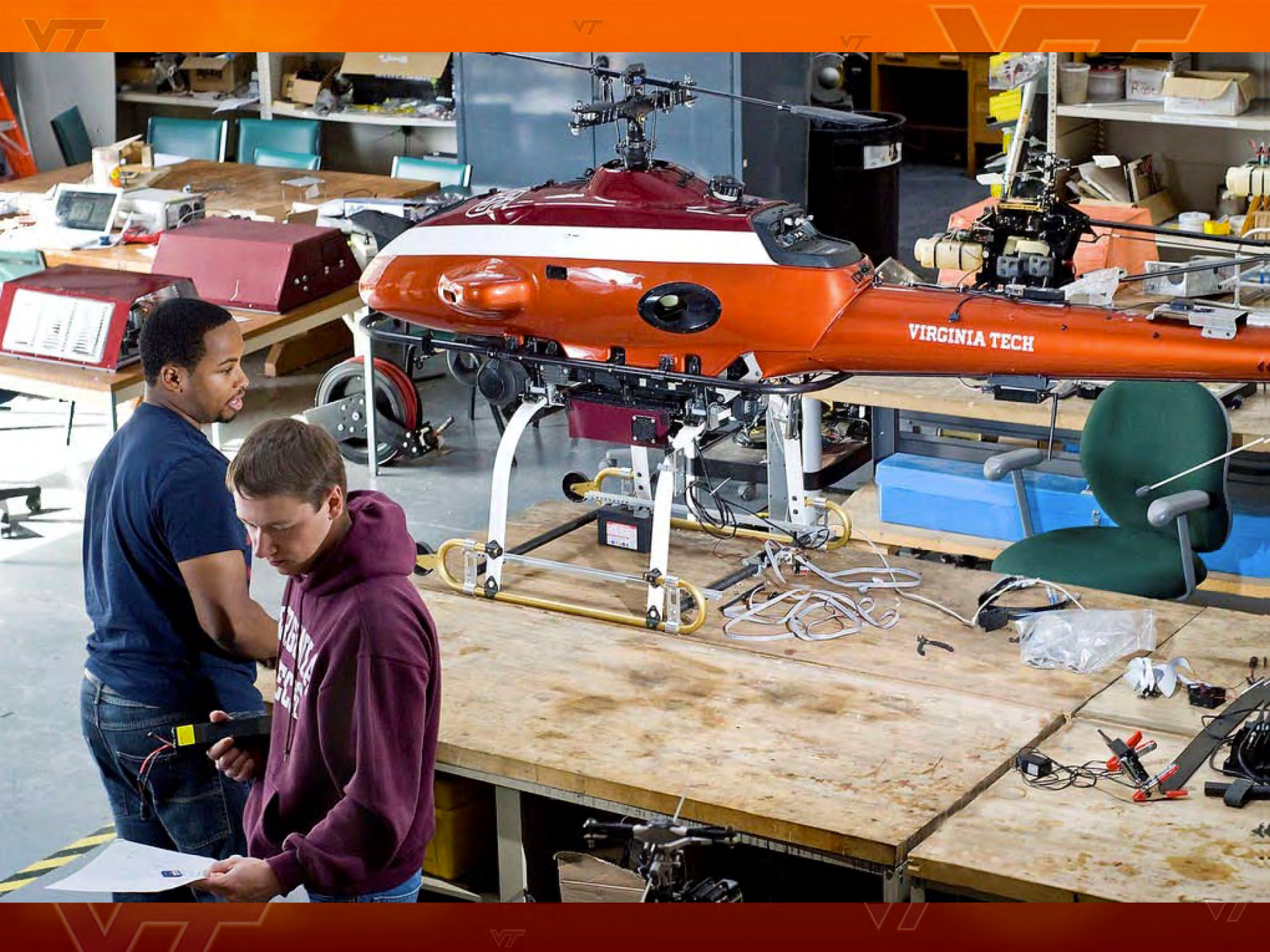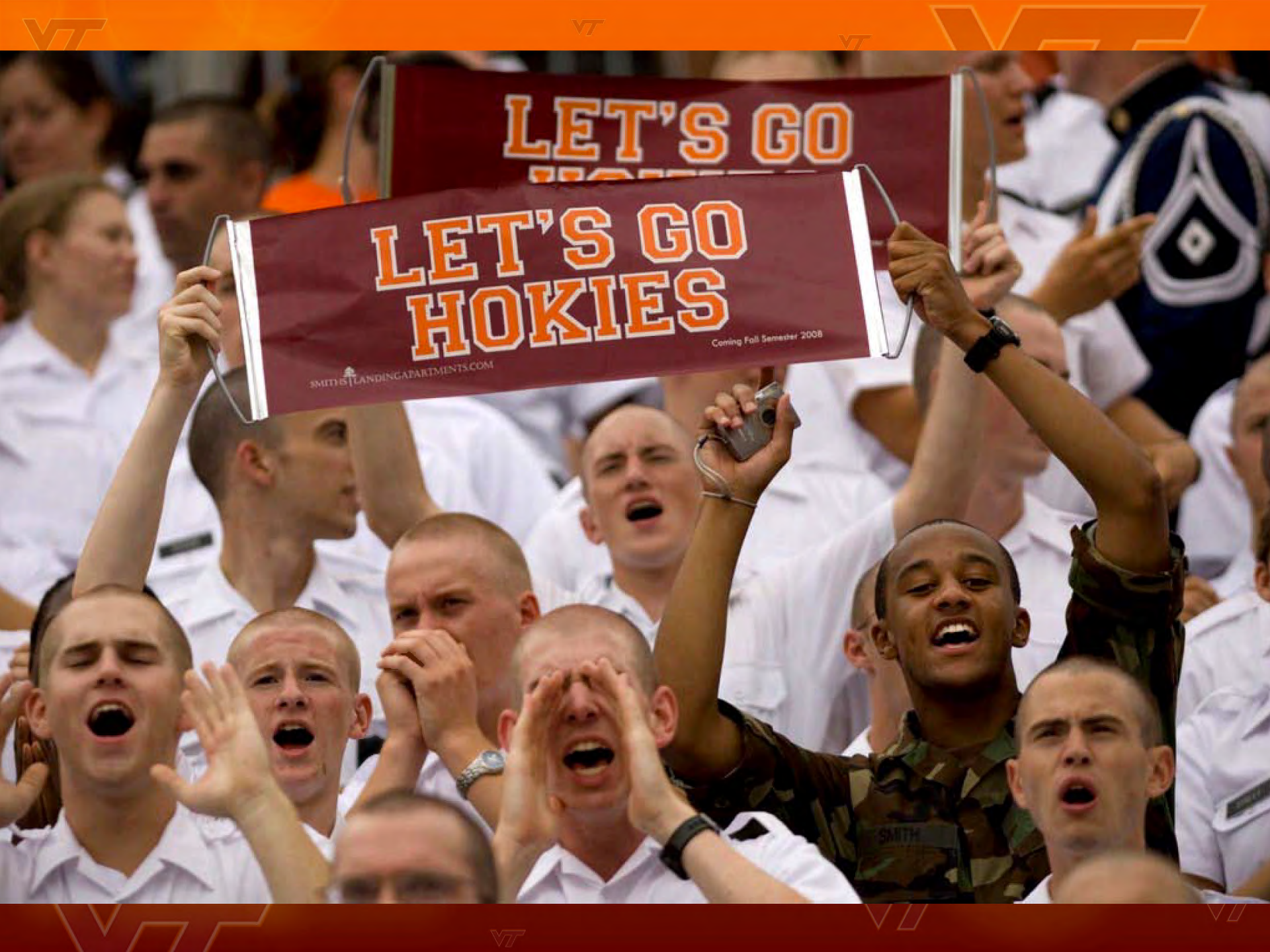
Division of Student Affairs Facilities Update and Discussion

JUNE 6, 2011

DR. EDWARD F.D. SPENCER

VICE PRESIDENT FOR STUDENT AFFAIRS

VirginiaTech
Division of Student Affairs

Student Affairs, along with all colleges and senior management areas, is interviewed each year as the University Capital Plan is updated.

VirginiaTech
1872
Division of Student Affairs

What follows, in priority order, are the 10 Student Affairs projects discussed during that interview in February, 2011.

VirginiaTech
Division of Student Affairs

Lane Hall Renovation

- E & G building
- $24.2 million ($13.8 M in GF and $10.4 M in gifts)
- Create offices and classrooms for The Rice Center for Leadership Development, all ROTC units, and the Commandant's staff
- Design competition for Upper Quad

Corps of Cadets Residential Facilities

- Housing Auxiliary buildings

- $120.1 M in NGF

- Next phase (after AJ) of housing renovation program

- Tentative plan:
  - Demolish each hall, one at a time, and rebuild as larger Hokie Stone buildings with a joint capacity of around 1,100 – accommodating the entire Corps in just the two buildings

Renovate War Memorial Hall

- E & G building, but with significant auxiliary use
- $61.6 M ($55.4M in GF and $6.2M in NGF cash)
- Challenges: Large, non-AC space, aging facilities, space, and equipment
- Feasibility study

Replace Squires Student Center

- Student Center Auxiliary building
- $118.4 M in NGF
- Plan is to build a new Student Center and convert Squires into an academic center
- Potential sites being evaluated

Pritchard Renovation

- Housing Auxiliary building
- $71.6 M in NGF
- Third phase of housing renovation plan (following AJ and Upper Quad)
- Renovation and upgrades similar to AJ project

Recreation Facilities

- Recreation Sports Auxiliary facility

- $46.3M in NGF

- Add a third recreation facility (McComas and War Memorial being the others)

- Would well serve off-campus and Oak Lane Students

- Locate next to Oak Lane houses and along the future campus perimeter road

From Oak Lane looking toward the fields

From fields looking toward Oak Lane

South Recreational Field Replacement

- Recreational Sports auxiliary fields
- $3.2M in NGF
- Airport runway expansion will result in loss of intramural field space
- Tentative plan:
  - Convert remaining fields into artificial turf to permit more efficient and continuous use

Health Center Addition

- Student Health Services Auxiliary Building
- $1.8 M in NGF
- Additional clinic and office space to address space shortage

Owens Renovation

- Dining Auxiliary Building
- $10M in NGF
- Renovate selected areas of Owens Food Court which was created over 20 years ago

GBJ Renovation

- Student Center Auxiliary Building

- $6M in NGF

- Renovate as a satellite student center or convert to an academic center?

- Plan will be determined by final plans for Squires replacement and Squires conversion

Summary Information

- 10 projects
- $463.3M ($383.6M in NGF, $69.2M in GF, and $10.4M in gifts)
- Must be sorted with other University priorities
- Issues of General Fund limitations and debt capacity

VirginiaTech
Division of Student Affairs

QUESTIONS

MINUTES
April 21, 2011

The Executive Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met on Thursday, April 21, 2011, at 9:00 a.m. in the Jefferson Board Room at the Hotel Roanoke in Roanoke, Virginia

Present	**Absent**
Mr. Michael Anzilotti	Ms. Sandra Stiner Lowe
Ms. Beverley Dalton	
Ms. Michele L. Duke	
Mr. Douglas Fahl	
Mr. George Nolen (Rector)	

Also present were President Charles Steger; Ms. Kay Heidbreder, Esq.; Mr. Dwight Shelton; Dr. Mark McNamee; Ms. Kim O'Rourke; Ms. Natalie Hart; Mr. Larry Hincker; Mr. Tim Hodge; and four members of the media.

* * * * * * * *

Rector Nolen convened the meeting.

* * * * * * * *

Motion to begin Closed Session

At approximately 9:05 a.m., Ms. Duke moved that the Executive Committee convene in a closed meeting, pursuant to § 2.2-3711(A)(10), Code of Virginia, as amended, for the purpose of discussing:

- Briefing on probable litigation.

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

* * * * * * * * *

Motion to Return to Open Session

Following the Closed Session, Rector Nolen called the meeting to order and asked Ms. Duke to make the motion to return to open session.

Ms. Duke made the following motion:

> WHEREAS, the Executive Committee of 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 <u>Code of Virginia</u> 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 Executive Committee of 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 Executive Committee of the Board of Visitors.

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

<div align="center">* * * * *</div>

Tuition and Fees for AY 2011-12

Mr. Shelton, Vice President for Finance and Chief Financial Officer, provided a detailed explanation of the proposed tuition and fee rates package for 2011-12, including the accompanying schedules (copy filed with the permanent minutes and marked Attachment A). Using a PowerPoint presentation (copy filed with the permanent minutes and marked Attachment B), he discussed the status of university funding, student financial aid, development of the proposed 2011-12 tuition and fee package, and benchmarking information in relation to Virginia Tech's peer schools. As the university increases tuition, it also increases the amount of financial aid available to students. He called the Committee's attention to page 8 of the narrative and pointed out that the proposed non-resident tuition and mandatory E&G fees are 132 percent of the Average Cost of Education, and thus are in compliance with state tuition policy, which mandates that non-residents pay at least 100 percent of the Average Cost of Education.

In the ensuing discussion, Rector Nolen noted that Virginia Tech has experienced significant budget reductions, but regarded it as a good sign that the Governor and General Assembly have recognized the impact on higher education and begun to address the problem. The $3.4 million provided to Virginia Tech for 2011-12 is a positive step that must be continued. While raising tuition and fees is never desirable, the proposed increase keeps Virginia Tech in the same relative position when compared with tuition and fees at peer institutions that are facing similar economic challenges. Virginia Tech is now recognized for its very high quality and remains a good value, but it is important to ensure that tuition and fees are affordable for Virginians. For 2011-12, in-state undergraduates will pay approximately 55 percent of the cost of education.

President Steger noted that the university is pursuing an ongoing program to improve efficiencies and reduce costs. For example, the university has reduced energy consumption significantly, and there are a number of automation projects underway to reduce administrative costs.

In response to a question about financial aid, Mr. Shelton responded that approximately half of Virginia Tech's students (undergraduate and graduate) receive some type of financial aid for a total of about $359 million annually, which includes grants, scholarships, waivers, loans, and employment. The "Funds for the Future" program that was begun following the passage of the Restructuring Act in 2005 provides protection from tuition increases on a sliding scale from 100 percent protection (no tuition increase) for a student with family income below $30,000 to 10 percent protection for a student with family income of $99,999.
(See http://www.finaid.vt.edu/types_of_aid/waivers/funds-for-the-future/index.html.)

Rector Nolen reiterated the need to continue to look for improved efficiencies and cost savings and stated that increasing financial aid is critical.

* * * * *

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

**Resolution to Approve
Tuition and Fee Rates for 2011-12**

That the proposed tuition and fee rates for 2011-12 be approved, effective Fall Semester 2011.   (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.

* * * * * * * * * *

The date for the next full Board meeting is June 6, 2011, at the Virginia Tech campus.

* * * * *

The meeting adjourned at 10:55 a.m.

_____
George Nolen, 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 there was insufficient time between the conclusion of the General Assembly Session and the March 28 Board meeting for the university to analyze the budget in order to make tuition and fees recommendations for 2011-12; and

WHEREAS, the Executive Committee of the Board was convened by the Rector on April 21, 2011, to act upon the tuition and fees recommendations; and

WHEREAS, the next meeting of the full Board of Visitors is scheduled for June 6, 2011;

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 April 21, 2011 (attached), which includes:

- Resolution Regarding 2011-12 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 April 21, 2011, for the purpose of setting tuition and fees for 2011-12, be approved.

June 6, 2011

Proposed Tuition and Fee Rates for 2011-12

EXECUTIVE COMMITTEE

April 21, 2011

Development of 2011-12 Tuition and Fee Rates

The university has traditionally developed tuition and fee proposals in February and March of each year, with final rates submitted to the Board of Visitors in late March or April. This process allowed the university to incorporate into the tuition and fee proposals the impact of legislative actions taken during the General Assembly session. Finalizing these rates 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 timely and effective financial aid award information to current and prospective students.

At the March 28, 2011 Board of Visitors meeting, the Board received an update on the status of the General Assembly and development of the 2011-12 tuition and fees. At the time materials were submitted for that meeting, the university was working to fully understand all of the budget actions proposed by the Conference Committee of the General Assembly which impacted higher education. As a result of the limited time available and the status of the proposed state budget, the university was unable to finalize tuition and fee recommendations at that time. Subsequently, the state budget was finalized during the reconvened Session on April 6, 2011. The university has now gained a sufficient understanding of the state's final budget actions along with the major internal budget commitments that should be made for fiscal year 2012 and recommend the following 2011-12 tuition and fee package to the Board for approval.

<u>Tuition</u>

History of Tuition Legislation in Virginia

The period of 1989 to 2010 was one of significant change in the level of state support, tuition policies and rates. The substantial growth in tuition continues to be a source of increasing concern to institutions of higher education, students, parents, and state officials.

During the period of 1989 to 1996, tuition increased dramatically across the Commonwealth due to the decline in General Fund support for higher education. At Virginia Tech, undergraduate tuition increased by 49 percent for resident students and 91 percent for nonresident students in the six-year period 1989-90 to 1995-96, a direct result of six rounds of reductions in state General Fund support.

In 1994 the Appropriation Act included language which established tuition rate growth caps of three percent for resident students and 7.5 percent for nonresident students for each year of the biennium. For 1996-97 through 1998-99, the Appropriation Act included language to freeze tuition for Virginia undergraduates at the 1995-96 level. The 1999 General Assembly approved a 20 percent reduction in tuition and mandatory Educational and General fees for Virginia undergraduate students and offset the reduction in revenue by providing new General Fund support. The 2000 Appropriation Act included language to continue tuition and mandatory Educational and General fees at 1999-00 levels for Virginia undergraduate students during the 2000-02 biennium.

To address state revenue shortfalls, language in the 2002 Appropriation Act provided authority to increase tuition and mandatory Educational and General fees for Virginia undergraduate students by nine percent. The 2003 General Assembly allowed for the annualization of the Spring 2003 tuition increases and limited increases in tuition and mandatory Educational and General fees for Fall 2003 for Virginia undergraduate students to five percent plus nongeneral fund cost assignments.

The authority granted by the 2004 General Assembly continues for 2011-12 and establishes that "The Board of Visitors . . . of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in the act."

Effective July 1, 2006, the university entered into a management agreement with the Commonwealth of Virginia. A critical element of this agreement is the reaffirmation of the Board of Visitors' authority to establish tuition and fee rates. This rate setting authority, coupled with the sum sufficient revenue authority to establish nongeneral fund appropriations as provided in the management agreement, provides a much more stable environment for planning and establishment of future tuition and fee rates.

For 2007-08, the 2007 General Assembly established a Tuition Incentive for allocation to institutions contingent upon limiting the increase of tuition and E&G fees for in-state undergraduate students to six percent plus in-state undergraduate financial aid. The 2008 General Assembly continued the incentive fund concept to encourage institutions to limit the in-state undergraduate tuition and E&G fee increases to three percent for E&G operations and one percent for student financial aid in 2008-09.

Language included in the 2009 budget, and continued in 2010, reiterated the intent of the federal American Recovery and Reinvestment Act of 2009 (ARRA) to "mitigate the need to raise tuition on in-state students at public colleges and universities." As a result of this Act, the University division received over $11 million in funding in 2009-10. This funding came along with an understanding, expressed verbally by state budget-writers, that higher education institutions would use ARRA funding to mitigate the need to increase tuition to Virginia residents beyond five percent.

The Governor's Commission on Higher Education, Reform, Innovation, and Investment introduced the Higher Education Opportunity Act of 2011 at the start of the 2011 General Assembly. This legislation includes a new funding model which will limit total tuition revenue in the future, based on several input factors, but no immediate impact is expected to the University. While this legislation retained the Board of Visitors authority to establish tuition and fee rates, some concerns continue to be expressed at the state level regarding the percentage increase for resident students.

Tuition

The university would normally utilize the two scenarios of the Six-Year Financial Plans that are developed in accordance with state guidelines and approved by the Board as the framework for the development of tuition and E&G fees, based on the level of General Fund support provided by the General Assembly. However, the volatility of the economy, reductions in current and future state support, and the elimination of federal stimulus funding has temporarily superseded the traditional development process. In 2011-12, General Fund support for the University Division will be reduced $16 million. This reduction is compounded by the expiration of $21 million in federal stimulus funding, creating a "funding cliff" for the coming year of $37 million. As a result, the university has worked to develop tuition rates that balance these criteria.

The annual rates proposed for 2011-12 are shown below:

Full-Time Students

	2010-11 Charge *	Proposed 2011-12
Undergraduate		
Resident	$ 8,055	$ 8,852
Nonresident	21,114	22,254
Graduate		
Resident On-Campus	9,399	10,048
Nonresident On-Campus	17,854	19,497
Resident Off-Campus	10,406	11,124
Nonresident Off-Campus	19,141	20,902

* 2010-11 tuition rate restated to consolidate the tuition and academic fee thereby streamlining and eliminating the academic fee in 2011-12.

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

Presentation Date: April 21, 2011

graduate student semester rate is divided by nine hours. The proposed per hour charges for 2011-12 are:

	2010-11 Charge *	Proposed 2011-12
Undergraduate		
Resident	$335.75/hour	$368.75/hour
Nonresident	879.75/hour	927.25/hour
Graduate		
Resident On-Campus	522.25/hour	558.25/hour
Nonresident On-Campus	992.00/hour	1,083.25/hour
Resident Off-Campus	578.00/hour	618.00/hour
Nonresident Off-Campus	1063.50/hour	1,161.25/hour

* 2010-11 tuition rate restated to consolidate the tuition and academic fee thereby streamlining and eliminating the academic fee in 2011-12.

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 resulted in a total enrollment of 40 nonresident students. This change did not affect the enrollment totals for Virginia or Maryland. Effective for Fall 2009, the enrollment policy was modified again to admit five additional nonresident students per year until fully implemented in the Fall of 2012.

Each year the tuition proposal is reviewed with the Virginia-Maryland Regional College of Veterinary Medicine Budget and Program Review Board (established to review the college's budget and comprised of representatives from Virginia Tech and the University of Maryland). The university, in conjunction with the Budget and Program Review Board, proposes to increase the tuition rates for all veterinary medicine students for 2011-12. The current and proposed annual tuition rates are displayed below:

	2010-11 Charge *	Proposed 2011-12
Virginia-Maryland Students	$16,741	$17,444
Nonresident Students	39,201	40,847

* 2010-11 tuition rate restated to consolidate the tuition and academic fee thereby streamlining and eliminating the academic fee in 2011-12.

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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. Second, all graduate hours qualify for the plan, not just recertification hours. Further, elementary and secondary school personnel may enroll in an unlimited number of graduate courses for the purpose of recertification or for an advanced degree.

In February 1999 the Board of Visitors approved an expansion of the special tuition rate to include undergraduate-level courses for vocational teachers who do not have a bachelor's degree.

The special instructional fees for elementary and secondary school personnel are 60 percent of the corresponding on-campus rates. The following table shows the proposed special rates per credit hour for 2011-12 Virginia residents:

	2010-11 Charge *	Proposed 2011-12
Undergraduate	$201.00/hour	$221.00/hour
Graduate	313.00/hour	335.00/hour

* 2010-11 tuition rate restated to consolidate the tuition and academic fee thereby streamlining and eliminating the academic fee in 2011-12.

Special Tuition Rate for Study-Abroad Programs

Providing the opportunity for students to study abroad is an important strategy in strengthening the international programs of Virginia Tech. The Board of Visitors has previously approved a special tuition rate for students who participate in the various study-abroad programs operated by the university. The special tuition rate reflects instructional services that all students receive, but excludes the cost of on-campus services.

In 2008-09 the study abroad rate was 80 percent of the on-campus tuition rates. The university proposes to continue the special tuition rate for study-abroad programs. Consistent with prior years, the special tuition rate for study abroad would not apply for students studying at the Center for European Studies and Architecture. The following table shows the proposed special rates per credit hour for 2011-12:

	2010-11 Charge *	Proposed 2011-12
Undergraduates		
Resident	$269.00/hour	$295.00/hour
Nonresident	704.00/hour	742.00/hour
Graduates		
Resident	418.00/hour	447.00/hour
Nonresident	794.00/hour	867.00/hour

* 2010-11 tuition rate restated to consolidate the tuition and academic fee thereby streamlining and eliminating the academic fee in 2011-12.

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 was allocated to support the academic quality of the university's Educational and General program. For 2011-12 the university recommends that this fee be included in the tuition rate for 2011-12. While this change is a cost neutral transaction to students, it helps the university promote administrative efficiency and simplified student billing.

		2010-11 Charge Annual Fee	Proposed 2011-12 Annual Fee
Full-time			
	Regular	$ 616.00	N/A
	Virginia School Personnel	369.75	N/A
	Study Abroad	492.75	N/A
Part-time			
	Regular	308.00	N/A
	Virginia School Personnel	185.00	N/A

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Technology Service Fee

In accordance with the language in the 1998 Appropriation Act, the university implemented an Educational and General technology service fee effective with the 1998 fall semester. The fee is currently $43 per academic year. Part-time students pay half the full-time rate. The technology fee is paid by all students. An increase in the technology service fee of $4 is recommended for 2011-12. For 2011-12, the technology fee will be $47 or $23.50 per semester for full-time students.

Capital and Equipment Fee

The 2003 General Assembly required the establishment of a capital fee to be assessed to all nonresident students at institutions of higher education for 2003-04 to pay a portion of the debt service on bonds issued under the 21st Century Program. The 2004 General Assembly increased the nongeneral fund portion of lease payments for the 2004-06 allocation of equipment under the Higher Education Equipment Trust fund and stipulated the source of the nongeneral funds be an increase in fees for nonresident students at public institutions of higher education starting in 2005-06. The General Assembly increased the amount of debt service on bonds to be funded by nonresident students in 2007 and again in 2009. The 2010 General Assembly further increased the amount of debt service on bonds to be funded by nonresident students by $1.4 million, or 57 percent, beginning in 2010-11. As a result, the capital and equipment fee for 2010-11 was increased to cover the debt service mandated by the 2010 General Assembly.

For 2011-12, the annual capital and equipment fee will remain $569, or $284.50 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.

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In 2004, a new state policy replaced the Average Cost of *Instruction* with the Average Cost of *Education*. The Average Cost of Education is the instructional funding need generated by the base budget adequacy model. The Average Cost of Education is not comparable to the Average Cost of Instruction due to the differences in methodology.

The Average Cost of Education now serves as the basis for insuring that nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education as the General Assembly instructed colleges and universities in the 1991 legislative session. Nonresident tuition and mandatory E&G fee rates for the upcoming academic year are examined against the Average Cost of Education in the prior year to insure they cover 100 percent of the Average Cost of Education. Commonwealth policy continues to allow the university to recover the full cost from nonresidents as a group.

Since the State Council of Higher Education for Virginia does not compute the Average Cost of Education until July, the following table presents Virginia Tech's estimate of the Average Cost of Education and coverage percentages by student category for 2011-12. The Average Cost of Education is estimated to be $16,208. The proposed Virginia Tech nonresident tuition and mandatory E&G fees are 132 percent of the Average Cost of Education and are in compliance with state tuition policy. Average percentages by individual student category are as follows:

	Amount*	% of Average
Average Cost of Education	$16,208	
Undergraduates		
Residents	8,899	55%
Nonresidents	22,329	138%
Graduates		
Residents	10,113	62%
Nonresidents	19,548	121%
Residency		
Residents		56%
Nonresidents		132%

*Amount includes proposed tuition and technology fee for 2011-12 (the nonresident capital and equipment fee is not comparable to the Average cost of Education).

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Excess Credit Hour Surcharge

The 2006 General Assembly (§ 23-7.4F Code of Virginia) required the establishment of a surcharge to be assessed to all resident undergraduate students beginning in the semester after 125 percent of credit hours required for baccalaureate degrees have been completed.

This applies to students entering on or subsequent to August 1, 2006. The surcharge amount is the difference between the Average Cost of Education and the in-state undergraduate tuition and mandatory E&G fees. In effect, the surcharge requires the student to pay the Average Cost of Education once they have exceeded 125 percent of degree requirements.

The following is the actual 2010-11 surcharge amount and an estimated surcharge amount for 2011-12 based on Virginia Tech's estimate of the Average Cost of Education for 2011-12 and the proposed 2011-12 tuition and mandatory E&G fees included in this package.

	2010-11 Charge	Estimated 2011-12
Average Cost of Education	$ 15,866	$16,208
In State Undergraduate Tuition and E&G Fees	8,098	8,899
Surcharge-Annual	7,768	7,309
Surcharge Per Credit Hour	323	305

<u>Comprehensive Fee</u>

In 2010-11, students attending Virginia Tech paid a Comprehensive Fee totaling $1,491 to support six different services. The Student Activity Fee, the Health Service Fee, the Athletic Fee, the Bus Fee, the Recreational Sports Fee, and the Student Services Fee are consolidated into one fee in order to streamline the process for collecting and accounting for these charges. The $1,491 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 $1,848 to $4,570. Individual descriptions and recommended amounts for 2011-12 are given below for each component of the Comprehensive Fee.

Student Activity Fee

Full-time students currently pay $373 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 $38 increase in the Student Activity Fee is recommended for 2011-12 to cover personnel costs, adjustments to fringe benefits, increased utility costs, university cost allocations, facility and maintenance costs, a realignment of student affairs costs, an increase in student budget board funding, and

operating support for the Center for the Arts. If approved, the current $373 per year charge will be replaced by a $411 annual, or $205.50 per semester, charge in the 2011-12 academic year.

Health Service Fee

Full-time students currently pay $326 per year for normal medical and nursing attention and counseling services provided by Schiffert Student Health Services, Cook Counseling Center, and Virginia Tech Rescue Squad operations. Part-time students may elect to pay the fee for health service coverage. A $20 increase in the Health Service Fee is recommended for 2011-12 to cover personnel costs, adjustments to fringe benefits, increased utility costs, university cost allocations, technical realignment of student affairs costs, facility improvements, debt service cost for facility improvement, personnel services costs for additional Cook Counseling Center staff, and operating and equipment needs of the Virginia Tech Rescue Squad. If approved, the current $326 per year charge will be replaced by a $346 annual, or $173.00 per semester, charge in the 2011-12 academic year.

Athletic Fee

Full-time students currently pay $257 per year, or $128.50 per semester, to support a portion of the athletic program operations. Part-time students may elect to pay the Athletic Fee. A $3 increase in the Athletic Fee is recommended for 2011-12 to cover adjustments to facility and maintenance costs and Student Athlete Academic Services Support. The student fee revenue covers the costs of athletic administration and sponsoring intercollegiate varsity sports that do not generate revenue. This fee entitles students to free admissions into sporting events, while recognizing that student seating is limited thus not guaranteed. If approved, the current $257 per year charge will be replaced by a $260 annual, or $130 per semester, charge in the 2011-12 academic year.

Bus Fee

Students enrolled at Virginia Tech have unlimited access to bus transportation provided by the Blacksburg Transit System through a contract the university negotiates with the Town of Blacksburg each year. In the current year, students pay $104 per year, or $52 per semester for unlimited ridership. Part-time students pay one-half of the fee. An estimated 3 million student trips on the Blacksburg Transit will occur in 2011-12. In addition to the convenience for students, the bus system saves the university considerable resources by lowering requirements for on-campus parking. No increase in the Bus Fee is recommended for 2011-12.

Recreational Sports Fee

Full-time students currently pay $236 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-

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time fee. A $22 increase in the Recreational Sports Fee is recommended for 2011-12 to cover personnel costs, adjustments to fringe benefits, increased utility costs, facility maintenance, university cost allocations, a realignment of student affairs costs, an increase in student sports clubs funding, as well as operating, wages, and debt service costs for facility expansion and improvements. If approved, the current $236 per year charge will be replaced by a $258 annual, or $129.00 per semester, charge in the 2011-12 academic year.

Student Services Fee

Full-time students currently pay $195 annually for the Student Services Fee, which supports the debt retirement, operation, and maintenance of the Career Services facility; non self-supporting student services components of the Hokie Passport Office, including the cost of new student IDs; the Office of Student Conduct; and the cost of maintaining the campus wireless network.

A $24 increase is recommended for the Office of Student Conduct, formerly the Office of Judicial Affairs, to cover a realignment of program support. This realignment transitions funding responsibility from the room fee to the student services fee for operating and personnel costs associated with student conduct programs.

A $4 increase is recommended for Career Services to cover personnel costs, adjustments to fringe benefits, increased utility costs, facility maintenance, a realignment of administrative support, and university cost allocations. An $8 increase is recommended for the wireless network component to cover adjustments to fringe benefits, telecommunications network infrastructure improvements, and university cost allocations. If approved, the current Student Services Fee of $195 will be replaced with a $231 annual, or $115.50 per semester, fee in the 2011-12 academic year. Part-time students would pay one-half of this fee.

Summary of Comprehensive Fee

	2010-11 Charge Annual Fee	Proposed 2011-12 Annual Fee
Student Activity Fee	$ 373	$ 411
Health Service Fee	326	346
Athletic Fee	257	260
Bus Fee	104	104
Recreational Sports Fee	236	258
Student Services Fee	195	231
Total	1,491	1,610

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Room and Board Charges

The University's Residential and Dining Programs serve students by providing on-campus housing and dining services. Generally, all entering freshmen must live on campus, and housing is available on a limited basis for returning students who choose to live on campus at the fee approved by the Board of Visitors. The university establishes optional room and board rates based on a derivation of the Board-approved fee and to appropriately reflect costs for Summer Session and summer conferences. All students living on campus must select a meal plan, with the exception of students who elect to reside in the planned Oak Lane – Phase IV housing development; off-campus students may elect to participate in one of the meal plan programs.

Virginia Tech has the lowest combined average room and board fees in the Commonwealth for 2010-11 at $6,290 per student. Average room and board fees at the other five doctoral institutions range from $7,902 to $8,684. Individual descriptions and suggested amounts for 2011-12 are given below for each of the programs.

Room Fees

A 13.2 percent increase in the rate structure is proposed to cover personnel costs, adjustments to fringe benefits, increased utility costs, technical realignment of student affairs costs, university cost allocations, personnel services costs for residential learning coordinators, the maintenance of facilities, and debt service and planning costs for major facility renovation projects and improvements. The dollar increase will range from $454 per year to $918 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. No increase in the telecommunications portion of the room fee is proposed for 2011-12. The proposed room rates by location and room type are listed below:

	2010-11 Charge Annual Fee	Proposed 2011-12 Annual Fee
Upper Quad	$3,426	$3,880
Lower and Prairie Quad	3,654	4,138
Cochrane Hall	4,556	5,158
Special Purpose	4,570	5,174
Payne Park		
Traditional - Single	5,512	6,240
Traditional - Double	4,026	4,558
Suite - Single	6,708	7,594
Suite - Double	4,856	5,498
Large Suite - Double	4,974	5,632

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East Ambler Johnston Residential College

Traditional – Double	NA	5,400
Private Bath – Double	NA	6,182
Efficiency – Double	NA	6,260

Hillcrest

Double	4,436	5,022
Single	6,044	6,842

Main Campbell

Double	4,124	4,670
Single	5,614	6,356

Graduate Life Center at Donaldson Brown

Double	5,090	5,762
Single	6,944	7,862

New Hall West

Double	5,090	5,762
Single	6,944	7,862

Board Fees

Students living on-campus currently have a choice of three types of flexible meal plans. The Flex Plan operates like a debit account with a designated amount for the purchase of food in the dining facilities. Students are able to increase their Flex account balance during the year by depositing cash to their Flex accounts. Consistent with purchasing power of traditional meal plans, the intent of annual rate changes for the Flex Plans is to hold overall purchasing power constant year-to-year.

A 3.10 percent increase is proposed for board fees to cover personnel costs, adjustments to fringe benefits, increased utility costs, a realignment of student affairs costs, increased food costs, university cost allocations, the maintenance of facilities, as well as operating, wages, and debt service costs for facility expansion and improvements. The proposed board rates by meal plan program are listed below:

	2010-11 Charge Annual Fee	Proposed 2011-12 Annual Fee
Major Flex Plan	$2,636	$2,718
Mega Flex Plan	2,836	2,918
Premium Flex Plan	3,046	3,128

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Fee Rates for the Center for European Studies and Architecture

The Center for European Studies and Architecture (CESA) in Lugano, Switzerland, opened in the Fall of 1993. The Center serves as a resident educational facility for Virginia Tech students from many academic programs. Providing the opportunity for students to study abroad is an important strategy in strengthening the international programs of Virginia Tech, an objective of both the university and the Commonwealth.

For purposes of financing the operations of the Center, two separate programs are maintained. First, all instructional costs are accounted for in the Educational and General program of the University Division. Second, the housing, dining, and student activity auxiliary enterprise programs are recorded within the university's Residential and Dining Hall System. The Ferrari Foundation, the university's Swiss subsidiary corporation, manages the day-to-day activities of the Center.

Students attending the Center for European Studies and Architecture are assessed the same tuition as on-campus students, and it is recommended that this tuition policy continue.

For housing and dining services at the Center, the proposed fees are higher than on-campus rates to reflect the higher cost of living at the Center. Students are not required to pay the on-campus Comprehensive Fee while studying abroad. Students currently pay a $117 CESA student activity fee, which provides students with community-building social and recreational events and activities. The university proposes no increase in the student activity fee for the 2011-12 academic year and a $134 increase in the room and board fee to cover increased operating costs and the current exchange rate; this represents an increase of 2.2 percent. If approved, CESA students will pay a $117 Student Activity Fee and $6,115 per semester for room and board. The university proposes the following semester rates for Virginia Tech students:

	2010-11 Charge Semester Rate	Proposed 2011-12 Semester Rate
CESA Student Activity Fee	$ 117	$ 117
CESA Room and Board Costs	5,981	6,115

Specialized Program Fees

Supplemental program fees are designed to cover costs that are unique to a specific discipline. To maintain the intent of the Commonwealth's funding policies regarding the collection and allocation of tuition revenues, Specialized Program Fees are charges established for a specific program which are beyond regular tuition and fees and are equal for students, both resident and nonresident.

Architecture + Design Supplemental Fee

To ensure that architecture, industrial design, interior design, and landscape architecture students in the School of Architecture + Design students continue to have access to appropriate studio equipment and technology, the university recognizes the differential cost of instruction for students with majors in the School of Architecture + Design through a supplemental program fee. This fee supports costs that are unique to Architecture + Design students including: the updating, equipment, and materials for instructional studios, student projects, and operational support of instructional studios. The fee began with incoming freshmen, internal transfers, and incoming graduate students admitted to the School of Architecture + Design during or after Fall 2008. No change in the supplemental fee is recommended for 2011-12:

	2010-11 Charge Annual Fee	Proposed 2011-12 Annual Fee
Full-time	$650	$650
Part-time	325	325

Engineering Supplemental Fee

To ensure that engineering students continue to receive a state-of-the-art education in a quality learning environment, the university began 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 to support engineering students including: the continuing need for modernization of instrumentation and materials for instructional laboratories and student projects, instructional space costs, and effective maintenance of instrumentation and technology and operation of the instructional laboratories.

As of Fall 2010, the undergraduate charge is fully implemented and being applied to all undergraduate level engineering courses. The full-time/part-time charge is applied to students entering the graduate program in Fall 2007 and beyond. The supplemental fee proposal for 2011-12, with no change recommended, is presented below:

	2010-11 Charge	Proposed 2011-12
Undergraduate	$30/hour	$30/hour
Graduate		
Full-time	720/year	720/year
Part-time	360/year	360/year

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Course Specific Charges

The university may establish course specific charges for study abroad costs, field trips, course materials, laboratory cost, or other extraordinary costs tied to individual courses. The university avoids establishing these charges in programs with specialized program fees.

<u>Specialized Graduate Degree Program Fees</u>

Specialized graduate degree programs provide a valuable service by meeting targeted educational and professional development needs. Since both the academic units and the university have added costs associated with providing high demand specialized graduate degree programs, specialized graduate program fees address these incremental college and university costs required to deliver high quality programs. To maintain the intent of the Commonwealth's funding policies regarding the collection and allocation of tuition revenues, Specialized Graduate Program Fees are charges established for a specific graduate program, potentially at a specific location, beyond regular tuition and fees and are equal for students, both resident and nonresident.

Veterinary Medicine Facility Fee

Capital improvements are in progress to improve the College of Veterinary Medicine instructional space. Increased and enhanced facilities are necessary for the recruitment and retention of high-quality faculty as well as students. All Veterinary Medicine students are assessed a facility fee as part of a multi-year plan. Proceeds from the facility fee will be used exclusively for College of Veterinary Medicine instructional space improvements.

	2010-11 Charge	Proposed 2011-12
Virginia-Maryland Students	$1,400	$1,535
Nonresident Students	1,400	1,535

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Master of Public Health (MPH) Supplemental Fee

The MPH degree program was approved by the Virginia Tech Board of Visitors on June 1, 2009 and by the State Council of Higher Education for Virginia (SCHEV) on January 12, 2010. For 2011-12, the proposed supplemental fee is to remain at the same level as the 2010-11 rate. Part-time students will pay one half of the fee.

	2010-11 Charge	Proposed 2011-12
Full-time		
Resident	$500	$500
Nonresident	500	500
Part-time		
Resident	250	250
Nonresident	250	250

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 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 are able to matriculate at either Virginia Tech or Georgetown University at the same total cost. All courses are cross-listed at both institutions, and the two institutions divide revenues and incur expenses based on the number of credit hours delivered. 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 2011-12, this rate is $1,643.75 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.

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Master of Business Administration Supplemental Fee

At the November 2009 Board of Visitors meeting, a new program fee for the Master of Business Administration (MBA) program was approved. This fee, implemented in Fall 2010, more appropriately aligns pricing of the Virginia Tech MBA program and provides increased funding for the college's academic program, expanded recruitment efforts, and enhanced career placement services for students.

The fee is not assessed to Executive MBA or Professional MBA students. On and off campus students pay this fee; part-time students will pay the fee on a per credit hour basis.

	2010-11 Charge	Proposed 2011-12
Full-time		
Resident	$3,900	$3,900
Nonresident	3,900	3,900
Part-time		
Resident	$162.50/hour	$162.50/hour
Nonresident	162.50/hour	162.50/hour

Master of Information Technology Supplemental Fee

The Master of Information Technology program is an integration of business, engineering and computer science curriculum. This supplemental fee ensures the program is able to develop, maintain and deliver a high quality and cutting-edge program in a rapidly changing technological environment. In prior years, the program fee was based on an equal percentage of each residency group's tuition rate. In lieu of this for 2011-12, the university is recommending that the program fee be set equal in dollar value for each residency group.

	2010-11 Charge	Proposed 2011-12
Resident	$136.00/hour	$145.25/hour
Nonresident	257.25/hour	145.25/hour

Executive Model Graduate Degree Program Fees

While similar to specialized graduate program fees, the industry standard for this type of professional education program is to be quoted in terms of a total cost, for the entire program period. A program period generally spans eighteen months to two years. A

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new multi-year total cost is developed for each incoming cohort. The annual program fees are established as the difference between regular tuition and fees and the total cost during the cohort period. The program fee for a cohort's second year is established when tuition and fee rates are established for that year; this can be impacted by various factors including cost assignments by the General Assembly (such as the non-resident capital assessment).

Professional Master of Business Administration (PMBA) Supplemental Fee

The PMBA program is intended for experienced working professionals to complete an MBA on a part-time basis in an accelerated format. The program is designed on the cohort model with face-to-face weekend classes (in Richmond and Roanoke) while leveraging online technology for supplemental instructional delivery to provide flexibility for busy working professionals to complete the program over a two year period. The charges for the Professional MBA program are presented in the table below.

	Two-Year Program Cost	2010-11 Charge	Proposed 2011-12	Placeholder 2012-13
Fall 2010 Cohort				
PMBA Total Cost – Resident	$35,000	$17,149	$17,851	
Less: Off-campus Tuition & Fees		(10,449)	(11,171)	
PMBA Fee – 2010 Resident		6,700	6,680	
PMBA Total Cost – Nonresident	55,000	26,453	28,547	
Less: Off-campus Tuition & Fees		(19,753)	(21,518)	
PMBA Fee – 2010 Nonresident		6,700	7,029	
Fall 2011 Cohort				
PMBA Total Cost – Resident	35,000		17,149	17,851
Less: Off-campus Tuition & Fees			(11,171)	TBD
PMBA Fee – 2011 Resident		N/A	5,978	TBD
PMBA Total Cost – Nonresident	55,000		27,496	27,504
Less: Off-campus Tuition & Fees			(21,518)	TBD
PMBA Fee – 2011 Nonresident		N/A	5,978	TBD

Executive Master of Natural Resources (XMNR) Supplemental Fee

In 2010-11, the College of Natural Resources expanded the existing Master of Natural Resources program delivered in the National Capital Region by adding an executive format cohort. The program is an accelerated, non-residential graduate degree for

working professionals with significant management experience. The proposed total cost and resulting supplemental fee are listed below.

	Two-Year Program Cost	2010-11 Charge	Proposed 2011-12	Placeholde 2012-13
Spring 2010 Cohort				
XMNR Total Cost – Resident	$42,000	$20,580	$21,420	
Less: Off-campus Tuition & Fees		(10,449)	(11,171)	
XMNR Fee – 2010 Resident		10,131	10,249	N/A
XMNR Total Cost – Nonresident	61,971	29,884	32,087	
Less: Off-campus Tuition & Fees		(19,753)	(21,518)	
XMNR Fee – 2010 Nonresident		10,131	10,569	N/A
Spring 2011 Cohort				
XMNR Total Cost – Resident	42,000		20,580	21,420
Less: Off-campus Tuition & Fees			(11,171)	TBD
XMNR Fee – 2011 Resident		N/A	9,409	TBD
XMNR Total Cost – Nonresident	61,971		30,927	31,044
Less: Off-campus Tuition & Fees			(21,518)	TBD
XMNR Fee – 2011 Nonresident		N/A	9,409	TBD

Masters of Information Security Assurance (MISA) Supplemental Fee

The MISA is designed to contribute to the nation's prosperity and security by providing executives with the engineering and management process training to effectively ensure trustworthy enterprise-wide information systems. The program is based in the Advanced Research Institute in the National Capital Region. The 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 program has a strong focus on global information security issues and includes an international field trip and case studies. The resulting charge for the MISA program is presented in the table below.

	18 Month Program Cost	2010-11 Charge Per Semester	Proposed 2011-12 Per Semester	Placeholder 2012-13 Per Semester
Spring 2011 Cohort				
MISA – Total Cost	$60,000	$20,000	$20,000	
Less: Off-campus Tuition & Fees		(5,224)	(5,586)	
MISA Fee – Spring 2011 Cohort		14,776	14,414	N/A

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<u>Spring 2012 Cohort</u>

MISA – Total Cost	$60,000		$20,000	$20,000
Less: Off-campus Tuition & Fees			(5,586)	TBD
MISA Fee – Spring 2012 Cohort		N/A	14,414	TBD

Parking Fee

The General Assembly directed institutions of higher education to organize parking services as an auxiliary enterprise operation in 1989. The expenditure of General Fund dollars for the maintenance or improvement of parking lots and facilities was prohibited. Accordingly, Virginia Tech established the Parking Services Auxiliary at the beginning of fiscal year 1989-90 and instituted a fee for faculty, staff, and students who parked in campus lots. For 2010-11, the annual parking fee is $220 for faculty and staff and $189 for both resident and commuter/graduate 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 2010-11 range from $192 to over $600 for students, dependent upon the type and proximity of parking facilities utilized.

The university proposes to increase the annual parking fee for commuter/graduate students from $189 to $198, resident students from $189 to $225, and faculty and staff from $220 to $225 for 2011-12. The increases are necessary to cover debt service and planning costs for major facility projects. The university also proposes to continue to provide a parking rate discount to encourage car-pooling in an effort to reduce the amount of vehicular traffic on campus.

Summary of Tuition and Fee Rates

A summary of the recommended tuition rates is shown on Schedules 1 and 2, and a summary of fees is attached on Schedules 3 and 4. Also, the total cost for students to attend Virginia Tech is detailed on Schedule 5 for undergraduate students and Schedule 6 for graduate students.

RECOMMENDATION:

That the proposed tuition and fee rates be approved, effective Fall Semester 2011.

Schedule 1

VIRGINIA TECH

2011-12 TUITION RECOMMENDATIONS

SUMMARY OF ANNUAL CHARGES

<u>**RECOMMENDATION**</u>

	2010-11 Charge (a)	Proposed 2011-12	Rate Increase $	%
Undergraduate Students				
Resident	$8,055	$8,852	$797	9.9%
Nonresident	21,114	22,254	1,140	5.4%
Graduate Students				
On-Campus Programs				
Resident	9,399	10,048	649	6.9%
Nonresident	17,854	19,497	1,643	9.2%
Off-Campus Programs				
Resident	10,406	11,124	718	6.9%
Nonresident	19,141	20,902	1,761	9.2%
Veterinary Medicine				
Virginia/Maryland	16,741	17,444	703	4.2%
Out-of-State Non-Maryland	39,201	40,847	1,646	4.2%

(a) 2010-11 tuition rate restated to consolidate the tuition and academic fee, thereby streamlining and eliminating the academic fee in 2011-12

Presentation Date: April 21, 2011

Schedule 2

VIRGINIA TECH

2011-12 SPECIAL TUITION RATES

SUMMARY OF HOURLY RATES

	2010-11 Charge (a)	Proposed 2011-12	Increase $	Increase %
Regular Part-Time Students (b)				
Undergraduate Students				
Resident	$335.75	$368.75	$33.00	9.8%
Nonresident	879.75	927.25	47.50	5.4%
Graduate Students				
On-Campus Programs				
Resident	522.25	558.25	36.00	6.9%
Nonresident	992.00	1,083.25	91.25	9.2%
Off-Campus Programs				
Resident	578.00	618.00	40.00	6.9%
Nonresident	1,063.50	1,161.25	97.75	9.2%
School Personnel				
Undergraduate Resident	201.00	221.00	20.00	10.0%
Graduate Resident	313.00	335.00	22.00	7.0%
Study Abroad Programs (c)				
Undergraduate Resident	269.00	295.00	26.00	9.7%
Undergraduate Nonresident	704.00	742.00	38.00	5.4%
Graduate Resident	418.00	447.00	29.00	6.9%
Graduate Nonresident	794.00	867.00	73.00	9.2%

(a) 2010-11 tuition rate restated to consolidate the tuition and academic fee, thereby streamlining and eliminating the academic fee in 2011-12

(b) 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.

(c) Special tuition rates for study abroad do not include students studying at the Center for European Studies and Architecture.

Presentation Date: April 21, 2011

VIRGINIA TECH

2011-12 FEE RECOMMENDATIONS

SUMMARY OF ANNUAL CHARGES

	2010-11 Charge	Proposed 2011-12	Increase $	Increase %
Educational and General Fee				
Technology Fee	43	47	4	9.9%
Capital Fee				
Resident	0	0	0	-
Nonresident	569	569	0	0.0%
Comprehensive Fee				
Student Activity Fee	373	411	38	10.2%
Health Service Fee	326	346	20	6.1%
Athletic Fee	257	260	3	1.2%
Bus Fee	104	104	0	0.0%
Recreational Sports Fee	236	258	22	9.3%
Student Services Fee	195	231	36	18.5%
Total Comprehensive Fee	1,491	1,610	119	8.0%
Room Fees				
Upper Quad	3,426	3,880	454	13.3%
Pre-1983 Dormitories	3,654	4,138	484	13.2%
Cochrane Hall	4,556	5,158	602	13.2%
Special Purpose Housing	4,570	5,174	604	13.2%
Payne Park				
Traditional - Single	5,512	6,240	728	13.2%
Traditional - Double	4,026	4,558	532	13.2%
Suite - Single	6,708	7,594	886	13.2%
Suite - Double	4,856	5,498	642	13.2%
Suite - Double (Large Suite)	4,974	5,632	658	13.2%
East Ambler Johnston Residential College				
Traditional Double	N/A	5,400	N/A	N/A
Private Bath Double	N/A	6,182	N/A	N/A
Efficiency Double	N/A	6,260	N/A	N/A
Hillcrest				
Double Occupancy	4,436	5,022	586	13.2%
Single Occupancy	6,044	6,842	798	13.2%
Main Campbell & Newman				
Double Occupancy	4,124	4,670	546	13.2%
Single Occupancy	5,614	6,356	742	13.2%
Graduate Life Center at Donaldson Brown				
Double Occupancy	5,090	5,762	672	13.2%
Single Occupancy	6,944	7,862	918	13.2%
New Residence Hall West				
Double Occupancy	5,090	5,762	672	13.2%
Single Occupancy	6,944	7,862	918	13.2%
Board Fees				
Major Flex Plan	2,636	2,718	82	3.1%
Mega Flex Plan	2,836	2,918	82	2.9%
Premium Flex Plan	3,046	3,128	82	2.7%

Presentation Date: April 21, 2011

Schedule 4

VIRGINIA TECH

2011-12 SUPPLEMENTAL PROGRAM FEES

All charges are academic year unless otherwise noted.

	2010-11 Charge	Proposed 2011-12	Increase $	Increase %
Specialized Program Fees				
Architecture + Design Supplemental Fee				
Full-time	$650	$650	$0	0.0%
Part-time	325	325	0	0.0%
Engineering Supplemental Fee				
Undergraduate, per credit hour	30	30	0	0.0%
Graduate - Full-time	720	720	0	0.0%
- Part-time	360	360	0	0.0%
Specialized Graduate Degree Programs				
Veterinary Medicine Facility Fee	1,400	1,535	135	9.6%
Master of Public Health - Full-time	500	500	0	0.0%
- Part-time	250	250	0	0.0%
VT-GU M.S. in Biomedical Technology Development				
Total Cost per credit hour	1,597.00	1,643.75	47	2.9%
Master of Business Administration-Full-time	3,900	3,900	0	0.0%
- Part-time, per credit hour	162.50	162.50	0	0.0%
Master of Information Technology				
Resident, per credit hour	136.00	145.25	9	6.8%
Nonresident, per credit hour	257.25	145.25	(112)	-43.5%
Executive Model Graduate Degree Programs				
Professional MBA				
2010 Cohort - Resident	6,700	6,680	(20)	-0.3% (a)
- Nonresident	6,700	7,029	329	4.9% (a)
2011 Cohort - Resident	N/A	5,978	N/A	N/A
- Nonresident	N/A	5,978	N/A	N/A
Executive Master of Natural Resources				
2010 Cohort - Resident	10,131	10,249	118	1.2% (a)
- Nonresident	10,131	10,569	438	4.3% (a)
2011 Cohort - Resident	N/A	9,409	N/A	N/A
- Nonresident	N/A	9,409	N/A	N/A
Masters of Information Security Assurance				
Spring 2011 Cohort, per semester	14,776	14,414	(362)	-2.4% (a)
Spring 2012 Cohort, per semester	N/A	14,414	N/A	N/A

(a) Supplemental program fees for Executive Model Graduate Degree Programs are designed to balance the difference between the quoted price (for a multi-year program) and actual tuition and fees.

Presentation Date: April 21, 2011

Schedule 5

VIRGINIA TECH

TOTAL COST TO STUDENTS

Comparison of 2010-11 and 2011-12 Annual Charges

<u>**UNDERGRADUATE STUDENTS**</u>

	2010-11 Charge	Proposed 2011-12	Increase $	%
<u>**Resident**</u>				
Tuition	$8,055	$8,852	$797	9.9%
Educational and General Fee	43	47	4	9.9%
Subtotal Tuition and E & G Fee	**8,098**	**8,899**	**801**	**9.9%**
Comprehensive Fee	1,491	1,610	119	8.0%
Subtotal All Resident Students	9,589	10,509	920	9.6%
Room (Pre-1983 Dorms)	3,654	4,138	484	13.2%
Board (Flex Plan)	2,636	2,718	82	3.1%
Subtotal Room and Board	6,290	6,856	566	9.0%
Total Cost for Residents Living on Campus	15,879	17,365	1,486	9.4%
<u>**Nonresident**</u>				
Tuition	21,114	22,254	1,140	5.4%
Educational and General Fee	612	616	4	0.7%
Subtotal Tuition and E & G Fee	**21,726**	**22,870**	**1,144**	**5.3%**
Comprehensive Fee	1,491	1,610	119	8.0%
Subtotal All Nonresident Students	23,217	24,480	1,263	5.4%
Room (Pre-1983 Dorms)	3,654	4,138	484	13.2%
Board (Flex Plan)	2,636	2,718	82	3.1%
Subtotal Room and Board	6,290	6,856	566	9.0%
Total Cost for Nonresidents Living on Campus	29,507	31,336	1,829	6.2%

Presentation Date: April 21, 2011

Schedule 6

VIRGINIA TECH

TOTAL COST TO STUDENTS

Comparison of 2010-11 and 2011-12 Annual Charges

	2010-11 Charge	Proposed 2011-12	Increase $	Increase %
GRADUATE STUDENTS				
On-Campus Programs				
Resident				
Tuition	$9,399	$10,048	$649	6.9%
Educational and General Fee	43	47	4	9.9%
Subtotal Tuition and E & G Fee	**9,442**	**10,095**	**653**	**6.9%**
Comprehensive Fee	1,491	1,610	119	8.0%
Total Cost for Residents	10,933	11,705	772	7.1%
Nonresident				
Tuition	17,854	19,497	1,643	9.2%
Educational and General Fee	612	616	4	0.7%
Subtotal Tuition and E & G Fee	**18,466**	**20,113**	**1,647**	**8.9%**
Comprehensive Fee	1,491	1,610	119	8.0%
Total Cost for Nonresidents	19,957	21,723	1,766	8.9%
Off-Campus Programs				
Resident				
Tuition	10,406	11,124	718	6.9%
Educational and General Fee	43	47	4	9.9%
Total Cost for Residents	10,449	11,171	722	6.9%
Nonresident				
Tuition	19,141	20,902	1,761	9.2%
Educational and General Fee	612	616	4	0.7%
Total Cost for Nonresidents	19,753	21,518	1,765	8.9%
VETERINARY MEDICINE				
Virginia/Maryland Students				
Tuition	16,741	17,444	703	4.2%
Educational and General Fee	43	47	4	9.9%
Comprehensive Fee	1,491	1,610	119	8.0%
Vet Med Facility Fee	1,400	1,535	135	9.6%
Total Cost for Virginia/Maryland Students	19,675	20,636	961	4.9%
Out-of-State Students				
Tuition	39,201	40,847	1,646	4.2%
Educational and General Fee	612	616	4	0.7%
Comprehensive Fee	1,491	1,610	119	8.0%
Vet Med Facility Fee	1,400	1,535	135	9.6%
Total Cost for Out-of-State Students	42,704	44,608	1,904	4.5%

Presentation Date: April 21, 2011

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT								
March 1, 2011 through May 6, 2011								
Reason for Conflict	**External Entity**	**Owner**	**Principal Investigator**	**Co - P.I.'s**	**College**	**Period of Performance**	**Award Amount**	**Project Description**
Faculty Owned Business	Transecurity, LLC	Thomas Dingus	Richard Hanowski	Myra Blanco	VTTI	8-5-10 thru 8-28-13	$325,078	This is a supplement to an existing, approved
Faculty Owned Business	Transecurity, LLC	Michael Mollenhaur						subcontract to Transecurity. Subcontractor
Faculty Owned Business	Transecurity, LLC	Andrew Petersen						provides 250 on-board monitoring systems
								for commerical motor vehicles. They will
								collect and analyze data for one year and
								provide datasets back to VTTI for further
								review and analysis.
Faculty Owned Business	Techsburg, Inc.	Wing Ng	Wing Ng	Ken Ball	Mechanical Engr.	TBD	$75,495	Techsburg, Inc. will fund research at VT.
								The project involves improving the
								aerodynamics of a gas turbine diffuser.
Faculty Owned Business	Ramu Inc.	Krishnan Ramu	Krishnan Ramu	Oversight:	Electrical & Computer Engr.	TBD	$17,033	Ramu Inc. will fund an ECE Graduate
				Scott Midkiff &				Research Student to perform position
				Don Leo				sensorless work on fan motor applications.
Faculty Owned Business	Transecurity, LLC	Thomas Dingus	Zachary Doerzaph		VTTI	TBD	$274,924	Transecurity, LLC has received a SBIR
Faculty Owned Business	Transecurity, LLC	Michael Mollenhaur						award from US Dept. of Transportation. A
Faculty Owned Business	Transecurity, LLC	Andrew Petersen						subcontract to VT was included in the award.
								VT will work on eight tasks including:
								development of machine vision software,
								data reduction of drowsiness events, on-road
								testing, performance testing on a 250 truck
								study dataset.
Faculty Owned Business	Aeroprobe Corp.	Demetri Telionis	Sunghwan Jung		Engr. Science & Mechanics	4-1-11 thru 12-31-12	$87,005	Aeroprobe willl fund research at VT. The
								project involves work on fluid mechanics of
								multi-hole probe calibrations. It studies the
								effect of Mach forces on various probe tips.

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1979 and continuing for 32 years, Dr. Kent Murrmann faithfully served Virginia Tech as a faculty member in the Department of Management in the Pamplin College of Business; and

WHEREAS, he made significant contributions to teaching at the undergraduate and graduate levels in the areas of human resources, labor relations, and international management; and

WHEREAS, with dedication, he taught courses at Virginia Tech's Center for European Studies and Architecture in Riva San Vitale, Switzerland for four years; and

WHEREAS, he served as director of graduate studies for the department and chaired two dissertations and two theses committees, and served on over 25 dissertation and theses committees; and

WHEREAS, he contributed significantly to scholarly research that led to the publication of journal articles and refereed proceedings; and

WHEREAS, he ably served and provided leadership on many departmental, college, and university committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Kent Murrmann for his distinguished service to the university with the title Associate Professor Emeritus of Management.

RECOMMENDATION:

That the above resolution recommending Dr. Kent Murrmann for emeritus status be approved.

June 6, 2011

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1967 and continuing for 44 years, Dr. James Robertson, Jr., faithfully served Virginia Tech as a faculty member in the Department of History in the College of Liberal Arts and Human Sciences; and

WHEREAS, he brought the American Civil War to life not only for thousands of students in his popular classes at Virginia Tech, but also for millions of others through his award-winning books, frequent television appearances, popular radio essays, and effective outreach and public service; and

WHEREAS, on the 100th anniversary of the American Civil War, President John F. Kennedy called upon Dr. Robertson to serve as executive director of the United States Civil War Centennial Commission and on the 150th anniversary of that war he was called upon again to serve as a member of the executive committee of the Virginia Sesquicentennial of the American Civil War Commission; and

WHEREAS, he held the C. P. "Sally" Miles Professorship at Virginia Tech beginning in 1976 until his appointment as Alumni Distinguished Professor in 1992; and

WHEREAS, he was founding executive director of the Virginia Center for Civil War Studies at Virginia Tech, which from its beginning in 1999, sought to educate the public, particularly youth, about the causes and consequences of one of the nation's most momentous conflicts; and

WHEREAS, he served as executive producer for a DVD set, *Virginia in the Civil War: A Sesquicentennial Remembrance*, which was distributed free of charge to every school and library in the Commonwealth of Virginia; and

WHEREAS, he successfully built one of the nation's largest collections of Civil War publications for the Virginia Tech University Libraries; and

WHEREAS, he skillfully utilized those and other materials as the author or editor of over 20 books on the American Civil War, including a definitive biography of General Thomas J. "Stonewall" Jackson that became an important source for the movie, *Gods and Generals*, for which he served as historical consultant; and

WHEREAS, he was a captivating teacher who offered the nation's largest Civil War course to an average of 300 students per semester, an estimated 22,000 Virginia Tech students over his career; and

WHEREAS, he ably mentored dozens of graduate students in history at Virginia Tech, many of whom went on to distinguished careers themselves; and

WHEREAS, he earned numerous awards and accolades for his engaging teaching, insightful scholarship, and dedicated service and outreach;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. James Robertson, Jr., for his distinguished service to the university with the title of Alumni Distinguished Professor Emeritus of History.

RECOMMENDATION:

That the above resolution recommending Dr. James Robertson, Jr. for emeritus status be approved.

June 6, 2011

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1971 and continuing for 40 years, Dr. Richard Shingles faithfully served Virginia Tech as a faculty member in the Department of Political Science in the College of Liberal Arts and Human Sciences; and

WHEREAS, he made significant contributions to the understanding of American political behavior through his work in public opinion and voting behavior with a focus on political methodology; and

WHEREAS, with dedication, he taught a wide variety of undergraduate and graduate courses in the political science curriculum, placing strong emphasis on political methodology as well as the politics of race, ethnicity, and gender; and

WHEREAS, he advised numerous students on master's theses and guided them in developing successful careers in both academic and government settings; and

WHEREAS, he supported the advancement of diversity at the department, college, and university levels; and

WHEREAS, he provided many years of distinguished contributions through dedicated service on numerous departmental, college, and university committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Richard Shingles for his distinguished service to the university with the title Associate Professor Emeritus of Political Science.

RECOMMENDATION:

That the above resolution recommending Dr. Richard Shingles for emeritus status be approved.

June 6, 2011

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1978 and continuing for 32 years, Dr. Bruce Turner faithfully served Virginia Tech as a faculty member in the Department of Biological Sciences in the College of Science; and

WHEREAS, with dedication, he taught biological sciences courses that ranged from sophomore level through graduate level; and

WHEREAS, he mentored many undergraduate students in their individual research projects and served as major professor for nine doctoral students and eight master's students; and

WHEREAS, he served on a variety of committees at the departmental, college, and university levels; and

WHEREAS, he served on multiple grant-awarding agency panels and was an invited participant in many national and international conferences on molecular genetics; and

WHEREAS, he published over 80 peer-reviewed articles and book chapters in national and international journals;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Bruce Turner for his distinguished service to the university with the title Associate Professor Emeritus of Biological Sciences.

RECOMMENDATION:

That the above resolution recommending Dr. Bruce Turner for emeritus status be approved.

June 6, 2011

ENDOWED PROFESSORSHIP
David H. Burrows Professor of Construction Engineering

The David H. Burrows Professorship was established in 1986 through a generous gift to the Virginia Tech Foundation from Mr. David H. Burrows, a 1942 graduate of Virginia Tech. The professorship is awarded to an outstanding professor in construction engineering within the College of Engineering.

In concurrence with the recommendation of the departmental and college honorifics committees, Dean Richard Benson nominates Dr. Roberto Leon to hold the David H. Burrows Professorship in Construction Engineering in the Via Department of Civil and Environmental Engineering.

Dr. Leon received his bachelor's degree in civil engineering from the University of Massachusetts at Amherst, his master's degree in structural engineering from Stanford, and his doctorate from the University of Texas at Austin. Dr. Leon will join the Via Department of Civil and Environmental Engineering as a tenured professor in December 2011.

Dr. Leon is a multi-talented, nationally and internationally recognized faculty member who will bring a number of significant strengths to Virginia Tech through his research, teaching, and service. He is acknowledged to be one of the leading researchers in the world in the field of steel-concrete composite structures and earthquake engineering. His work has beneficially impacted numerous national and international design codes. Dr. Leon has published over 150 peer-reviewed papers, books, and book chapters, and he has directed or co-directed nearly $7 million of external research funding at Georgia Tech and the University of Minnesota. Additionally, he has been part of large, multidisciplinary teams that have collectively conducted over $120 million in research. The quality of his research has been recognized several times, including his selection by the American Society of Civil Engineers for the Norman Medal and the State-of-the-Art of Civil Engineering Award on two occasions, and his selection to be the 1993 T. R. Higgins Lecturer by the American Institute of Steel Construction.

Dr. Leon is a dedicated instructor and research advisor. Over the past eight years at Georgia Tech, his teaching evaluations indicate a very strong commitment to his students. Dr. Leon is also well respected and sought out as a graduate advisor as reflected by the number of students that he has advised or co-advised. He has advised or co-advised to completion 20 doctoral students, 35 master's students, and over 20 undergraduate research students.

Dr. Leon is a true leader in the field and although he is yet to become a member of the Virginia Tech faculty, he clearly understands the importance of service and has exhibited our motto of *Ut Prosim* for many years. He currently serves as the president of the American Society of Civil Engineers Structural Research on Earthquake Engineering and serves on the American Institute of Steel Construction Committee on Specifications. Dr. Leon is currently serving on the editorial boards of four journals in the field of structural engineering and has chaired or co-chaired the organization and delivery of six international conferences.

RECOMMENDATION:

That Dr. Roberto Leon be appointed to the David H. Burrows Professorship in Construction Engineering for a five-year period, effective December 10, 2011, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

ENDOWED CHAIR
Lewis A. Hester Chair in Engineering

The Lewis A. Hester Chair in Engineering was established through a generous gift of the Marian Louise Hester Murray estate in April 1989.

In concurrence with the recommendation of the college honorifics committee, Dean Richard Benson nominates Dr. Roop Mahajan to hold the Lewis A. Hester Chair.

Dr. Mahajan is an internationally known researcher with expertise ranging from nanotechnology to bio-micro-electro-mechanical systems (Bio-MEMS). He became the director of Virginia Tech's Institute for Critical Technology and Applied Science (ICTAS), in July 2006.

Dr. Mahajan came to Virginia Tech from the University of Colorado at Boulder where he was the founding director of the Center for Advanced Manufacturing and Packaging for Microwave, Optical and Digital Electronics (CAMPmode). Since 1992, CAMPmode has functioned as an industry-consortium sponsored center. In 1995, the center became a National Science Foundation Industry/University Cooperative Research Center. CAMPmode currently focuses on nanotechnology and on MEMS.

Dr. Mahajan's research interests include Biomedical engineering, Nanotechnology, Humanistic Engineering, Thermal Sciences, Artificial Neural Networks, and Robust Sustainability

As the first permanent director of ICTAS, Dr. Mahajan developed and implemented a vision and strategic directions for the institute to position Virginia Tech among the leaders in cutting edge interdisciplinary and transdisciplinary research at the intersection of engineering, physical, life and social sciences. Its core areas of research— Nanoscale Science and Engineering, Nano-bio Interface, Cognition and Communication, and Sustainability—are geared to generate technologies and solutions for sustainable energy, sustainable water, renewable materials and national security. The institute is an ardent promoter of Blue Sky thinking and disruptive technologies.

Dr. Mahajan has received numerous awards including the American Society of Mechanical Engineers (ASME) 2003 Charles Russ Richards Memorial Award for outstanding achievement in Mechanical Engineering. He also received the 2002 ASME Heat Transfer Memorial Award, and the Subaru Educator of the Year Award in 2002. He is an ASME Fellow. In 2008, he became a Fellow in the Punjab Academy of Sciences. Dr. Mahajan holds three patents and has five invention disclosures. He is the author of more than 180 refereed publications.

AT&T Bell Labs employed Dr. Mahajan from 1979 until 1991 as a research leader and supervisor in thermal and computational engineering. He received the Bell Labs Fellow Award in 1989, an honor bestowed to only about one percent of the entire technical community of Bell Labs.

Dr. Mahajan received his Ph.D. from Cornell University and his bachelor's and master's degrees from Punjab Engineering College, Chandigarh, India.

RECOMMENDATION:

That Dr. Roop Mahajan be appointed to the Lewis A. Hester Chair in Engineering, effective June 10, 2011 for a period of five years, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

ENDOWED FELLOWSHIP
J. Willard and Alice S. Marriott Junior Faculty Fellow
of Hospitality Management

In 2007, the J. Willard and Alice S. Marriott Foundation endowed the J. Willard and Alice S. Marriott Professor of Hospitality Finance and Revenue Management. Allowing flexibility to recruit and hire the best available candidate, the endowment agreement provides, "In the event that there is no qualified candidate professor, two alternative awards may be made to qualified fellows. The recipient fellows shall carry the titles of (1) Marriott Senior Faculty Fellow of Hospitality Finance and Revenue Management and (2) Marriott Junior Faculty Fellow of Hospitality Management," and "if at any time, a recipient fellow is promoted to full professor, he or she may receive a professorship award from this fund in subsequent periods, at which time any second fellowship award may expire."

This fellowship is a secondary appointment to the J. Willard and Alice S. Marriott Senior Faculty Fellow in Hospitality Finance and Revenue Management and as such will be discontinued if the senior faculty fellow should be appointed as the Marriott Professor of Hospitality Finance and Revenue Management. Otherwise, this appointment is for a period of three years.

In concurrence with the recommendations of the Department of Hospitality and Tourism Management's personnel committee and its department head, Dr. Richard Perdue, Dean Richard Sorensen nominates Dr. Nancy McGehee to hold the J. Willard and Alice S. Marriott Junior Faculty Fellowship in Hospitality Management.

Dr. McGehee has served with distinction on the Virginia Tech faculty since 2001 and as an associate professor since 2007. She has published 20 refereed research articles, 20 book chapters and technical reports, and 35 refereed conference presentations.

Dr. McGehee is the recipient of numerous awards, including a Best Paper Award from the Association for Tourism and Leisure Education, the Pamplin College of Business Outreach Excellence Award, the Virginia Tech Scholar of the Week recognition, the Travel and Tourism Research Association President's Award, and the Travel and Tourism Research Association Keeling Dissertation Award.

Dr. McGehee has been active in eight externally funded research projects, including two major projects funded by the Virginia Tourism Corporation. She serves on three major tourism research journal editorial boards and has served on the boards of directors of the Virginia Hospitality and Travel Association and the Travel and Tourism Research Association.

Dr. McGehee currently serves as the graduate curriculum coordinator for the Department of Hospitality and Tourism Management. She is consistently rated as an excellent teacher in both undergraduate and graduate courses.

RECOMMENDATION:

That Dr. Nancy McGehee be appointed to the J. Willard and Alice S. Marriott Junior Faculty Fellowship in Hospitality Management, effective August 10, 2011 for a period of three years, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

ENDOWED FELLOWSHIP
J. Willard and Alice S. Marriott Senior Faculty Fellow of Hospitality Revenue
and Financial Management

In 2007, the J. Willard and Alice S. Marriott Foundation endowed the J. Willard and Alice S. Marriott Professor of Hospitality Finance and Revenue Management. Allowing flexibility to recruit and hire the best available candidate, the endowment agreement provides, "In the event that there is no qualified candidate professor, two alternative awards may be made to qualified fellows. The recipient fellows shall carry the titles of (1) Marriott Senior Faculty Fellow of Hospitality Finance and Revenue Management and (2) Marriott Junior Faculty Fellow of Hospitality Management," and "if at any time, a recipient fellow is promoted to full professor, he or she may receive a professorship award from this fund in subsequent periods, at which time any second fellowship award may expire."

This fellowship appointment is for a period of three years. If during this period, the recipient is promoted to full professor, his performance will be reviewed and he will be considered for appointment as the J. Willard and Alice S. Professor of Hospitality Finance and Revenue Management.

In concurrence with the recommendations of the Department of Hospitality and Tourism Management's personnel committee and its department head, Dr. Richard Perdue, Dean Richard Sorensen nominates Dr. Zvi Schwartz to hold the J. Willard and Alice S. Marriott Senior Faculty Fellowship in Hospitality Finance and Revenue Management.

Dr. Zvi Schwartz has been recruited as an associate professor in hospitality and tourism management, effective August 2011. He has published 38 refereed research articles, seven book chapters and technical reports, and over 50 refereed conference presentations. Several of his papers and conference proceedings have been singled out for special recognition. He is the recipient of the W. Bradford Wiley Best Paper of the Year Award and has twice been selected for a Best Paper Award from the Council on Hotel, Restaurant, and Institutional Education.

Dr. Schwartz has been active in eight externally funded research projects, including two major projects funded by the Illinois Department of Commerce and Community Affairs. He serves on six major hospitality research journal editorial boards.

Dr. Schwartz is the co-founder and developer of two decision support systems for hospitality management. For six of the past eight years, the University of Illinois

students have selected him for inclusion on the list of "Teachers Ranked as Excellent by their Students."

RECOMMENDATION:

That Dr. Zvi Schwartz be appointed the J. Willard and Alice S. Marriott Senior Faculty Fellowship in Hospitality Revenue and Financial Management, effective August 10, 2011 for a period of three years, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

ENDOWED PROFESSORSHIP
R. B. Pamplin Professor of Management

Founded in 1994, the R. B. Pamplin Professor of Management is one of several endowed professorships established with a $10 million endowment awarded by R. B. Pamplin, Sr. and Dr. R. B. Pamplin, Jr. This professorship was established to support education excellence in management.

In concurrence with the recommendations of the departmental and college honorifics committees and department head Dr. Anju Seth, Dean Richard Sorensen nominates Dr. Devi Gnyawali to hold the R. B. Pamplin Professorship in Management.

Dr. Gnyawali received his Ph.D. in strategic management from the University of Pittsburgh in 1977. He joined the Pamplin College of Business in August 1997, was promoted to the rank of associate professor with tenure in 2003, and promoted to professor in 2010.

Dr. Gnyawali is recognized nationally and internationally for his research accomplishments. He has published 24 papers in the management field's major journals. He is the recipient of the *Academy of Management Review*'s Runner-up for the Best Paper Award (2001), *Group & Organization Management*'s Best Paper Award (2008), Conference on "Coopetition" Strategy's Best Paper Award (2008), and Department of Management's Faculty Research Award (2004, 2007, and 2011). Dr. Gnyawali is a frequent presenter at national and international academic meetings and invited seminars. He serves on the editorial boards of two major journals—the *Academy of Management Review* and the *Journal of Management*.

Dr. Gnyawali is versatile in his ability to teach a wide range of courses in the undergraduate, MBA, and Ph.D. programs. His teaching expertise extends to non-credit courses and workshops for executives. His teaching excellence has been recognized with the Pamplin Excellence in Teaching Award, the Warren Holtzman Outstanding Educator of the Year Award, and the Excellence in Doctoral Education Award.

Dr. Gnyawali provides exemplary service to the department, college, and university. His teaching and service contributions are particularly noteworthy in the context of the international mission and diversity initiatives of the college and university. He has served as a member and as chair of the college's Pamplin International Program Committee. Dr. Gnyawali has served as a member and as chair of the university Commission on Equal Opportunity and Diversity, and as chair of the commission's Committee on Faculty Recruitment and Retention. He is now serving a second three-

year term as a member of the university Commission for Outreach and International Affairs.

Dr. Gnyawali's notable research, teaching, and service accomplishments bring considerable benefit to the Department of Management, the Pamplin College of Business, and Virginia Tech.

RECOMMENDATION:

That Dr. Devi Gnyawali be appointed to the R. B. Pamplin Professorship in Management, effective August 10, 2011, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

ENDOWED PROFESSORSHIP
Residential Property Management Advisory Board Professor

The Residential Property Management Advisory Board Professorship was established in 1995 through a gift to the Virginia Tech Foundation from the Residential Property Management Advisory Board. The professorship was established to honor James Kelly, first chair of the board and director of housing management at the Virginia Housing Development Authority.

In concurrence with the recommendation of the college honorifics committee, Dean Sue Ott Rowlands recommends the renewed appointment of Dr. Rosemary Carucci Goss as the Residential Property Management Advisory Board Professor.

Dr. Goss received her Ph.D. from Florida State with a specialty in housing and is a professor in Virginia Tech's Department of Apparel, Housing, and Resource Management. She serves as the key faculty contact for the Residential Property Management Advisory Board. Dr. Goss led development of the residential property management program at Virginia Tech—the first such program in the nation—and has generously given of her time and talent in assisting other universities to establish similar residential property management programs. For her many contributions to the field, Dr. Goss recently received the Housing Education and Research Association's Housing Impact Award. She is a charter member of the National Apartment Association Education Institute's board of directors and received the first Apartment Career and Education Award in recognition of her contributions to educational programming for the property management industry. Dr. Goss has made numerous presentations to both academic and industry-based audiences on housing options for an aging society, barriers and incentives to quality housing alternatives, and property management issues. She teaches undergraduate courses in housing and residential property management and is an active university citizen who serves in several positions in university governance.

RECOMMENDATION:

That Dr. Rosemary Carucci Goss be reappointed to the Residential Property Management Advisory Board Professorship, effective August 10, 2011 for a period of five years, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

June 6, 2011

FACULTY LEAVES, 2011 – 2012

Virginia Tech provides tenured faculty, and faculty on continued appointment, with professional development opportunities in the form of paid leave for the purpose of intensive study or research that increases the quality of the individual's professional stature and future contribution to the university. A study-research leave provides one-half salary for up to one year. A research assignment leave provides full salary for one semester.

The following faculty members are requesting research assignment leave for the purpose and period of time specified:

<u>Marcie Boucouvalas</u>, Professor, Human Development, spring 2012: to apply the United Nations Educational, Scientific, and Cultural Organization (UNESCO) sponsored findings on adult learning to the "crisis situation" now faced by the citizens of Greece as they struggle with economic crises as well as natural and human-made catastrophes. This unsettling climate offers an opportunity for Greek citizens to learn and triumph over adversity. How they will learn is the focus of this research assignment. Dr. Boucouvalas has received a Fulbright Award to support her research assignment.

<u>Thomas Dingus</u>, Professor, Civil and Environmental Engineering, fall 2011: to prepare grant proposals related to the National Tire Research Center, prepare analysis of several large-scale naturalistic driving databases, participate in the Safety Pilot Model deployment, and resume participation in the teen driving project.

<u>RECOMMENDATION</u>:

That the above research assignments be approved as requested.

June 6, 2011

2011-12 Promotion, Tenure, and Continued Appointment Program

**ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE**

June 6, 2011

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 2011-12 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2010-11 academic year. The following raises are recommended for promotions to:

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

There are four non-tenure track clinical faculty ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

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

There are three non-tenure track professor of practice faculty ranks, beginning with Assistant Professor of Practice. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Professor of Practice	$4,000
Associate Professor of Practice	3,000

Extension faculty are also eligible for promotion in rank. The three ranks for extension faculty are Associate Agent, Agent, and Senior Agent. The following raises are recommended for promotions to:

Senior Agent	$3,000
Agent	2,000

There are three ranks for faculty on the instructor track: Instructor, Advanced Instructor, and Senior Instructor. The following raises are recommended for promotions to:

Senior Instructor	$3,000
Advanced Instructor	2,000

RECOMMENDATION:

That the following faculty are recommended for promotion and/or tenure or continued appointment in accordance with the faculty compensation plan.

June 6, 2011

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Increase over 2010-11		Code
				Amount	Percent	

COLLEGE OF AGRICULTURE & LIFE SCIENCES

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Abaye, Azenegashe O	Professor	92,899	CY	4,000	4.50	2
Adelman, Zachary N	Associate Professor	100,777	CY	3,000	3.07	3
Barone, Justin Robert	Associate Professor	113,250	CY	0	0.00	1
Beers, Eric P	Professor	99,102	CY	4,000	4.21	2
Corl, Benjamin A	Associate Professor	74,867	AY	3,000	4.17	3
Dalloul, Rami Ali	Associate Professor	95,733	CY	3,000	3.24	3
Ervin, Erik H	Professor	84,453	CY	4,000	4.97	2
Estienne, Mark Joseph	Professor	93,593	CY	4,000	4.46	2
Hulver, Matthew Wade	Associate Professor	123,000	CY	3,000	2.50	3
Jiang, Honglin	Professor	117,145	CY	4,000	3.54	2
Ju, Young Hwa	Associate Professor	76,200	AY	3,000	4.10	3
Klemba, Michael Wade	Associate Professor	95,000	CY	3,000	3.26	3
Kohl, Rachel Duvall	Advanced Instructor	47,252	AY	2,000	4.42	2
Kraft, Barbara Helen	Advanced Instructor	38,000	AY	2,000	5.56	2
Lewis, Ronald M	Professor	107,727	AY	4,000	3.86	2
Li, Jianyong	Professor	134,053	CY	4,000	3.08	2
Martin, Thomas	Advanced Instructor	48,149	AY	2,000	4.33	2
Myles, Kevin M	Associate Professor	100,777	CY	3,000	3.07	3
Ogejo, Jactone Arogo	Associate Professor	89,200	CY	3,000	3.48	3
Peterson, Everett B	Professor	78,704	AY	4,000	5.35	2
Rideout, Steven L	Associate Professor	78,169	CY	3,000	3.99	3
Schmale, David Garner Bu	Associate Professor	89,494	AY	3,000	3.47	3
Sharakhov, Igor V	Associate Professor	73,652	AY	3,000	4.25	3
Wynn, Theresa M	Associate Professor	88,667	CY	3,000	3.50	3

COLLEGE OF ARCHITECTURE & URBAN STUDIES

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Bannan, Diane Hale	Advanced Instructor	46,901	CY	2,000	4.45	2
Pearce, Annie R	Associate Professor	77,986	AY	3,000	4.00	3
Reichard, Georg	Associate Professor	73,440	AY	3,000	4.26	3
Webster, Dane	Associate Professor	83,082	AY	3,000	3.75	3

COLLEGE OF BUSINESS

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Borny, Lorraine Carol	Advanced Instructor	42,695	AY	2,000	4.91	2
Clark, Laura L	Advanced Instructor	75,830	AY	2,000	2.71	2
Fan, Weiguo	Professor	155,860	AY	4,000	2.63	2
Magnini, Vincent Paul	Associate Professor	95,421	AY	3,000	3.25	3
Mansi, Sattar A	Professor	181,970	AY	4,000	2.25	2

Presentation Date: June 6, 2011

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Increase over 2010-11		Code
				Amount	Percent	

COLLEGE OF ENGINEERING

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Abbas, Montasir Mahgoub	Associate Professor	80,500	AY	3,000	3.87	3
Camelio, Jaime A.	Associate Professor	112,810	CY	3,000	2.73	3
Charney, Finley A	Professor	109,300	AY	4,000	3.80	2
Davalos, Rafael V	Associate Professor	114,225	CY	3,000	2.70	3
Ekkad, Srinath	Professor	107,380	AY	4,000	3.87	2
Ferris, John B	Associate Professor	128,050	CY	0	0.00	1
Furukawa, Tomonari	Professor	99,000	AY	4,000	4.21	2
Gabler, Hampton C.	Professor	141,643	CY	4,000	2.91	2
Leonessa, Alexander	Associate Professor	89,000	AY	3,000	3.49	3
McNair, Elizabeth D	Associate Professor	75,035	AY	3,000	4.16	3
Pasupathy, Raghu	Associate Professor	77,200	AY	3,000	4.04	3
Paul, JoAnn Mary	Associate Professor	90,527	AY	0	0.00	1
Rajagopalan, Padmavathy	Associate Professor	86,673	AY	3,000	3.59	3
Roberts-Wollmann, Carin	Professor	98,334	AY	4,000	4.24	2
Rylander, M Nichole	Associate Professor	89,726	AY	3,000	3.46	3
Sandu, Adrian	Professor	97,492	AY	4,000	4.28	2
Schaumont, Patrick Rober	Associate Professor	89,720	AY	3,000	3.46	3
Silva, Luiz A	Professor	91,884	AY	4,000	4.55	2
Smith-Jackson, Tonya L	Professor	99,950	AY	4,000	4.17	2
Stremler, Mark A	Associate Professor	90,939	AY	0	0.00	1
Van Aken, Eileen Morton	Professor	125,749	CY	4,000	3.29	2
Vlachos, Pavlos P.	Professor	159,142	CY	4,000	2.58	2
Vullikanti, Anil Kumar S	Associate Professor	118,731	CY	3,000	2.59	3
Xu, Yong	Associate Professor	89,862	AY	3,000	3.45	3

COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Abbate, Janet E	Associate Professor	64,181	AY	3,000	4.90	3
Brill, Jennifer Mary	Associate Professor	61,862	AY	3,000	5.10	3
Chandler, Gena Elise	Associate Professor	71,275	AY	3,000	4.39	3
Dolbin-MacNab, Megan Lei	Associate Professor	61,922	AY	3,000	5.09	3
Evans, Michael A	Associate Professor	65,132	AY	3,000	4.83	3
Evia, Carlos	Associate Professor	60,587	AY	3,000	5.21	3
Ewing, Edward T	Professor	72,892	AY	4,000	5.81	2
Glasson, George E	Professor	83,332	AY	4,000	5.04	2
Glenn, William Joseph	Associate Professor	68,728	AY	3,000	4.56	3
Lepczyk, Billie	Professor	83,423	AY	4,000	5.04	2
Metz, Nancy A	Professor	102,998	CY	4,000	4.04	2
Schneider, Helen M	Associate Professor	57,791	AY	3,000	5.48	3
Scott, Rachel Marion	Associate Professor	67,840	AY	3,000	4.63	3
Smith, Cynthia Lea	Associate Professor	61,693	AY	3,000	5.11	3
Wilkins, Jesse L	Professor	80,468	AY	4,000	5.23	2

COLLEGE OF NATURAL RESOURCES

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Brunner, Amy Marie	Associate Professor	91,000	CY	0	0.00	1
Jiao, Yan	Associate Professor	74,720	CY	3,000	4.18	3
Kolivras, Korine N	Associate Professor	66,575	AY	3,000	4.72	3
Renneckar, Scott Harold	Associate Professor	73,911	CY	3,000	4.23	3
Stern, Marc J	Associate Professor	72,400	AY	3,000	4.32	3
Wiseman, Phillip E	Associate Professor	73,900	CY	3,000	4.23	3

Presentation Date: June 6, 2011

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Increase over 2010-11		Code
				Amount	Percent	

COLLEGE OF SCIENCE

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Arav, Nahum	Associate Professor	76,000	AY	0	0.00	1
Barrett, John E	Associate Professor	80,611	AY	3,000	3.87	3
Belden, Lisa Kay	Associate Professor	67,000	AY	3,000	4.69	3
Esker, Alan R	Professor	82,000	AY	4,000	5.13	2
Finkielstein, Carla V	Associate Professor	89,666	CY	3,000	3.46	3
Hole, John Andrew	Professor	86,167	AY	4,000	4.87	2
Kim, Jungmeen	Associate Professor	74,999	AY	3,000	4.17	3
Loehr, Nicholas A	Associate Professor	75,000	AY	3,000	4.17	3
Mortveit, Henning S	Associate Professor	119,393	CY	3,000	2.58	3
Norton, Anderson Hassell	Associate Professor	73,000	AY	3,000	4.29	3
Tholl, Dorothea Berta Ch	Associate Professor	66,500	AY	3,000	4.72	3
Valeyev, Eduard Faritovi	Associate Professor	66,666	AY	3,000	4.71	3
Zietsman, Lizette	Associate Professor	71,000	AY	3,000	4.41	3

COLLEGE OF VETERINARY MEDICINE

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Dahlgren, Linda A	Associate Professor	103,558	CY	3,000	2.98	3
Grant, David C	Associate Professor	96,813	CY	3,000	3.20	3
Pierson, Frank W	Professor	143,000	CY	4,000	2.88	2

VIRGINIA COOPERATIVE EXTENSION

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Amount	Percent	Code
Abel, Jennifer L	Senior Agent	56,640	CY	3,000	5.59	2
Atwell, James Bryson	Agent	39,575	CY	2,000	5.32	2
Barnett, LoriAnne S	Agent	39,050	CY	2,000	5.40	2
Belcher, Shelia D	Agent	39,020	CY	2,000	5.40	2
Blankenship, John W	Senior Agent	55,210	CY	3,000	5.75	2
Callan, Peter L	Agent	55,050	CY	2,000	3.77	2
Chase, Melissa Wirt	Agent	49,500	CY	2,000	4.21	2
Clark, Robert A	Senior Agent	49,669	CY	3,000	6.43	2
Cox, Beverly G	Agent	39,000	CY	2,000	5.41	2
Downing, Adam K	Senior Agent	54,353	CY	3,000	5.84	2
Eanes, Linda Faye	Agent	39,628	CY	2,000	5.32	2
Eigel, Bethany A	Agent	41,950	CY	2,000	5.01	2
Elmer, Billie Jean	Senior Agent	62,396	CY	3,000	5.05	2
Henderson, Jane Yvette	Agent	56,600	CY	2,000	3.66	2
Irvin, Kevin C	Senior Agent	57,002	CY	3,000	5.56	2
Kovacs, Lisa A	Agent	38,800	CY	2,000	5.43	2
LaNore, Nicole Amber	Agent	39,700	CY	2,000	5.31	2
Liddington, Kelly J	Senior Agent	55,509	CY	3,000	5.71	2
Marks, Darla Jean	Agent	39,700	CY	2,000	5.31	2
Roche, Nancy M	Agent	47,750	CY	2,000	4.37	2
Rowles, Cynthia K	Senior Agent	52,903	CY	3,000	6.01	2
Spencer, Janet Lee	Agent	43,300	CY	2,000	4.84	2
Spurlin, Kevin M	Agent	47,500	CY	2,000	4.40	2
Stegon, Nancy Ruth	Agent	46,825	CY	2,000	4.46	2
Thompson, Jennifer Reed	Agent	41,850	CY	2,000	5.02	2
Thompson, John G	Agent	45,738	CY	2,000	4.57	2
Wilson, Amber Altizer	Agent	43,162	CY	2,000	4.86	2
Worrell, William C	Agent	52,300	CY	2,000	3.98	2

　　　　　　Presentation Date: June 6, 2011

Name	Promoted Rank	Recommended Salary 2011-12	Appt	Increase over 2010-11		Code
				Amount	Percent	
LIBRARIES						
Goldbeck, Kyrille K	Assistant Professor	43,710	CY	0	0.00	4
Pencek, Bruce E	Associate Professor	55,705	CY	3,000	5.69	2
Stovall, Connie J	Assistant Professor	42,640	CY	2,000	4.92	2
				355,000		

Code:

1. Tenure
2. Promotion
3. Promotion with Tenure
4. Continued Appointment

RECOMMENDATION:

That Promotions and Awards of Tenure or Continued Appointment be approved.

RESOLUTION ON EXCEPTION TO THE VIRGINIA CONFLICT OF INTEREST ACT

WHEREAS, the Code of Virginia section 2.1-639.6 prohibits the control over the employment of an immediate family member; and,

WHEREAS, exceptions are provided under the following conditions: *The personal interest of an officer or employee of a state institution of higher education in additional contracts of employment with his own governmental agency which accrue to him because of a member of his immediate family, provided (i) the officer or employee and the immediate family member are engaged in teaching, research, or administrative support positions at the educational institution, (ii) the governing board of the educational institution finds that it is in the best interests of the institution and the commonwealth for such dual employment to exist, and (iii) after such finding, the board ensures that the officer or employee, or the immediate family member, does not supervise, evaluate, or otherwise participate in personnel decisions regarding the other;* and,

WHEREAS, Dr. Joseph Eska will serve as chair of the Department of English beginning in August 2011 and his spouse, Dr. Charlene Eska, will begin a tenure-track appointment in August 2011 as an assistant professor in the same department; and,

WHEREAS, the dean of the College of Liberal Arts and Human Sciences has recommended alternative evaluation and supervision procedures so that Dr. Joseph Eska will not participate in, nor have influence over, decisions related to his spouse's annual evaluation, recommendation for merit increase, assignment of responsibilities, reimbursements for travel, or other personnel related decisions; and

WHEREAS, under the oversight of the dean, Dr. Charlene Eska will be evaluated following the department's usual process; however, her final evaluation will be reviewed and approved by the dean's designee rather than the department chair;

NOW, THEREFORE, BE IT RESOLVED, that an exception to the Conflict of Interest Act be granted by the Board of Visitors as provided by the Code of Virginia with appropriate safeguards for the fair evaluation and supervision of Dr. Charlene Eska by persons other than her spouse, under oversight of the dean of the College of Liberal Arts and Human Sciences.

RECOMMENDATION:

That an exception to the Conflict of Interest Act be granted by the Board of Visitors as provided by the Code of Virginia with appropriate safeguards for the fair evaluation and supervision of Dr. Charlene Eska during the time in which her spouse serves as department chair be approved.

June 6, 2011

Faculty Personnel Changes Report

**ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE**

Quarter ending March 31, 2011

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and for administrative and professional faculty that support the University including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the University has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty
    New Appointments with Tenure or Continued Appointment   12
    New Appointments to Tenure-Track or Continued Appointment-Track   50
    New Appointments to Non-Tenure Track   0

    Adjustments in Salary   6

Administrative and Professional Faculty
    New Appointments   8

    Adjustments in Salary   34
    One-time payments for Post-Season Sports Events   8

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report.

June 6, 2011

FACULTY PERSONNEL CHANGES
June 6, 2011

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	CURRENT ACTION EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME

Agriculture & Life Sciences

Easton, Zachary	Assistant Professor	Eastern Shore AREC	Reg	9	25-Apr-11	100	$ 75,000	
Gilbert, Elizabeth	Assistant Professor	Animal and Poultry Sciences	Reg	9	10-Aug-11	100	$ 75,000	
Mackey, Zachary	Assistant Professor	Biochemistry	Reg	9	10-Aug-11	100	$ 72,000	
Peck, Gregory	Assistant Professor	Allison H. Smith, Jr AREC	Reg	12	25-Apr-11	100	$ 74,000	
Rhoads, Michelle	Assistant Professor	Animal and Poultry Sciences	Reg	9	10-Aug-11	100	$ 75,000	
Rhoads, Robert	Assistant Professor	Animal and Poultry Sciences	Reg	9	10-Aug-11	100	$ 80,000	
Thompson, Thomas	Professor - Tenured	Crop & Soil Environmental Science	Reg	12	25-May-11	100	$ 170,000	
Williams, Mark	Assistant Professor	Horticulture	Reg	9	10-Aug-11	100	$ 78,000	
Xia, Kang	Associate Professor - Tenured	Crop & Soil Environmental Science	Reg	9	10-Aug-11	100	$ 85,000	
Xu, Bin	Assistant Professor	Biochemistry	Reg	9	10-Aug-11	100	$ 72,000	

Architecture & Urban Studies

Concannon, Kevin	Professor - Tenured	School of Visual Arts	Reg	12	25-Jul-11	100	$ 135,000	
Desouza, Kevin	Associate Professor - Tenured	Metropolitan Institute	Reg	9	10-Aug-11	100	$ 130,000	
Head, Travis	Assistant Professor	School of Visual Arts	Reg	9	10-Aug-11	100	$ 60,000	

Business

Barnes, Christopher	Assistant Professor	Management	Reg	9	10-Aug-11	100	$ 134,000	
Hansen, Thomas	Assistant Professor	Accounting and Information Systems	Reg	9	10-Aug-11	100	$ 160,000	
Lel, Ugur	Assistant Professor	Finance, Insurance and Business Law	Reg	9	10-Aug-11	100	$ 175,000	
Schwartz, Zvi	Associate Professor - Tenured	Hospitality and Tourism Management	Reg	9	10-Aug-11	100	$ 131,000	

Engineering

Adams, Stephanie	Department Head and Professor of Engineering Education - Tenured	Engineering Education	Reg	12	10-Aug-11	100	$ 180,000	
Cao, Guohua	Assistant Professor	Biomedical Engineering and Sciences	Reg	9	10-Aug-11	100	$ 84,000	
Holmes, Douglas	Assistant Professor	Engineering Science and Mechanics	Reg	9	10-Aug-11	100	$ 78,000	
Irish, Jennifer	Associate Professor - Tenured	Civil and Environmental Engineering	Reg	9	10-Aug-11	100	$ 92,000	
Jin, Ran	Assistant Professor	Industrial and Systems Engineering	Reg	9	10-Aug-11	100	$ 80,000	
Taylor, John	Associate Professor - Tenured	Civil and Environmental Engineering	Reg	9	10-Aug-11	100	$ 92,000	
VandeVord, Pamela	Associate Professor - Tenured	Biomedical Engineering and Sciences	Reg	9	10-Aug-11	100	$ 110,000	
Verbridge, Scott	Assistant Professor	Biomedical Engineering and Sciences	Reg	9	25-Dec-11	100	$ 84,000	

continued
TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME
Liberal Arts & Human Sciences								
Andrango-Walker, Catalina	Assistant Professor	Foreign Languages and Literatures	Reg	9	10-Aug-11	100	$ 52,000	
Brunsma, David	Professor - Tenured	Sociology	Reg	9	10-Aug-11	100	$ 138,000	
Cline, David	Assistant Professor	History	Reg	9	10-Aug-11	100	$ 57,500	
Dickow, Alexander	Assistant Professor	Foreign Languages and Literatures	Reg	9	10-Aug-11	100	$ 52,000	
Dixit, Priya	Assistant Professor	Political Science	Reg	9	10-Aug-11	100	$ 52,500	
Ernst, Jeremy	Assistant Professor	School of Education	Reg	9	10-Aug-11	100	$ 62,000	
Jantzen, Benjamin	Assistant Professor	Philosophy	Reg	9	10-Aug-11	100	$ 59,000	
McPherson, Tristram	Assistant Professor	Philosophy	Reg	9	10-Aug-11	100	$ 62,000	
Ovink, Sarah	Assistant Professor	Sociology	Reg	9	10-Aug-11	100	$ 60,000	
Patrizio, Kami	Assistant Professor	School of Education	Reg	9	10-Aug-11	100	$ 68,000	
Peguero, Anthony	Assistant Professor	Sociology	Reg	9	10-Aug-11	100	$ 62,000	
Price, Ted	Assistant Professor	School of Education	Reg	9	10-Aug-11	100	$ 60,000	
Staley, Natasha	Assistant Professor	Theatre and Cinema	Reg	9	10-Aug-11	100	$ 48,000	
Sun, Min	Assistant Professor	School of Education	Reg	9	10-Aug-11	100	$ 57,000	
Venkatesh, Vinodh	Assistant Professor	Foreign Languages and Literatures	Reg	9	10-Aug-11	100	$ 52,000	
Winling LaDale	Assistant Professor	History	Reg	9	25-Dec-11	100	$ 55,000	
Wojdynski, Bartosz	Assistant Professor	Communication	Reg	9	10-Aug-11	100	$ 57,500	
Zvonkovic, Anisa	Professor - Tenured	Human Development	Reg	12	1-Jul-11	100	$ 145,000	
Natural Resources								
Ellis, Andrew	Associate Professor - Tenured	Geography	Reg	9	10-Aug-11	100	$ 80,000	
Rypel, Andrew	Assistant Professor	Fisheries and Wildlife Sciences	Reg	9	10-Aug-11	100	$ 65,000	
Shao, Yang	Assistant Professor	Geography	Reg	9	10-Aug-11	100	$ 64,000	
Sorice, Michael	Assistant Professor	Forest Resources and Environmental Conservation	Reg	9	10-Aug-11	100	$ 65,000	
Science								
Brown, Brian	Assistant Professor	Biological Sciences	Reg	9	10-Aug-11	100	$ 66,000	
Caddick, Mark	Assistant Professor	Geosciences	Reg	9	25-Dec-11	100	$ 72,000	
Cate, Anthony	Assistant Professor	Psychology	Reg	9	10-Aug-11	100	$ 74,000	
Ciupe, Stanca	Assistant Professor	Mathematics	Reg	9	10-Aug-11	100	$ 75,000	
Deng, Xinwei	Assistant Professor	Statistics	Reg	12	23-May-11	100	$ 101,444	
Diana, Rachel	Assistant Professor	Psychology	Reg	9	10-Aug-11	100	$ 74,000	
Gazel, Esteban	Assistant Professor	Geosciences	Reg	9	10-Aug-11	100	$ 72,000	
Grove, Tijana	Assistant Professor	Chemistry	Reg	9	10-Aug-11	100	$ 70,000	
Livant, Adi	Assistant Professor	Biological Sciences	Reg	9	10-Aug-11	100	$ 61,000	
Mihalcea, Constantin	Assistant Professor	Mathematics	Reg	9	10-Aug-11	100	$ 75,000	
Morris, Amanda	Assistant Professor	Chemistry	Reg	9	10-Aug-11	100	$ 70,000	
Richey, John	Assistant Professor	Psychology	Reg	9	10-Aug-11	100	$ 74,000	
Romans, Brian	Assistant Professor	Geosciences	Reg	9	10-Aug-11	100	$ 72,000	
Wawro, Megan	Assistant Professor	Mathematics	Reg	9	10-Aug-11	100	$ 70,000	
Weiss, Robert	Assistant Professor	Geosciences	Reg	9	10-Aug-11	100	$ 72,000	

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	EFF DATE	% APPT	BASE	ONE-TIME
						CURRENT ACTION	ANNUAL RATE	
Architecture & Urban Studies								
Van Hook, Leila	Professor/Interim Director, SOVA	School of Visual Arts	Reg	9	10-Jan-11	100	$ 99,677	
Engineering								
Camelio, Jamie	Assistant Professor	Industrial and Systems Engineering	Reg	12	10-Feb-11	100	$ 109,810	
Ekkad, Srinath	Associate Professor	Mechanical Engineering	Reg	9	10-Feb-11	100	$ 103,380	
Kochersberger, Kevin	Associate Professor	Mechanical Engineering	Reg	9	25-Feb-11	100	$ 101,135	
Murayama, Mitsuhiro	Associate Professor	Materials Science & Engineering	Reg	9	10-Feb-11	100	$ 85,000	
Liberal Arts and Human Sciences								
Nowak, Jerzy	Professor and Director	Center for Peace Studies and Violence Prevention	Reg	12	1-Jul-11			

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	CURRENT ACTION		ANNUAL RATE	
					EFF DATE	% APPT	BASE	ONE-TIME
Agriculture & Life Sciences								
Jones, Edwin	Associate Dean and Director, Virginia Cooperative Extension	CALS Extension	Reg	12	1-Apr-11	100	$ 185,000	
President								
Anderson, Chantelle	Assistant Women's Basketball Coach	Athletics	Reg	12	12-Apr-11	100	$ 90,000	
Ehsan, Robert	Assistant Men's Basketball Coach	Athletics	Reg	12	25-May-11	100	$ 120,000	
Godsey, Billi	Assistant Women's Basketball Coach	Athletics	Reg	12	12-Apr-11	100	$ 95,000	
Lycan, Erin	Assistant Women's Soccer Coach	Athletics	Reg	12	14-Mar-11	100	$ 40,000	
Malcom, Jenna	Assistant Volleyball Coach	Athletics	Reg	12	22-Apr-11	100	$ 39,000	
Joyce, Thomas	Assistant Women's Basketball Coach	Athletics	Reg	12	22-Apr-11	100	$ 90,000	
Pososki, Peter	Assistant Women's Soccer Coach	Athletics	Reg	12	19-Feb-11	100	$ 45,000	

Presentation Date: June 6, 2011]

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME
							CURRENT ACTION	

Agriculture & Life Sciences

| Ross, Nicole | Unit Coordinator, Extension Agent, 4-H/ANR | Page County Cooperative Extension | Reg | 12 | 25-Jan-11 | 100 | $ 36,000 | |

President

Byers, Ralph	Executive Director of Government Relations	President's Staff	Reg	12	10-Mar-11	100	$ 160,000	
Dresser, Kevin	Head Wrestling Coach	Athletics	Reg	12	25-Mar-11	100		$ 2,000
Holloway, Braden	Assistant Men's & Women's Swim Coach	Athletics	Reg	12	10-Apr-11	100		$ 1,000
Johnson, James	Associate Head Basketball Coach	Athletics	Reg	12	25-Jun-11	100	$ 142,805	
Piemonte, Ron	Diving Coach	Athletics	Reg	12	10-Apr-11	100		$ 1,000
Quarry, Danielle	Assistant Swim Coach	Athletics	Reg	12	10-Apr-11	100		$ 1,000
Richardson, John	Assistant Men's Basketball Coach	Athletics	Reg	12	25-Jun-11	100	$ 137,000	
Robelot, Reed	Assistant Swim Coach	Athletics	Reg	12	10-Apr-11	100		$ 1,000
Robie, Anthony	Associate Head Wrestling Coach	Athletics	Reg	12	25-Mar-11	100		$ 1,000
Skinner, Ned	Head Men's & Women's Swim Coach	Athletics	Reg	12	10-Apr-11	100		$ 2,000
Wolff, Dennis	Head Women's Basketball Coach	Athletics	Reg	12	22-Mar-11	100	$ 233,462	
Yetzer, Nathan	Assistant Wrestling Coach	Athletics	Reg	12	25-Mar-11	100		$ 1,000

Veterinary Medicine

Avery, Roger	Senior Associate Dean	Dean - Veterinary Medicine	Reg	12	25-Feb-11	100	$ 185,000	
Harness, James	Associate Dean for Finance and Administration	Dean - Veterinary Medicine	Reg	12	25-Feb-11	100	$ 120,000	
Hodgson, Jennifer	Associate Dean for Professional Programs	Dean - Veterinary Medicine	Reg	12	25-Feb-11	100	$ 156,300	
Hylton, April	Director of Human Resources	Dean - Veterinary Medicine	Reg	12	25-Feb-11	100	$ 65,000	

Vice President for Administrative Services

| Dunn, Michael | Manager of Transportation Planning and Engineering | Transportation Planning and Engineering | Reg | 12 | 25-Jan-11 | 100 | $ 60,678 | |
| McCoy, James | Chief of Staff - Facilities Services | Facilities Admin & Supervision | Reg | 12 | 1-Jan-11 | 100 | $ 101,713 | |

Vice President for Alumni Relations

| Fansler, Gregory | Associate Director for Alumni Relations | Alumni Association | Reg | 12 | 10-Jan-11 | 100 | $ 60,000 | |

Vice President for Development

| Arsenault, Rhonda | Associate Vice President for Advancement Services | University Development | Reg | 12 | 10-Mar-11 | 100 | $ 137,276 | |

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Hayes, Angela	Chief of Staff	Vice President - Development	Reg	12	25-Feb-11	100	$ 80,667	
King, John	Director of Development for CLAHS	University Development	Reg	12	7-Feb-11	100	$ 77,722	
Motley, Irene	Interim Director of Information Technology and Director of Development Research	University Development	Reg	12	24-Mar-11	100	$ 73,000	
	Director of Development Research and Information Systems	University Development	Reg	12	25-Mar-11		$ 85,000	
Vice President for Diversity and Inclusion								
Lewis, William	Vice President for Diversity and Inclusion	Diversity and Inclusion	Reg	12	10-Mar-11	100	$ 160,000	
Martin, Perry	Special Assistant to the Vice President	Diversity and Inclusion	Reg	12	10-Mar-11	100	$ 50,140	
Vice President for Finance & CFO								
Broyden, Robert	Assistant Vice President for Capital Assets and Financial Management	Capital Assets and Financial Management	Reg	12	10-Jan-11	100	$ 125,000	
Campbell, Allen	Coordinator of Budget and Financial Systems	Budget & Financial Planning	Reg	12	10-Jan-11	100	$ 97,900	
Hagerman, Cortney	Budget Manager	Budget & Financial Planning	Reg	12	10-Feb-11	100	$ 64,625	
Hodge, Timothy	Assistant Vice President for Budget and Financial Planning	Budget & Financial Planning	Reg	12	10-Jan-11	100	$ 154,000	
Hundley, Travis	Assistant Director of Budget Operations	Budget & Financial Planning	Reg	12	10-Feb-11	100	$ 70,400	
Kurek, Sharon	Director, Internal Audit	Internal Audit	Reg	12	10-Jan-11	100	$ 138,000	
Miller, Kenneth	Assistant Vice President for Finance and Controller	Controller	Reg	12	10-Jan-11	100	$ 165,000	
Reed, Chad	Senior Budget Analyst	Budget & Financial Planning	Reg	12	10-Feb-11	100	$ 55,000	
Shepard, Brennan	Financial Planning Manager	Budget & Financial Planning	Reg	12	10-Feb-11	100	$ 63,800	
Vice President for Information Technology								
Copenhaver, Kristin	Accounts Payable/TVB Manager	Telecommunications Auxiliary	Reg	12	25-Mar-11	100	$ 58,936	
Landreth, Joyce	Assistant Director for Support	Virginia Tech Operations Center	Reg	12	25-Mar-11	100	$ 73,241	

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	Months	CURRENT ACTION		ANNUAL RATE	
					EFF DATE	% APPT	BASE	ONE-TIME
Vice President for Research								
Trout, Stephanie	Institutional Animal Care and Use	Research Compliance	Reg	12	3-Jan-11	100	$ 54,000	
Vice President for Student Affairs								
Leist, Leigh Anne	Interim Director for Career Services	Career Services	Reg	12	7-Feb-11	100	$ 57,969	
McPherson, Amy	Interim Director for Career Services	Career Services	Reg	12	7-Feb-11	100	$ 74,364	
Vice President & Dean for Undergraduate Education								
Macedo, Peter	Director, Distance Learning and Summer Sessions	Distance Learning and Summer Sessions	Reg	12	1-Jan-11	100	$ 80,000	

Board of Visitors, June 2011

Shane McCarty, Report of the Undergraduate Representative

Thank you Rector Nolen, President Steger, members of the board, and guests.

It is an honor to provide a final update on student progress since we last met.

Virginia Tech students always live up to our motto of "Ut Prosim" and April was not different. This year, April was named "Ut Prosim" month, dedicated to the service and action at Virginia Tech. In early April, hundreds of students and community members gathered in commonwealth ballroom to hear Claiborne Carson, founding director of the Martin Luther King, Jr. Research and Education Institute at Stanford University. On April 9th, over 7,000 volunteers performed 950 service projects in the community for the Big Event, demonstrating our commitment to the surrounding area. On April 22nd, one could feel the interconnectedness of the entire Hokie community with nearly six thousand Relay for Life participants on the drillfield, gathering to celebrate the $600,000 fundraised; this figure puts Virginia Tech on top, yet again, as the #1 Collegiate Relay for Life in the country.

Additionally, students would like to thank Rector Nolen for his special attention to the topic area of academic advising. Student complaints are few and far between, but this advising issue has remained a student concern for quite some time. I have appreciated the inclusive nature of his approach, involving multiple offices and perspectives in the process.

As Deepu and I entered our roles nearly one year ago, we contemplated for weeks the responsibility, vision, and mission required of this board. As we reflected on our positions within this board, we chose not to lobby for a few key student issues affecting our respective constituencies, as undergraduate and graduate bodies apart. After all, the last thing southwest Virginia needs is an Arlington, Virginia native bringing a Washington, DC attitude and lobbyist-type mentality to the Virginia Tech Board of Visitors. Instead, we assumed a broader perspective and viewed the University through a wider lens. We understood that while different needs existed between undergraduate, graduate, staff, faculty, administration, and even alumni, we were all one Hokie Nation. We believed that to effectively represent our own constituency, we had to represent the interest of all constituencies.

And so, this year, we didn't come to this board with requests, such as, serve better food, because after all, we are number one in the country for dining. We didn't ask for smaller lecture halls, because we realized that the current state of the budget won't permit it. We didn't ask for more parking garages, because it contradicts our commitment to sustainability. For my departing request, I ask each of you to continue engaging and including students in every decision that you make.

Throughout the year, many have asked: why engagement and inclusion? In my senior year at Virginia Tech, I've redefined what Ut Prosim means to me: it's not simply about serving, but also giving a voice to those that don't have a voice themselves. At Virginia Tech, we have an inclusive environment, but more needs to be done. Every person - regardless of age, color, disability, gender, national origin, political affiliation, race, religion, sexual orientation, veteran status, and major of study- should have an equal opportunity to experience such heightened levels of engagement while feeling a true sense of inclusion. Yet, we still have varying levels of engagement as a function of one's major of study. Some students sit in 500-person lecture halls up to their junior year, while others are using the latest technology in a class of 30. We must do more to connect disciplines, share resources, and provide an educational experience of similar value to all students.

In our roles this year, we met our goals. Last September, we held a breakfast and gave multiple presentations on our platform of Engagement and Inclusion, hoping to increase connections across offices, departments, and disciplines. We created a new information gateway, Hokiepedia, for the university community to collaborate in new ways online. We used "actively caring" as a process to inspire students to lead an effort for a more inclusive culture. It's all a start, but more must be done.

Every three months, this Board has met and I have been in awe. Our Sunday meetings are in state-of-the-art Virginia Tech facilities with the most powerful and technologically capable devices in the world. I am confident that the advances made in our facilities will truly change the world, but regardless of this research, we must not forget that our human interactions can never be replaced. We are a top-ranked academic institution because of the *people*. The awards, scholarship, and theoretical contributions are just the metrics of what our people have achieved. Sometimes, people come into your life, for a purpose, to teach you something that changes you in a profound way. And Virginia Tech has facilitated these fruitful interactions for me. Your investment in our people – our faculty, staff, administration, and fellow students - yields the returns we all seek: a nation of Hokie leaders serving today and into the future. I have been honored to serve with Deepu George, the graduate representative, and now, my close friend. We want to thank each one of you - board members, representatives, President Steger, Virginia Tech administrators, and my hokie peers - for your inspirational leadership, friendship, and most of all for our shared legacy of engaged global citizens in a model of Inclusive Excellence, better known as Virginia Tech.

Board of Visitors June 2011

Constituency Report to the Board by Deepu George
the Graduate Representative to the Board of Visitors

Thank you, Rector Nolen. Good afternoon, President Steger and distinguished members of the Board.

As I reflect on this past year, I am humbled by the opportunity I was given to serve this university with each of you. Today, I want to leave you with a sense of gratitude, personally and on behalf of the student community. Firstly, the Graduate school and the Graduate student body thank you especially for your unwavering commitment to our education and to graduate life improvement. We are very pleased with the new healthcare plan and the strong incentive it offers to our community. On behalf of the students and the Board, I would like to thank Ellen Douglas (*Associate Director, Risk Management)*, Kannita Charoensiri (*Director, Shiffert Health Center*), Ken Miller (*University Controller*), Dr. Rick Ferraro (*Assistant VP for Student Affairs*) as well as student members Rebecca French (*proxy BOV Representative, GSA Health Care Committee Member, Graduate BOV Rep 2009-2010)* and Akiko Nakamura (*GSA Health Care Committee Co-Chair)* for their tireless efforts in choosing the best option for our students. I would also note that we are where we are today with health coverage because of the visionary leadership of Karen DePauw, our Dean.

I also thank the Board and the administration for your concern, support, and encouragement for the Veterans Care Initiative. Your inspiring endorsement for veterans is a testament to our motto of Ut Prosim at all levels of this university. Shane and I would like to thank Dr. Karen Sanders and Colonel Dave Miller for their dedication in making Veterans support a reality on our campus.

With increasing implications for diversity in the global context, it is important to know how each of us influences it's shape, texture, and hue for this campus. May diversity be seen not only in race and ethnicity, but also in thought, experiences, ideologies, and culture. The student sub-committee for the 2012-2018 University Strategic plan, The New Horizon, is a good example of diversity experience in practice. Providing avenues where students feel a sense of ownership about the university's growth will continue to attract bright talents and it will retain every student who enters this community. My departing hope is that each you will continue to support the important work on Engagement and Inclusion as it continues through Matt Banfield and Michelle McLeese. We must continue to celebrate our differences, without forgetting that our common humanity matters more.

On a personal note, my life has changed profoundly in this position. To share the responsibility of safeguarding the legacy of our ideals as a community has been an awakening journey. The remarkable lives that surround me have made me a stronger student, a better leader, an engaged citizen, and my eyes have been opened to several areas where I can improve as a

person. One who is surrounded by brilliance and competence can only become better If I have fallen short in my position in anyone's eyes, I hope that it can be found in your hearts to forgive me. I believe, embedded in every fall, is a lesson on how to rise again. Your kindness and belief, and the support of this university helps me rise every day. As an international student, I am truly honored to have had the opportunity to be a servant leader to this great institution.

Last but not least, I want to admit that I could not have been who I am this year without my inspiring partner: Shane McCarty. What transpired over several meetings since March of last year is a true sense of brotherhood, a testament to the ideals we continue to champion. As we became engaged with each other, we learned better ways of including our unique strengths. We found a commonality in knowing that this position is a more than us and our constituencies. It is about all parts of the enterprise. We will keep spreading the message about the power of an interconnected world. I walk out this year knowing that I have a partner forever in our common mission to infect our environments with positivity.

Martin Luther King's quote best captures the strength and challenge of this 21st century learning enterprise: "We are all caught in an escapable network of mutuality." Let us move forward harnessing our relationships, affirming our strengths, celebrating our differences, and taking to heart the spirit of service that binds us all. Remember, no matter how much we progress, without our relational webs, we mount to nothing. Thank you, each of you, for helping us discover our spirit under the auspices of this great institution.

Staff Senate Constituency Report
Virginia Tech Board of Visitors
June 6, 2011
Maxine Lyons, Staff Senate President

Rector Nolen, members of the Board of Visitors, President Steger, administrators, and guests:
Thank you for the opportunity to share with you, again, updates on the Staff Senate.

The Senate held elections for officers and Senators for the coming year. All current officers were re-elected so they will remain:
Maxine Lyons, President
Sue Teel, Vice President
Susan Archer, Secretary
Jean Brickey, Parliamentarian

The staff who are working in Northern VA, continue to receive information and meeting notices electronically, while their association is still in the planning stage. There are issues to be resolved before an association can be created to best suit their needs. The major issue is: should there be just one association for all the different departments, schools, and colleges represented there or should there be a separate association for each department, school, and college.

The annual McComas Leadership Seminar was held on May 5, 2011. The theme for this year's seminar was "Enhancing Your Sphere of Influence". This annual seminar is open to all staff and is held on Reading Day each year. During the seminar, two staff employees received *Staff Leadership Awards* for their excellent service this year and three employees received runner-up certificates. The two awards had money attached to them. Three visiting staff from East Tennessee State University attended the seminar and since then, they have requested more information on how they might be able to conduct such a seminar at their university.

Staff classes and staff training issues are areas of concern for some VT Staff and have been discussed at various Senate meetings this year. Professional Development will be the topic of the Senate meeting in June. John Massey, Assistant Director for Professional Development, will be the speaker at this meeting.

Since February, the Senate has met three times with invited speakers at each meeting. In March, Charles Steger, President; Mr. Dwight Shelton, Vice President for Finance & Chief Financial Officer; Mr. Tim Hodge, University Budget Director; and Mr. Travis Hundley, Budget Coordinator spoke about the budget as well as other campus concerns. In April, Mr. William Dougherty, Executive Director for Network Infrastructure and Services at VT, spoke about plans for the campus' new phone systems and upgrades. At the May meeting, Ms. Teresa Craig, Membership Development Director for Virginia Governmental Employees Association (VGEA) gave an update on employee issues, such as retirement, that are being discussed in Richmond.

Thank you for the time that I have been given to bring this information to you from the VT Staff. I appreciate any questions or comments that you might have for me.

Respectfully,
Maxine Lyons
President, Staff Senate

Virginia Tech Faculty Senate

Constituent Report to the Board of Visitors
Mike Ellerbrock, Senate President
June 6th 2011

Dear BOV Members,

I am pleased to offer an end-of-year report on endeavors by our Faculty Senate:

- Last Summer, we sent three letters/emails to Departments without Senators (all but ten responded) and recruited two new Senate officers to fill vacant roles.
- We nominated to President Steger 32 Senators and at-large faculty to fill open seats on 28 University-level Commissions and Committees.
- We endorsed a procedural plan drafted by Dean Karen DePauw - Vice President and Dean for Graduate Education on how to systematize reporting by Graduate Assistants who seek outside employment.
- We worked with the College of Engineering and University Admissions Office to understand the administrative rationale and campus-wide implications of the freshman bubble that resulted in an influx of 1,580 new freshmen in COE this year.
- Faculty and Staff Senates collaborated with the Offices of Transportation and Campus Services (TCS) and Vice President for Finance on possible ways of reducing the financial burden of annual parking fees, especially on modestly-paid employees. With additional support from the Department of Athletics and Budget Office, fees will increase only slightly for next year.
- Senate officers worked with campus officials in TCS to explore ways to accommodate faculty and staff who teach/work during home football games. TCS will emphasize its ongoing willingness to try to accommodate individual employee needs by advertising *available* lots (in addition to its regular list of *unavailable* lots) and by highlighting the phone number to call (231-3200) at the top of its campus email Announcement, as well as continuing to defer to the President and Provost's Offices to make any suggestions about faculty changing class schedules.
- We worked with the Division of Communications Network Services to solicit faculty input on the selection of a new integrated communications system.
- We met with campus colleagues to discuss various programs - *Faculty Reconciliation Program* – Ken Eriksson, Chair; *Diversity & Inclusion Program* – William Lewis, Sr., new Vice President; *VT Strategic Plan for the Arts* – Ruth Waalkes, Executive Director; *VT/Carilion Research Institute & Medical* School - Mark McNamee – Senior Vice President & Provost, Mike Friedlander – Executive Director & Professor of Biology, VTCRI and Cynda Johnson – President & Founding Dean, VTC School of Medicine; *Proposal to Create an*

> *Online Archives for Faculty Paper*s - Philip Young, Newman Cataloger; *Governor's Proposed Changes to Faculty Compensation* – Dr. Hal Irvin, Assoc. VP for Human Resources; *New Student Evaluations Process* – Sen. Debbie Smith, CFA Chair; *Update on Undergraduate Honor System* - Jason Thweatt, Chair; *Interdisciplinary Research Centers* – Bill Knocke, Assoc VP for Research Programs; *HOKIE Helpers* - Leon McClinton, Dir of Residence Life; *Conflict of Interest Task Force* - Sen. Tom Burbey

- We are pleased to have VP-Elect Sarah Karpanty appointed to co-chair the Organizational Structure Sub-Committee of the University's *Strategic Planning Task Force*.
- Senate officers met regularly with President Steger and Provost McNamee to discuss faculty/administrative concerns, campus issues, and institutional policies.
- Ellerbrock published an OpEd article (below) in *The Roanoke Times* clarifying public misconceptions about the magnitude of state-level cuts to VT's budget over the past decade and articulating the exemplary commitment to maintain productivity by VT employees.

Higher Education in Virginia: Faculty Keep Doing More With Less

Mike Ellerbrock, VT Faculty Senate President
(*The Roanoke Times, April 10th 2011, H-3*)

When Abraham Lincoln established the land grant university system, he groomed a public racehorse to deliver higher education throughout the countryside. With a prolific legacy in urban neighborhoods and rural villages, that racehorse runs today on a low-carb diet.

I am afraid that this reality was downplayed in Wade Gilley's commentary (*Virginia's doing well by higher ed*, April 4th). In his commendable attempt to contrast and compare academic versus auxiliary budgets at Virginia's public universities, Gilley's figures obfuscate the fact that our academic resources funded by the state have fallen in absolute, not just relative, terms.

Today, Virginia Tech functions with $51 million less state support for academic programs than in 2000-01. In this last decade, state support per Virginia student at Virginia Tech has dropped by 35% in absolute terms and by more than half when adjusted for inflation. This has created significant stress on the institution as well as increased the share of the cost borne by students.

Our faculty are pleased to see higher education resurface as a priority in the Virginia budget resulting from the 2011 session, especially in the current economy. However, it will take more than one session to turn the tide.

Even with the additional state support from the 2011 Session of $3.4 million, the Commonwealth will only support 28% (less than half of Gilley's inaccurate assertion) of the Educational and General program of the University Division, the core budget by which we will educate students at Virginia Tech in 2011-12. Larger budget cuts loom in the near future. Unless alternative revenue can be secured, state budget reductions mean fewer course sections, more students per faculty member, and increased teaching loads for instructional faculty.

Auxiliary programs such as athletics, dorms and dining, etc., are integral features of campus life, yet separate self-sufficient enterprises, as they should be. The fact that they have grown significantly in recent years does nothing to fund academic programs.

In light of the General Assembly's commitment to free enterprise and reduced government, it is a violation of conservative political principles to supervise the tuition rates set by individual institutions. To simultaneously cut budgets and urge restraint on tuition rates – while pushing us to increase enrollments - ties both arms behind our backs.

Our faculty and staff are grateful for our jobs. We appreciate Gov. McDonnell's commitment to halt the bleeding. However, let it be known that Virginia Tech thrives not because we work for the money, but in love of advancing students, knowledge, and future generations' quality of life, sustaining Lincoln's vision.

My peers maintain high spirits, pursue principled endeavors, and uphold noble values despite a decade of erosion in public financial support. Though we appreciate last year's one-time bonus of three percent (primarily funded internally by the university), we have not received a permanent pay raise since 2007.

With good intentions, Gov. McDonnell enacted this year an increase in retirement contributions made by state employees into the Virginia Retirement System to protect its solvency. However, no adjustment was made for the majority of our faculty enrolled in privately-managed Optional Retirement Plans, which involve more risk. This odd situation creates a disparity in long-term compensation that is not based on individual faculty merit.

Our faculty, staff and administrators are all doing more with less, becoming ever more "efficient" as Richmond has relentlessly requested. Many of our colleagues have departed to other institutions for more lucrative positions, leaving unfilled faculty offices throughout our hallways. Undaunted, Hokie professors refuse to do less with less.

Personally, my salary is $11,000 less this year than last year due to budget cuts that necessitated a reduction from twelve-month to nine-month contracts for me and many fellow colleagues. With one-sixth of a secretary to assist me, I teach five large courses per year. Despite class enrollments of 150-250, I remain committed to learn my students' names and give them the attention they deserve.

We strive to prepare students and the Commonwealth to be globally competitive in the 21st century economy. Faculty members throughout Virginia's colleges and universities remain one of the Commonwealth's Most Valuable Players.

Virginia Tech amazes me. By all measures, the fruits are evident. Applications continue to rise, incoming students' qualifications soar, professors earn prestigious awards in their fields, burgeoning sponsored grants verify our scholarly reputation, donors' contributions bespeak admiration for the institution, blooming diversity enriches our vision, employers praise our graduates, and our campus culture manifests love and compassion around the drillfield. Abraham Lincoln knows our soul. This racehorse won't quit.

Closing Comments

It has been my experience during the past 20 years here that VT is blessed with people of character from top to bottom, including our students and BOV. Bigger than any of us, this institution thrives because of us. Insights gained in my year as Faculty Senate President have deepened my sense of privilege at being a Hokie. In gratitude, I shall close with my Commencement Invocation:

With hopeful hearts we chose this vibrant campus as the field of inquiry on which we transform facts into knowledge and knowledge into wisdom;

With humble hearts we thank the family and friends who formed us, donors and taxpayers who invested in us, and colleagues who inspire us;

With healthy hearts we reap the harvest of Tech's fertile labs and fruitful fields;

With heavy hearts we mourn the loss of fellow classmates and teachers whose journeys ended short of that hallowed stage;

With holy hearts we wisely bow to the sacred presence in those we meet;

With happy hearts we celebrate the academy's eternal gifts of learning, discovery, and engagement with creation;

And with Hokie hearts we pledge as alumni to use heaven's grace to forever live Ut Prosim in service of others!

Amen