

Virginia Tech Board of Visitors Meeting

March 29-30, 2015

Information Session

Minutes

- A. **Minutes:** Academic Affairs Committee
- B. **Resolution:** Approval of the Doctor of Philosophy Degree in Executive Business Research
- C. **Resolution:** Approval to Discontinue the Master of Science Degree in Dairy Science
- D. **Resolution:** Approval to Discontinue the Master of Science Degree in Horticulture
- E. **Resolution:** Approval to Revise Grievance Policy and Procedures for Administrative and Professional Faculty
- F. **Resolution:** Approval to Delegate Authority for Reappointments to Endowed Chairs, Professorships, and Fellowships
- G. **Minutes:** Buildings and Grounds Committee
- H. **Resolution:** Approval to Create a Temporary Construction Easement at Virginia Tech Hampton Roads Agricultural Research and Extension Center (AREC)
- I. **Resolution:** Approval for Utility Easements at the Virginia Tech/Montgomery Regional Airport
- J. **Resolution:** Approval to Transfer Property in a Land Exchange in Support of the Virginia Tech/Montgomery Regional Airport Expansion
- K. **Resolution:** Approval to Transfer Property and Create Temporary and Permanent Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project
- L. **Resolution:** Approval to Create Permanent Joint Stormwater Management Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project
- M. **Resolution:** Approval to Modify and/or Create Utility Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project
- N. **Resolution:** Approval for Appointment to the New River Valley Emergency Communications Regional Authority
- O. **Resolution:** Approval of the Demolition of University Building-Airport Hangar
- P. **Resolution:** Approval of the Demolition of University Building-Old Pump House Building
- Q. **Minutes:** Finance and Audit
- R. **Resolution:** Approval of the Tuition and Fee Rates for 2015-16
- S. **Resolution:** Approval of the Year-to-Date Financial Performance Report (July 1, 2014 - December 31, 2014)
- T. **Resolution:** Approval of 2015-16 Compensation for Graduate Assistants
- U. **Resolution:** Approval of the Capital Project for Airplane Hangar Replacement Project

V. [Resolution](#): Approval of the Capital Project for Residential Hall Connectivity Project

W. [Resolution](#): Approval of the Capital Project for Planning the Women's Softball and Track and Field Facility Improvements

X. [Resolution](#): Approval of the 2016-2022 Capital Outlay Plan

Y. [Minutes](#): Research Committee

Z. [Resolution](#): Approval of the Appointment to the Virginia Coal and Energy Research and Development Advisory Board

AA. [Minutes](#): Student Affairs and Athletics Committee

BB. [Report](#): Research and Development Disclosures

CC. [Report](#): Student Athlete Academic Experience

DD. [Resolution](#): Naming of University Facilities (5)

EE. [Resolution](#): Approval of Alumni Distinguished Professor Requests (2)

FF. [Resolution](#): Approval of University Distinguished Professor Request (1)

GG. [Resolution](#): Approval of Alternative Evaluation Process for University Distinguished Professor

HH. [Resolution](#): Approval of Emeritus Requests (7)

II. [Resolution](#): Approval of Endowed Chairs, Professorships, or Fellowships (3)

JJ. [Resolution](#): Approval of Exceptions to the Conflict of Interest Act

KK. [Resolution](#): Faculty Research Leave Requests (76)

LL. [Resolution](#): Ratification of the Personnel Changes Report

MM. [Report](#): Constituent Reports

Board of Visitors Information Session

Sunday, March 29, 2015

1:00 – 4:30 p.m.

**The Inn—Latham Ballrooms D, E, F
Virginia Tech Campus**

- 1:00 – 1:30 p.m. Poster Presentations:**
- Administrative Efficiencies
 - Students for Clean Energy
- 1:30 – 1:45 p.m. 2015 General Assembly Session Update**
- Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer
 - Ms. Elizabeth Hooper, Director of State Relations
- 1:45 – 2:45 p.m. Panel on Sexual Assault**
- Moderator: Ms. Kay Heidbreder, University Counsel
 - Participants:
Mr. Kevin Foust, Chief of Police and Director of Security
Dr. Frank Shushok, Associate Vice President for Student Affairs
Ms. Christine Dennis Smith, Co-Director, Services, Women's Center
Ms. Pamela White, Executive Director, Equity and Access
- 2:45 – 3:45 p.m. Tuition and Fee Presentation, Enrollment Plan for 2015-16**
- Dr. Timothy D. Sands, President
 - Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer
- 3:45 – 4:00 p.m. Presentation on Fifth JLARC Report and Summary of All Recommendations**
- Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer
- Due to time constraints, this presentation was postponed to a later meeting.*
- 4:00 – 4:15 p.m. Presentation on Student Athlete Academic Experience**
- Due to time constraints this presentation was postponed to the March 30 meeting of the full Board.*

4:15 – 4:35 p.m.

Constituent Reports

- Mr. Austin Larrowe, Undergraduate Student Representative to the Board
- Ms. Ashley Francis, Graduate Student Representative to the Board
- Mr. Dan Cook, President of Staff Senate
- Dr. Bernice Hausman, President of Faculty Senate



2015 General Assembly Session Update

Board of Visitors March 29, 2015

M. Dwight Shelton, VP for Finance and Chief Financial Officer
Elizabeth Hooper, Director of State Relations

Overview

- State Budget Update
 - Background and Current Events
 - Budget Actions
 - Timeline
- 2015 General Assembly Update
 - Legislation

State Budget Update



2014-16 Budget Development

June 2014

- Prior to the completion of the 2014-16 state budget, the state announced a \$1.5 billion shortfall over FY13, FY14, and FY15.
- Virginia Tech was poised to receive:
 - \$5.4 million GF support for instructional initiatives
 - \$3.2 million GF support for research initiatives
 - \$2.5 million additional support for research equipment
- Due to shortfall, Virginia Tech only received:
 - \$0.6 million for enrollment growth
 - \$0.7 million GF to support technical rate changes
 - Loss of \$0.3 million of university interest earnings



2014-16 Budget Development

August 2014

- Governor McAuliffe announced an additional \$881 million shortfall; resulting in a total \$2.4 billion shortfall.
- Agencies required to submit 5% and 7% reduction plans.

September 2014

- Higher education reduction target revised to about 4% of GF budget.
- Virginia Tech impact:
 - University Division (Agency 208) incurred a **\$6.1 million GF annual budget reduction** for FY15 and FY16; about 3.9% of the E&G GF budget.
 - Cooperative Extension & Agricultural Experiment Station Division (CE/AES or Agency 229) was **exempted from any ongoing reductions**

Executive Budget Development For 2015-16

October 2014

- Governor provided opportunity for limited agency budget requests
- University submitted 6 requests for consideration in Governor's Executive Budget

December 2014

\$ GF

Executive Budget Results:

- | | |
|--|-----------|
| ▪ Affirmed the previously assigned GF reduction | (\$ 6.1M) |
| ▪ No new operating funding was provided. | - |
| ▪ Undergraduate Student Financial Aid was increased | \$ 0.1M |
| ▪ Additional funding for the Higher Education Equipment Trust Fund | \$ 1.5M |
| ▪ Maintenance Reserve funding was increased | \$ 0.5M |

2015-16 Budget Process

January

■ Environment

- The economic climate in the state was improving; largely due to increases in withholding taxes. There was optimism that the state will outperform revenue estimates.

■ University Budget Amendments

- The university submitted amendments to both the House and Senate:
 - Enrollment Growth
 - Brain Disorder research at the VTCRI
 - Transportation research at VTTI
 - Cybersecurity research
 - CE/AES Fund Split correction
 - Capital Projects:
 - Renew/Renovate Academic Buildings
 - Kentland Farms Phase II

2015-16 Budget Process

February

Revenue Outlook

- State Revenue has been improving steadily in FY15
- On a YTD basis, total collections through December rose 6.8%, well above the forecast of 3.1% growth.
- National economic signals are positive.
- February revenue reforecast added \$474 million to biennial revenue total.

House and Senate Budget Proposals

- Each includes new revenue over the biennium, primarily due to strengthened individual and corporate withholding.
 - House budget includes additional \$408 million GF
 - Senate budget includes additional \$420.3 million GF

2015-16 Budget Process

Executive and Conference Committee Budget

As of February 27th, 2015

Incremental General Fund \$ in millions

	<u>Executive</u>	<u>Conference</u>
<u>University Division E&G (Agency 208)</u>		
September Budget Reduction	\$ (6.1)	\$ (6.1)
Faculty Salary Increase	-	1.65
Enrollment Growth	-	1.65
Targeted Institutional Research	-	0.3
Transfer to Agency 229 to Cover a Portion of the Central Fund Shortfall	(0.1)	(0.1)
<i>Subtotal University Division E&G</i>	\$ (6.2)	\$ (2.6)
Brain Disorder Research	-	1.25
Financial Aid	0.1	0.1
Equipment Trust Fund	1.5	1.5
<i>Total University Division</i>	\$ (4.6)	\$ 0.3

Totals exclude state share of the staff compensation proposals.

2015-16 Budget Process

Executive and Conference Committee Budget

As of February 27th, 2015

Incremental General Fund \$ in millions

	<u>Executive</u>	<u>Conference</u>
<u>CE/AES Division (Agency 229)</u>		
Faculty Salary Increase	-	\$ 0.5
Transfer from Agency 208 to Cover a Portion of the Central Fund Shortfall	0.1	0.1
Additional Funding to Address Shortfall for State Health Care Cost Increases	-	0.3
<i>Subtotal CE/AES</i>	-	\$ 0.9
 University Total (both agencies)	 \$ (4.5)	 \$ 1.2

Totals exclude state share of the staff compensation proposals.

2015-16 Budget Process

Compensation Program Summary

The General Assembly proposes compensation enhancements for state employees that are contingent upon the state meeting 2014-15 revenue projections.

	Executive	Conference Committee
T&R Faculty Salaries	-	<ul style="list-style-type: none"> 2%, may be merit based Up to 2.5% additional through reallocation
A/P Faculty Salaries	-	2%, may be merit-based
Staff Salaries	-	<ul style="list-style-type: none"> 2% across-the-board \$65/ year of service for employees with 5 or more years (max 30).
▪ Classified (C)	-	
▪ University (U)	-	2%, may be merit-based
Effective Date	-	8/10/2015

NGF Resource Requirement:

- *University Division (Agency 208) is expected to share approximately 59% of the cost in E&G programs, and 100% of the cost in Auxiliary and Sponsored Programs.*
- *CE/AES (Agency 229) is expected to share approximately 5% of the cost in E&G programs.*

2015-16 Budget Process

Capital Projects Funding Summary

Proposed Funding Criteria:

- Project is planned
- Qualifies as a renovation; not new space

Proposed General Fund Support \$ in Millions

	Executive	Conference
Renew/Renovate Academic Buildings	-	\$ 30.6
Kentland Farms Phase II	-	7.6
Total	-	\$ 38.2

■ HB1897 - Athletic Fees

- This legislation:
 - Caps the proportion of athletic support from student fees based on the institutions' division level (higher divisions would have lower fees).
 - VT (Division I-A) is subject to a 20% cap of athletic revenue.
 - Requires institutions who are not in compliance to take actions to make progress towards compliance and can result in loss of Restructuring authorities for continued non-compliance.
 - Ties future growth in student fees to the growth of non-fee athletic revenue, based on a 5-year average of revenue growth.
 - VT is currently compliant, though this will limit future growth of student support for athletic programs.

- Joint Legislative Audit Review Committee (JLARC):
 - The fifth and final report was issued in November 2014. This report:
 - Included new research and additional recommendations
 - Listed many recommendations from the first four reports to create a comprehensive set of conclusions
 - The budget passed by the General Assembly includes language regarding the implementation of several JLARC recommendations.
 - A summary of the fifth JLARC report and recommendations will be covered in a later presentation this afternoon.

Finance-Related Legislation

The budget passed by the General Assembly included language establishing the Joint Subcommittee on the Future Competitiveness of Higher Education in Virginia.

Goals:

- Review ways to maintain and improve the state's quality of higher education
- Examine impacts of competitive changes to the system
- Identify best practices including shared services and accessible academic pathways
- Evaluate the use of online and distance education
- Review need-based financial aid programs and alternative models of affordability
- Review JLARC recommendations and recommend implementation steps
- Study effectiveness and value of transfer students and dual enrollment
- Study effectiveness of preparing teachers to enter into the K-12 system

Timeline:

- Interim report due on November 1, 2016.
- Final report due on November 1, 2017.

Timeline

- General Assembly Calendar
 - Adjourned on Feb. 27th
 - Conference Budget was sent to the Governor for review
 - Reconvened (Veto) Session to begin on April 15th
 - Review Governor vetoes of legislation and budget

2015 General Assembly Legislation Update

Higher Education Legislation

- Areas of perennial legislative interest:
 - Sexual Assault
 - BOV Mandates and Appointments
 - Immigration
 - Guns on Campus
 - Freedom of Information Act (FOIA)
 - Drones (Unmanned Aerial Systems)
 - Alternative Tuition Models
 - Policies on Course Credit

Questions on Financial or Legislative topics?

RESPONDING TO SEXUAL ASSAULT ON CAMPUS

AN INTEGRATED CAMPUS RESPONSE

**Presentation to Board of Visitors
March 29, 2015**

PANEL MEMBERS

Pamela White

Executive Director, Equity and Access

Kevin Foust

Chief of Police & Director of Security

Frank Shushok

Associate Vice-President for Student Affairs

Christine Smith

Co-Director, Services, Women's Center

Kay Heidbreder

University Legal Counsel

Overview

Topics of National, State and University Concern

- I. Office of Civil Rights, Department of Education**
 - Institutional Accountability**
- II. Governor's Taskforce and General Assembly**
 - A. Response**
 - B. Prevention**
 - C. Law Enforcement**
- III. Virginia Tech Policy 1025**

Rolling Stone and University of Virginia



Federal Compliance with Title IX

OCR Guidance and Regulations - 2001, 2011, 2014

Sexual Assault and the Administrative Requirements of Title IX

- Provide Title IX Policy and Procedures
- Identify Responsible Employees
- Provide Fair, Impartial, and Prompt Investigation
- Provide a Trauma Informed Response
- Identify and Address Patterns and Systemic Problems

Framework for Virginia Tech's Response to Compliance

- Mandated Reporting
- Holistic Approach
- Case Management Framework
- First Responders and University-Wide Training

Title IX

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.”

**Public Law No. 92-318
(June 23, 1972)**

Virginia Tech Police Department Response/Investigation Sexual Assaults

- 1. Criminal investigation.**
- 2. Collaborative effort.**
- 3. Clery Act considerations/responsibilities.**



QUICKLINKS

[Home](#)[Title IX 101](#)[Get Help](#)[Get Educated](#)[Get Involved](#)

VT & TITLE IX
YOU HAVE THE RIGHT TO:
SAFETY

Virginia Tech commits to working toward ending abuse and violence on campus; supporting the abused; and holding perpetrators accountable.

GET HELP >

Instantly find available resources if you, or someone you know, needs help.

GET EDUCATED >

Learn the facts about sexual harassment, sexual assault, relationship violence, and stalking.

GET INVOLVED >

How to help a friend, be an active bystander or join others in stopping abuse.

Stop Abuse



Women's Center

- Provides Advocacy and Support for students, faculty and staff who have been impacted by sexual violence.
- Provides Outreach and Education to the campus community on issues of sexual violence.
- Provides Training to faculty and staff on how to provide a Trauma-Informed Response when receiving a disclosure of sexual violence

Recent Legislation

I. Virginia General Assembly

A. HB1930

- Responsible Party Reports
- Response Team
- Victim Information
- MOU with victim advocacy organization

B. SB 1193

- Transcript Notation

C. HB 1785

- Commonwealth Attorney Notification

II. Congress

A. Campus Accountability and Safety Act



QUESTIONS



2015-16 Tuition and Fee Recommendation

Board of Visitors
March 29, 2015

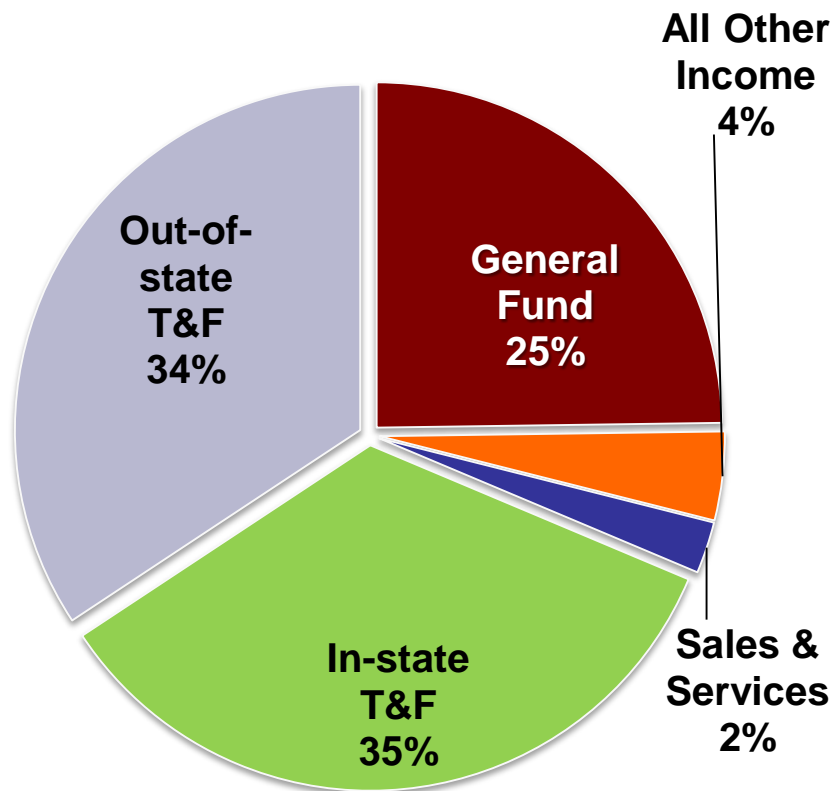
M. Dwight Shelton, Jr. VP for Finance and Chief Financial Officer

Overview

- University Budget Update
- 2015-16 Budget Planning
- Competitive Market Benchmarking
- Tuition and Fee Development Considerations
- 2015-16 Tuition and Fee Recommendations
- Questions

University Budget Update

University Division Revenue Sources Educational & General Program 2014-15

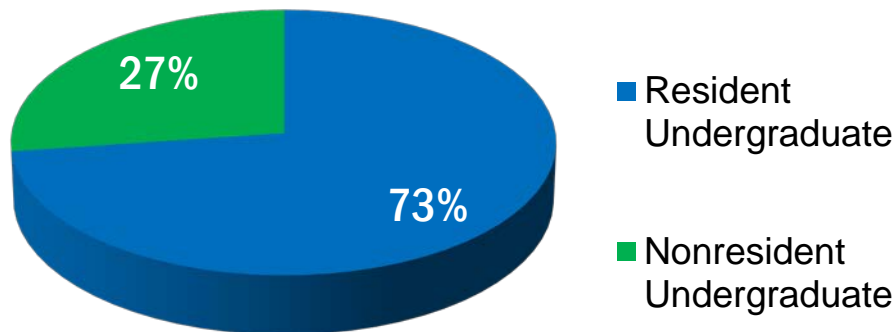


Components	\$ Millions	%
In-state T&F	\$205.0	35%
Out-of-state T&F	204.6	34%
General Fund	147.9	25%
All Other Income	24.7	4%
Sales & Services	14.4	2%
Total	\$596.6	100%

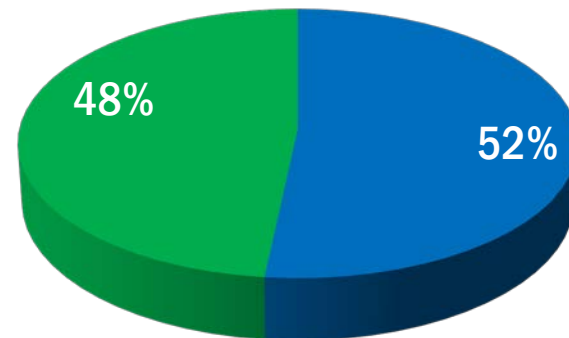


Nonresident Undergraduates

Fall 2014 Enrollment



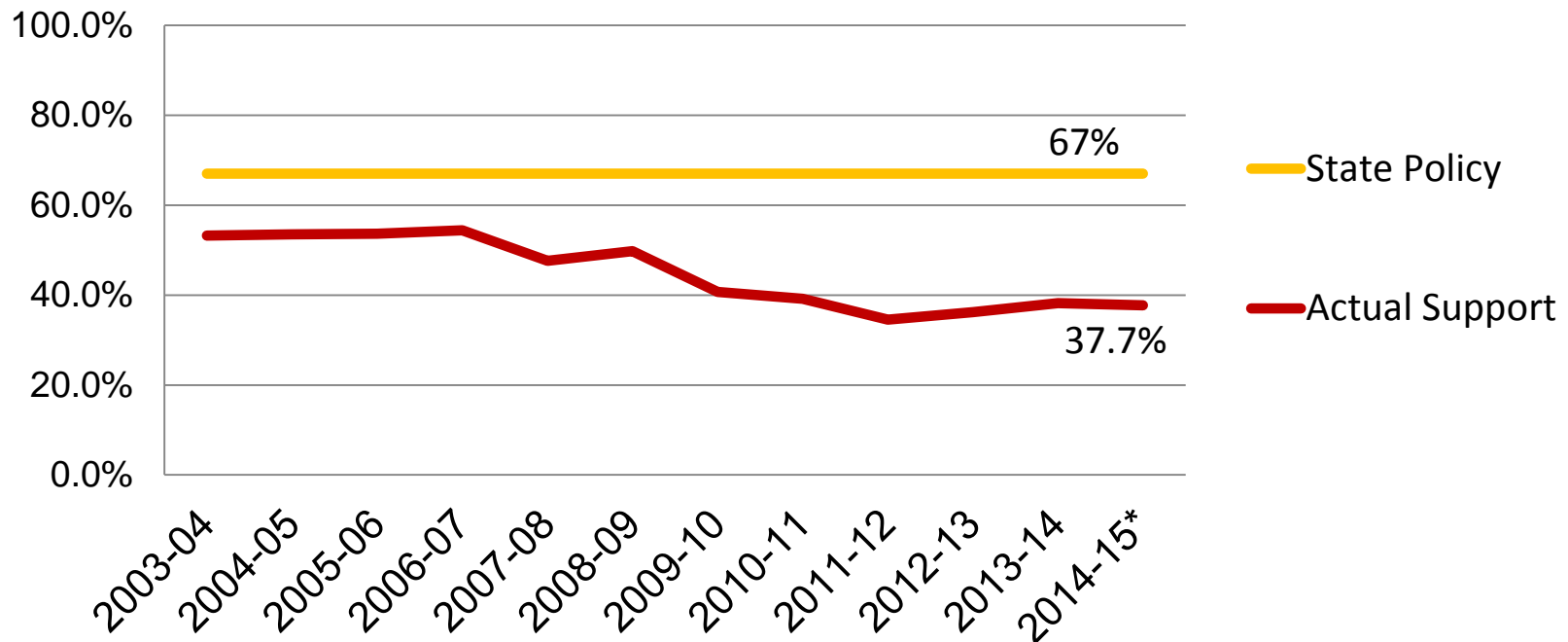
2014-15 Net Tuition Revenue



- Though only **27%** of undergraduate enrollment, nonresidents provide **48%** of net undergraduate tuition revenue.

State Funding Policy

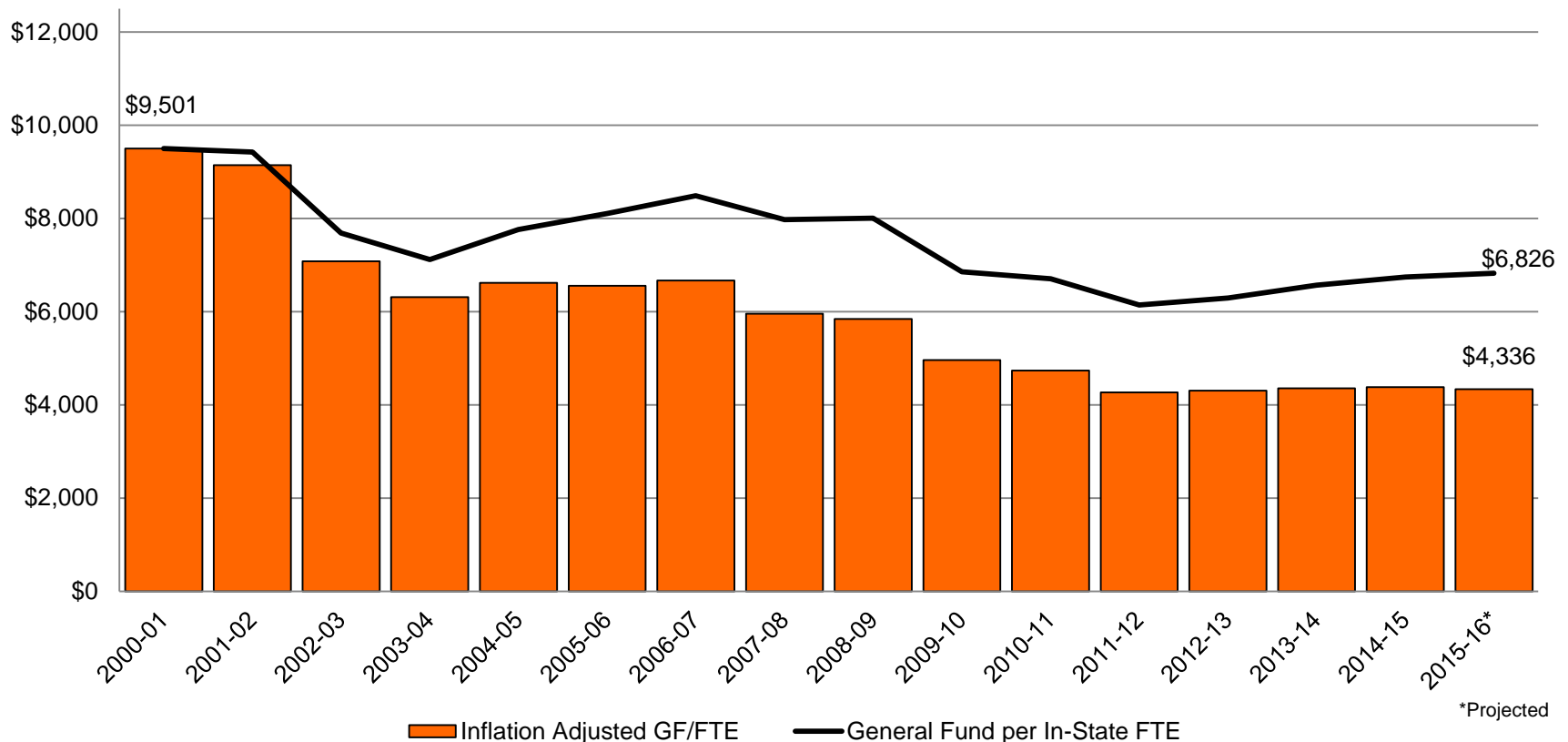
Base Adequacy Fund Split vs. Actual State Support



Resources Per Student

- General Fund per student continues to decline, and falls well short of the state policy of 67% of the average cost per resident student.

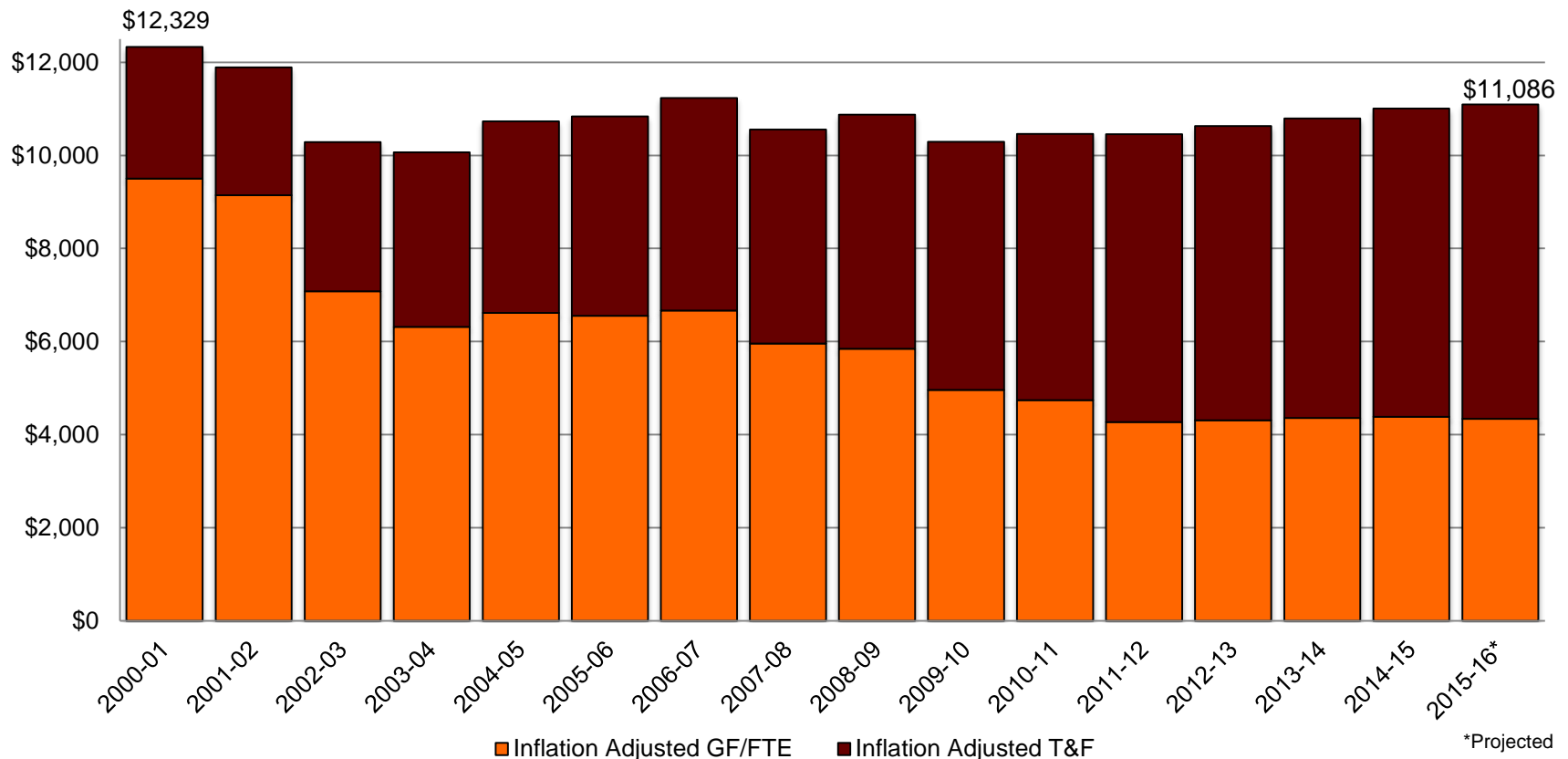
General Fund per Resident FTE Inflation Adjusted to 2000s



Resources Per Student

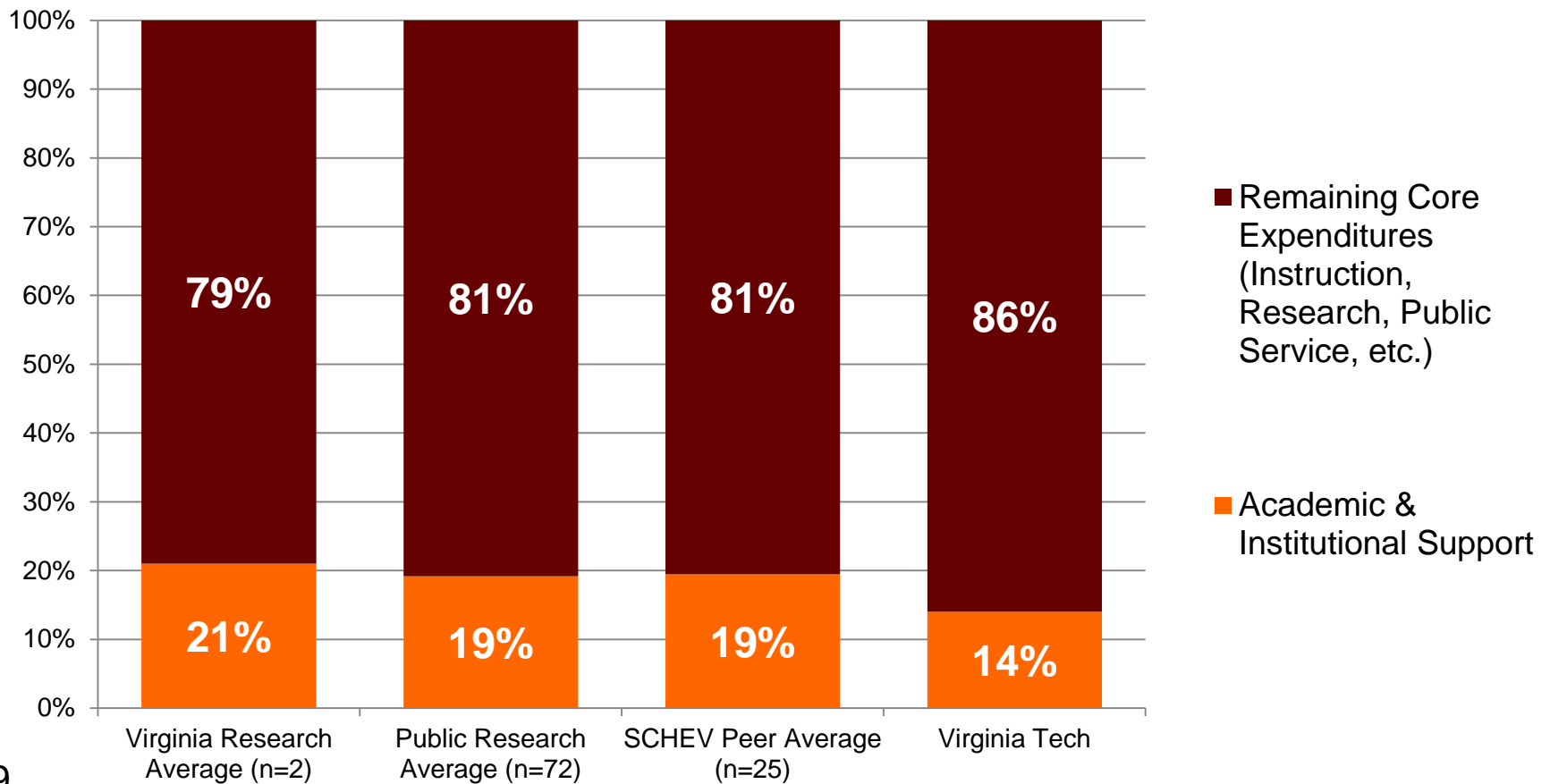
- Tuition and General Fund per student combine to generate fewer resources per student than in 2000-01.

GF and T&F per Resident FTE
Inflation Adjusted to 2000s



Administrative Costs as a Percentage of Core Expenditures

FY 2013



2015-16 Budget Planning



Factors Considered in Budget and Tuition & Fee Planning

- **Level of state General Fund Support**
- **2015-16 Known Cost Drivers**
 - State assigns costs against nongeneral fund revenues (e.g. compensation, fringe benefits, state systems, other)
 - Other Costs (strategic initiatives, fixed costs, health & safety)
- **University Budget Priorities**
 - Faculty salary competitiveness
 - Financial Aid to support Access and Affordability
 - Six-Year Plan Academic and Operating Priorities
- **Market Considerations**
 - Benchmarking & Studies
- **State Guidance**
 - Formal guidance
 - Six-Year Plan feedback

State Support

- The development of the university's tuition and fees proposal follows the state budget process.
- The 2015 General Assembly Budget has been sent to Governor McAuliffe for final approval, and included:
 - The previously communicated \$6.1 million budget reduction
 - Incremental General Fund support for enrollment growth and research, as well as the state's share of compensation and fringe benefit rate changes.
- As shown on the following schedules, the General Assembly budget results in a net loss of \$2.6 million in direct appropriation to the university's instructional division; \$121 less General Fund per resident student.

Incremental General Fund per Resident FTE

Institution	Budget Reduction per FTE	New E&G per FTE	Overall Impact *
University of Mary Washington	\$ (163)	\$ 306	\$ 143
UVA's College at Wise	(74)	200	126
Old Dominion University	(123)	177	54
Norfolk State University	(107)	152	45
VA State University	(160)	196	36
Radford University	(122)	129	7
George Mason University	(220)	227	7
Longwood University	(119)	124	5
Christopher Newport University	(123)	123	-
VMI	(391)	379	(12)
James Madison University	(215)	180	(35)
VA Commonwealth University	(244)	149	(95)
Virginia Tech	(294)	173	(121)
College of William & Mary	(486)	276	(210)
University of Virginia	(634)	230	(404)

- Though the university received some incremental state support in the 2015 General Assembly, those gains were outweighed by the September 2014 budget reduction.
- Combined, Virginia Tech lost \$121 in General Fund support per FTE for 2015-16.

State Support

Incremental E&G Instructional Budget Support for the University Division As of February 26, 2015 2015-16

General Fund
\$ in millions

General Fund Budget Reduction	\$ (6.1)
Enrollment Growth and Operating Support	1.7
Flexible Operating Support (Address reduction, support research)	0.3
2% Faculty Salary Increase	1.6
Transfer to CE/AES# (Agency 229) for Health Care Shortfall (Technical)	(0.1)
<i>Net Direct GF Appropriation</i>	(2.6)
<i>Funded Centrally - 2% Staff Salary Increase</i>	1.3*
<i>Funded Centrally - State share of VRS and Health Insurance Increases</i>	1.9*
<i>Net Change in Total GF for 2015-16 E&G Instructional Budget</i>	\$ 0.6
Brain Disorder Research Support	1.3
<i>Net Change in Total GF for 2015-16 University Initiatives</i>	\$ 1.9

2015-16 Known Cost Drivers

Major Known Components of the Budget include:

Mandatory State Cost Assignments

- Retirement: increase of 15.3%
- Health care: increase of 2.9%
- State Required activities (Title IX, Statewide Accounting System)
- Compensation increases for faculty and staff

2015-16 Known Cost Drivers

Major Known Components of the Budget include:

Unavoidable Costs

- Fixed costs (lease escalation, insurance)
- Unfunded mandates (health & safety)
- Utilities
- Contract escalation (Oracle, Banner, etc.)
- Student Financial Aid

2015-16 E&G Cost Drivers

(\$s in millions)

Compensation

	Total	Fund Split	
		State	University
Statewide Faculty Merit Increase	\$ 6.4	1.6	\$ 4.8
Faculty Merit Supplement (reallocation)	3.3	0.0	3.3
Statewide Staff Salary Increase	3.2	1.3	1.9
Total	\$ 12.9	2.9	10.0

2015-16 E&G Cost Drivers

(\$s in millions)

Mandatory State Cost Assignments

	Fund Split		
	Total	State	University
VRS Rate Increase (15.3%)	\$ 3.3	\$ 1.3	\$ 2.0
Health Insurance Increase	1.9	0.5	1.4
Other State Cost Assignments (Title IX Compliance, Cardinal Accounting System)	0.4	0.0	0.4
Total	\$ 5.6	\$ 1.8	\$ 3.8

2015-16 E&G Cost Drivers

(\$s in millions)

Unavoidable Costs

		Fund Split	
	Total	State	University
Fixed Costs (Leases , Worker's Compensation, Contract Escalation)	\$ 1.0	\$ 0.0	\$ 1.0
Health & Safety	0.1	0.0	0.1
Utilities and Central Costs	1.5	0.0	1.5
Financial Aid	1.3	0.0	1.3
Total	\$ 3.9	\$ 0.0	\$ 3.9

2015-16 E&G Cost Drivers

(\$s in millions)

Institutional Priorities

	Total	Fund Split	
		State	University
Instructional Support	\$ 3.0	\$ 0.0	\$ 3.0
Critical Needs Identified in Budget Process	4.4	0.0	4.4
Brain Disorder Research — <i>Restricted State Funding</i>	1.3	1.3	0.0
Institutional Research — <i>Flexible State Funding</i>	0.3	0.3	0.0
Total	\$ 9.0	\$ 1.6	\$ 7.4

2015-16 E&G Cost Drivers

(\$s in millions)

Total Cost Drivers

	Total	Fund Split	
		State	University
Compensation	12.9	2.9	10.0
Mandatory State Cost Assignments	5.6	1.8	3.8
Unavoidable Cost Increases	3.9	0.0	3.9
Institutional Priorities	9.0	1.6	7.4
Total	\$ 31.4	\$ 6.3	\$ 25.1

Resourcing the Institution

(\$s in Millions)

	2015-16
Previously Identified Known Costs	\$ 31.4
<u>Resource Plan</u>	
General Fund Reduction	(6.1)
Incremental General Fund Support	8.0
Internal Reallocation of Existing Resources	3.0
Internal Reallocation to Support Faculty Salaries	3.3
Alternative Revenue Strategies	0.3
New Enrollment Growth	8.8
Tuition Rate Increase	14.1
Subtotal	31.4
Remaining Surplus/(Deficit)	\$ 0

Enrollment Growth Initiative

- The university is experiencing a significant increase in demand for a Virginia Tech education.
- Applications reached a new high for fall 2015; this reflects an increase of 7.6% as compared to the previous year.
- Demand is broad-based and includes several areas where Virginia Tech is in a strong or unique position to provide additional access to qualified students.
- To meet demand for undergraduate enrollment, particularly in the STEM-H disciplines, the university plans to expand Freshman enrollment for 2015-16 by 500 students.
- This growth will allow Virginia Tech to better serve the needs of the Commonwealth in the global economy (students, employers).
- Additional enrollment supports the commonwealth's goals of access and high-demand degree offerings.

Enrollment Growth Initiative

- Enrollment growth reflects growing demand for a Virginia Tech education across several of our colleges.
- 2015-16 should be viewed as an initial phase of a potentially longer term enrollment growth strategy.
- President Sands will share more details with the Board tomorrow.

Competitive Market Benchmarking

Market Considerations-

Tuition and Mandatory Fees

Benchmarking

2014-15			
	VT	Average	VT Rank
In-state Undergraduate			
Public SCHEV Peers	\$12,017	\$11,575	11 out of 24
Virginia Institutions	\$12,017	\$11,080	5 out of 15
UVA	\$12,017	\$12,998	
CWM	\$12,017	\$17,656	
Out-of-state Undergraduate			
Public SCHEV Peers	\$28,048	\$29,287	15 out of 24
Virginia Institutions	\$28,048	\$27,570	6 out of 15
Regional Competitive Peers (a)	\$28,048	\$27,837	

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

Market Considerations-

Total Cost

Benchmarking

In-state Undergraduate

Public SCHEV Peers

Virginia Institutions

\$19,941

\$19,941

\$22,372

\$20,543

18 out of 24

7 out of 15

Out-of-state Undergraduate

Public SCHEV Peers

Virginia Institutions

\$35,972

\$35,972

\$40,084

\$37,033

16 out of 24

6 out of 15

In-state Graduate

Public SCHEV Peers

Virginia Institutions

\$13,585

\$13,585

\$13,718

\$11,220

9 out of 24

2 out of 12

Out-of-state Graduate

Public SCHEV Peers

Virginia Institutions

\$25,884

\$25,884

\$27,335

\$23,972

14 out of 24

6 out of 12



Nonresident Undergraduate Market Update

- The university has increased nonresident undergraduate tuition rates at or above the average increase of its peer group for the last several years.
- A recent study indicates that the nonresident undergraduate tuition is at the market rate, and increases beyond those of its peers would likely result in enrollment losses.
- Virginia Tech's net price currently is higher than the average of its SCHEV peer group.
- Nonresident undergraduates currently fund 156% of the Average Cost of Education.



Nonresident Undergraduate Market Update

■ Net Price

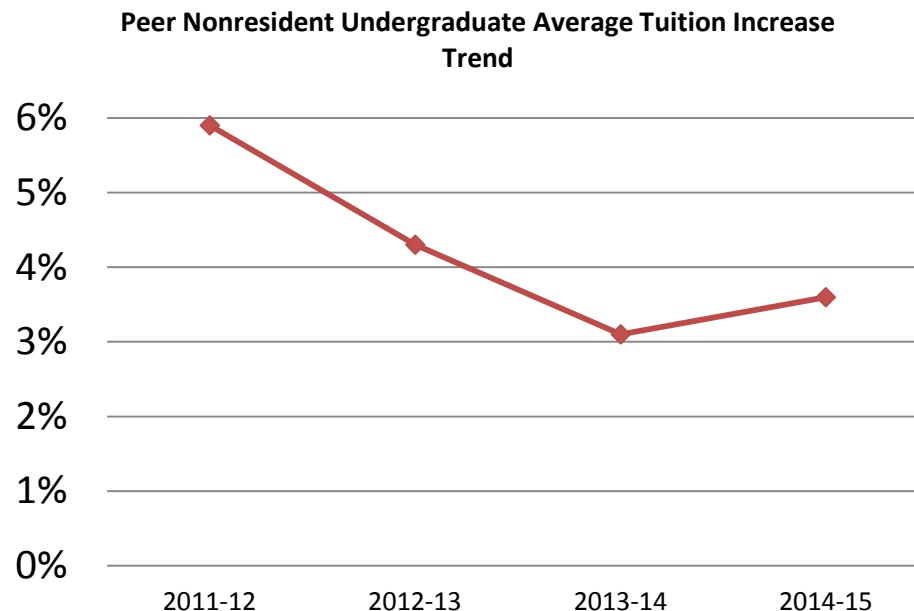
- Total cost of attendance less average institutional financial aid package.
- Key component of the economic decision faced by a student/family.
- Findings of Net Price benchmarking for 2014-15 for a Nonresident freshman with assumed household income of \$60,000:

	<u>Cost of Attendance</u>	<u>Net Price</u>	<u>Difference</u>
Virginia Tech	\$ 39,420	\$ 35,170	\$ 4,250
SCHEV Peer Average	<u>44,939</u>	<u>33,042</u>	<u>11,896</u>
Advantage/(Disadvantage)	\$ 5,519	\$ (2,128)	\$ (7,646)

	<u>Cost of Attendance</u>	<u>Net Price</u>	<u>Difference</u>
Virginia Tech	\$ 39,420	\$ 35,170	\$ 4,250
Regional Competitive Peers	<u>42,687</u>	<u>31,060</u>	<u>11,627</u>
Advantage/(Disadvantage)	\$ 3,267	\$ (4,110)	\$ (7,377)

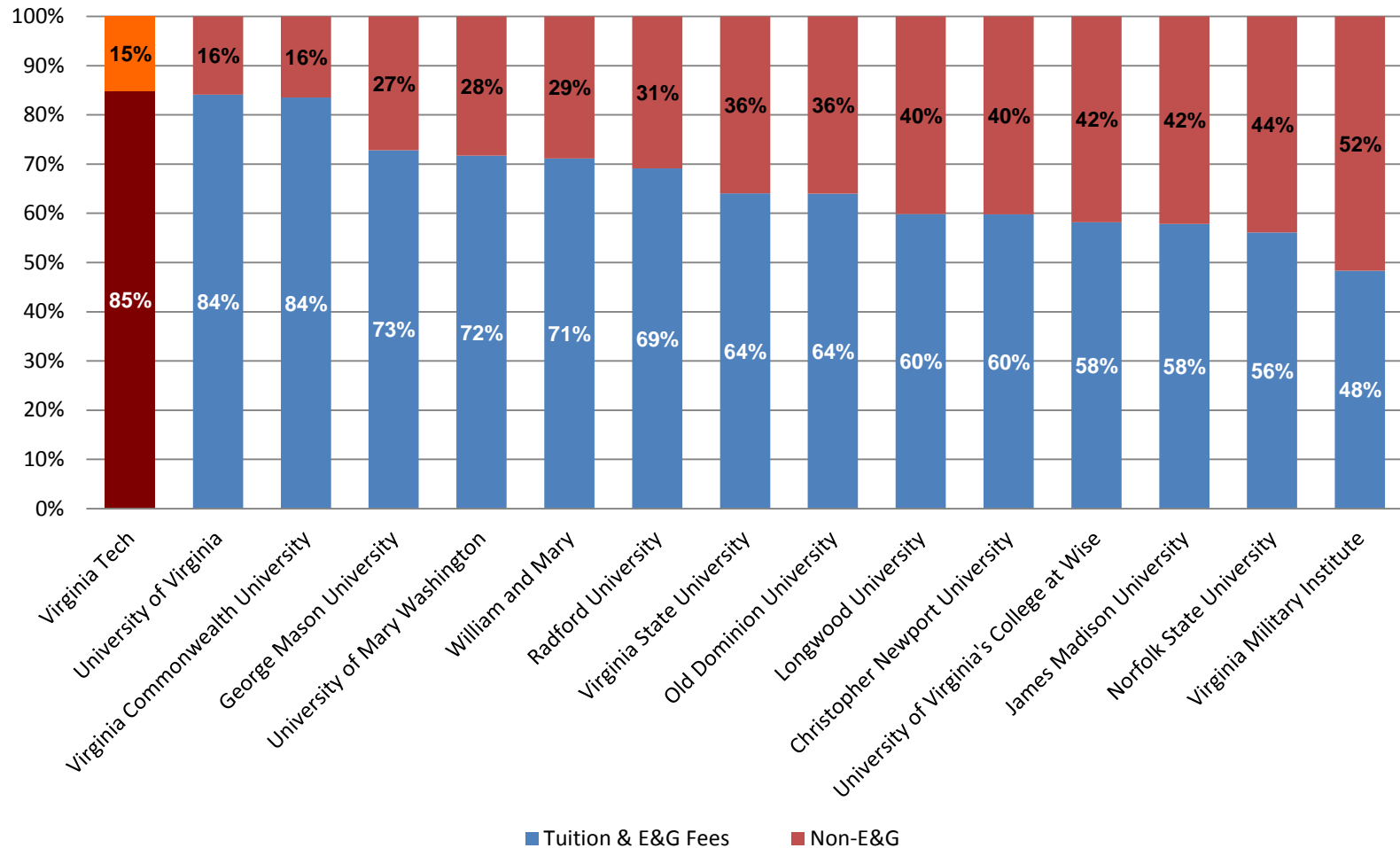
Market Considerations

- Board has asked the university to move toward market based pricing model.
- Market studies indicate **nonresident undergraduate tuition** has reached upper limits of market capacity.
- Therefore future growth is limited to market movement.



Mandatory Fees as a Percentage of Mandatory Costs

Virginia Public Institutions, 2014-15



Tuition and Fee Development Considerations

State Guidance

- **No formal guidance**
- **Undergraduate student cost share**
 - Residents currently charged 62% of the cost of education
 - Nonresidents currently charged 156% of the cost of education
 - Compliance with 100% state requirement
- **Consider six-year plan**
 - Six-Year plan utilized a placeholder of 4.9% across-the-board increase with expectation of significant GF support.

- State support
 - Primarily targeted towards new costs and state goals.
- Enrollment growth
 - Targeted programs
 - Summer & Winter Sessions
- Differential Rates
 - Review discipline differentials
 - Online graduate programs
- Reallocation of existing resources
 - Faculty and Staff compensation program includes internal reallocation

Undergraduate Financial Aid

Funds For the Future

- Shelters returning students from tuition increases based upon income.
- Ensures that students with the most need are not priced out due to tuition increases.
- For 2015-16, income levels are expanded, providing coverage for 100% of tuition increases for low- and middle-income families with income up to \$49,999.
 - Previously, 100% coverage was available to families with income from \$0-29,999.
 - Protection for families with \$50,000-\$99,999 income is also enhanced for 2015-16.

Family Income (AGI)	Tuition & Fee Increase Protection	Example Impact of FFF Protection for Undergraduate Student	
		Tuition & E&G Fee Increase	Net Impact
\$0 - \$49,999	100%	3.9%	0%
\$50,000 - 74,999	50%	3.9%	2.0%
\$75,000 - 99,999	25%	3.9%	2.9%

Undergraduate Financial Aid

Additional enhancements include:

- **Presidential Scholarship Initiative**
 - Provides full four-year scholarship to 50 incoming freshmen per year
 - For 2015-16, an additional 5 students are added to the annual cohort
- **VT Grant – Reduction of Unmet Need**
 - 1% reduction of Resident undergraduate unmet need
 - 0.5% reduction of Nonresident undergraduate unmet need
- **Targeted Enrollment Growth Support**
- **In total, the university plans to enhance undergraduate student financial aid by over \$1.3 million.**

Tuition and Fee Recommendation

Key Elements of Recommendation

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

Components of Total Cost

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

TUITION &
E&G FEES

TUITION &
MANDATORY FEES

TOTAL COST

Differential Tuition Charges

- **Updated Engineering Fee:**
 - Undergraduate: \$39.50 per credit hour (9.72% increase)
 - Graduate: \$958 per academic year (9.9% increase)

- **Updated Architecture & Design Fee:**
 - \$864 per academic year (9.9% increase)

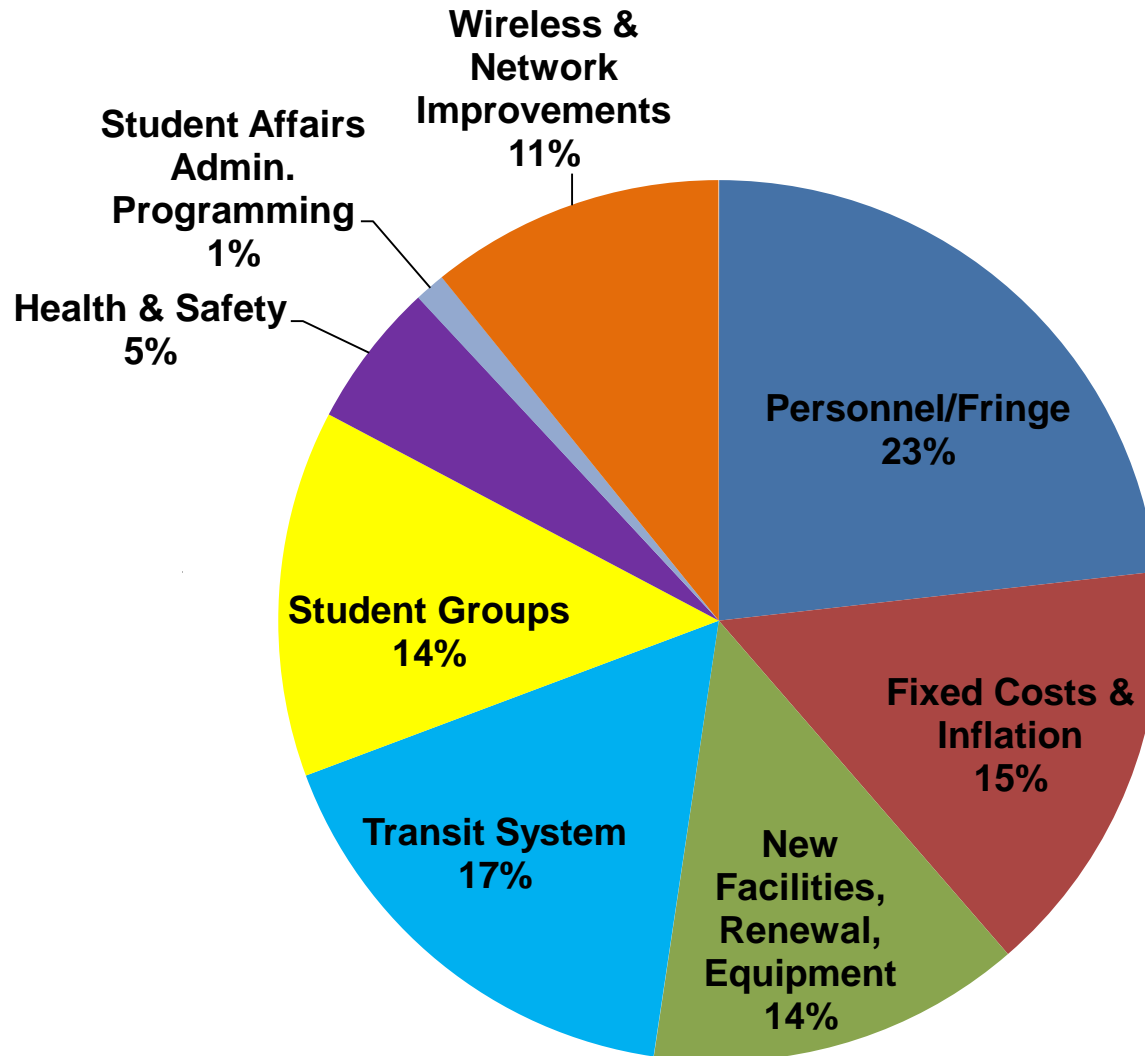
- **Continuation of Business Fee:**
 - Undergraduate: \$25 per credit hour
 - 1000 level, 2000 level, and 3000 level courses

Other Specialized Fees

- Designed for program-specific costs or to address service delivery costs to students.
 - **Library Fee:** Increase by \$20 to \$60 annually
 - **Technology Service Fee:** Increase by \$3 to \$72 annually

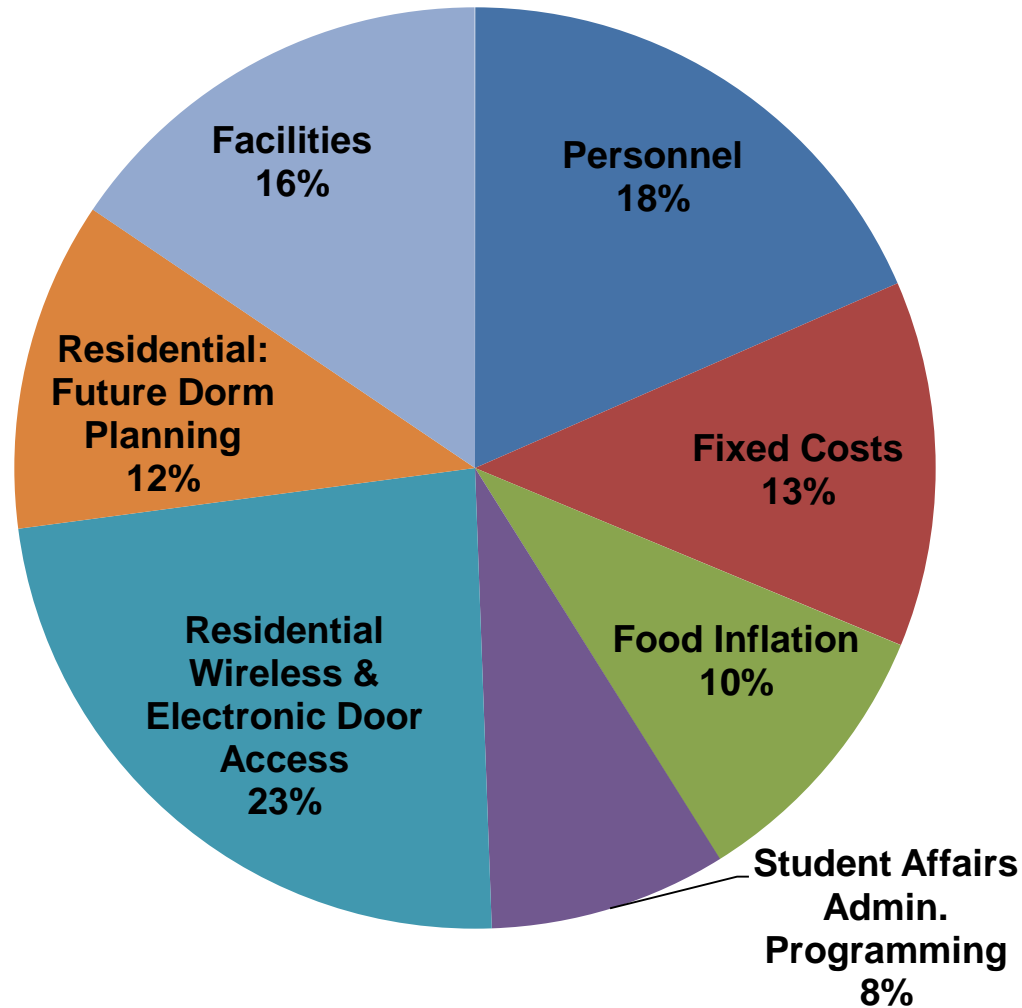
Comprehensive Fee

Proposed increase of 2.0%



Room & Board

Proposed increase of 3.8%



Student Enhancements for FY16

- Student Centers: Squires HDMI (High-Definition Multimedia Interface) Upgrades, Squires Studio Theater Maintenance, Leadership Education Collaborative Program Enhancements, Student Budget Board Increased
- Recreational Sports: Staffing Increase for Coordinator of Wellness and Outdoor Facility Maintenance, McComas Fitness Equipment Replacement
- Career Services: Increased Employer Recruitment and Student Peer Advisors
- Transit System: Increased Bus and Bus Shelter Maintenance
- Dining Services: Early Student Move In Food Service; Hokie Grill Chair/Table Replacement
- Residential Halls: Facility Upgrades

Undergraduate Summary

- The university's initial recommendation is summarized below.
- Based upon recent discussions, an across-the-board undergraduate percentage rate increase is also presented for comparison.
- These increases reflect the tuition and mandatory fees assessment to all undergraduate students.

	Six-Year Plan Placeholder	Initial Recommendation	Across-The-Board Scenario
Resident %	4.8%	3.9%	3.9%
Nonresident %	3.1%	3.5%	3.9%
Resident \$	\$ 571	\$ 468	\$ 468
Nonresident \$	\$ 858	\$ 989	\$ 1,081



Resident Undergraduates

	2014-15	Proposed	Increase	
	Charge	2015-16	\$	%
Tuition	\$10,088	\$10,496	\$408	4.0%
E&G Fees	109	132	23	21.1%
<i>Tuition & E&G Fees</i>	10,197	10,628	431	4.2%
Comprehensive Fee	1,820	1,857	37	2.0%
<i>Tuition & Mandatory Fees</i>	12,017	12,485	468	3.9%
<i>Room and Board</i>	7,924	8,226	302	3.8%
<i>Total Cost</i>	\$19,941	\$20,711	\$770	3.9%



Nonresident Undergraduate

<u>Initial Recommendation</u>	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
Tuition	\$25,515	\$26,444	\$929	3.6%
E&G Fees	713	736	23	3.2%
<i>Tuition & E&G Fees</i>	26,228	27,180	952	3.6%
Comprehensive Fee	1,820	1,857	37	2.0%
<i>Tuition & Mandatory Fees</i>	28,048	29,037	989	3.5%
Room & Board	7,924	8,226	302	3.8%
<i>Total Cost</i>	\$35,972	\$37,263	\$1,291	3.6%

<u>Across-The-Board Scenario</u>	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
Tuition	\$25,515	\$26,536	\$1,021	4.0%
E&G Fees	713	736	23	3.2%
<i>Tuition & E&G Fees</i>	26,228	27,272	1,044	4.0%
Comprehensive Fee	1,820	1,857	37	2.0%
<i>Tuition & Mandatory Fees</i>	28,048	29,129	1,081	3.9%
Room & Board	7,924	8,226	302	3.8%
<i>Total Cost</i>	\$35,972	\$37,355	\$1,383	3.8%

Considerations of Nonresident Scenarios

- Across-the-board undergraduate scenario generates \$560,000 of incremental revenue, assuming no negative impact on enrollment.
- Student Financial Aid requirements may change.
 - Federal Perkins Loan program set to expire in FY16. This program largely supports nonresident undergraduates.
 - Across-the-board rate increase is faster than the projected nonresident market increase, and faster than the university Six-Year plan placeholder.
 - Additional investment in the university's financial aid program to support nonresident student enrollment may be necessary.
- Any remaining net revenue from this scenario would be used to further enhance the instructional program.

Resident Graduates

	2014-15	Proposed	Increase	
	Charge	2015-16	\$	%
Tuition	\$11,656	\$12,127	\$471	4.0%
E&G Fees	109	132	23	21.1%
<i>Tuition & E&G Fees</i>	11,765	12,259	494	4.2%
Comprehensive Fee	1,820	1,857	37	2.0%
<i>Total</i>	\$13,585	\$14,116	\$531	3.9%

Nonresident Graduates

	2014-15	Proposed	Increase	
	Charge	2015-16	\$	%
Tuition	\$23,351	\$24,388	\$1,037	4.4%
E&G Fees	713	736	23	3.2%
<i>Tuition & E&G Fees</i>	24,064	25,124	1,060	4.4%
Comprehensive Fee	1,820	1,857	37	2.0%
<i>Total</i>	\$25,884	\$26,981	\$1,097	4.2%

Veterinary Medicine

Total Cost

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>	<u>Increase</u>	
			<u>\$</u>	<u>%</u>
Virginia/Maryland Students	\$22,448	\$23,094	\$646	2.9%
Nonresident Students	\$48,556	\$49,646	\$1,090	2.2%

Average Cost of Education

	2014-15		Proposed 2015-16	
	Amount	% of Average	Amount ⁽¹⁾	% of Average
Average Cost of Education	\$16,393		\$16,797	
<u>Undergraduates</u>				
Residents	10,197	62%	10,628	63%
Nonresidents ⁽²⁾	25,624	156%	26,576	158%
<u>Graduates</u>				
Residents	11,765	72%	12,259	73%
Nonresidents	23,460	143%	24,520	146%
<u>Residency</u>				
Residents		63%		65%
Nonresidents		152%		154%

(1) Amount is **estimated**, and includes proposed tuition and E&G fees for 2015-16 (the nonresident facility and equipment fee is not comparable to the Average cost of Education).

(2) Initial Recommendation. Across-the-board scenario results in 159% of the Average Cost of Education.

Questions?

MINUTES

March 30, 2015

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, March 30, 2015, at 1:25 p.m. in Torgersen Boardroom (Room 2100), Virginia Tech Campus, Blacksburg, Virginia.

Present

Mr. James L. Chapman, IV (Vice-Rector)
 Dr. Nancy V. Dye
 Mr. William D. Fairchild, III
 Mr. Cordel Faulk
 Mr. John C. Lee, IV
 Ms. Deborah Leigh Martin Petrine (Rector)
 Mr. Michael J. Quillen
 Mr. Wayne H. Robinson
 Dr. J. Thomas Ryan
 Mr. Mehul P. Sanghani
 Mr. Steve Sturgis
 Mr. Dennis H. Treacy
 Mr. Horacio A. Valeiras

Absent

Mr. B. Keith Fulton

Constituent Representatives:

Dr. Bernice L. Hausman, Faculty Representative
 Mr. Walter D. Cook III (Dan), Staff Representative
 Ms. S. Ashley Francis, Graduate Student Representative
 Mr. Austin Larrowe Undergraduate Student Representative

Also present were the following: President Timothy Sands, Mr. Ralph Byers, Ms. Shelia Collins, Mr. John Cusimano, Ms. Wanda Dean, Dr. Karen DePauw, Dr. John Dooley, Dr. Jack Finney, Dr. Elizabeth Flanagan, Chief Kevin Foust, Ms. Hunter Gresham, Ms. Angela Hayes, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Amy Hogan, Dr. Rachel Holloway, Ms. Elizabeth Hooper, Dr. Paul Knox, Ms. Sharon Kurek, Dr. Stephen McKnight, Dr. Mark McNamee, Dr. Scott Midkiff, Mr. Mike Mulhare, Ms. Kim O'Rourke, Mr. Mark Owczarski, Dr. Patty Perillo, Dr. Ellen Plummer, Dr. Scot Ransbottom, Dr. Karen Eley Sanders, Ms. Savita Sharma, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Tom Tillar, Dr. Joe Tront, Dr. Sherwood Wilson, faculty, staff, students, guests, and reporters.

* * * * *

Rector Petrine announced the passing of Paul Torgersen, 14th President of Virginia Tech, and called for a moment of silence.

Rector Petrine asked for a motion to approve the minutes of the November 10, 2014, meeting as distributed. The motion was made by Mr. Chapman and seconded by Mr. Robinson. The minutes were approved unanimously.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Petrine called on Mr. Treacy for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment A.)

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

Resolution to Establish a Doctor of Philosophy Degree in Executive Business Research

That the resolution to approve the Doctor of Philosophy Degree in Executive Business Research be approved. (Copy filed with the permanent minutes and marked Attachment B.)

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

Resolution to Discontinue The Master of Science Degree in Dairy Science

That the resolution to discontinue the master of science degree in dairy science be approved. (Copy filed with the permanent minutes and marked Attachment C.)

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

Resolution to Discontinue The Master of Science Degree in Horticulture

That the resolution to discontinue the master of science degree in horticulture be approved. (Copy filed with the permanent minutes and marked Attachment D.)

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

**Resolution to Revise the Grievance Policy and Procedures
for Administrative and Professional Faculty**

That the resolution to revise the grievance policy and procedures for administrative and professional faculty be approved. (Copy filed with the permanent minutes and marked Attachment E.)

* * * * *

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

**Resolution to Delegate Authority for Reappointments to
Endowed Chairs, Professorships, and Fellowships**

That the Board of Visitors approve the resolution to delegate authority for reappointments to endowed chairs, professorships, and fellowships to the president and the executive vice president and provost. (Copy filed with the permanent minutes and marked Attachment F.)

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REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

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

* * * * *

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

**Resolution to Create a Temporary Construction Easement
at Virginia Tech Hampton Roads Agricultural Research & Extension Center**

That the resolution authorizing the Vice President for Administration to execute the necessary documents to create for the benefit of NEC a ten-foot-wide temporary construction easement on Virginia Tech real property along the NEC and Virginia Tech shared boundary line relative to the NEC planned development project on NEC property be approved. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * *

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

**Resolution for Utility Easements at the
Virginia Tech/Montgomery Regional Airport**

That the resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute any and all easements or modifications to existing easements necessary to accommodate and facilitate the construction of a new airplane hangar by and for the use of Virginia Tech, and any future airplane hangars to be constructed by the Authority be approved. (Copy filed with the permanent minutes and marked Attachment I.)

* * * * *

Mr. Fairchild noted that the next four resolutions are related to the exciting news that construction is about to begin on the new Rt. 460 interchange.

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

**Resolution to Transfer Property in a Land Exchange in Support of the
Virginia Tech/Montgomery Regional Airport Expansion**

That the resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to convey and acquire fee simple title in a land exchange with the Foundation, all relative to said Airport expansion, be approved. (Copy filed with the permanent minutes and marked Attachment J.)

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

**Resolution to Transfer Property and Create
Temporary and Permanent Easements for VDOT U.S. Route 460
Bypass Interchange and Southgate Drive Relocation Project**

That the resolution authorizing the Vice President for Administration, his successor and/or assigns, to execute the necessary documents to convey and acquire fee simple title, and create temporary construction and permanent maintenance easements, all relative to said Project, be approved. (Copy filed with the permanent minutes and marked Attachment K.)

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

**Resolution to Create Permanent Joint Stormwater Management
Easements for VDOT U.S. Route 460 Bypass Interchange and
Southgate Drive Relocation Project**

That the resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to create joint stormwater management easements relative to said Project, be approved. (Copy filed with the permanent minutes and marked Attachment L.)

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

**Resolution to Modify and/or Create Utility Easements for
VDOT U.S. Route 460 Bypass Interchange and Southgate Drive
Relocation Project**

That the resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to modify existing or create new utility easements and/or enter into agreements for the partial relocation of electrical utilities duct banks installed and maintained by Virginia Tech Electric Service, all relative to said Project, be approved. (Copy filed with the permanent minutes and marked Attachment M.)

* * * * *

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

**Resolution for Appointment to the
New River Valley Emergency Communications Regional Authority**

That the resolution recommending appointment of Alan Fabian as the joint representative to the New River Valley Emergency Communications Regional Authority, be approved. (Copy filed with the permanent minutes and marked Attachment N.)

* * * * *

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

**Resolution to Demolish University
Building - Airport Hangar**

That the resolution authorizing the demolition of the Aircraft Hangar (Building No. 0231) be approved. (Copy filed with the permanent minutes and marked Attachment O.)

* * * * *

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

**Resolution to Demolish University Building -
Old Pump House**

That the resolution authorizing the demolition of the Old Pump House (Building No. 0244) be approved. (Copy filed with the permanent minutes and marked Attachment P.)

REPORT OF THE FINANCE AND AUDIT COMMITTEE

Rector Petrine called on Mr. Chapman for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment Q.)

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

Resolution for Approval of the Tuition and Fee Rates for 2015-16

That the proposed tuition and fee rates be approved, effective Fall Semester 2015. (Copy filed with the permanent minutes and marked Attachment R.)

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

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

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

* * * * *

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

Resolution for Approval of 2015-16 Compensation for Graduate Assistants

That the graduate assistant compensation program for 2015-16 be approved. (Copy filed with the permanent minutes and marked Attachment T.)

* * * * *

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

**Resolution to Approve Capital Project for
Airplane Hangar Replacement**

That the resolution authorizing Virginia Tech to complete the Airplane Hangar Replacement project and to complete any land leases or other instruments as necessary to locate the facility at the Virginia Tech/Montgomery Executive Airport project be approved. (Copy filed with the permanent minutes and marked Attachment U.)

* * * * *

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

**Resolution to Approve Capital Project for
Residential Hall System Connectivity Improvements**

That the resolution authorizing Virginia Tech to complete the Residential Hall Connectivity project with a total project cost not to exceed \$4 million be approved. (Copy filed with the permanent minutes and marked Attachment V.)

* * * * *

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

**Resolution Authorizing Capital Project for
Planning Women's Softball and Track and Field Facility Improvements**

That the resolution authorizing Virginia Tech to proceed with planning for a Softball hitting facility and improvements to the indoor Track and Field Facility at a cost not to exceed \$500,000 utilizing nongeneral funds be approved. (Copy filed with the permanent minutes and marked Attachment W.)

* * * * *

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

**Resolution for Approval of the 2016-2022
Capital Outlay Plan**

That the list of projects shown on the Attachment be approved for the university to submit in the state's capital budget process in accordance with future guidance from the state. (Copy filed with the permanent minutes and marked Attachment X.)

* * * * *

REPORT OF THE RESEARCH COMMITTEE

Rector Petrine called on Mr. Lee for the report of the Research Committee. (Copy filed with the permanent minutes and marked attachment Y.)

* * * * *

As part of the Research Committee report by Mr. Lee, the following resolution was moved by Mr. Lee, seconded by Dr. Ryan, and approved unanimously.

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

That the resolution appointing Kevin J. Craig as a member of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2015-2019 be approved. (Copy filed with the permanent minutes and marked Attachment Z.)

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

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

PRESIDENT’S REPORT

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

Student-Athlete Academic Experience

President Sands said that in light of recent academic integrity issues at peer institutions, he had asked Ms. Sharon Kurek, Director of Internal Audit, to undertake, as an advisory service, a thorough study of the student-athlete academic experience. The goal was to use a combination of data and interviews to identify strengths and weaknesses, areas of concern, and recommendations for improvement. While the study did not identify areas of significant concern, her team, with cooperation from across the university, was able to make a series of recommendations that will further strengthen the academic experience of our student-athletes.

He thanked Ms. Kurek and her team, the Department of Athletics, and the Office of the Provost for an outstanding job under a tight timeline. At least 25 individuals made substantial contributions to this effort.

He called on Ms. Kurek who shared with the Board a brief presentation summarizing the results of the **Advisory Review on Student-Athlete Academic Experience** conducted by Internal Audit – for information only, no action needed. (Copy filed with the permanent minutes and marked Attachment CC.)

Enrollment Growth

The university has had a surge in applicants for fall 2015, with an 8% increase over last year and an all-time record at about 22,500. Applicants for the College of Liberal Arts and Human Sciences are up 16%, the Pamplin College of Business is up 13%, and the College of Engineering applications were well over 9,000 for 1650 slots (1400 last year). International applications have increased 17%.

Although we accept 70% of those who apply, some of our programs are impacted and have become sufficiently selective such that qualified Virginia students who really want to come to VT have been turned away.

- Therefore, we have decided to increase our target for first-year full-time new beginners from 5,400 to 5,900. At least half of these additional new beginners will be Virginia students. The state has funded our enrollment growth with an additional \$1.6 million (about \$5,700 per additional Virginia student assuming we hit our model target of 279).
- We are confident we will be able to come close to this target of 500 additional students.
- The surge in the fall can be accommodated with manageable impact, and we have allotted additional faculty positions and other resources to impacted programs that will see significant growth.
- There is nothing on the horizon that would suggest that we will not be able to maintain this larger first-year class.
- The demographics of Virginia high school graduates show that the numbers will be relatively flat over the next 15 years. The pool will become more diverse, and we must anticipate and respond to this growing diversity with a focus on inclusion, affordability and minimizing disparities in student success.
- What do the demographic studies of VA public high school graduates tell us about the next 15 years (2028)?
 - The total number of public high school graduates will increase by ~6%.
 - The number of URM graduates will increase by 16%.
 - The number of white graduates will decrease by ~9%
 - The number of Asian graduates will increase by 87%
 - The number of Hispanic graduates will increase by 65%
 - The number of black or AA graduates will decrease by 4%...but will still represent 21% of the total population of public high school graduates, compared to 3.8% of our domestic Blacksburg student population today, and about 2.8% of our T/TT faculty population today.
- Competition for out-of-state students will be fierce, but Virginia Tech has much more potential than we have attempted to realize, especially with our STEM-H programs coupled to the arts, humanities and social sciences, combined with strong growth in CALS and Pamplin.
- International will be strong for some time to come. We are at 9.4% international (grad and undergrad). This is low compared to our peers.
- Our mix of disciplines, our new undergraduate majors, and renewed efforts to promote VT in Virginia and around the world will build demand.

Growing by 500 this year and then holding would result in growth of our undergraduate population by about 2,000 steady state (8%). We would have more revenue to direct towards growing disciplines and the ability to meet capacity in those disciplines and programs that have been lagging. The net result will be more opportunity for Virginia students, greater revenue per student, and an opportunity to advance VT in all of its mission areas.

Should we continue to grow our undergraduate student body, we will need a plan for that growth. He has asked a team of administrators and leaders to prepare such a plan, and each college is looking at its opportunities to grow. We have to consider the physical infrastructure, the faculty and staff resources, academic quality, financial aid strategies, our move to living-learning communities, and partnerships with Blacksburg, among other factors. We are aiming to have a multiyear growth plan ready for presentation in June. The plan will be sufficiently flexible to allow for changes in pace and magnitude depending on demand.

Update on Active Searches

Vice President for Research and Innovation, chaired by Mark McNamee

Vice President for Advancement chaired by John Dooley

Executive Vice President and Provost co-chaired by Paul Knox and Tim Sands

Senior Advisor to the President and Vice Provost for Inclusion and Diversity chaired by Elizabeth Spiller

Associate Vice President for University Relations chaired by Paul Winistorfer

Motion to Begin Closed Session

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

1. Appointment of faculty to Emeritus status, consideration of individual salaries of faculty, consideration of Endowed Professors, review of departments where specific individuals' performance will be discussed, and consideration of personnel changes including appointments, resignations, tenure, and salary adjustments of specific employees and faculty leave approvals.
2. The status of current litigation and briefing on actual or probable litigation.
3. Special awards.

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

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

Motion to Return to Open Session

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

Mr. Chapman 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. Faulk and passed unanimously.

* * * * *

Upon motion by Mr. Faulk and second by Mr. Chapman, unanimous approval was given to the Ratification of the Selection of the 2015-16 Student Representatives to the Board as considered in Closed Session.

Morgan Sykes of Winchester, VA, a junior majoring in history in the College of Liberal Arts and Human Sciences, was named the undergraduate student representative.

Mohammed Seyam of Egypt, a doctoral student in computer science in the College of Engineering, was named the graduate student representative.

* * * * *

Upon motion by Mr. Chapman and second by Mr. Faulk, approval was given to the resolutions for approval of **Naming of a University Facility (5)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment DD.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Faulk, approval was given to the resolutions to appoint **Alumni Distinguished Professors (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment EE.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Fairchild, approval was given to the resolution to appoint a **University Distinguished Professor (1)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment FF.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Fairchild, approval was given to the **Resolution Authorizing an Alternative Evaluation Process for University Distinguished Professor Karen Roberto** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment GG.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Faulk, approval was given to the resolutions for approval of **Emeritus status (7)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment HH.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Faulk, approval was given to the resolutions for approval of **Endowed Chairs, Professorships, and Fellowships (3)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment II.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Faulk, approval was given to the **Resolution for Approval of an Exception to the Virginia Conflict of Interest Act** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment JJ.)

* * * * *

Upon motion by Mr. Treacy and second by Mr. Faulk, approval was given to the **Resolution for Approval of Faculty Research Leave Requests (76)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment KK.)

* * * * *

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

* * * * *

Litigation Report No Action Required

* * * * *

Constituent Reports (no action required) Presented at BOV Information Session on March 29, 2015

Undergraduate Student Representative to the Board – Mr. Austin Larrowe
Graduate Student Representative to the Board – Ms. Ashley Francis
Staff Representative to the Board – Mr. Dan Cook
Faculty Representative to the Board – Dr. Bernice Hausman

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

* * * * *

Rector Petrine appointed the **Nominating Committee** for Officers of the Board

Chair: Mr. Dennis Treacy

Member: Mr. Steve Sturgis

Member: Mr. Wayne Robinson

* * * * *

The date for the next regular meeting is May 31-June 1, 2015, in Blacksburg, Virginia.

* * * * *

Following a motion by Mr. Chapman and second by Mr. Quillen, the meeting was adjourned at 3:36 p.m.


Deborah Petrine, Rector


Kim O'Rourke, Secretary

Committee Meeting Minutes

ACADEMIC AFFAIRS COMMITTEE

**Drillfield Room
Inn at Virginia Tech and Skelton Conference Center
9:00 – 11:30 a.m.**

March 30, 2015

Board Members Present:

Dennis Treacy (chair), Nancy Dye, John Lee, Debbie Petrine (Rector), Tom Ryan, Ashley Francis (graduate student representative), and Bernice Hausman, (faculty representative).

Guests:

Lori Baker-Lloyd, Yohna Chambers, Catherine Copeland, Rami Dalloul, Wanda Hankins Dean, Karen DePauw, Jack Finney, Guru Ghosh, Cathy Grimes, Amy Hogan, Rachel Holloway, Marlena Lester, Roxanna Link, Gary Long, Alison Matthiessen, Christina McIntyre, Mark McNamee, Steven McKnight, Kent Nakamoto, Robin Panneton, Ellen Plummer, Donna Ratcliffe, Karen Eley Sanders, Timothy Sands, Mohammed Seyam, Ken Smith, Natasha Smith, Robert Sumichrast, Judy Taylor, David Travis, Jr., Ashley Wood

OPEN SESSION

1. Welcome. Dennis Treacy welcomed committee members and guests.

2. Approval of Minutes.

A motion passed unanimously to approve the minutes of the committee's November 10, 2014 meeting.

3. Report of Closed Session Action Items. The committee approved a resolution to move into closed session to consider two resolutions for reappointments to Alumni Distinguished Professor, one resolution to appoint a University Distinguished Professor, a resolution to approve an alternative evaluation process for a University Distinguished Professor, seven emeriti resolutions, three resolutions for appointments to endowed professorships, one exemption to the Virginia Conflict of Interest Act, 76 requests for faculty research leaves, and ratification of the Faculty Personnel Changes Report.

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

- 4. Provost's Update.** Mark McNamee, senior vice president and provost, shared with the committee that he will be stepping down as senior vice president and provost and the search is underway for an executive vice president and provost. Other searches include a search for vice president for research and innovation, Dennis Dean is serving as interim vice president. Three individuals will visit campus in the next few weeks for interviews. The search for senior advisor to the president and vice provost for inclusion and diversity is underway. This position will advance the university's InclusiveVT efforts. The university's general education program continues to progress and will be voted on at University Council on April 6. The committee will receive a report at its June meeting. In undergraduate admissions, 22,500 students applied for fall 2015; the university makes offers to 70% of those that apply and we hope to achieve the enrollment target of 5,900. The middle 50% of offered freshmen had SAT's between 1160-1340 and GPA's from 3.80 – 4.27.

5. Academic Affairs.

a. Resolution to Approve the Doctor of Philosophy Degree in Executive Business Research. Robert Sumichrast, dean of Pamplin College of Business, and Kent Nakamoto, associate dean for research and faculty affairs, presented a resolution to approve a doctor of philosophy degree in executive business research.

The Resolution to Approve the Doctor of Philosophy Degree in Executive Business Research was approved unanimously.

Mark McNamee, senior vice president and provost acknowledged that the part-time MBA program in Pamplin College of Business moved 30 spots to No. 16 in the U.S. News and World Report's Best Graduate Schools 2016 survey.

b. Resolution to Discontinue the Master of Science Degree in Dairy Science. Karen DePauw, vice president and dean for graduate education, presented a resolution to discontinue the master of science degree in dairy science.

The Resolution to Discontinue the Master of Science Degree in Dairy Science was approved unanimously.

c. Resolution to Discontinue the Master of Science Degree in Horticulture. Karen DePauw, vice president and dean for graduate education, presented a resolution to discontinue the master of science degree in horticulture.

The Resolution to Discontinue the Master of Science Degree in Horticulture was approved unanimously.

The committee commended the college and vice president and dean Karen DePauw for their careful consideration and management of the curriculum.

6. Academic Administration

a. Resolution to Approve Revision to the Grievance Policy and Procedures for Administrative and Professional Faculty. Jack Finney, vice provost for faculty affairs, presented a resolution to approve revisions to the grievance policies and procedures for administrative and professional faculty.

The Resolution to Approve Revision to the Grievance Policy and Procedures for Administrative and Professional Faculty was approved unanimously.

b. Resolution to Delegate Authority for Reappointments to Endowed Chairs, Professorships, and Fellowships. Mark McNamee, senior vice president and provost, presented a resolution to delegate authority for reappointments to endowed chairs, professorships, and fellowships.

The Resolution to Delegate Authority for Reappointments to Endowed Chairs, Professorships, and Fellowships was approved unanimously

c. Institutional Benchmarking. Jack Finney, vice provost for faculty affairs, presented to the committee information on institutional benchmarking. Virginia Tech engages in institutional benchmarking as a way to improve performance on several dimensions using information from other institutions for comparison. The purpose of three benchmarking groups was discussed: (a) Carnegie classifications, (b) State Council of Higher Education for Virginia (SCHEV) peers, and (c) the Association of American Universities (AAU).

d. Post Collegiate Outcomes Initiative. Mark McNamee presented information on the Post Collegiate Outcomes Initiative. Funded by the Bill and Melinda Gates Foundation, the goals of the initiative are to better assess the value of higher education for undergraduate students, measure the value of a college degree, and to understand student outcomes after college.

The committee discussed the importance of internships and co-ops for future employment and satisfaction. 92% of undergraduate students who complete the senior survey report that they had a career-related experience while a student at Virginia Tech. The university is developing opportunities in the National Capital Region for students that include mentoring, support, and professional experiences.

e. Update on Southern Association for Colleges and Schools Committee on Colleges Five-year Review Process. Ken Smith, vice provost for resource

management and institutional effectiveness, updated the committee on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) fifth-year interim review process. The interim report includes responses to 21 standards, impact report on the quality enhancement plan, and a follow-up report from the 2010 reaffirmation of accreditation. Key issues of the report included institutional effectiveness, support for distance education, and quality enhancement plan outcomes.

7. Inclusive Excellence.

a. Update on InclusiveVT Activities. David Travis, interim vice provost for inclusion and diversity, updated the committee on activities associated with the implementation of a new organizational structure designed to improve accountability and shared responsibility for university-wide inclusion and diversity efforts.

9. Adjournment. The meeting adjourned at 11:30.



Institutional Benchmarking

Jack W. Finney, Ph.D.

Vice Provost for Faculty Affairs

March 30, 2015 – Academic Affairs Committee, Board of Visitors



Benchmarking

- How are we doing?
- Comparing Virginia Tech and other universities
 - Academic portfolio/curriculum
 - Salaries
 - Measures of progress and success
- Three benchmarking groups:
 - Carnegie Classifications
 - SCHEV Peers
 - Association of American Universities (AAU)



Carnegie Classifications

- 1970 – Carnegie Commission on Higher Education
- Created for comparing institutions, research in higher education, and policy analysis
- Updated six times to reflect changes in the American higher education landscape
- Information is descriptive of colleges and universities along six categories
- Old language was a misuse of the information
 - “Research One” – Carnegie is not a measure of prestige



Virginia Tech's Carnegie Classification

Six Categories for the Classification

- Undergraduate Instructional Program: Balanced arts & sciences/profession, high graduate coexistence
- Graduate Instructional Program: Doctoral, STEM dominant
- Enrollment Profile: High undergraduate
- Undergraduate Profile: Full-time four-year, more selective, lower transfer-in
- Size and Setting: Large four-year, primarily residential
- Basic (Research): Research Universities (very high research activity)

BAL/HGC | Doc/STEM | HU | FT4/MS/LTI | L4/R | RU/VH



SCHEV Peers

- Customized, negotiated set of institutions used for benchmarking faculty salaries
- Each state university has an individualized SCHEV peer group
- Peer group is used to set a target for each institution's overall faculty salary average to reach the 60th percentile of its peers



How are SCHEV peers selected?

- Twenty-five peer institutions were determined through process mandated by SCHEV. This peer list will be updated in 2017.
- Each institution in the peer group was required to have
 - a minimum student headcount of 15,000 and a minimum of \$90M in research expenditures
 - A cluster analysis was performed on institutions meeting these criteria to identify institutions statistically similar to Virginia Tech.
 - Data elements included in the cluster analysis included:
headcount, research expenditures, graduation rate, percentage of faculty with terminal degrees, percentage of degrees awarded in the visual and performing arts, sciences, business fields, education, engineering, and at the bachelor's level, and other similar fields
- The large number of comparisons results in a peer group useful to benchmark salaries, academic programs, and metrics (e.g., research expenditures).



Virginia Tech's 25 SCHEV Peers

- [University of California, Berkeley](#)
- [University of California, Davis](#)
- [University of Colorado at Boulder](#)
- [Cornell University](#)
- [University of Florida](#)
- [University of Illinois at Urbana-Champaign](#)
- [Iowa State University](#)
- [University of Maryland, College Park](#)
- [University of Michigan, Ann Arbor](#)
- [Michigan State University](#)
- [University of Minnesota - Twin Cities](#)
- [University of Missouri - Columbia](#)
- [North Carolina State University](#)
- [The Ohio State University](#)
- [Pennsylvania State University](#)
- [University of Pittsburgh](#)
- [Purdue University](#)
- [Rutgers, The State University of New Jersey](#)
- [State University of New York at Buffalo](#)
- [University of Southern California](#)
- [Stony Brook University](#)
- [Texas A&M University](#)
- [The University of Texas at Austin](#)
- [The University of Washington - Seattle](#)
- [University of Wisconsin - Madison](#)



Association of American Universities (AAU)

- Aspirational peer group
- 62 leading research universities in the U.S. and Canada
- Membership is by invitation
- Association focuses on issues important to research-intensive universities:
 - Funding
 - Awards
 - Research policy issues
 - Graduate and undergraduate education
- Public, land-grant, and private universities



AAU Members

U.S. Public

Georgia Institute of Technology
Indiana University
Iowa State University
Michigan State University
The Ohio State University
The Pennsylvania State University
Purdue University
Rutgers, State University of New Jersey
Stony Brook University, SUNY
Texas A&M University
University at Buffalo, SUNY
University of Arizona
University of California, Davis
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, San Diego
University of California, Santa Barbara
University of Colorado Boulder
University of Florida
University of Illinois at Urbana- Champaign
University of Iowa
University of Kansas
University of Maryland at College Park
University of Michigan
University of Minnesota, Twin Cities
University of Missouri, Columbia
University of North Carolina-Chapel Hill
University of Oregon
University of Pittsburgh
University of Texas at Austin
University of Virginia
University of Washington
University of Wisconsin-Madison

U.S. Private

Boston University
Brandeis University
Brown University
California Institute of Technology
Carnegie Mellon University
Case Western Reserve University
Columbia University
Cornell University
Duke University
Emory University
Harvard University
The Johns Hopkins University
Massachusetts Institute of Technology
New York University
Northwestern University
Princeton University
Rice University
Stanford University
Tulane University
University of Chicago
University of Pennsylvania
University of Rochester
University of Southern California
Vanderbilt University
Washington University in St. Louis
Yale University

Canadian

McGill University
University of Toronto



QUESTIONS?



Post Collegiate Outcomes Initiative

Mark McNamee, Senior Vice President and Provost
Academic Affairs Committee, Board of Visitors
March 30, 2015



Background

- Funded by the Bill and Melinda Gates Foundation
- Interest in contributing to the national discussion about the value of higher education
- Three national higher education associations
 - The American Association of Community Colleges (AACC)
 - Association of Public and Land-grant Universities (APLU)
 - American Associate of State Colleges and Universities (AASCU)
- Served as APLU representative to the Oversight Committee



Goals

- To better assess the overall value of higher education
- To more fully articulate the value of undergraduate degree completion
- Jobs and salaries are too narrow a measure of the value of a college degree
- To understand outcomes after college
 - Public and personal outcomes
 - Economic and human capital outcomes



Post Collegiate Outcomes Initiative Framework

- Four intersecting dimensions
- Dimensions are not mutually exclusive, but are dynamic and intersecting
 - Individual / Public
 - Economic / Human Capital



Dynamic & Intersecting Framework

	Public	Personal/Individual
Economic	Public Economic Value of Postsecondary Education	Personal Economic Value of Postsecondary Education
Human Capital	Public Human Capital Value of Postsecondary Education	Personal Human Capital Value of Postsecondary Education



Outcomes - Examples

	Public	Personal/Individual
Economic	Stronger Local Economies Wider Tax Base Reduced Reliance on Social Services Employability	Earnings Student Debt Employability
Human Capital	Charitable Donations Voting Citizenship Volunteerism	Career Advancement Life Satisfaction Health and Wellness Critical Thinking Problem Solving Volunteerism



Sample Outcomes Associated with College Degree Attainment

- Increased workplace productivity
- Higher earnings
- Job satisfaction
- Improved health
- Less reliance on public services
- Increased civic participation



Benefits to Framework

- More comprehensive representation of the value of higher education
- Helps guide college planning and direction
- Improves public understanding and appreciation of individual and social benefits of college education

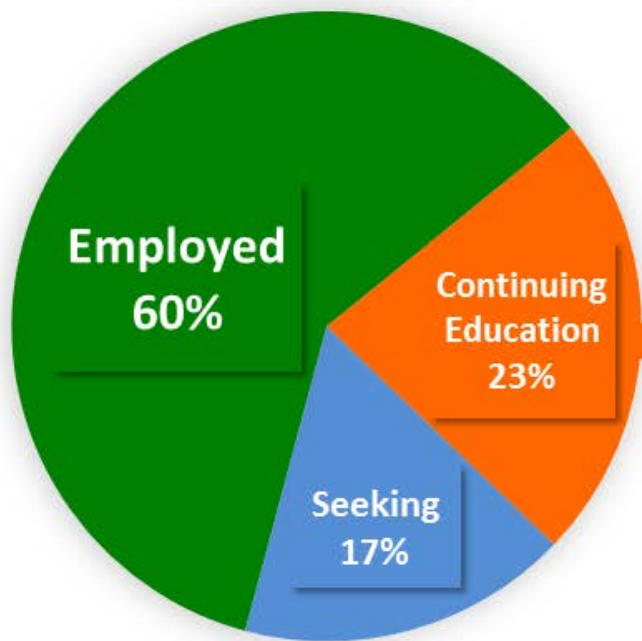


Virginia Tech

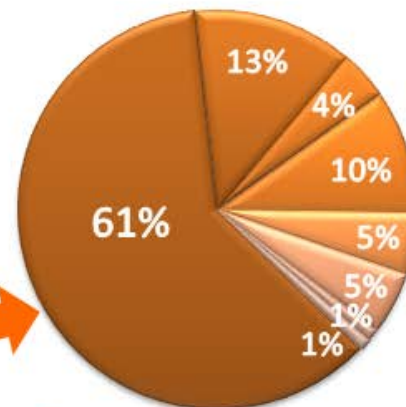
- Post-Graduation Survey conducted by Career Services
- Gallup Survey of alumni will report success and wellbeing
- College and department surveys: e.g. chemical engineering surveyed alumni 1-5 years from graduation

First destination after undergraduate degree 2013-2014 Virginia Tech graduates

First destination 2013-2014 grads



Continuing education breakdown

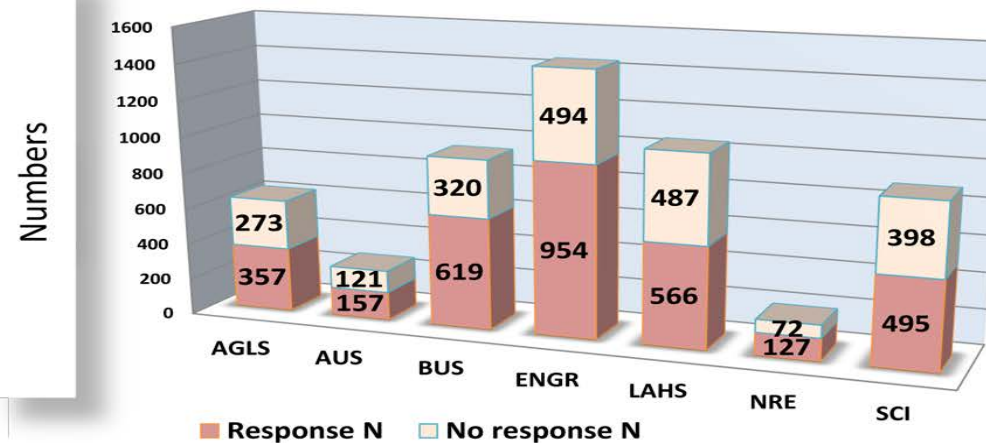
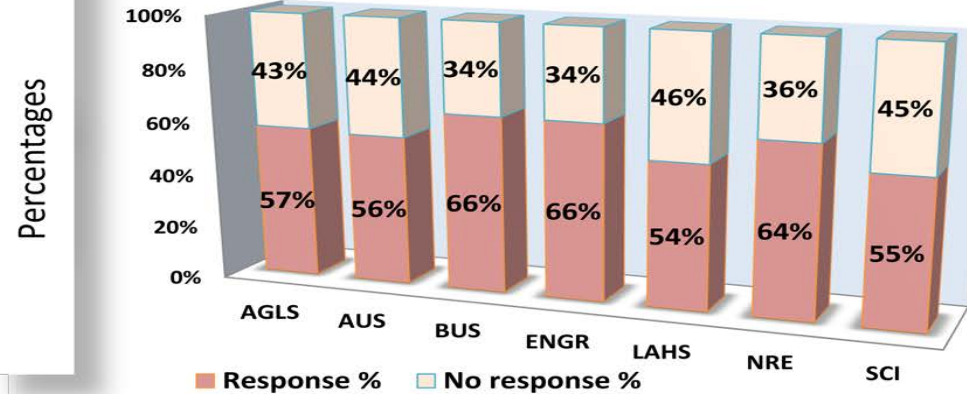


- Master's degree 61%
- Medical degree 13%
- Law 4%
- Ph.D. 10%
- D.V.M. 5%
- Another bachelor's degree 5%
- Dietetic internship 1%
- Other 1%

Post-Graduation Survey of 2013-2014 graduates RESPONSE RATES of graduates by COLLEGE

Source: Post-Graduation Report, based on Post-Graduation Survey of all undergraduate degree recipients.
Administered by | Copyright: Career Services at Virginia Tech

All undergraduate degree recipients are surveyed.
Periodic reminders are sent to non-respondents during the more-than-six-month period the survey is open.
When the survey closes, non-respondents have received 10 to 12 invitations to respond.

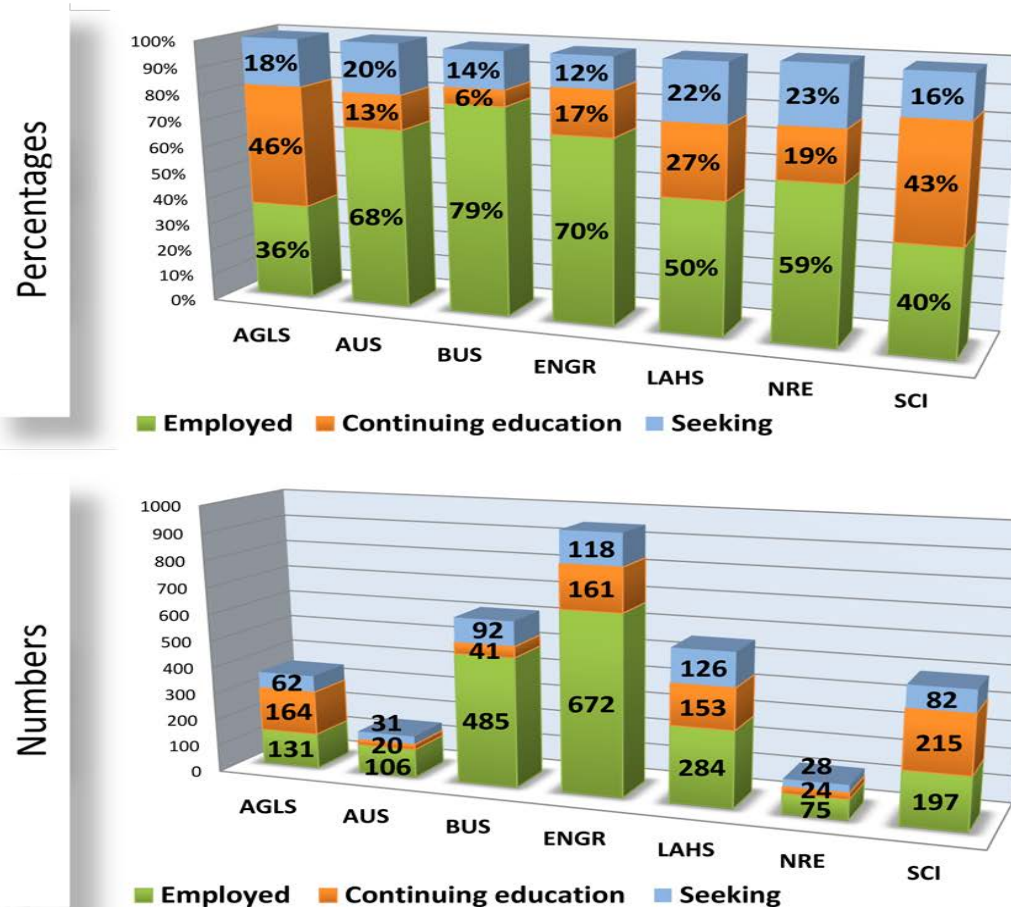


Post-Graduation Survey of 2013-2014 graduates

Post-undergraduate STATUS of RESPONDENTS by college

Source: Post-Graduation Report, based on Post-Graduation Survey of all undergraduate degree recipients.
Administered by | Copyright: Career Services at Virginia Tech

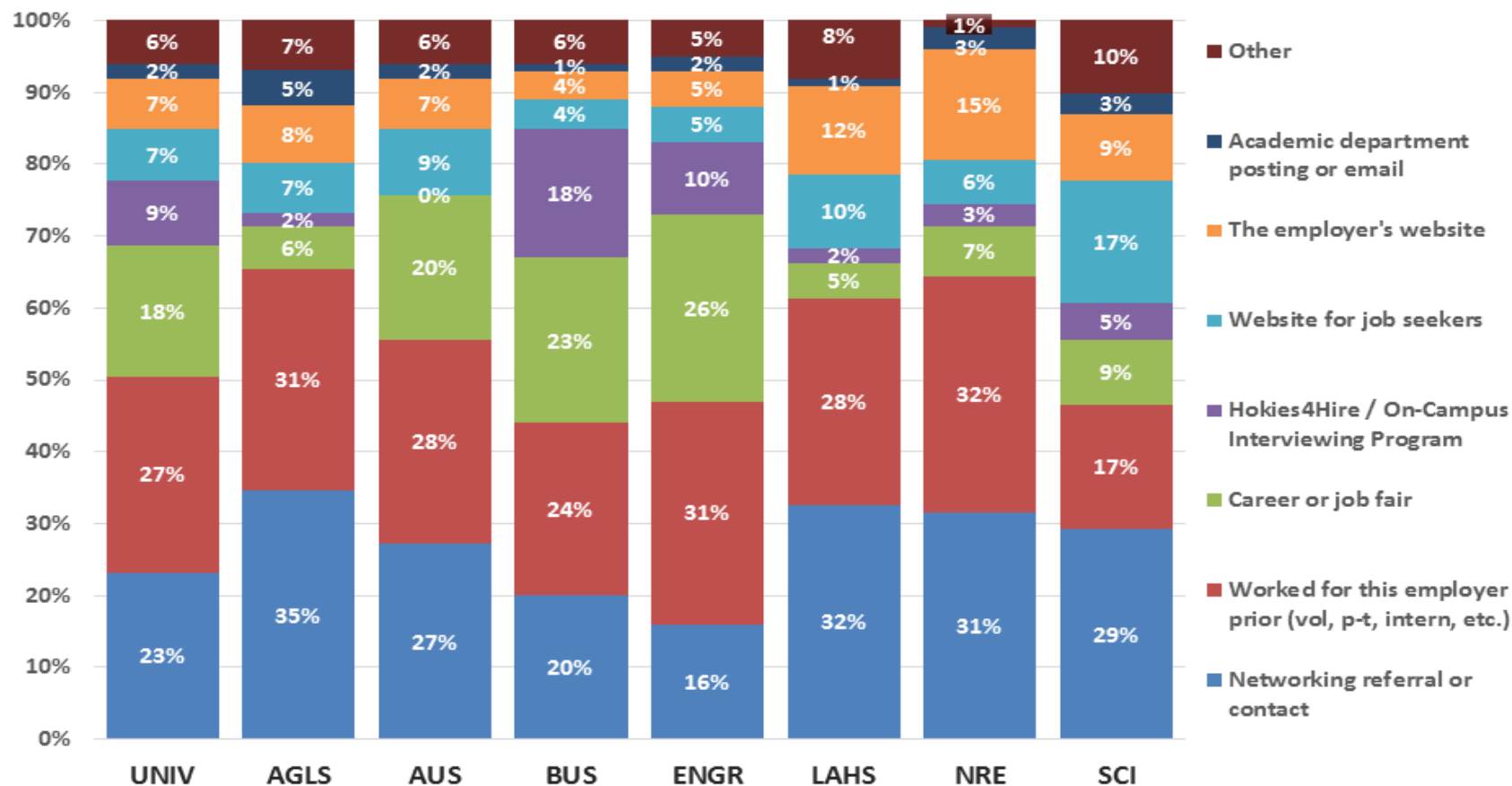
All undergraduate degree recipients are surveyed. Total university final response rate: 60%
Periodic reminders are sent to non-respondents during the more-than-six-month period the survey is open.
Respondents with status still seeking are invited to update status until survey closes.



Seeking includes: seeking or plan to seek employment; looking at options of employment & continued education.
Employed includes: long-term service work (2% total univ.), self-employed / family-owned business (2% total univ).

How employed 2013-2014 grads found jobs

University & by college | source of accepted job



Source: Post-Graduation Report, based on Post-Graduation Survey of all undergraduate degree recipients.

Administered by | Copyright: Career Services at Virginia Tech | Complete info and methodology: Post-Graduation Survey and Report at www.career.vt.edu

CAREER-RELATED EXPERIENCE DURING COLLEGE

2013-2014 graduates

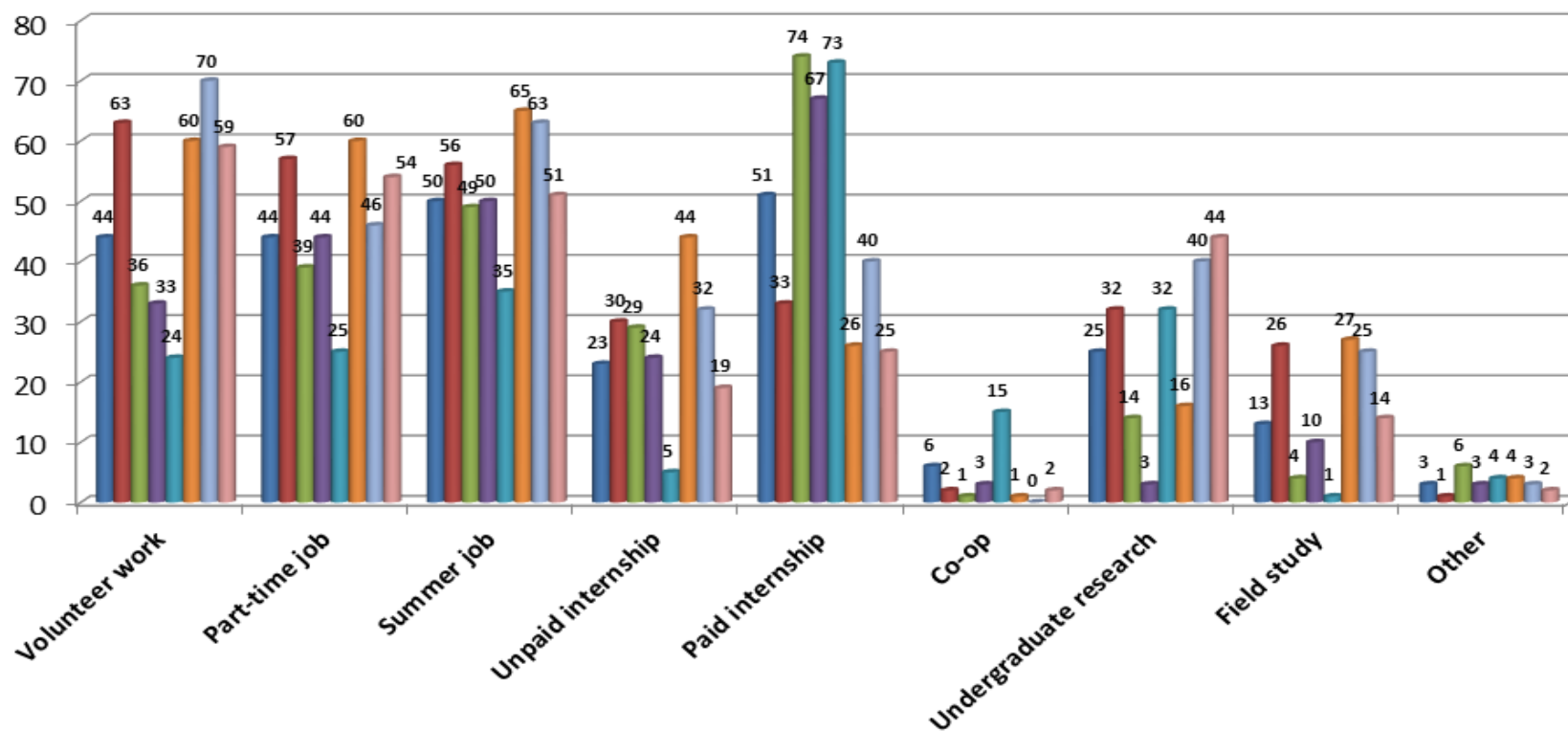
% of grads reporting each type of experience | total university and each college

Source: Post-Graduation Report based on Survey of all graduates, administered by Career Services

Question: Did you have career-related experience prior to graduation? Total univ: yes=92% | "Yes" respondents asked to check all types they had.

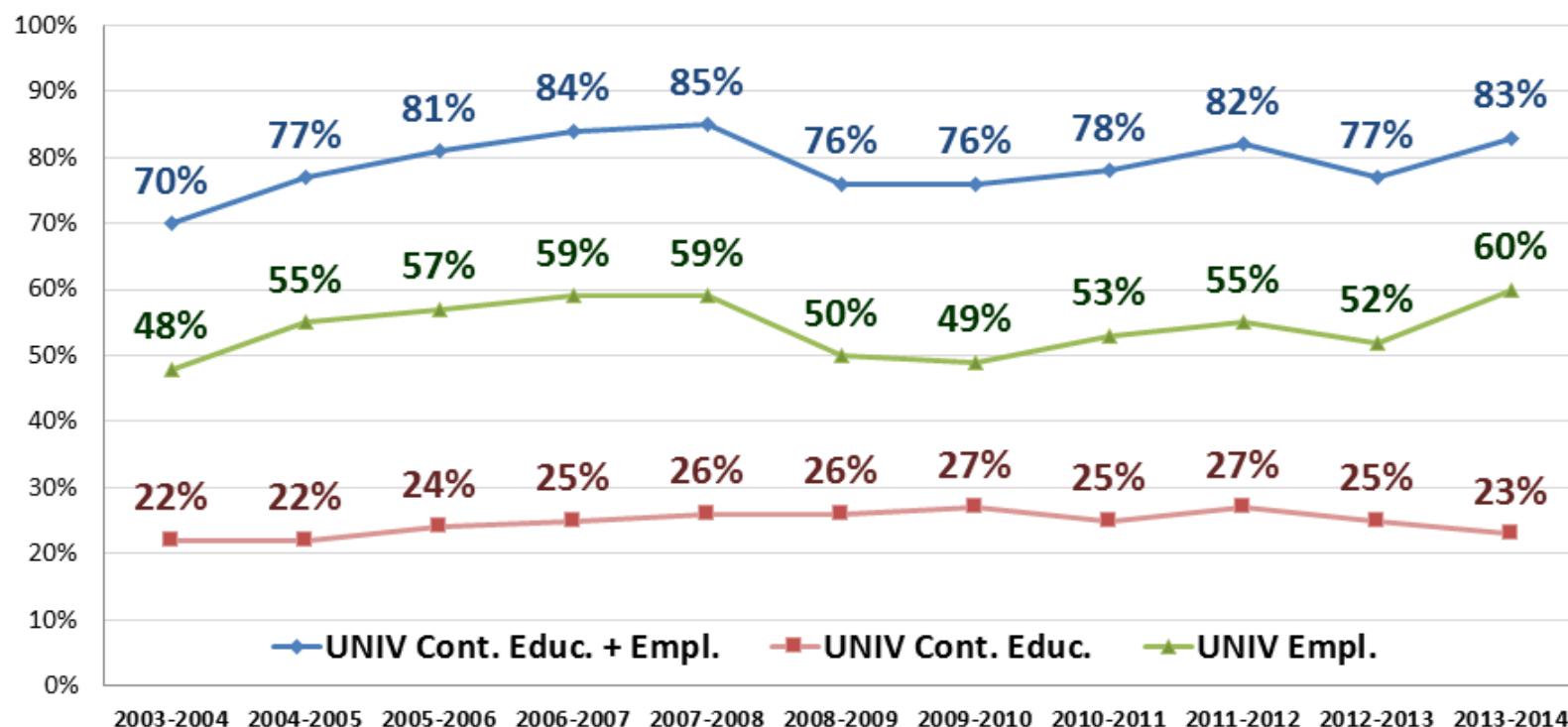
Data by major can be viewed in the Post-Graduation Report at: <http://www.career.vt.edu/PostGraduationSurveyReport/PostGrad.html>

■ Univ ■ AGLS ■ AUS ■ BUS ■ ENGR ■ LAHS ■ NRE ■ SCI



Grads employed or continuing education

Total university: Eleven years



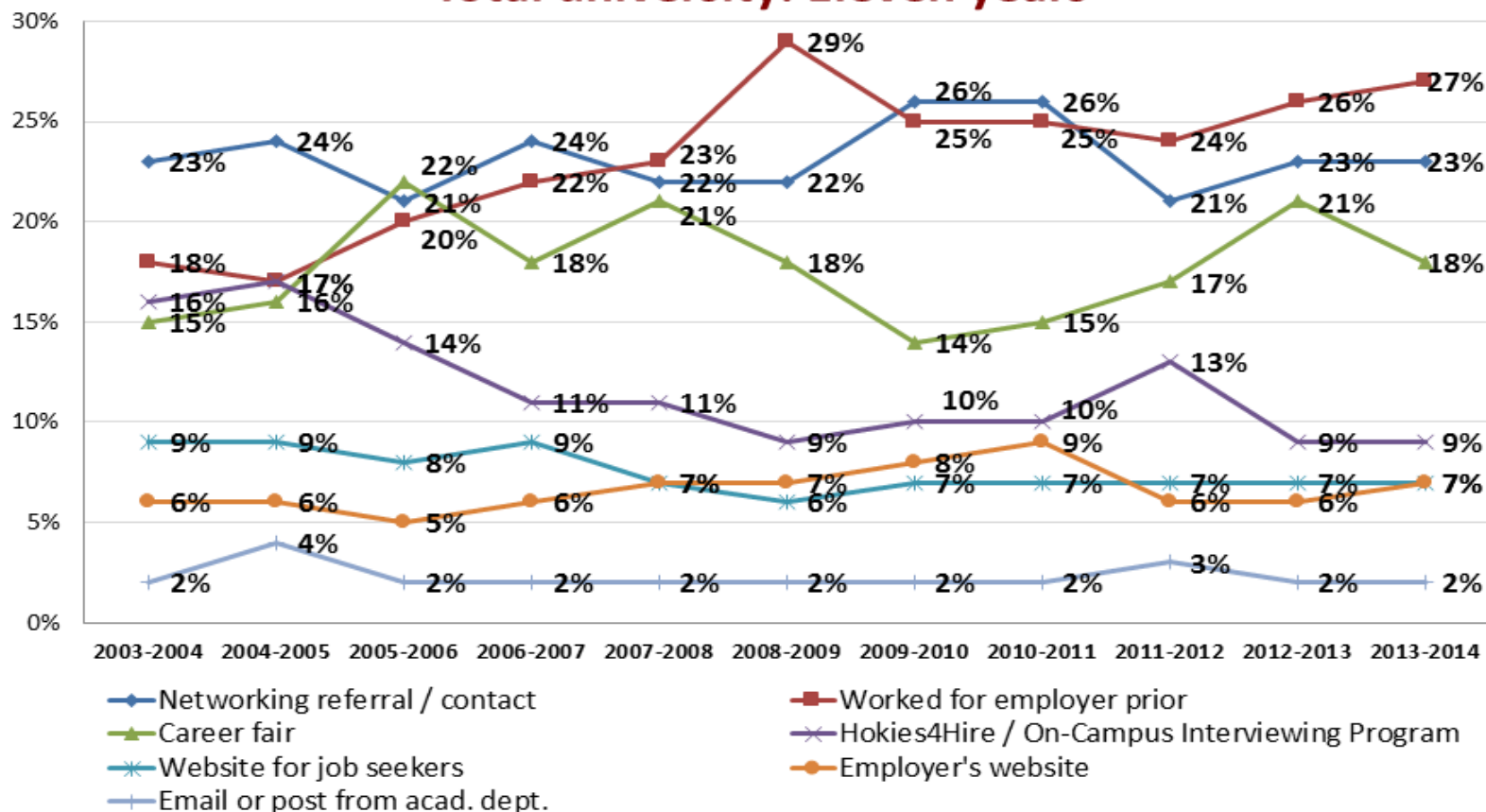
Source: Post-Graduation Report, based on Post-Graduation Survey of all undergraduate degree recipients.

Administered by | Copyright: Career Services at Virginia Tech

Complete info and methodology: Post-Graduation Survey and Report at www.career.vt.edu

How employed grads found jobs

Total university: Eleven years



Source: Post-Graduation Report, based on Post-Graduation Survey of all undergraduate degree recipients.

Administered by | Copyright: Career Services at Virginia Tech

Complete info and methodology: Post-Graduation Survey and Report at www.career.vt.edu



Questions?



SACSCOC Fifth-Year Interim Review

**Ken Smith, Vice Provost for Resource Management and
Institutional Effectiveness**

Academic Affairs Committee of the Board of Visitors

March 30, 2015



Regional Accreditation

- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- *The Principles of Accreditation: Foundations for Quality Enhancement*
- Institutions demonstrate full compliance every 10 years.
- Institutions provide five-year interim report on selected standards and requirements



Quality Enhancement Plan

- An intentionally designed program for enhancing student learning
- An ongoing planning and evaluation process
- First Year Experience: Pathways to Success



VT First Year Experience

Create first-year experiences for students that provide learning opportunities and practical skills foundational to their development into lifelong learners.

- *Problem Solving*
- *Inquiry*
- *Integration*



Fifth-Year Interim Report

- Response required:
 - Two core requirements
 - Eight standards
 - Eleven federal regulations
 - Impact Report on Quality Enhancement Plan
 - Follow-up Report from 2010
- For each requirement or standard we provided:
 - A statement of compliance and a narrative description of how we are compliant
 - References that provide evidence of compliance



Scope of Response

Core Requirements

2.8 – Number of Full-Time Faculty

2.10 - Student support services

Comprehensive Standards

3.2.8 - Qualified administrative and academic officers

3.3.1.1 - Institutional effectiveness of educational programs

3.3.1.2 - Institutional effectiveness of administrative programs

3.4.3 - Publishes admissions policies

3.4.11 - Program coordinators

3.10.2 - Financial aid audits

3.11.3 - Physical facilities

3.13A - Accrediting decisions of other agencies

3.13B - Log of complaints

3.13C - Distance learning programs

Federal Regulations

4.1 - Student achievement

4.2 – Curriculum Appropriate to Mission

4.3 - Academic calendars, grading and refunds.

4.4 - Program length

4.5 - Procedures for addressing written student complaints

4.6 - Recruitment materials

4.7 - Compliance with Title IV for financial aid programs

4.8.1 - Student identification verification

4.8.2 - Written procedure for protecting privacy

4.8.3 - Notification of additional charges for identity of online students

4.9 - Policy procedure for determining credit hours awarded



Response Preparation

- Twelve primary authors plus reviewers and contributors
- Quality Enhancement Plan Outcomes Reported by First Year Experience Office
- Final editing and compilation team
- All information compiled into an electronic information set for external review



The Fifth-Year Interim Report

Instructions

Introductory Letter

Part 1 - Signature Page

Part 2 - Institutional Summary

Part 3 - Compliance Certification

Section 1 :: 2.8

Section 2 :: 2.10

Section 3 :: 3.2.8

Section 4 :: 3.3.1

Section 5 :: 3.4.3

Section 6 :: 3.4.11

Section 7 :: 3.11.3

Section 8 :: 4.1

Section 9 :: 4.2

Section 10 :: 4.3

Section 11 :: 4.4

Section 12 :: 4.5

Section 13 :: 4.6

Section 14 :: 4.7

Section 15 :: 4.8

Section 16 - 4.9

Section 17 :: 3.13

The Fifth-Year Compliance Certification

11. Program length is appropriate for each of the institution's educational programs. **(Federal Requirement 4.4)**

Compliance

Non-Compliance

Narrative

FR 4.4: Program

Program length is appropriate for each of the institution's educational programs.

Compliance

Virginia Tech is in compliance with this standard.

Narrative

Each of Virginia Tech's educational programs is an appropriate length for the degree type. Program lengths are documented in the undergraduate^[1] and graduate catalogs,^[2] and the Doctor of Veterinary Medicine program handbooks.^[3] All provide information regarding program requirements for degrees offered by the institution. Associate degree programs require a minimum of 60 semester credit hours, all undergraduate baccalaureate degree programs require a minimum of 120 semester credit hours, and all graduate and professional degrees require a minimum of 30 semester credit hours. Program length and completion requirements are additionally provided on the graduation policies webpage^[4] for undergraduates. As degree programs are established they are subject to review and approval by the university, the State Council of Higher Education for Virginia (SCHEV)^[5], and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). To ensure that undergraduate and graduate academic programs adhere to best practices within their respective academic disciplines, Virginia Tech has adopted rigorous procedures that evaluate new programs prior to inception, existing programs through periodic academic program review,^[6] and has sought professional accreditation for all eligible programs.

New Academic Programs

University



Key Issues

- Institutional Effectiveness
 - Learning Outcomes
 - Administrative Processes
- Support of Distance Education Across the Institution
- Quality Enhancement Plan Outcomes



Beneficial Outcomes

- Systematic review of policies and processes, for example:
 - Complaint Tracking and Policy
 - Assurances on Academic Program Leader Qualifications
 - Administrative Assessment and Improvement
- Review and improvement of institutional information, particularly websites that become outdated



Next Steps

Fifth-Year Interim Report

- Submitted March 16th
- Review by SACSCOC with Anticipated Acceptance - June 2015

Next 10-Year Reaffirmation

- Development of a new QEP program
- Submission of Materials - 2018
- Site Visit - 2019



QUESTIONS?



*Inclusive*VT

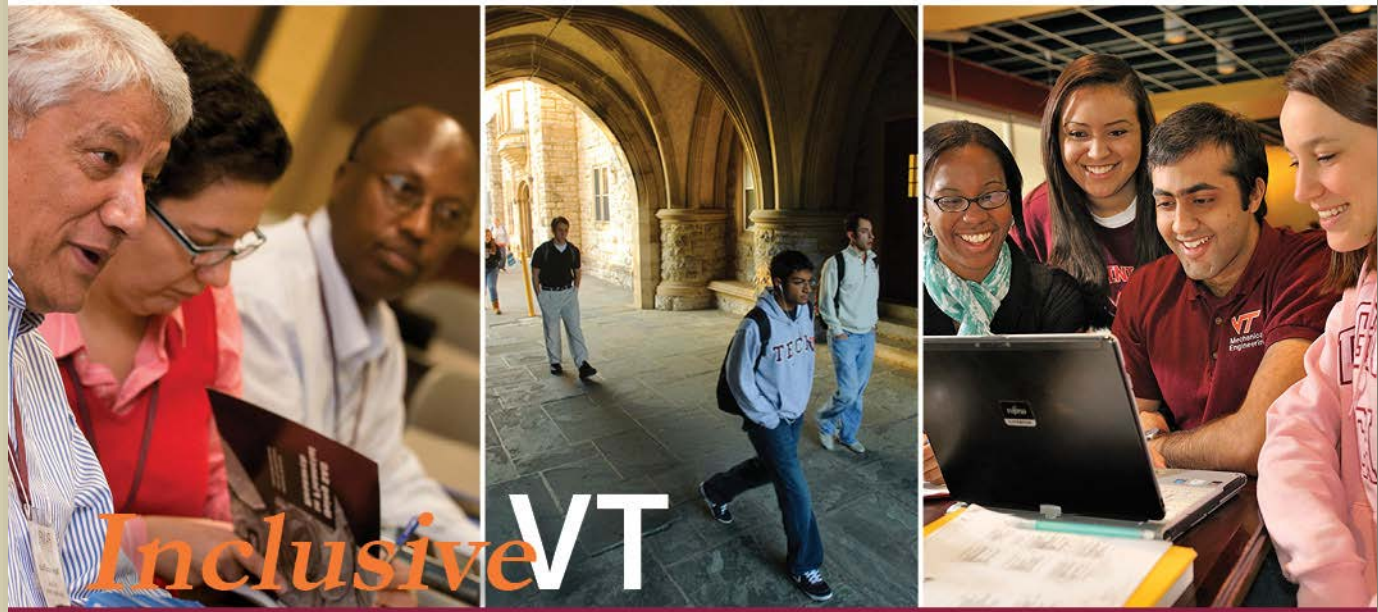
A New Approach to Inclusion and Diversity at Virginia Tech

March 30, 2015



VirginiaTech
Invent the Future

A framework that creates active, intentional engagement of Virginia Tech communities.



InclusiveVT is Virginia Tech's new approach to revitalize inclusion and diversity efforts by the university's communities.

The model calls for every student, staff, and faculty member to take personal and collective responsibility for inclusive excellence. Senior leaders will develop and be accountable for initiatives designed to advance inclusion and diversity.

*Inclusive*VT Timeline

June 2014 - Current



Summer

- President Sands introduced new structure
- Executive Council and coordinators announced
- Interim Vice provost position established

Fall

- InclusiveVT Information Forum
- 86 initiatives submitted
- Campus dialogues (“Let’s Talk”)

Spring

- Advancing Diversity workshop
- Formation of website and social media
- Midterm report on initiatives
- Defining Vision and Roles



*Inclusive*VT initiatives

- 86 initiatives by Inclusive Excellence dimension.
 - Access and Success 46
 - Campus Climate and Intergroup Relations 38
 - Education and Scholarship 39
 - Institutional Infrastructure 22
- 28 Senior Management Areas submitted at least three initiatives each.

Consistent Themes

Need	University Diversity Plans	Forum Comments	InclusiveVT Initiatives
Pre-College / Pipeline Programs	√	√	6
Search Committee Bias	√	√	5
Scholarship of Diversity	√	√	9
Diversity Training and Development	√	√	7
Communications / Marketing	X	√	7

Areas to be Addressed

- Other topics covered in the diversity plans and forum notes:
 - Dealing with instances of bias and discrimination as they occur.
 - Providing dedicated resources and incentives.
 - Assessing effectiveness and ensuring accountability.
- These will be ongoing areas of discussion as InclusiveVT continues to evolve.

*Inclusive*VT Timeline

Future

Summer

- Report on initiatives
- Interim Vice Provost position finalized

Fall

- Annual forum
- New initiatives submitted
- Continuous dialogues
- Professional development for Executive Council

Spring

- Dialogues continued
- Interim reporting on initiatives



Next Steps

- InclusiveVT: Past, Present, Future report
 - Reviews university diversity plans;
 - Analyzes forum comments as a measure of where we are today;
 - Shows how InclusiveVT initiatives address needs.
- Vision statement shared with Virginia Tech community



Advisory Community

- April 3, 2015, 3pm
 - Working session to help launch the InclusiveVT Advisory Community
 - University community members who bring unique perspectives and self-identify as advocates for inclusion and diversity
 - Provides feedback to university leadership on InclusiveVT

RESOLUTION TO APPROVE A DOCTOR OF PHILOSOPHY DEGREE IN EXECUTIVE BUSINESS RESEARCH

Documents included:

1. Resolution to Approve Doctor of Philosophy Degree in Executive Business Research
2. Degree Proposal for Doctor of Philosophy Degree in Executive Business Research
3. Degree Proposal Presentation – slides

*Per SCHEV recommendation, the proposal
to establish this degree was withdrawn.
Please see attached letter dated
November 3, 2015 from Thanassis Rikakis.*

November 3, 2015

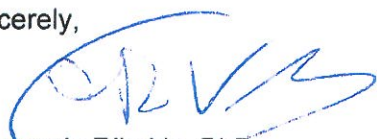
Dr. Joseph G. DeFilippo
Director of Academic Affairs and Planning
State Council of Higher Education for Virginia
101 North 14th Street
9th Floor, James Monroe Building
Richmond, VA 23219

Dear Dr. DeFilippo:

In May 2015, Virginia Tech submitted a proposal, approved by the Board of Visitors on March 30, 2015, for a spin-off PhD in Executive Business Research (CIP 52.0210) to be implemented in spring 2016. Consistent with the recommendation from SCHEV staff received by telephone on September 16, 2015, we are withdrawing the proposal and will offer a concentration in executive business research under the existing PhD in our Business program.

Should you require further information, please contact Dr. Kent Nakamoto (nakamoto@vt.edu).

Sincerely,



Thanassis Rikakis, PhD
Executive Vice President and Provost

cc: Robert Sumichrast Wanda Dean
Kent Nakamoto Kris Bush
Rosemary Blieszner

Invent the Future

RESOLUTION TO ESTABLISH A DOCTOR OF PHILOSOPHY DEGREE IN EXECUTIVE BUSINESS RESEARCH

WHEREAS, the mission of Virginia Tech is to discover and disseminate new knowledge through its focus on teaching and learning, research and discovery, and outreach and engagement; and

WHEREAS, there is a critical and growing need for business executives and business faculty members with strong translational research skills in order to address the rapidly evolving data- intensive environment of business decision making; and

WHEREAS, this program will provide Ph.D. graduates expert in these critical research skills including the conceptualization of business-relevant research questions, design of research methods to study them, technical skills to implement such studies, and analytical skills to draw insights from them; and

WHEREAS, the faculty of Pamplin College of Business and allied departments in the university will instruct in an innovative curriculum to prepare experienced executives for advanced research positions in business and particularly for full-time faculty positions in accredited collegiate schools of business in Virginia and beyond; and

WHEREAS, this will be the first program in the Commonwealth of Virginia to offer this type of doctoral program thus addressing the needs of this executive population to enable them to pursue an integrated and intensive program focused on research bridging basic disciplinary theory, rigorous research methodology, and important classes of business problems; and

WHEREAS, there is rapidly growing demand among colleges of business within and beyond the Commonwealth of Virginia for Ph.D. graduates with the skills proposed for this program because of the rapid changes in business practice and thus the needs in professional business education;

NOW, THEREFORE BE IT RESOLVED, that the Doctor of Philosophy Degree in Executive Business Research be established, effective fall 2015.

RECOMMENDATION:

That the resolution to approve the Doctor of Philosophy Degree in Executive Business Research be approved.

March 30, 2015

Virginia Tech Degree Proposal
Ph.D. in Executive Business Research
(CIP: 52.0210)

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

Program description

The Pamplin College of Business proposes to launch a spinoff Ph.D. program in “Executive Business Research” (CIP 52.0210) to initiate in Fall 2015. This program will be administered through the College’s Falls Church facility in the National Capital Region and provide business professionals with rigorous training in analytical and research techniques, exposure to the scholarly literature in business, and dissertation research experience that is translational in nature—seeking to inform business decision making with scholarly insights from business and related disciplines. Graduates of the proposed program would be qualified to pursue new professional opportunities that rely on these advanced research skills as well as full-time academic positions in university business schools.

Doctoral education in business has centered, since the 1959 Carnegie and Ford Foundation reports criticizing the lack of academic rigor in business schools (Gordon & Howell, 1959; Pierson, 1959), on rigorous research directed toward the development and testing of basic theory to improve understanding of business activity, processes, and outcomes. The mission of the business school in research universities, in particular, has included as a critical component faculty publication of such research in scholarly business journals. Virginia Tech’s Pamplin College of Business has offered a research-focused Ph.D. program for 40 years. The graduates from this extant Ph.D. Business program almost exclusively pursue academic careers in collegiate schools of business. The need for graduates of this program remains strong and the proposed Ph.D. Executive Business Research program does not seek to supplant Virginia Tech’s existing doctoral program in business. Rather, the curricular and scholarly goals of the new degree program differ substantially from those of the existing business doctoral program and thus dictate the creation of a new degree rather than a new concentration within the existing Ph.D. program in Business.

We are developing the new Ph.D. Executive Business Research degree as a response to the chronic shortage of business school faculty throughout the nation (Gardiner, 2011). We are doing this as a spin-off program because the student profile for this program and the type of dissertation research in the program will differ from those of the existing Ph.D. program.

Over the past two decades, a tension has developed in business education often framed as a tradeoff between rigor and relevance (Clinebell & Clinebell, 2008). Academic research, it is argued, is heavily focused on rigor of a “scientific” model while the “real world” needs of business professionals are inadequately considered. As one answer to this dilemma and in response to economic pressures, business schools have been hiring business executives as instructors and the accreditation standards promulgated by the

Association for the Advancement of Collegiate Schools of Business (AACSB) allow for a certain percentage of business instruction to be provided by such professionally qualified faculty members.

The proposed Ph.D. Executive Business Research offers an alternative approach to this need for relevance while retaining strong standards of scholarship by creating a new type of business doctorate—one that seeks to develop translational researchers. The value of an “applied” doctoral program has been recognized for some time. A number of universities, particularly in the United Kingdom and Australia, have developed doctoral programs with a stronger focus on business practice. However, only about a dozen programs of this type exist in the United States and there is no standard model for such programs. The proposed program would be the first of its kind in Virginia.

The goal of this Ph.D. Executive Business Research program is to provide experienced business managers with advanced skills in assembling and managing business data (i.e., designing research), analyzing that data, and using it to understand better the processes driving business outcomes and thereby to guide better decisions. These managers comprise a different and largely unserved potential student population compared to the students in traditional doctoral programs.

Because the decision domains being studied cut across traditional business disciplines including accounting and auditing, information systems and technology, financial management, marketing, human resources, and business strategy, the program will of necessity be interdisciplinary. The program’s curriculum also seeks to build on a strong professional business background and prior graduate work at the master’s level, adding advanced coursework in research methods, data analysis, and seminars focused on the scholarly business research literature. This combination of coursework will allow the student to view the “bigger picture” surrounding specific business problems.

A central innovative aspect of the program will be embodied in the student’s dissertation research. As in the traditional business Ph.D. program, the dissertation will present original publishable research. In this program, the focus of the dissertation is to bring the coursework and doctoral seminar background to bear on a particular class of business problems. In this sense, the dissertation will be translational—leveraging traditional business scholarship to inform business practice—and distinctive relative to common models. Applied doctoral programs in the UK often develop research around a specific business case and applying a broad conceptual analysis to it. Traditional business Ph.D. program dissertations, on the other hand, focus on narrower theory development and testing which applies to a broad range of contexts. For example, a case study project might examine the changing role of the Internet in the marketing strategy of a particular firm—in this case likely a firm with which the student researcher has great experience. On the other extreme, a traditional Ph.D. student might examine how consumers’ shopping behavior has changed because of the availability of large amounts of product information online, particularly price information. The student might explore a question like “Does making comparative pricing information readily available change the importance of price relative to emotional responses to advertising in consumer choices?” Psychological theory holding that people are “cognitive misers” would suggest that this

should be the case. The student's research would focus on testing this theory of information processing.

Research in the proposed program will stake out a middle ground between the specific context and broad conceptual range of a case study and narrow conceptual range and broad contextual applicability of theory-testing research. Of particular interest in this program would be examining the operation of prior theoretical analyses in real-world contexts. For example, it was argued that as business moved online, brand loyalty would decrease in importance (James, 2014). However, the continuing success of traditional brands like Apple and Amazon suggest that brands still have important meaning for consumers. One argument is that since the Internet makes everyone a potential critic, the cost of bad products is increased; thus, strong brands are those that make fewer errors (Heskett, 2014). By looking across a range of companies and industries, a student in this program might seek to understand if and when this claim is true. The focus of the research, then, is on how theories translate into the different contexts encountered in the world of business and how managers can respond effectively. Thus, both the academic training and the students' prior professional study and experience will be central to their research.

Because the curricular and scholarly goals of the program differ substantially from those of the existing business doctoral program, it is appropriate to create a spinoff degree rather than a new concentration within the existing Ph.D. program in Business. It is anticipated that a maximum of ten students per year will be admitted to this program.

Curriculum summary

The curriculum for the program, assuming prior graduate study in business, includes 30 credit hours of graded coursework plus a minimum of 30 credit hours of research and dissertation. Applicants to this program will be required to hold a Masters degree or other graduate study related to business; as such, an additional 30 credit hours may be transferred from this prior graduate study. Thus, the degree program requires a minimum of 90 credit hours.

The graded coursework portion of the program, which comprises the first year-and-a-half of the program, will be completed by the students as a cohort. This includes five core courses and four restricted electives which will be selected to align with the needs of each cohort. The last elective will be individualized to provide the student with an opportunity to focus on the key disciplinary and research area preparatory to his or her dissertation work. No more than 6 credit hours will be required each term, which will allow the program to be pursued by working managers. However, for the first year, students will be enrolled continuously through Fall, Winter, Spring, and Summer terms. Beginning in the Spring Semester of the second year of study, students will enroll in Research and Dissertation.

The graded coursework focuses on three key areas of study—research methods, quantitative analysis and analytics, and the scholarly business literature. The projected course schedule is designed to accommodate students who remain employed. Courses

will be scheduled to meet once per week either in the evening or on Saturday. In addition, some courses will employ a hybrid format, employing online as well as face-to-face interaction.

Required core classes (15 credit hours):	Credit Hours
MGT 5124 – Business Research Methods	3
ACIS 6004 – Accounting and Information Systems Research Methods	3
STAT 5615, 5616 – Statistics for Research	6
MGT 5384 – Ethical Dimensions of Leadership	3
Restricted Elective Courses (15 credit hours):	
ACIS 6014 – Behavioral Research in Accounting Seminar (Pre: ACIS 6004)	3
ACIS 6024 – Financial Capital Markets in Accounting Seminar (Pre: ACIS 6004)	3
ACIS 6504 – Seminar in Information Systems Research (Pre: ACIS 6004)	3
BIT 5474 – Computer-based Decision Support Systems	3
BIT 6414 – Seminar in Information Technology	3
FIN 6115 – Corporate Finance	3
FIN 6125 – Investments	3
HTM 5544 – Qualitative Research methods in Business	3
HTM 6464 – Research Foundations in Hospitality and Tourism Management (Pre: HTM 5544)	3
MGT 6704 – Strategic Management and Organization Theory Seminar	3
MGT 6714 – Organizational Behavior Seminar	3
MKTG 6105 – Advanced Topics in Marketing	3
MKTG 6304 – Seminar in Buyer Behavior Research	3
Research (at least 30 credits required)	
ACIS 7994 – Research and Dissertation	Var.
BIT 7994 – Research and Dissertation	Var.
FIN 7994 – Research and Dissertation	Var.
HTM 7994 – Research and Dissertation	Var.
MGT 7994 – Research and Dissertation	Var.
MKTG 7994 – Research and Dissertation	Var.

Degree Requirements: Candidates are eligible for graduation upon successful completion of all core, elective, and research credits, as well as passing performance on the Qualifying Examination, Preliminary Examination (advancement to candidacy), and successful defense of a written dissertation. A cumulative GPA of 3.0 is required for all coursework, and no grade below a B is allowed for any core course. A grade of a B- will result in partial remediation of the course, as determined by the course instructor, and courses where a grade below a B- is received must be retaken.

Dissertation Advisor: At the end of the second semester of study and prior to the start of the third semester of study, the student will select a tenured member of the Pamplin College of Business faculty participating in the Ph.D. in Executive Business Research program to serve as the student's dissertation advisor and supervise the student's research. To formally initiate research activity with the advisor, the student will enroll in a research elective course supervised by the advisor during the Fall semester of the second year of study.

While the coursework draws on all the literature of all major business fields (accounting, business information technology, finance, management, and marketing), the student's dissertation research is expected to focus in one disciplinary area. This will be important to advancing the student's employment prospects, particularly for those interested in academic employment. The elective course scheduled for the Fall semester of the second year is intended to support the student in initiating this focused study.

Student Advisory Committee: During the first year of the program and until the student files a program of study, each student will be assigned an advisory committee chaired by the Program Director and including three other tenure-track Virginia Tech faculty members serving on the Steering Committee or teaching in the program.

Prior to submitting a program of study and no later than the end of the third academic semester of study, each student must form an individualized Advisory (Dissertation) Committee. This Advisory Committee is composed of the dissertation advisor and a minimum of three other faculty members. At least two of the Advisory Committee members must be tenured faculty members in the Pamplin College of Business. It is highly encouraged for the student to have one Advisory Committee member from outside the advisor's department. The Advisory Committee must meet at least twice annually to assess student progress and submit a copy of their progress letter to the Program Director.

Program of Study: A program of study should be completed as soon as the student selects his or her Advisory Committee and no later than the end of the third academic semester of study. The program of study must be approved by the student's Advisory Committee prior to submission to the Graduate School. The program of study outlines the specific courses to be taken by the student in fulfillment of the degree.

Qualifying Examination: A qualifying examination is required and serves to evaluate the student's mastery of fundamental knowledge from the first year of coursework, assess their ability to evaluate scholarly literature in business, and to diagnose deficiencies. The examination will be administered at the end of the second semester. Students who do not pass must seek remediation, and will receive a second opportunity to pass at the end of the summer of the first year. Students who do not pass this examination will be dismissed from the program.

Preliminary Examination: Before advancing to candidacy for the Ph.D., students must have completed all required coursework, and must pass a preliminary examination which will include written and oral sections, administered by the student's Advisory Committee. This examination will also serve as the Preliminary Examination required by the

Graduate School. For the examination, the student will prepare his/her dissertation research proposal which must be provided to each of the advisory committee members at least one week prior to the examination. The oral examination will cover the proposed research plan, including the student's knowledge of the literature, the feasibility, originality, and significance of the proposed work, and all course material. The examination should be taken no later than the end of the fourth semester of study. A student who fails will be allowed one additional attempt to retake the exam one semester later. The student's Advisory Committee must approve the research topic and plan in order for the student to continue in his or her research studies. As per Graduate School policy, students who do not pass must wait at least one semester (15 weeks) before scheduling a re-examination. A second failure will result in dismissal from the program. Students will advance to doctoral candidacy upon passing the Preliminary Examination.

Final Examination: All Ph.D. students must pass a defense of the dissertation upon completing all other degree requirements and at a minimum of nine (9) months after the preliminary examination. A copy of the dissertation should be approved by the student's thesis advisor and provided to each of the committee members at least two weeks prior to the examination. To complete the program, students must pass the final examination, including approval of the dissertation in final form. A student is considered to have passed the examination and to have had the dissertation approved if he/she receives no more than one negative vote on the oral examination or on the dissertation.

Satisfaction of Residency Requirement: Students in the program will satisfy the Graduate School doctoral residency requirement under a program-specific alternative plan. With respect to the goals of doctoral residency, the program as designed provides:

- Academic experiences expected for doctoral study through the required and restricted elective courses as well as the individual research requirements guided by a faculty advisor,
- Business-related library and information technology resources by virtue of its base in Virginia Tech's National Capital Region facilities and online access to Virginia Tech library books and journals
- Ongoing review and maintenance of program quality and rigor by a Steering Committee including faculty members from all departments in the College that will oversee the program and inclusion of the program in the College's AACSB accreditation which is reviewed every five years
- Ability of each student to understand and critically evaluate the scholarly business literature, recognize important business issues and problems, identify potentially fruitful lines of inquiry, and, more generally, develop the capacity to make significant original contributions to the scholarly literature through classes in research methods, seminars focused on the scholarly business literature and research design, and independent research experiences guided by a faculty advisor
- Rich access to faculty guidance and interaction with fellow students through the program structure involving intensive interaction with a range of course faculty, faculty research advisors, and the cohort organization of the program coursework,

- Ongoing contact with leaders in business scholarship and practice through doctoral seminars, visiting scholarly presentations, and participation by second and third-year students in major disciplinary conferences focused on both business scholarship and teaching such as those of the American Marketing Association, Academy of Management, American Finance Association, American Accounting Association, INFORMS (operations research and management science), and the Allied Social Sciences Annual Meeting.
- Awareness of ethical issues and commitment to ethical practices in business and business research through program courses and seminars, most specifically the required MGT 5384 (Ethical Dimensions of Leadership)

Relevance to university mission and strategic planning

The Ph.D. in Executive Business Research is designed to enhance the College's support of the University's mission in two domains:

- The University has stated a goal of expanding its graduate, particularly doctoral, programs. This program will contribute to this goal by growing doctoral enrollment in business-oriented subjects. In a novel way, this program moves forward the University's goal of growing its graduate programs to further its position as an internationally recognized research university.
- The program will sustain and expand the university's research portfolio and broaden the scope of student research experiences offered by the University. The translational research that will be pursued by students in this program will differ from that pursued in our traditional doctoral program. The student market for this program is non-traditional and enables the University to tap a new student population.

Moreover, the Ph.D. EBR program allows the College to expand its ability to participate in interdisciplinary programs focal to the University's strategic plan, particularly in the area of analytics. Given their rigorous methodological training, the graduates of the program will be strong candidates for advanced industry positions in business analytics as well as faculty positions in business schools. From this standpoint, the program will build on and extend existing programs in the National Capital Region such as the Virginia Tech Master of Information Technology. This joint program with instruction from the College of Engineering and Pamplin was recently ranked second in the nation.

Justification for the proposed program

The Ph.D. in Executive Business Research program seeks to address two current areas of significant professional need and opportunity in business. The first is the chronic shortage in academically qualified faculty in college and university schools of business. The second is the growing need for senior managers with advanced skills in research design and analysis coupled with a deeper understanding of business theory needed to lead more effective business decision making.

The shortage of qualified faculty in collegiate schools of business is extreme (Gardiner, 2011). Around the world, new business schools have opened but the number of business doctorates granted has remained relatively constant after actually decreasing during the last 1990's as business schools directed increased resources to MBA programs at the expense of doctoral training. Gardiner's Wall Street Journal article cites an analysis by the Association for the Advancement of Collegiate Schools of Business (AACSB) that found that the roughly 14,000 business schools worldwide provide only 2,000 business doctorates each year. The AACSB is the leading accrediting body for collegiate business schools and accredits over 500 business schools. AACSB accreditation requires that 40% of faculty members hold a doctoral degree and that 60% hold either a doctoral degree or a master's degree, strong professional (business) experience, and be active in scholarly research. According to AACSB, some 870 business faculty positions remained unfilled in the U.S. during 2012-13, and the number is expected to grow (AACSB, 2013). As a result, there is a serious continuing need for more research-trained faculty. Graduates of the Ph.D. in Executive Business Research program will have attractive qualifications to fill these positions.

Importantly, these graduates are needed to fill a particularly important role in business school faculties—that of the “scholar of practice”. One continuing issue facing business schools can be described as the tension between rigor and relevance. This tension has deep historical roots. In 1959, two reports were published by the Carnegie Corporation and by the Ford Foundation criticizing the low academic quality and vocational orientation of business education (Gordon & Howell, 1959; Pierson, 1959). The reports called for the need for more academically (doctorally) trained faculty members and reduced reliance on part-time instructors, particularly business professionals with minimal academic qualifications. A central outcome of these calls was the growth of doctoral programs in business focusing on research built on a scientific model—seeking to understand the nature of business activity and the processes and mechanisms that could explain business operation and performance. Explanatory theories were developed and rigorous studies conducted to test them in all the central functional areas of business—accounting, finance, information systems, management, and marketing. Today, the most prestigious business schools have not only highly successful curricular programs but also most accomplished faculty in terms of this type of research.

The central criticism that has been leveled at this faculty model is lack of relevance. Critics point, for example, to the minimal impact that much scholarly business research has had on business practice (Bennis & O'Toole, 2005). Businesses point to their need for graduates with strong “professional” training and applaud the increasing use once again of business executives as instructors. However, even critics like Bennis and O'Toole do not advocate a return to the “trade school paradigm”. Students need to be educated not as apprentices learning specific (past) practices but much more broadly as forward-looking critical thinkers educated for careers and citizenship. Most discussions of this tension, such as that of Clinebell and Clinebell, focus on the appropriate mix of academic faculty and professional faculty in the business school.

A recent trend has been to explore a different approach—to provide doctoral education to students with strong professional backgrounds. Because these “executive” doctoral

programs are all relatively new, they vary widely. One version, growing in the UK and Australia, tends to be highly clinical. The research pursued by the students in these programs is closely tied to the companies in which they work, often taking the form of a case study. This model may derive from the German model of the business doctorate, which has a similar research style. However, in the German system, the Ph.D. is an industry-oriented degree. The degree does not qualify the holder for full-time academic faculty positions.

Currently, there are only fifteen U.S. universities who are members of the Executive DBA Council, the most visible association of schools seeking to offer executive doctoral degrees (Executive DBA Council, 2014). Their curricular models, too, differ. Some are closer to the clinical model described above. Others seek to duplicate the rigorous research training of the traditional doctorate. The proposed Virginia Tech program follows this latter approach. The coursework requirements will mirror in level our traditional doctoral training. It will, however, be more broad-based with respect to discipline. This is primarily because the research goals will be more translational—seeking to link academic theory to improving practice. Relative to the clinical model common in Australian programs focusing on individual firms, the research questions examined by students in this program will be centered on business phenomena of importance to a wide range of organizations. The program seeks to build on the scientific description of current practice to a critical and in some cases prescriptive analysis that can inform best practice. As educators, graduates of this program, then, would be able to bring a depth of business expertise coupled with a rigorous, critical, and broad-based understanding of the issues they will be called upon to bring to undergraduate and professional graduate students.

A second target market for this degree program is managers who seek deeper training in research methods and analytical tools. The rise of digital business has provided new opportunities to leverage technology to enhance business success. One very prominent example of these new business technologies is “big data” which has led to a need for advanced data analysts. However, too often, the focal skillsets of academic programs in these areas are fragmented. Computer science and information technology programs cover data structure and management; statistics programs focus on the analysis of data, and of course, business decisions form the traditional focus of professional business programs. There are few programs that bring these skills together in a unified way. Moreover, the depth of understanding needed of the research process that links these elements and enables more effective decision making exceeds the level of rigor attainable in a master’s degree program. The Ph.D. in Executive Business Research seeks to address this business need. Graduates would be well-positioned to take leadership positions in industry and government focused on business intelligence, forecasting, and strategic planning. Importantly, this need is being recognized in the business world as well (Wecker, 2012).

The Pamplin College of Business has a wealth of experience on which this program builds. The College already has three established graduate programs in the National Capital Region and a resident faculty in Falls Church. Like the part-time evening MBA program and the Executive MBA program, this program is designed for working

professionals. Courses will be offered in concentrated on-site or more extended hybrid (on-site and online) formats in order to accommodate work schedules. Graded coursework will be limited to six hours per semester or session. The Master of Information Technology program, an online program, offers additional curricular resources.

At the doctoral level, the College currently offers on the Blacksburg campus a Ph.D. program in business with concentrations in Accounting, Business Information Technology, Finance, Management, and Marketing. The proposed program builds on this experience, offering courses in the National Capital Region courses already offered in the doctoral program. While the content may have a more applied focus, the same level of rigor is expected in these NCR offerings. Likewise, the dissertation research will have a more applied orientation but the depth of understanding of the focal problem and the rigor of the analysis and empirical research are expected to be similar to that in the Blacksburg program. Thus, the new program builds on the extensive experience and expertise of the College and its faculty in designing and implementing graduate programs.

Student Demand

In order to examine the level of interest in the target market for this program, we conducted an online survey of alumni of Virginia Tech business masters programs with 10 to 25 years of experience since completing their degrees. We sent email invitations to participate in the survey to 1,750 graduates in October 2013. The survey remained open for two weeks and we received 229 responses, of which 225 were usable. Of the respondents, 70% were male, 30% female. With respect to job function, 50% of respondents were either executive or senior managers in their organizations. The respondents listed 33 different industries in which they were employed; the most common among these were consulting, higher education, computers (hardware, software, and semi-conductors), and government.

Summary of Results: Only 19% of respondents had heard of executive doctoral degrees in business. This is not surprising in that there are only a limited number of these programs in the United States. However, 57% of respondents had considered doctoral study at some point. The central question in the survey was how likely the respondent would be to enroll in an executive doctoral program if Virginia Tech offered one. In response to this question, 61 (27%) expressed strong interest in the program, indicated that they would be “likely” or “very likely” to enroll in a Virginia Tech executive doctoral program. No significant difference in interest was found relative to gender. These data suggest that there is substantial interest in the proposed program.

Of those who indicated strong interest, 77% noted academic credentials for teaching opportunities as a key benefit of the program. Career change opportunities were listed by 48% and professional advancement by 39%. Two other possible benefits focused on personal improvement—39% of respondents indicated that a key benefit of the program would be improved research skills and 68% cited personal accomplishment. Of those expressing strong interest, 58% currently hold senior or executive management positions in business and government.

In addition to the survey results, we have received a number of inquiries expressing strong interest in the program. Many of the inquiries cite interest in full-time academic employment as a reason for their interest. It is particularly notable that one of the (unsolicited) expressions of interest is not a graduate of a Virginia Tech undergraduate or graduate program, again suggesting that the market for this degree is substantial.

Employment Demand

In our survey of potential students, we found that the vast majority—over 75%—viewed the degree as a route to full-time academic employment. As such, in order to assess employment demand for this degree program, we conducted a survey of potential academic employers. As noted above, the job market for faculty holding business doctorates is very strong. It remained to assess job market response to graduates of this particular degree program. We therefore conducted a survey of Deans of collegiate business schools who would make hiring decisions for new faculty.

The graduates of the program will be fully qualified under accreditation standards for tenure-track (assistant professor) positions in business schools in the U.S. and abroad. In particular, program graduates would satisfy the definition of “Scholarly Academic” faculty members, which under AACSB guidelines must constitute at least 40% of the business school faculty.

A short description of the program was sent to the members of the Southern Business Deans Association with a request for their perceptions of the program and their willingness to consider hiring graduates of the program. Eighty collegiate schools of business are represented in this group. Twenty of the deans provided feedback. The comments were unanimously positive and all indicated that they would be interested in hiring graduates of the program.

Of particular interest to these Deans was the combination of significant industry experience and academic research skills. Such faculty members, they felt, would have a particularly strong skillset for the business classroom and for outreach programs, which are assuming an increasingly important role in university business schools.

Resource Needs/Savings

The financial model for the proposed program is an extension of that used for Pamplin’s Executive MBA program. Student fees are used to pay program expenses, including the cost of faculty, and a portion of the fees are paid to the University as overhead.

The College will invest roughly \$230,000 prior to the start of the program to pay for administrative staff and marketing. Once students are enrolled, the program has been designed to be net revenue-neutral in its first year of operation. The program will generate surplus operating funds by Year 3. We do not expect that financial aid will be provided. In future years, a limited number of graduate assistantships may be developed from the surplus operating funds to support international student participation.

Faculty: As a doctoral program, all faculty teaching in the program must be doctorally qualified. Initially, all faculty teaching in the program will be tenured or tenure track faculty at Virginia Tech. Faculty participation in the program would be outside the normal teaching load and therefore compensated outside the base faculty salary. Likewise, dissertation supervision and service as a dissertation committee member will be done outside the normal teaching load and compensated accordingly. The compensation model for the program would also allow for qualified faculty members from outside the University to serve as program instructors or as dissertation committee members once approved by the Graduate School.

A Program Director (A/P faculty) who holds a doctoral degree in business or related discipline will be appointed to manage the program. As with other faculty costs, the costs associated with this position will be included in the student fees.

Since program instruction will be provided by current faculty members, no new telecommunications or equipment will be required. Currently available classroom space in the Falls Church facility will be used for instruction. New space requirements will be limited to one office for the new program manager, which will be re-allocated from existing resources. Likewise, administrative support for the program will be provided through the office of the College's Associate Dean for External Programs. That office includes a staff of three classified staff members and 10% of their time is expected to be shifted from current duties to this program. No new library or equipment needs are anticipated.

RESOURCE	ESTIMATED COSTS (use NA if not applicable)
Faculty	NA (costs paid through student fees)
Administrative Staff	NA
Graduate Teaching/ Graduate Research Assistants	NA
Space	NA
Library	NA
Equipment	NA
Other	Start-up costs: \$230,000 (one-time College funds)

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Ph.D. in Executive Business Research

Pamplin College of Business

Presented by Kent Nakamoto
Associate Dean for Research and Faculty Affairs
Pamplin College of Business
R. B. Pamplin Professor of Marketing

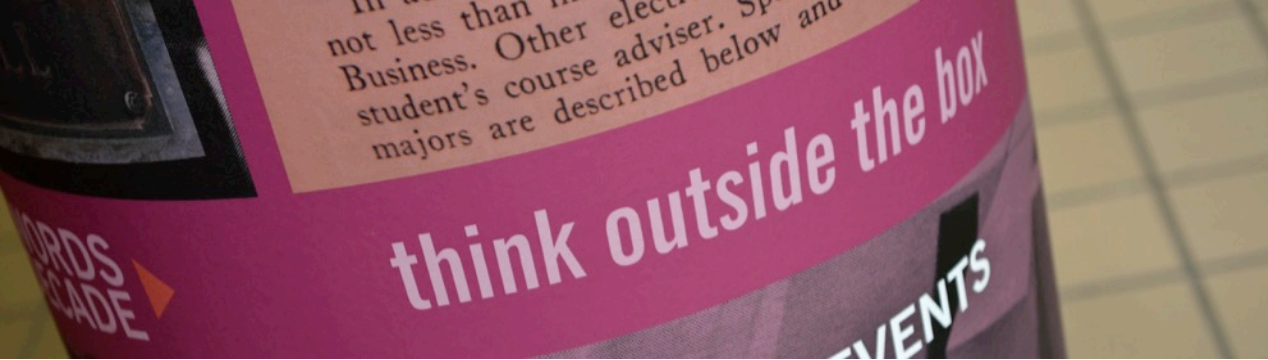
To: Board of Visitors, Academic Affairs Committee
March 30, 2015

Doctoral study in business

- Current Pamplin Ph.D. program
- Research degree rigorous study of business phenomena guided by a scientific vision
- Placement goal—faculty position in research business schools

But

- Chronic shortage of business school faculty
- Rapidly changing business environment
- Opportunity for new model



Goal of the Ph.D. in Executive Business Research

To train business professionals with advanced research skills to manage complex data-centric enterprises and to assume faculty positions in college and university business schools

A New Type of Business Ph.D. for a New Type of Student

- Students: Successful business professionals with at least 10 years experience
- Program:
 - Rigorous—focused on scholarly attainment, thus research
 - Relevant—translational research capitalizing on the students' strong background in business practice
 - Placement Goal—Faculty positions in broader business school market

Program Requirements

Prior Master's level study in business	30 credit hours
Coursework in research methodology, data analysis, and seminars focused on the scholarly business literature	30 credit hours
Individualized research program leading to dissertation	30 credit hours

Program designed to be completed in three years

Sample Plan of Study

Year	Fall	Winter	Spring	Summer
1	MGT 5124 Bus Research Methods STAT 5615 Statistics for Research	MGT 5304 Bus Ethics	ACIS 6004 Accounting Research Methods STAT 5616 Statistics for Research	MKTG 6105 Adv Topics in Marketing FIN 6115 Corporate Finance
2	BIT 5474 Decision Support Systems ACIS 6014 Behavioral Research Accting		FIN 5974 Independent Study FIN 7994 Research & Dissertation	FIN 7994 (6 cr) Research & Dissertation
3	FIN 7994 (6 cr) Res & Diss	FIN 7994 Res & Diss	FIN 7994 (6 cr) Res & Diss	FIN 7994 (6 cr) Res & Diss

Why this degree program?

Growing market

- Nationally, 20 programs at present
- Survey of Pamplin MBA alumni (206 respondents):
 - 72% had considered doctoral study
 - 57% would consider this program
 - Comments
 - Great idea; I'd love to do it
 - An awesome idea and needed in the DC area
 - I look forward to being part of the inaugural cohort
 - Sounds like a great opportunity

Why this degree program?

Need for graduates

- Letters of support from business school deans
 - “...having terminally qualified faculty with solid work experiences who can conduct quality research is ideal” (Alan Shao, Dean, College of Charleston)
 - “a graduate from an executive business doctoral program, such as the one developed at Virginia Tech, would be an asset to the faculty.” (Daniel Gropper, Dean, Florida Atlantic University)
 - “a very well conceived and constructed program and one that should have broad appeal among executives...We would certainly be happy to consider them for opportunities here at Georgia Southern.” (Allen Amason, Dean)
 - “The executive PhD program you are proposing fits a current void for us...We would certainly be interested in hiring graduates from this program.” (Bill C. Hardgrave, Dean, Auburn University)

Why Virginia Tech?

- First program of its type in Virginia and nationally unique with focus on academic placement
- Builds on and extends Pamplin programs in the National Capital Region, grows graduate programs by tapping a new market,
- Benefits:
 - Enriches career opportunities for program graduates and contributes to business education in the Commonwealth and beyond
 - New translational research experience
 - Proposed financial model will make the program financially self-supporting

**RESOLUTION TO DISCONTINUE
THE MASTER OF SCIENCE DEGREE IN DAIRY SCIENCE**

WHEREAS, the master of science degree in dairy science sought to offer graduate students a degree within the Department of Dairy Science; and

WHEREAS, the demand for the degree did not meet anticipated enrollments; and

WHEREAS, the demand for interdisciplinary graduate degrees has increased; and

WHEREAS, students currently enrolled in the master of science degree in dairy science have been notified of its discontinuation and given until the fall of 2017 to complete the degree; and

WHEREAS, no new students will be admitted to the degree; and

WHEREAS, future students interested in dairy science will be encouraged to pursue the master science of life sciences degree;

NOW, THEREFORE BE IT RESOLVED, that the master of science degree in dairy science be discontinued effective fall 2017.

RECOMMENDATION:

That the resolution to discontinue the master of science degree in dairy science be approved.

March 30, 2015

**RESOLUTION TO DISCONTINUE
THE MASTER OF SCIENCE DEGREE IN HORTICULTURE**

WHEREAS, the master of science degree in horticulture sought to offer graduate students a degree within the Department of Horticulture; and

WHEREAS, the demand for the degree did not meet anticipated enrollments; and

WHEREAS, the demand for interdisciplinary graduate degrees has increased; and

WHEREAS, students currently enrolled in the master of science degree in horticulture have been notified of its discontinuation and given until the fall of 2017 to complete the degree; and

WHEREAS, no new students will be admitted to the degree; and

WHEREAS, future students interested in horticulture will be encouraged to pursue the master of science in life sciences degree;

NOW, THEREFORE BE IT RESOLVED, that the master of science degree in horticulture be discontinued effective fall 2017.

RECOMMENDATION:

That the resolution to discontinue the master of science degree in horticulture be approved.

March 30, 2015

**RESOLUTION TO APPROVE REVISION TO GRIEVANCE POLICY AND
PROCEDURES
FOR ADMINISTRATIVE AND PROFESSIONAL FACULTY**

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

WHEREAS, CAPFA has learned from responding to grievances over the past couple of years that revising the grievance policy and procedure could better serve the needs of the grievant and the university; and

WHEREAS, Faculty Handbook Section 7.7.2, *The Formal Grievance Procedure*, and Section 7.7.6, *Overview of the Formal Grievance Process for Administrative and Professional Faculty*, have allowed the grievability of an issue (defined as a determination of the validity of an issue for grievance by section 7.7.4, *Valid Issues for Grievance*) to be called into question at any point in the formal grievance process by any party; and

WHEREAS, Faculty Handbook Section 7.7.4, *Valid Issues for Grievance*, has been interpreted in a variety of ways by grievants; and

WHEREAS, allowing grievances to progress into formal grievance steps without a grievability ruling has led to matters not valid for grievance progressing far into the formal grievance process; and

WHEREAS, allowing grievances regarding issues not valid for grievance to progress through the grievance process without a grievability ruling has the potential to create unrealistic expectations and unnecessary stress for the grievant; and

WHEREAS, utilizing the grievance policy and procedures for A/P faculty only in cases where the issue in question is indeed a valid issue for grievance improves effectiveness and efficiency of the process, saving time and resources that would have been spent considering and responding to issues not valid for grievance; and

WHEREAS, the policy outlines steps by which an impartial review may be conducted to determine whether an issue is valid for grievance; and

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

WHEREAS, issues submitted to the grievance process and deemed valid issues for grievance would progress through the steps of the grievance process as outlined in the faculty handbook, and with the established time requirements;

NOW, THEREFORE BE IT RESOLVED, that all administrative and professional faculty grievances shall receive a grievability ruling at the first step, prior to consideration by and response from the appropriate administrator(s); and

BE IT FURTHER RESOLVED, that Section 7.7.4, *Valid Issues for Grievance*, be revised specifically for greater clarity; and

BE IT FURTHER RESOLVED, that Section 7.7 of the Faculty Handbook be revised overall as indicated in the attached text.

RECOMMENDATION:

That the resolution to approve revision to grievance policy and procedures for administrative and professional faculty be approved.

March 30, 2015

Faculty Handbook – PROPOSED

Produced by the Office of the Senior Vice President and Provost
To be approved by University Council and the VT Board of Visitors
 2014-15

7.7 Grievance Policy and Procedures for Administrative and Professional Faculty

- 7.7.1 Faculty Reconciliation and Mediation Services
- 7.7.2 The Formal Grievance Procedure
- 7.7.3 Timeliness of Grievance and Procedural Compliance
- 7.7.4 Valid Issues for Grievance
- 7.7.5 Particular Concerns and Definitions
- 7.7.6 Overview of the Formal Grievance Process for Administrative and Professional Faculty

7.7 Grievance Policy and Procedures for Administrative and Professional Faculty

The following procedure is provided as the means for resolution of grievances against a supervisor or member(s) of the university administration brought by members of the administrative and professional faculty. The steps in the grievance process will, in part, be guided by the reporting relationships of the employees involved in the grievance. Step one and two administrators involved in responding to a grievance should consult with the associate vice president for human resources and/or the vice provost for faculty affairs who may involve additional parties as appropriate. Grievants, and those involved in responding to grievances, may consult with employee relations in Human Resources for additional information.

7.7.1 Faculty Reconciliation and Mediation Services

Informal Dialogue: It should be possible to resolve most concerns or complaints through informal communication among colleagues working together in the academic enterprise. Accordingly, **an A/P** faculty member who feels he or she has a grievance is encouraged to take it to his or her immediate supervisor in the normal collegial spirit of problem solving rather than as a confrontation between adversaries.

Reconciliation: Reconciliation is useful if the individual feels the issue may be amenable to, but will require time for, negotiation or if the individual is unsure whether his or her concern is a legitimate issue for a grievance, or if personal relations between the parties involved in the matter have become strained. Information regarding **the faculty reconciliation process** is available on the website for the Senior Vice President and Provost **under “Useful Links.”**

The Faculty Senate Committee on Reconciliation, which typically includes participation by one or more administrative and professional faculty members as members of the reconciliation team, may conduct reconciliation between an A/P faculty member and his or her supervisor. Reconciliation may include fact-finding and engaging the appropriate

parties in negotiating a resolution. The designated reconciliation service is referred to hereafter as the “reconciliation team.” Engaging the reconciliation team is not required prior to filing a grievance.

For a potential grievance issue to qualify for consideration by the reconciliation team, the A/P faculty member must contact the chair of the reconciliation team within 30 calendar days of the date the grievant knew, or should have known, of the event or action that is the basis for the potential grievance.

Administrative and professional faculty members may also consult the reconciliation team about serious disagreements with immediate supervisors or other university administrators concerning issues that may not be eligible for consideration within the grievance process. If the chair of the reconciliation team is unable to resolve the matter within 30 calendar days, the chair sends a letter to the A/P faculty member stating such, providing the appropriate information about the formal grievance procedure if the A/P faculty member should choose to pursue the matter, and documenting that the matter was brought forward within the prescribed 30-day period. A copy of this letter is provided to the associate vice president for human resources with a copy to the vice provost for faculty affairs when appropriate. The A/P faculty member has five weekdays after receiving the letter from the chair of the Faculty Senate Committee on Reconciliation to initiate a formal grievance, if so choosing, by following the procedures below and providing a copy of the letter from the chair of the reconciliation team to the supervisor, validating the timeliness of the grievance.

Mediation: Mediation is a voluntary, confidential process through which trained neutral persons (mediators) assist people to express their concerns and develop solutions to the dispute in a safe and structured environment. Assistance with mediation is available through [Human Resources](#). Because mediation is voluntary, both parties must agree to participate in order for mediation to occur. A/P Faculty members and supervisors are encouraged to consider using mediation to resolve disputes between them, or to help address a conflict between an A/P faculty member and another member of the Virginia Tech community.

Role of Mediators: Mediators do not make judgments, determine facts, or decide the outcome; instead they facilitate discussion between the participants, who identify the solutions best suited to their situation. No agreement is made unless and until it is acceptable to the participants.

Requesting Mediation: Mediation is available at any time, without the filing of a grievance. Additionally, mediation may be requested by any party during the grievance process prior to step three. If, after the initiation of a formal grievance, both parties agree to participate in mediation, the grievance is placed on administrative hold until the mediation process is complete. If the parties come to a resolution of the dispute through mediation, the parties are responsible to each other for ensuring that the provisions of the agreement are followed. In the event that the parties are not able to reach a mutual

resolution to the dispute through mediation, the grievant may request that the grievance be reactivated and the process continues.

Mediation differs from faculty reconciliation in that mediators do not engage in fact-finding or in evaluation of decisions. Both mediation and reconciliation, however, are voluntary; no party is required to participate in either process.

To learn more about mediation and other forms of informal conflict resolution processes, contact the conflict resolution program manager in human resources.

7.7.2 The Formal Grievance Procedure

The grievant may pursue the issue as a formal grievance through the following procedure. Supervisors and administrators will cooperate with the grievant in the mechanics of processing the grievance, but the grievant alone is responsible for preparation of his or her case (See section 7.7.4: Valid issues for Grievance). The number of steps in the process is determined by the reporting line of the grievant. Thus, if three steps do not exist between the grievant and the president, then the available number of steps is used.

The grievance must be well described and the relief requested must be specified on the grievance form. For A/P faculty, grievance forms and the CAPFA grievance procedure are available on the Human Resources website under Equity and Access - Employee Relations.

1. Step one: Within 30 calendar days of the date that he or she knew, or should have known, of the event or action that is the basis for the grievance, the grievant must submit a written statement of the grievance to the step one administrator (his or her director or department head/chair; for A/P faculty in extension, the district director) and to the chair of the Commission on Administrative and Professional Faculty Affairs (CAPFA). If appropriate, the step one administrator will provide a copy of the grievance to the supervisor of the grievant.

- **Grievability Panel:** The chair of CAPFA, within five weekdays of receiving a copy of the grievance form, will convene a grievability panel. The panel consists of the chair of CAPFA, two A/P faculty members from CAPFA (selected by the CAPFA chair in consultation with the associate vice president for human resources and the vice provost for faculty affairs), and either the chair of the reconciliation team or the chair of the ethics committee. The panel meets to deliberate and determine the admissibility of the matter to the grievance process, per section 7.7.4 of the Faculty Handbook. A written report summarizing the deliberation and documenting the ruling of the grievability panel will be provided to all parties. The decision of the grievability panel is final.

If the issue is deemed grievable by the panel, the step one administrator provides a written response to the grievant within five weekdays of receiving the CAPFA

grievability panel's written response. The step one administrator's written response should cite reasons for action taken or not taken. If the written response of the director or department head/chair is satisfactory to the grievant, that ends the matter.

If the grievability panel determines the issues presented by the grievant are not grievable, then the process is concluded.

2. Step two: If the resolution of the grievance proposed in the written response by the step one administrator is not acceptable, the grievant may advance the grievance to the step two administrator (usually a dean or vice president) by checking the appropriate place on the grievance form and sending it within five weekdays of receiving the written response. The step two administrator for extension A/P faculty (such as extension agents) is the dean of the College of Agriculture and Life Sciences.

Following receipt of the grievance form, the step two administrator or designated representative meets with the grievant within five weekdays. The grievant may request that a representative of his or her choice from among the university general faculty be present. Unless the grievant is represented by a member of the faculty who is also a lawyer, the step two administrator does not have legal counsel present.

If the grievance involves a programmatic issue for an extension A/P faculty member where responsibility for that program lies with a different dean, the designated step two administrator consults with the programmatic dean before rendering a decision.

The step two administrator gives the grievant a written decision within five weekdays after the meeting, citing reasons for his or her decision. If the step two administrator's written response to the grievance is satisfactory to the grievant, that ends the matter.

3. Step three: If the resolution of the grievance proposed in the written response by the step two administrator is not acceptable, the grievant may advance the grievance to the step three administrator. The step three administrator is the associate vice president for human resources. The grievant must advance his or her complaint to the step three administrator within five weekdays of receiving the written response from the step two administrator. If the grievant works in a college or academic Vice President's division, the step three administrator will provide a copy of the grievance to the senior vice president and provost. Advancement of a grievance to step three includes consideration by an impartial CAPFA hearing panel, unless the grievant petitions the step three administrator to bypass the hearing panel and rule on the grievance. If the step three administrator accepts the request to rule on the grievance, there is no subsequent opportunity for the grievance to be heard by a CAPFA hearing panel. If the step three administrator does not accept the petition, a CAPFA hearing panel is formed to review the grievance as outlined in these procedures.

Within five weekdays, the step three administrator, or appropriate designated representative, acknowledges receipt of the grievance and forwards a copy of the "Hearing Procedures of the Committee on Administrative and Professional Faculty Grievances" to parties in the grievance process. The step three administrator also forwards a copy of the grievance immediately to the chair of CAPFA.

Hearing Panel: A grievance hearing for A/P faculty is conducted by an *ad hoc* panel selected by the CAPFA chair from the A/P faculty at large. The chair of CAPFA solicits volunteers on a regular basis so that a pool of willing participants is available. A hearing panel consists of three members, an alternate, and a non-voting chair. Panel members are selected from the volunteers by the CAPFA chair and one or more of the *ex officio* members of CAPFA. The chair polls all appointees to ensure that they have no conflict of interest in the case. Either party may challenge one of the appointments, including the alternate. Other replacements are made only for cause. The alternate serves as a replacement panel member if the need arises.

To ensure uniformity in practice, the chair of CAPFA serves as the non-voting chair of each hearing panel. In the event that the chair of CAPFA has a conflict of interest concerning a case, the chair appoints a replacement from among the administrative and professional faculty at large to serve as chair of the hearing panel.

Hearings: After the members of the hearing panel are appointed, the chair of CAPFA requests that each party to the grievance provide relevant documentation to be shared among the parties and the hearing panel. The panel holds its initial hearing with both principals present within 15 weekdays of receipt of the grievance by the chair of CAPFA. If the panel feels it needs to investigate the case further, or requires more information, or desires to hear witnesses, the hearing is adjourned until the panel completes the necessary work or scheduling can occur. The hearing is then reconvened as appropriate (and within the 45 day time frame required by this policy, unless agreed upon by both parties).

Each party to the grievance may have a representative present during the sessions of the hearing at which testimony is presented. The representative may speak if so requested. Representatives may be legal counsel, if both parties are so represented, but if the grievant does not wish to have legal counsel at a hearing, neither party to the grievance may have legal counsel present.

These impartial panel hearings are administrative functions, not adversarial or legal proceedings. Therefore, if legal counsels are present, they must understand that the proceedings do not follow courtroom or trial procedures and rules. Participation by legal counsel is at the invitation of the parties they represent and is subject to the rulings of the chair of the hearing panel.

Findings and Recommendations: The hearing panel concludes its work and makes its recommendations within 45 weekdays of receipt of the grievance by the

chair of CAPFA. The time limit for consideration may be extended by agreement of both parties.

The hearing panel formulates written findings and recommendations regarding disposition of the grievance and forwards copies to the step three administrator and parties to the grievance.

Action of the Step Three Administrator: The step three administrator meets with the grievant within 10 weekdays after receiving the findings and recommendations of the hearing panel to discuss the case and advise the grievant about the prospects for disposition of the case. Within 10 weekdays of that meeting the step three administrator sends to the grievant his or her decision in writing concerning the disposition of the grievance. If the step three administrator's decision is fully consonant with (or exceeds) the recommendations of the hearing panel, or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel, that ends the matter.

4. Step four: If the step three administrator's decision is not acceptable to the grievant and not consonant with the recommendations of the hearing panel, the grievant may appeal in writing to the president within 20 calendar days. The president acts as he or she sees fit. The president's decision is final.

7.7.3 Timeliness of Grievance and Procedural Compliance

A grievance must be brought forward in a timely manner. It is the responsibility of the grievant to initiate the grievance process within 30 calendar days of the date when he or she knew, or should have known, of the event or action that is the basis for the grievance. The university administration is not required to accept a grievance for processing if the grievant does not meet the 30-day deadline, except in cases of demonstrated good cause.

Scheduled commitments made prior to the time of filing or advancement of a grievance that preclude action by either of the parties to the grievance automatically extend time limits for their duration unless this would be demonstrably harmful to the fair processing of the grievance. In such cases, on written request by the grievant to the appropriate office for that step, the grievance is advanced to the next step in the grievance process.

If the grievant does not follow the time limits specified in the grievance procedure it is assumed that he or she accepted the last proposed resolution as satisfactory. If the grievant desires to advance the grievance after the appropriate specified time limits have lapsed, the administrator who receives the late submission notifies the chair of CAPFA in writing, who determines if there was good cause for the delay. If so, the grievance proceeds. If not, the process ends with the most recently proposed resolution in force. The finding on the matter by the chair of CAPFA is communicated to both parties in writing.

If either party to a grievance charges the other with procedural violations other than time limit issues, the chair of CAPFA rules on the question, as in disputes about the validity of procedural issues qualifying for the grievance procedure. The CAPFA chair has the following options: The chair can either find no significant procedural violation occurred, in which case the grievance process continues unaffected, or that a significant procedural violation did occur. If the step one or step two administrator committed a significant procedural violation, the grievance automatically qualifies for advancement to the next step in the grievance process. If the grievant committed a significant procedural violation, the grievance process ends at that point for that grievance with the last proposed resolution established as the final disposition of the case.

7.7.4 Valid Issues for Grievance

For this process, a grievance is defined as a complaint by **an A/P** faculty member alleging a violation, misinterpretation, or incorrect application of a policy or procedure of the university that directly affects the grievant. Some examples of valid issues for filing a grievance are:

- termination for cause,
- improperly or unfairly determined personnel decisions that result in an unsatisfactory annual performance evaluation,
- unreasonable merit adjustment or salary level,
- excessive teaching load/work assignments,
- reprisals,
- substantive error in the application of policy, and
- matters relating to academic freedom.

Issues not open to grievance: While **A/P** faculty disputes with the university administration may be dealt with using this grievance policy, the following issues may not be made the subject of a grievance:

- appropriate application of policy by the university administration or the university governance system,
- contents of university policies and procedures,
- the routine assignment of university resources (e.g., space, operating funds, parking, etc.),
- normal actions taken, or recommendations made, by administrators or committee members acting in an official capacity in the grievance process, and
- those items falling within the jurisdiction of other university policies and procedures:
 - Policy 1025 for complaints of unlawful discrimination or harassment.
 - Faculty Handbook Chapter 2.7.1.1 for complaints related to unprofessional or unethical conduct.
 - Faculty Handbook Chapter 2.11.3 for complaints related to non-reappointment or abolition of position.

The subject of a grievance is normally not considered by the Commission on Administrative and Professional Faculty Affairs while it is simultaneously under review by another committee or panel of the university.

Beyond the grievance process and the jurisdiction of other university policies and procedures available to handle complaints by A/P faculty members, additional sources of conflict resolution are available. A/P faculty are encouraged to seek reconciliation and mediation services for disputes. Faculty Reconciliation is offered through the Faculty Senate Committee on Reconciliation and mediation is offered through the conflict resolution program in Human Resources.

7.7.5 Particular Concerns and Definitions

Timelines stated in the policy indicate the number of days within which the other party should receive notification. Electronic submission from a departmental office within the specified time frame is acceptable. This is immediately followed by submission by mail of the original form and any related materials.

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that particular step of the discussion make such an agreement. (An agreement form to extend the grievance response time is available on the human resources and provost's websites.)

The principals and the chair of CAPFA, if necessary, negotiate extensions of time limits at step three. In case of disagreement, the chair of CAPFA rules on time extension and procedural questions or recommendations designed to expedite the proceedings while providing peer review of the grievance.

If an A/P faculty member is away from his or her assigned work location at the time he or she discovers the event or action that is the basis for a grievance, the 30-day period during which the grievant must meet with his or her supervisor or step one administrator to initiate the grievance process begins when the A/P faculty member returns to his or her assigned work location. If the date of return causes a delay of such length that the grievance, or its resolution, is not timely, the grievant may submit the written grievance as prescribed in step one by mail or email attachment in his or her absence from the primary work location.

"Weekdays," as used in this procedure, include Monday through Friday only and only when the university is open and when those days are not national, state, or religious holidays relevant to the principals in the grievance.

To protect a grievant from undue pressure in the pursuit of a grievance, if a grievant becomes ill and takes sick leave, the grievance process stops until such time as the grievant is able to resume his or her duties. Exceptions to this provision are made at the request of the grievant, but only if the grievant obtains and produces medical

certification that proceeding with the grievance will not be harmful to the health of the grievant, or exacerbate the ailment that required taking sick leave.

All costs of legal counsel employed by a grievant are borne by the grievant.

If a grievant is employed away from Blacksburg, and he or she is required to travel away from their duty station in resolution of their grievance, the university pays all travel costs permitted under state regulations.

In the event that an A/P faculty member discovers he or she has a grievance about actions by an administrator above the level of his or her supervisor that directly involve the A/P faculty member, or with actions by an administrator not in his or her department/unit that directly involve the A/P faculty member, the grievant initiates the grievance process by seeking the intervention of his or her supervisor within 30 calendar days of the date when the grievant knew or should have known of the event or action that is the basis for the grievance. If that effort does not resolve the grievance satisfactorily, the grievant, after consulting his or her supervisor, may file the grievance form for A/P faculty at the appropriate level or with the appropriate administrative office to initiate response from the administrator perceived as the source of the action causing the grievance. The grievance process then proceeds from that level onward in normal fashion.

A grievance filed by an A/P faculty member concerning an action of either the provost, vice provost for faculty affairs, or the associate vice president for human resources is handled by the chair of CAPFA and an impartial hearing panel, but the findings and recommendations of the hearing panel are sent to the president of the university for his or her ruling. A grievance filed by an A/P faculty member concerning an action of the president of the university is dealt with by a special panel appointed by the provost in consultation with the chair of the Commission on Administrative and Professional Faculty Affairs.

Any final resolution of a grievance must be consonant with the laws of the Commonwealth of Virginia and university policy.

Once a grievance is resolved, either to the satisfaction of the grievant, or if not to the satisfaction of the grievant, by the action of the senior administrator in consonance with the hearing panel recommendations, or by the ruling of the president, that specific grievance is closed and may not be made the subject of another grievance.

7.7.6 Overview of the Formal Grievance Process for Administrative and Professional Faculty

Below is an abbreviated overview of the grievance process and deadlines. Refer to section 7.7.2, "The Formal Grievance Procedure," for specific details and options available in each step of the grievance process.

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that particular step of the discussion are the makers of such an agreement. (An agreement form to extend the grievance response time is available on the Human Resources and provost's websites.

Step one:

- | | | |
|--------------------------|-----|--|
| Within 30 days of event: | 1a. | Grievant submits written grievance to step one administrator (for extension A/P faculty, this is the district director) and chair of CAPFA. |
| Within 5 weekdays: | 1b. | CAPFA chair acknowledges in writing to grievant that copy of grievance has been received. |
| | 1c. | CAPFA chair convenes a grievability panel to determine the admissibility of the issue to the grievance process per section 7.7.4 of the Faculty Handbook. The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned. |
| | 1d. | If the issue is not grievable, the grievance process concludes. |
| Within 5 weekdays: | 1e. | If the issue is grievable, the Step one administrator responds to grievance in writing on grievance form. |
| | 1f. | If step one administrator's response is satisfactory to grievant, that ends the matter. |
| | 1g. | If step one administrator's response is not satisfactory to grievant, move to step two within 5 weekdays. |

Step two:

- Within 5 weekdays: 2a. Grievant submits written grievance to the step two administrator, usually the dean or vice president; for extension A/P faculty, this is the dean of agriculture and life sciences.
- Within 5 weekdays: 2b. Step two administrator meets with the grievant.
- 2c. Step two administrator responds in writing on the grievance form.
- Within 5 weekdays: 2d. If step two administrator's response is satisfactory to grievant, that ends the matter.
- 2e. If step two administrator's response is not satisfactory to grievant, move to step three within 5 weekdays.

Step three:

- Within 5 weekdays: 3a. Grievant advances grievance form to the step three administrator who then, depending on reporting structure, shares a copy of the grievance with the senior vice president and provost.
- Within 5 weekdays: 3b. Step three administrator acknowledges receipt of grievance and forwards copy to chair of CAPFA.
- Within 5 weekdays: 3c. CAPFA chair acknowledges in writing to grievant that copy of grievance has been received from the step three administrator.
- Within 15 weekdays: 3d. CAPFA chair appoints hearing panel from among A/P faculty members; panel holds its initial meeting with both principals.
- Within 45 weekdays: 3e. Hearing panel concludes its work and makes recommendation to step three administrator and grievant.
- Within 10 weekdays: 3f. Step three administrator meets with grievant.
- Within 10 weekdays: 3g. Step three administrator notifies grievant in writing of his or her decision.
- 3h. If the step three administrator's decision is fully consonant with (or exceeds) the recommendations of the hearing panel, or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel that ends the matter.
- 3i. If the step three administrator's decision is not acceptable to the grievant and not consonant with the recommendations of the hearing panel, the grievant may appeal in writing to the president within 20 calendar days.

Step four:

Within 20 calendar days:

- 4a. Grievant may appeal in writing to university president.
- 4b. University president's decision is final.

RESOLUTION TO DELEGATE AUTHORITY FOR REAPPOINTMENTS TO ENDOWED CHAIRS, PROFESSORSHIPS, AND FELLOWSHIPS

WHEREAS, endowed chairs, professorships, and fellowships are established by a donor who provides an endowment to support the salary and/or operating funds of the professor appointed to the named position; and

WHEREAS, based upon the recommendation of the president, executive vice president and provost, and the appropriate college dean, the Virginia Tech Board of Visitors approves appointments of faculty members to endowed positions; and

WHEREAS, each college has a rigorous process of identifying and recommending professors for named chairs, professorships, and fellowships; and

WHEREAS, after careful review and when allowed by the fund agreement, a college may deem it appropriate to reappoint a faculty member to an endowed chair, professorship, or fellowship; and

WHEREAS, reappointments to endowed chairs, professorships, and fellowships are reviewed by the executive vice president and provost and the president;

NOW, THEREFORE, BE IT RESOLVED, that effective March 30, 2015, the Board of Visitors delegates to the president and the executive vice president and provost the authority to approve the reappointment of faculty members to endowed chairs, professorships, and fellowships.

RECOMMENDATION:

That the Board of Visitors approve the resolution to delegate authority for reappointments to endowed chairs, professorships, and fellowships to the president and the executive vice president and provost.

March 30, 2015

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

7:30 a.m. Tour from the Inn at Virginia Tech
9:30 a.m. Open Session Meeting in Solitude Room,
The Inn at Virginia Tech

March 30, 2015

Board Members Present: Mr. William Fairchild, Mr. Mehul Sanghani

VPI&SU Staff: Dr. Malcolm Beckett, Ms. Vickie Chiocca, Mr. Van Coble, Mr. Joe Crane, Dr. Elizabeth Flanagan, Chief Kevin Foust, Dr. Lance Franklin, Mr. Mark Gess, Mr. Mark Helms, Mr. Larry Hincker, Mr. William "Rick" Hinson, Ms. Angela Kates, Dr. Chris Kiwus, Ms. Leigh LaClair, Mr. Brian Lee, Ms. Heidi McCoy, Mr. Richard McCoy, Mr. Mike Mulhare, Mr. Charles Ruble, Ms. Kayla Smith, Mr. Jason Soileau, Mr. Robert Spieldenner, Dr. Sherwood Wilson, Officer Larry Wooddell

Guests: Ms. Rebekah Paulson

Open Session

- 1. Tour of Rector Field House:** The Committee toured Rector Field House where they received a briefing on proposed renovations. The Committee also had a driving tour of several construction project sites on campus, including: the Indoor Athletic Training Facility, the Marching Virginians Practice Facility, and the Upper Quad Residence Facilities.
- 2. Opening Remarks and Approval of Minutes of the November 10, 2014 Meeting:** The minutes of the November 10, 2014 meeting were approved.
- 3. Master Plan Implementation:** The Committee received an update on implementation of the ten-year 2006-2016 Campus Master Plan.
- 4. 2014 Annual Crime Analysis for Virginia Tech:** The Committee received an update on the 2014 Annual Crime Analysis report for Virginia Tech. The Committee members commended the Virginia Tech Police Department for their proactive outreach programs and community engagement.
- 5. Design Preview/Review for Drillfield Road Improvements Project:** The Committee approved the design review graphics for the Drillfield Road Improvements project that will allow two-way traffic between Stanger Street and Kent Street. The road improvements will reduce vehicle traffic around the Drillfield, reduce vehicle/pedestrian conflicts, and improve bicycle connectivity. The road and areas at, and directly adjacent to, the Pylons will not be affected. Construction is expected to be complete by start of the Fall 2015 Semester.
- 6. Drillfield Paths Study Update:** The Committee received an update on the Drillfield Paths Study and Enhancement Plan. Mr. Fairchild reiterated that the Drillfield Paths Committee should strongly consider the prospect of inventing a new material for the paths rather than only evaluating materials already available commercially. Dr. Wilson committed to the

members that he would work with the Vice President for Research to establish a collaborative group of researchers interested in pursuing the development of novel solutions.

7. **Update on Torgersen Hall Bridge Façade Repair:** The Committee received an update on the Torgersen Hall Bridge Façade Repair.
- * 8. **Resolution to Create a Temporary Construction Easement at Virginia Tech Hampton Roads Agricultural Research and Extension Center (AREC):** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to create an approximately ten foot (10') wide by six hundred eighty foot (680') long temporary construction easement along the majority of the property line between Virginia Tech and the Northampton Executive Center, L.L.C. properties.
- * 9. **Resolution for Utility Easements at the Virginia Tech/Montgomery Regional Airport:** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute any and all easements or modifications to existing easements, necessary to accommodate and facilitate the construction of a new airplane hangar for Virginia Tech, and any future airplane hangars to be constructed by the Virginia Tech/Montgomery Regional Airport Authority.
- *10. **Resolution to Transfer Property in a Land Exchange in Support of the Virginia Tech/Montgomery Regional Airport Expansion:** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to convey and acquire fee simple title in a land exchange with the Virginia Tech Foundation, in order to facilitate and successfully complete the creation of the new Research Center Drive in support of the Virginia Tech/Montgomery Regional Airport expansion.
- *11. **Resolution to Transfer Property and Create Temporary and Permanent Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project:** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to convey fee simple title, and create temporary construction and permanent maintenance easements, in order to facilitate and successfully complete the planned Virginia Department of Transportation (VDOT) U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project.
- *12. **Resolution to Create Permanent Joint Stormwater Management Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project:** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to create joint stormwater management easements between the university and the Virginia Department of Transportation (VDOT) relative to the U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project.
- *13. **Resolution to Modify and/or Create Utility Easements for VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project:** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to modify existing or create new utility

easements and/or enter into agreements for the partial relocation of electrical utilities duct banks installed and maintained by Virginia Tech Electric Services as part of the planned Virginia Department of Transportation (VDOT) U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project.

Dr. Wilson and the Committee members recognized Mr. John Rocovich, the prior Committee Chair, for his unwavering support of the VDOT U.S. Route 460 Interchange and Relocation Project and for his vital role in obtaining state funding for the project at a critical juncture to ensure synergies with the Virginia Tech Montgomery Regional Airport Runway Extension Project.

- *14. Resolution for Appointment to the New River Valley Emergency Communications Regional Authority:** The Committee recommended full board approval of a resolution recommending that Mr. Alan Fabian be appointed as the at-large representative to the New River Valley Emergency Communications Regional Authority, upon approval by the Authority and local governing boards.
- *15. Resolution on Demolition of University Building – Airport Hangar:** The Committee recommended full board approval of a resolution authorizing the demolition of Aircraft Hangar No. 0231 located at the Virginia Tech/Montgomery Executive Airport in the Town of Blacksburg on Research Center Drive. The hangar, constructed in 1940, has deteriorated and the northwest corner of the hangar structure is located within the Runway Object Free Area of the future runway expansion.
- *16. Resolution on Demolition of University Building – Old Pump House Building:** The Committee recommended full board approval of a resolution authorizing the demolition of the Old Pump House Building No. 0244 located on university property along Smithfield Plantation Road on the Virginia Tech campus in Blacksburg, Virginia. The building has been abandoned, is in poor condition, and is uneconomical to repair.
- 17. Design Preview/Review for Airport Hangar:** The Committee approved the design graphics for the 14,000 gross square foot hangar building that will replace the existing hangar at the Virginia Tech Montgomery Executive Airport on Research Center Drive. Completion is anticipated November 2015.
- 18. Design Preview/Review for Lane Electrical Substation:** The Committee approved the design graphics for two matching 600 gross square foot, concrete buildings that will house electrical service and distribution monitoring and control equipment, critical to the operation of the electrical substation, to be located within the Lane Electrical Substation facility on Research Center Drive.
- 19. Capital Project Status Report:** The Committee received an update on the status of capital projects, including design status of the planned Schiffert Health Center and improvements at Kentland facilities, and the renovations of McBryde Hall 100 Classroom and three academic buildings: Sandy Hall, the Liberal Arts Building, and the original portion of Davidson Hall. The Committee also received a briefing on projects under construction.

***Requires full Board approval.**

Virginia Tech 10-Year Master Plan Update – Summary Scope

Scope:

The Virginia Tech physical campus is relatively mature, though full build out of the ten-year 2006-2016 Master Plan Update has not yet been achieved. Additionally, the university is preparing strategies for significant enrollment growth within the timeframe of this next ten-year master plan build-out. For these reasons, the Master Plan Update will focus on four specific aspects of planning initiatives to include: Infrastructure; Exterior Campus Enhancements; Space Assessment and Precinct Planning; and, Student Life Initiatives.

Planning and development of the master plan will be informed by and will implement recommendations of, ongoing 2015 strategic efforts identified by current leadership, the Academic Implementation Strategy for a Plan for a New Horizon Envisioning Virginia Tech 2013-2018, and the 2015 Virginia Tech Student Experience Task Force Report.

Strategies and Goals:

- Evaluate and compile required utility and infrastructure system improvements including campus loop steam and chilled water, storm water, parking and transportation, pedestrian corridors, site lighting, Wi-Fi, high performance computing networking, and accessibility.
- Identify strategies to enhance the living/learning environment of the exterior campus at Virginia Tech in ways that promote cross-disciplinary collaboration. Utilize the university's Campus Design Principles, to prioritize enhancements to visual nodes and interstitial spaces on campus.
- Provide a holistic review of Virginia Tech's space inventory and make recommendations for enhancements to space utilization, including providing floor area ratio analysis for the campus to identify infill opportunities, as well as develop precinct plans for future growth and development for academic, research, student life, athletics and academic support functions.
- Identify strategies for long-term renovation and expansion of residential, recreational, and dining facilities to support student life activities. Additionally, further develop the campus commons concept (in accordance with the 2015 Virginia Tech Student Experience Task Force Report) and determine user groups, scope components, and site(s) consistent with national best practices and peer comparisons.

Process:

The Master Plan Update will be managed through an engaging, collaborative, and iterative process. It is expected that an Executive Oversight Committee, led by the Vice President for Administration, will be established to provide guidance for the master planning effort. A member of the Building and Grounds Committee of the Board of Visitors will also be appointed to serve as a member of the Executive Oversight Committee. Stakeholder groups will be created to provide input related to specific topics. The Office of University Planning will manage the planning process and the design contract.

Deliverables and Schedule:

The final report document will be in both written and graphic formats, and the provision of web based, video, and "brochure" type materials will each be explored with recommendations to be provided by the selected firm based upon current trends and best practices. Various "layers" of the plan, including their impact to the physical campus, will be incorporated into GIS and CAD based formats that can be modified and adapted to future campus development. It is anticipated that the Master Plan Update will be an 18-month process starting in late summer 2015 and ending in spring 2017.

MEMORANDUM

Date: April 6, 2015

To: Dr. Sherwood Wilson
Vice President of Administration

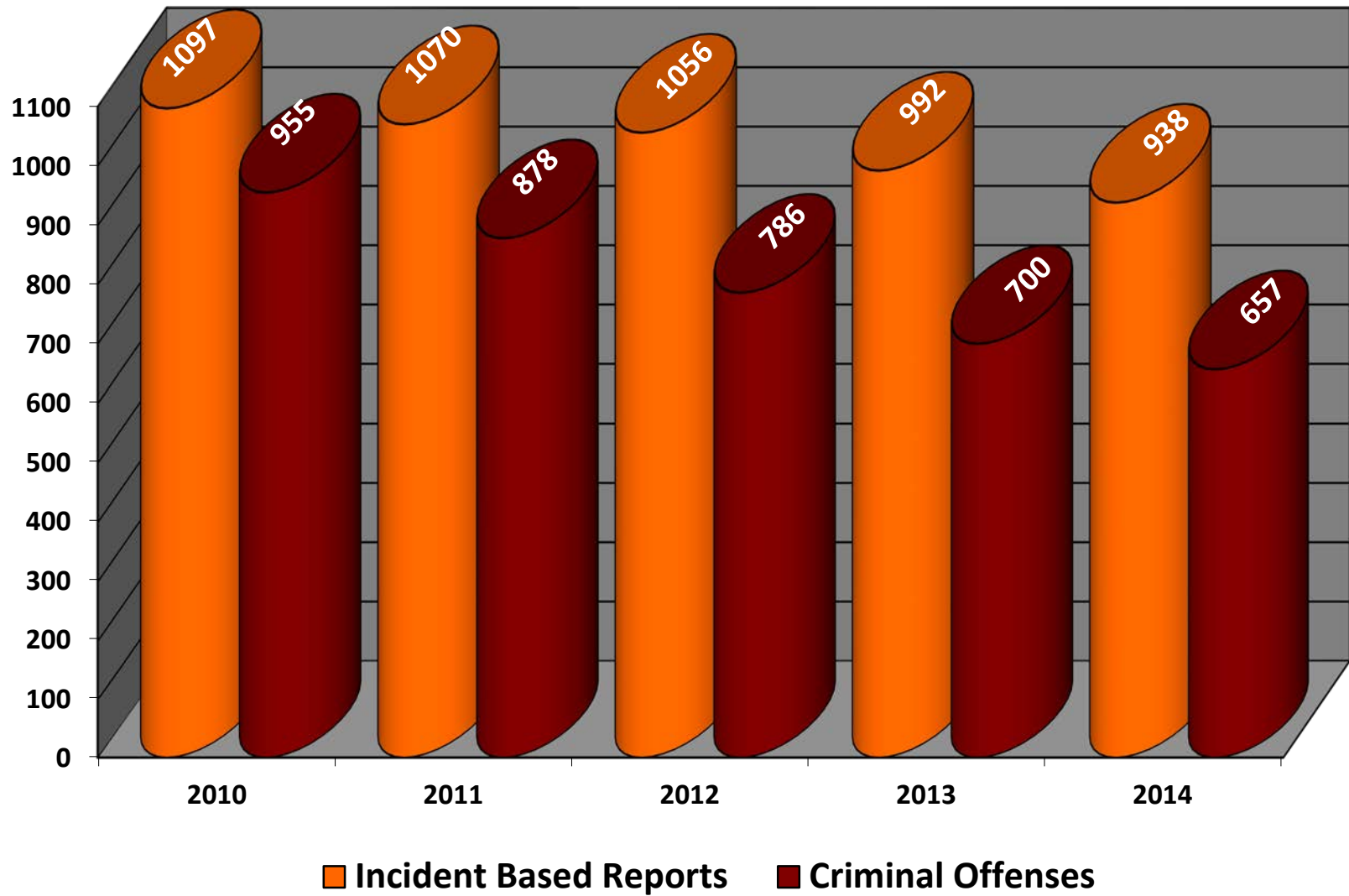
From: Chief Kevin L. Foust
Virginia Tech Police Department

Subject: **2014 Annual Crime Analysis**

This annual analysis is provided as a tool to provide currently useful information to aid personnel in meeting crime control and prevention objectives. The source documents for the data collected to perform this analysis are the incident based reports. Information was queried from the records management system, OSSI.

In 2010 there were **1097** Incident Based Reports (**955** Criminal Incidents), 2011 there were **1070** Incident Based Reports (**878** Criminal Offenses), 2012 there were **1056** Incident Based Reports (**786** Criminal Offenses), 2013 there were **992** Incident Based Reports (**700** Criminal Offenses), and 2014 there were **938** Incident Based Reports (**657** Criminal Offenses). The decreasing trend of criminal incidents has also been seen nationwide. It should also be noted that beginning in 2011, the Residence Life Resource Officer program began and as a result some criminal offenses were reduced in and around the residential halls.

Incident Based Reports and Criminal Offenses (2010-2014)



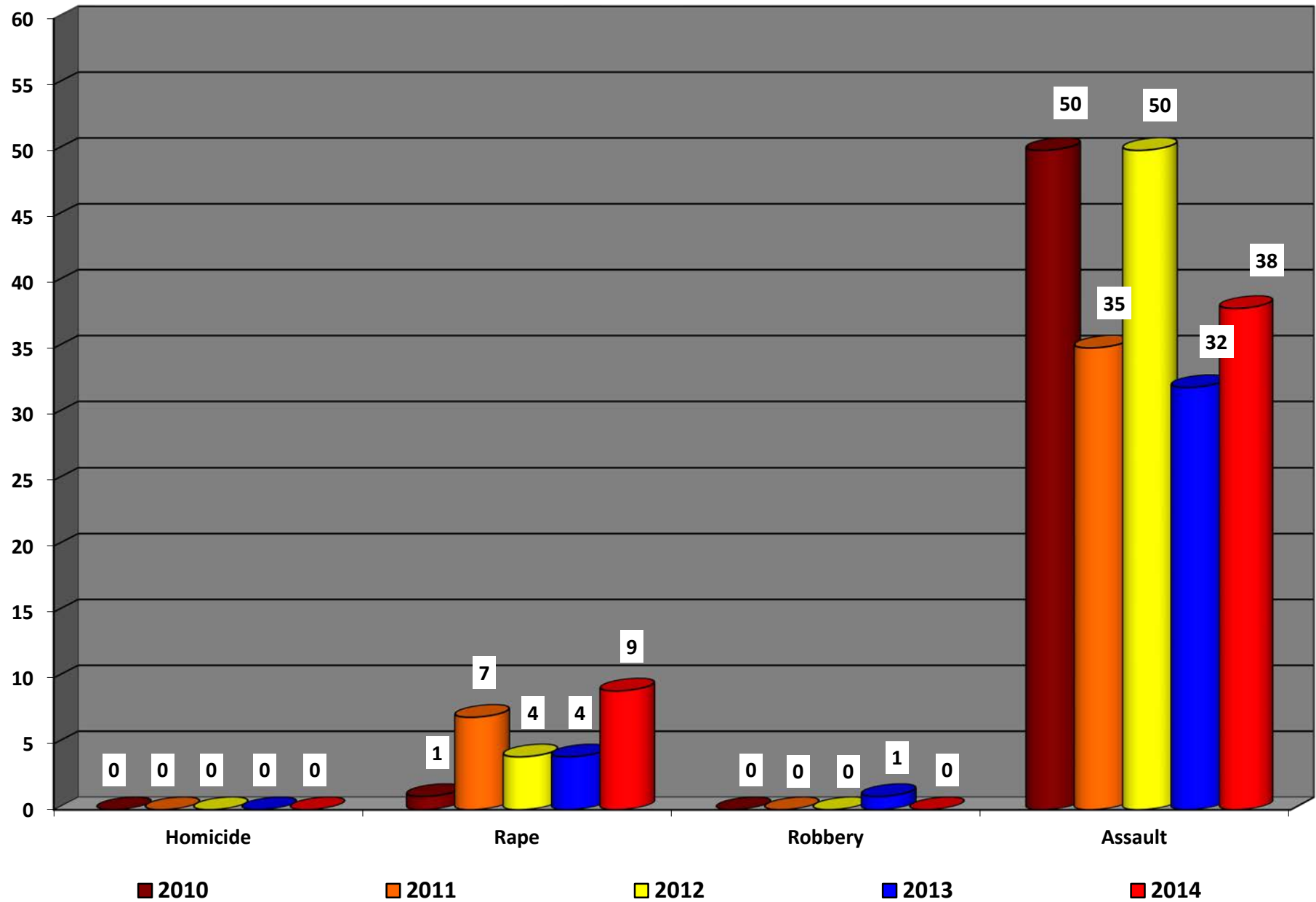
The next two charts show both Violent Crimes and Property Crimes from 2010 to 2014. The first chart, Violent Crimes, specifically addresses Homicide, Rape, Robbery and Assaults. On average, violent crimes on the campus of Virginia Tech are low. The two areas that stand out in regards to violent crimes are Rape and Assault. In a 5 year span, 2010 to 2014, the average number of reported Rapes is **5** a year. It should be noted that these are averages and that the lowest number of reported Rapes was **1** in 2010 and the highest number of Rapes was **9** in 2014. As with Rapes, the averages don't necessary reflect the accurate number of reported Assaults per year, 2010 and 2012 showed a total of **50** reported Assaults and 2013 showed a total of **32** reported Assaults. These two areas represent **5%** of all reported criminal offenses at Virginia Tech.

Property crimes on the campus of Virginia Tech contribute to, on average, about **36%** of all crimes reported for the past five years. Property crimes are classified in this report as burglaries, larcenies, vandalism, and motor vehicle thefts. Of the four types of property crimes seen at Virginia Tech, larcenies and vandalisms contribute to **83%** of all property crimes. In 2010, **40%** of the crimes reported on campus were property crimes. Of these crimes the majority are larcenies (**237**) that had **149** reported on the south side of campus, **84** reported on the north side of campus and **4** reported off campus. In 2011, **31%** of the crimes reported on campus were property crimes. Of these crimes the majority are larcenies (**164**) that had **111** reported on the south side of campus, **48** reported on the north side of campus, and **5** reported off campus. In 2012, **34%** of the crimes reported on campus were property crimes. Of these crimes the majority are larcenies (**166**) that had **106** reported on the south side of campus, **57** reported on the north side of campus, and **3** reported off campus. In 2013, **40%** of the crimes reported on campus were property crimes. Of these crimes the majority are larcenies (**137**) that had **89** reported on the south side of campus, **47** reported on the north side of campus and **1** reported off campus. And in 2014, **40%** of the crimes reported on campus were property crimes. Of these crimes the majority are larcenies (**141**) that had **79** reported on the south side of campus, **59** reported on the north side of campus and **3** reported off campus. A substantial contributing factor for all larcenies is the lack of securing valuables properly (using a bicycle lock), leaving property unattended or simply forgetting to lock a door.

Since 2011, vandalisms across campus have declined. Beginning in 2010 there were **91** reported cases of vandalism. However the following year, 2011, the amount of reported vandalisms decrease to **80**. In 2012, there were **71** reported cases of vandalism and then in 2013, a slight rise in reported cases occurred with **75**. And finally in 2014 a decline in reported vandalisms occurred with **61** cases being reported. The perspective of constant patrolling around campus has been an effective measure of decreasing the amount of vandalism. Another effective measure that shouldn't be overlooked is the Park, Walk, and Talk program. The Park, Walk, and Talk was adjusted from previous years to focus on areas that had higher than normal criminal activity with directive enforcement measures.

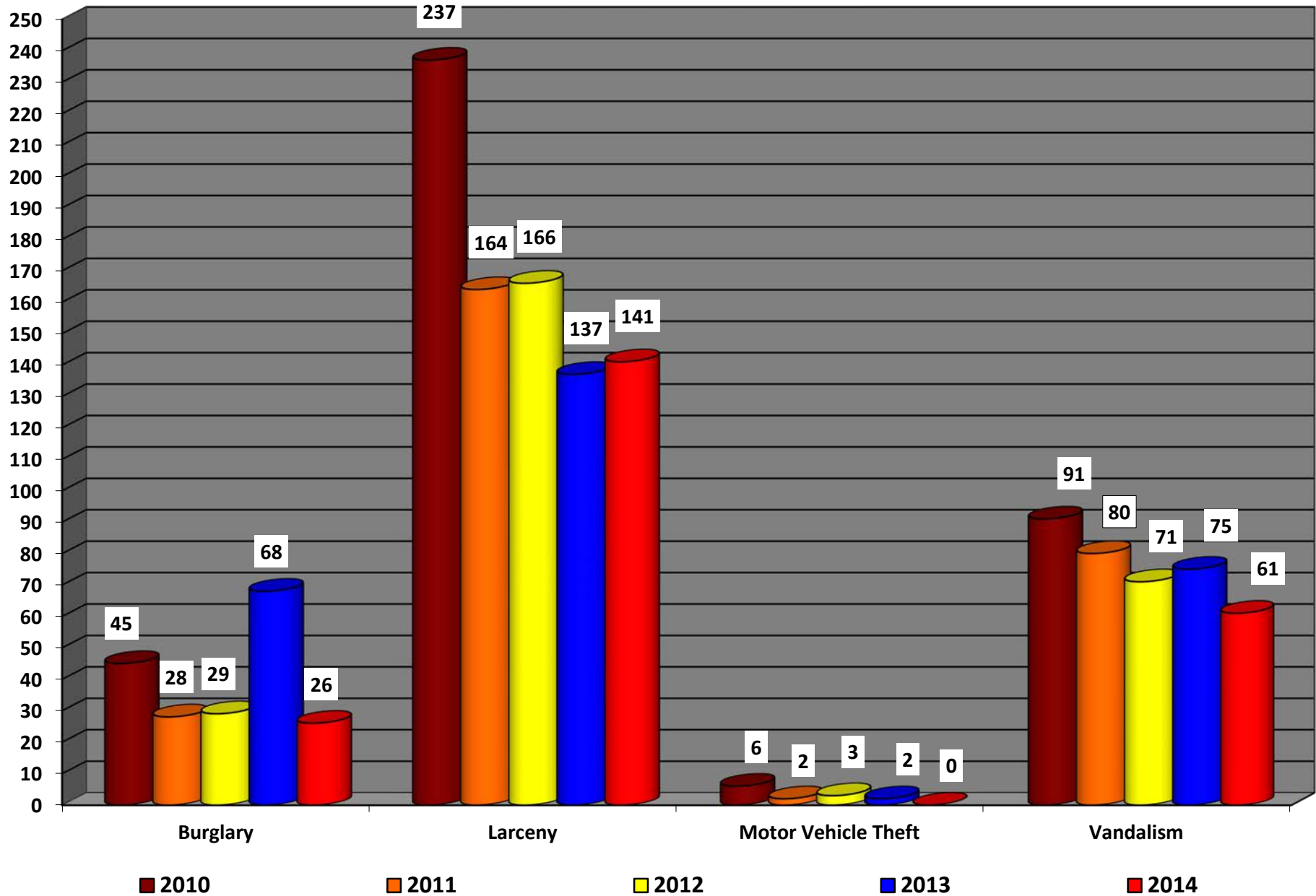
Violent Crimes

(2010-2014)



Property Crimes

(2010-2014)



Criminal Incidents on the South side of Campus per year

2010 – **Sixty-eight percent, (653)**, of the incidents occurred on the south side of campus. The five highest locations with criminal offenses are Lane Stadium (**108**), West Ambler-Johnston Hall (**46**), Pritchard Hall (**40**), Owens Hall (**20**), and Lee Hall (**20**). With regards to the parking lots and roads located on the south side of campus, Squires Lot saw **31** criminal offenses and Washington Street saw **26** criminal offenses. These two locations are highly traveled by both vehicle and by foot on a daily basis.

2011 – **Seventy percent, (616)**, of the incidents occurred on the south side of campus. The five highest locations with criminal offenses are Lane Stadium (**130**), Pritchard Hall (**38**), Lee Hall (**30**), Slusher Hall (**19**), and Newman Library (**17**). With regards to the parking lots and roads located on the south side of campus, Squires Lot saw **25** criminal offenses and Washington Street saw **18** criminal offenses. These two locations are highly traveled by both vehicle and by foot on a daily basis.

2012 – **Sixty-seven percent, (530)**, of the incidents occurred on the south side of campus. The five highest locations with criminal offenses are Lane Stadium (**93**), Pritchard Hall (**25**), Lee Hall (**20**), Vawter Hall (**17**), and both Newman Library and Dietrick Hall (**16**). With regards to the parking lots and roads located on the south side of campus, Squires Lot saw **21** criminal offenses and Washington Street saw **16** criminal offenses. These two locations are highly traveled by both vehicle and by foot on a daily basis.

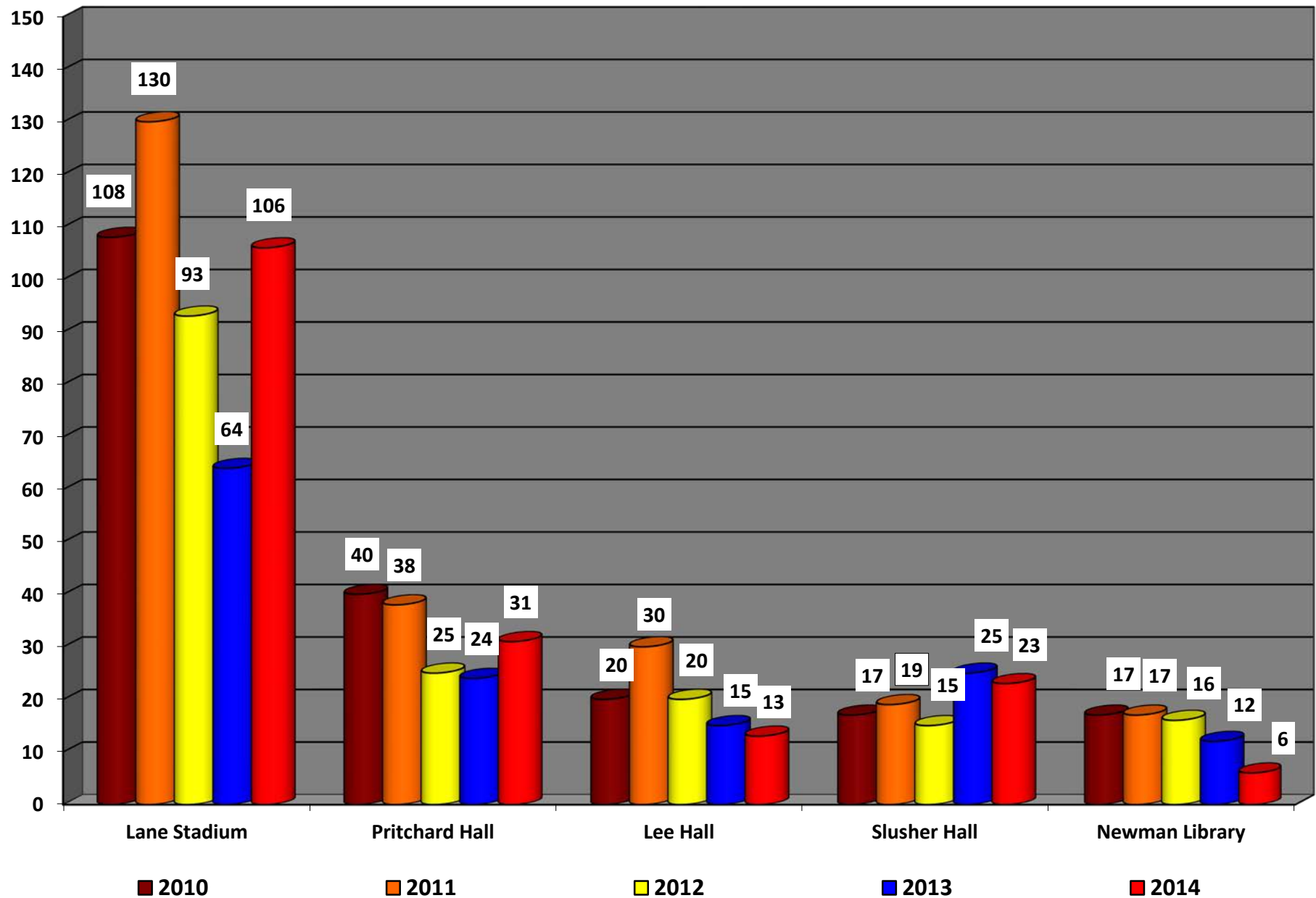
2013 – **Sixty-seven percent, (468)**, of the incidents occurred on the south side of campus. The five highest locations with criminal offenses are Lane Stadium (**64**), Slusher Hall (**25**), Pritchard Hall (**24**), Squires Student Center (**18**), and Cochrane Hall (**17**). With regards to the parking lots and roads located on the south side of campus, Squires Lot saw **16** criminal offenses and Otey Street saw **11** criminal offenses. These two locations are located near each other and are highly traveled by both vehicle and by foot on a daily basis.

2014 – **Seventy-two percent, (474)**, of the incidents occurred on the south side of campus. The five highest locations with criminal offenses are Lane Stadium (**106**), Pritchard Hall (**31**), Slusher Hall (**23**), Squires Student Center (**18**), and both Vawter Hall and West Ambler-Johnston Hall (**15**). With regards to the parking lots and roads located on the south side of campus, Washington Street saw **9** criminal offenses and Squires Lot saw **7** criminal offenses. These two locations are highly traveled by both vehicle and by foot on a daily basis.

Lane Stadium was indicated in all five years as having the highest criminal incidents reported. This venue is constantly used for various activities that accommodate thousands of subjects. The other locations reported to having the highest criminal incidents also accommodate more people than other locations along the south side of the campus. However with the universities migrating yearly population the amount of crimes reported in one area is subject to change. The following charts shows the most criminal offense calls per buildings, parking lots and roadways on the South side of campus in total from 2010 through 2014.

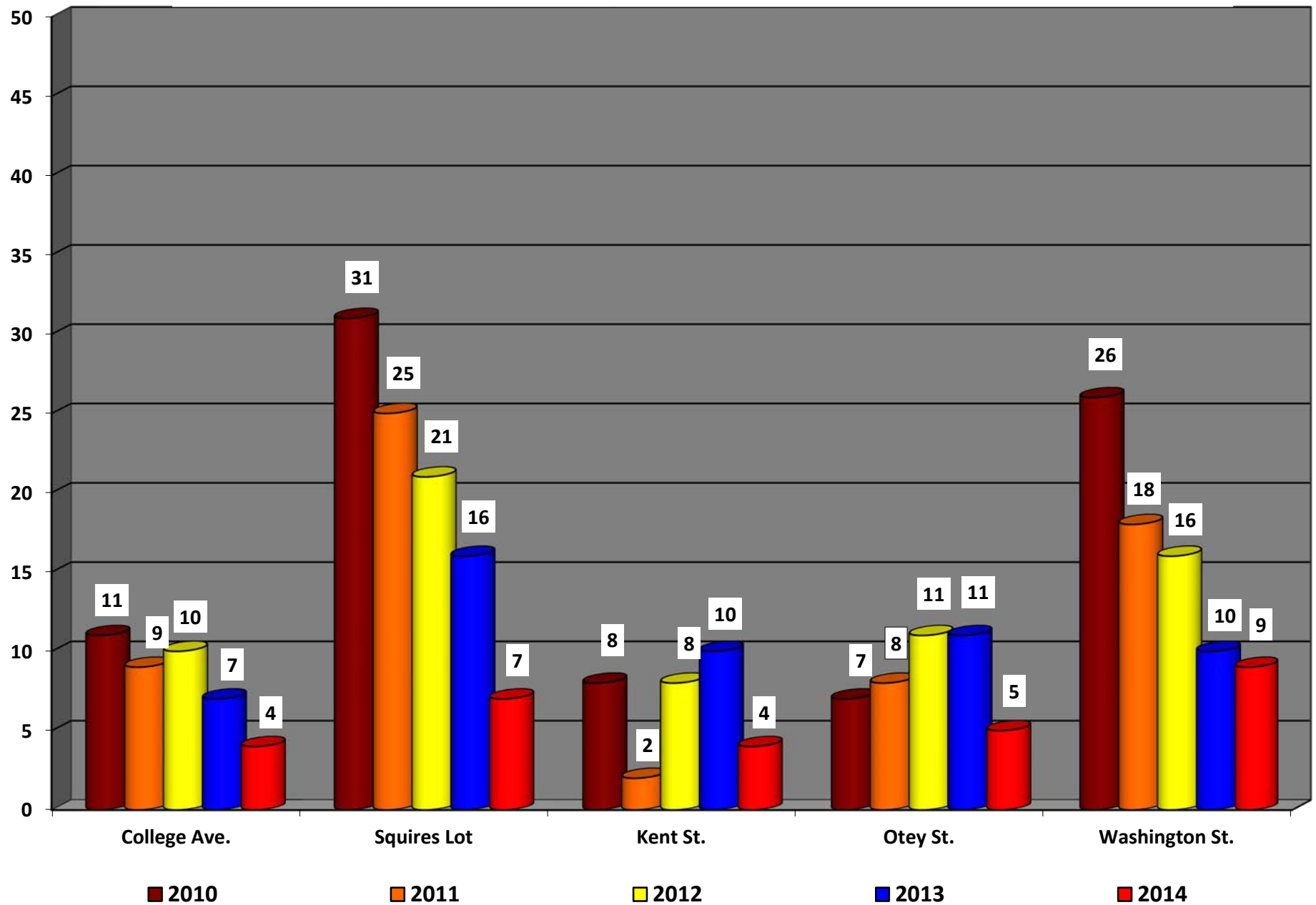
Buildings on the South side of Campus

(2010-2014)



Parking Lots and Streets on the South side of Campus

(2010-2014)



Criminal Incidents on the North side of Campus per year

2010 – **Twenty six percent, (249)**, of the incidents occurred on the north side of campus. The five highest locations with criminal offenses are Burruss Hall (**21**), Torgersen Hall (**18**), McBryde Hall (**16**), The Inn at VT (**14**), and Rasche Hall (**3**). With regards to the parking lots and roads located on the north side of campus, Alumni Mall saw **16** criminal offenses and B Lot saw **10** criminal offenses. These two locations are frequented daily but students and visitors.

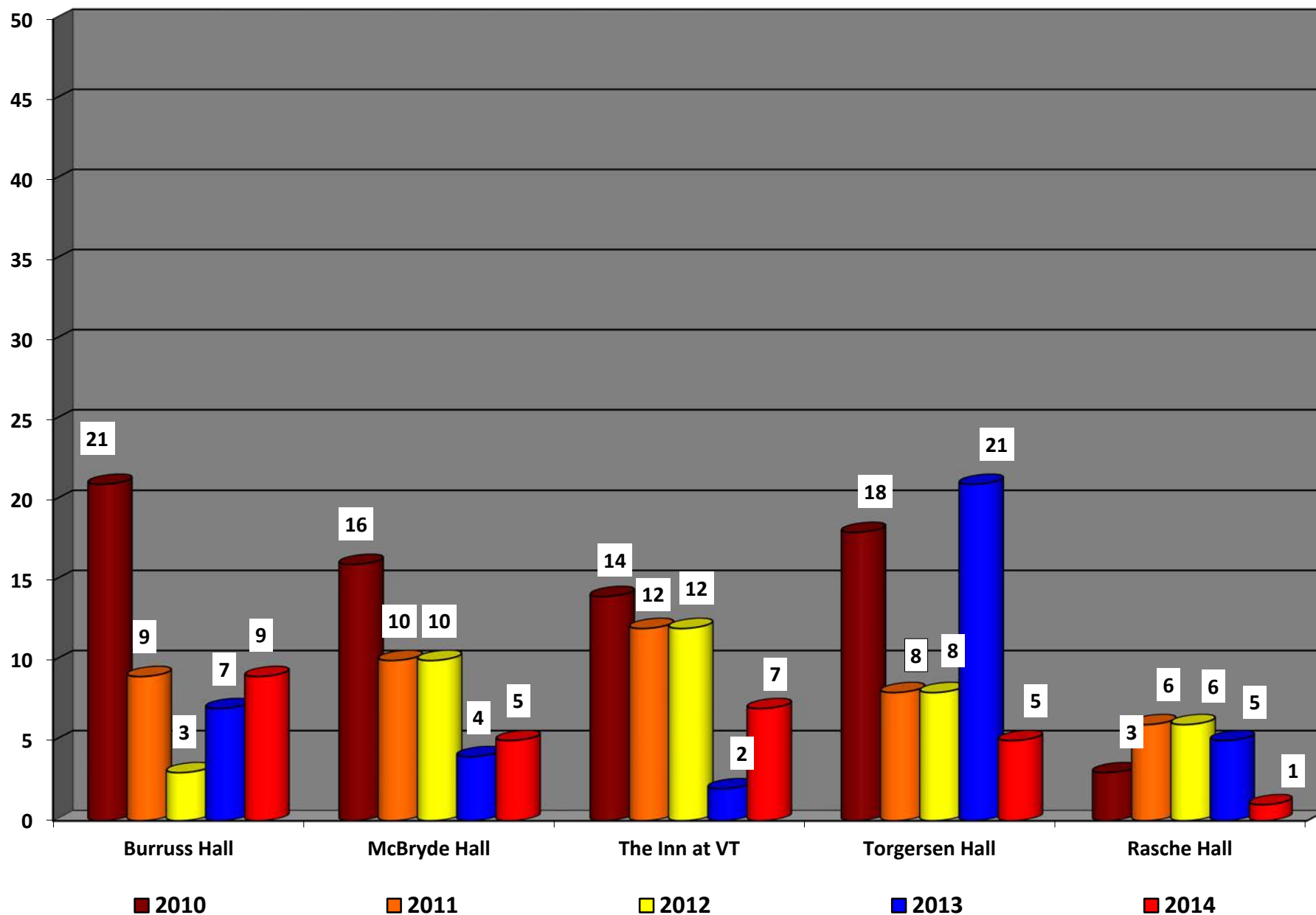
2011 – **Twenty-five percent, (218)**, of the incidents occurred on the north side of campus. The five highest locations with criminal offenses are Burruss Hall (**9**), Torgersen Hall (**8**), McBryde Hall (**10**), The Inn at VT (**12**), and Rasche Hall (**6**). With regards to the parking lots and roads located on the north side of campus, Alumni Mall saw **25** criminal offenses and B Lot saw **8** criminal offenses. These two locations are frequented daily but students and visitors.

2012 – **Twenty-seven percent, (212)**, of the incidents occurred on the north side of campus. The five highest locations with criminal offenses are Burruss Hall (**3**), Torgersen Hall (**8**), McBryde Hall (**10**), The Inn at VT (**12**), and Rasche Hall (**6**). With regards to the parking lots and roads located on the north side of campus, Alumni Mall saw **19** criminal offenses, and B Lot saw **10** criminal offenses. These two locations are frequented daily but students and visitors.

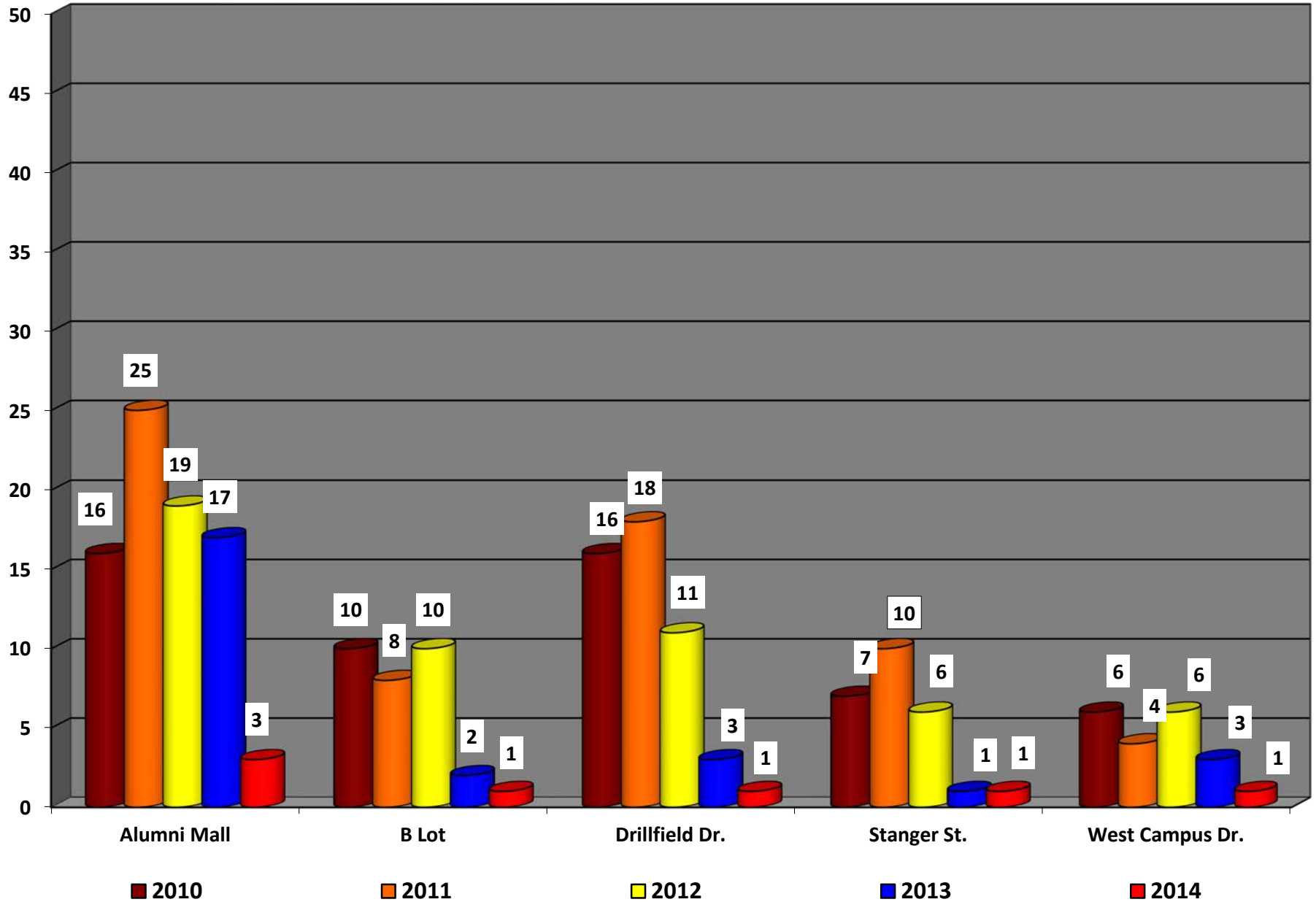
2013 – **Twenty-five percent, (173)**, of the incidents occurred on the north side of campus. The five highest locations with criminal offenses are Burruss Hall (**7**), Torgersen Hall (**21**), McBryde Hall (**4**), The Inn at VT (**2**), and Rasche Hall (**5**). With regards to the parking lots and roads located on the north side of campus, Alumni Mall saw **17** criminal offenses, and B Lot saw **2** criminal offenses. These two locations are frequented daily but students and visitors.

2014 – **Twenty-one percent, (140)**, of the incidents occurred on the north side of campus. The five highest locations with criminal offenses are Burruss Hall (**9**), Torgersen Hall (**5**), McBryde Hall (**5**), The Inn at VT (**7**), and Rasche Hall (**1**). With regards to the parking lots and roads located on the north side of campus, Alumni Mall saw **3** criminal offenses, and B Lot saw **1** criminal offenses. These two locations are frequented daily but students and visitors. The following two charts shows the most criminal offense calls per buildings, parking lots and roadways on the North side of campus in total from 2010 through 2014.

Buildings on the North side of Campus (2010-2014)



Streets and Parking Lots on the North side of Campus (2010-2014)



Additional criminal incidents

Public intoxication (1161) incidents occurred between 2010 through 2014. In 2010, there were **244** public intoxication incidents. In 2011, there were **298** public intoxication incidents. In 2012, there were **266** public intoxication incidents. In 2013, there were **171** public intoxication incidents. In 2014, there were **182** public intoxication incidents. On average, public intoxication represents about **29%** of all criminal incidents that occurred during the past five years.

There seemed to be a sharp decline in public intoxication incidents from 2012 to 2013 and 2014. This decrease in public intoxication incidents may be a result of alcohol awareness programs/presentations that have been given throughout the university community.

Drug violations (273) are also a major offense. In 2010, there were **53** reported drug violations. In 2011, there were **53** reported drug violations. In 2012, there were **51** reported drug violations. In 2013, there were **58** reported drug violations. And in 2014, there were **58** reported drug violations. On average, drug violations represent about **7%** of all criminal incidents that occurred during the past five years.

Underage possession of alcohol (235) are always a major issue on a university campus. During 2010, there were **78** underage possession of alcohol violations. In 2011, there were **64** underage possession of alcohol violations. In 2012, there were **38** underage possession of alcohol violations. In 2013, there were **37** underage possession of alcohol violations. And in 2014, there were **18** underage possession of alcohol violations. This accounts for **6%** of all criminal incidents that occurred during the past five years.

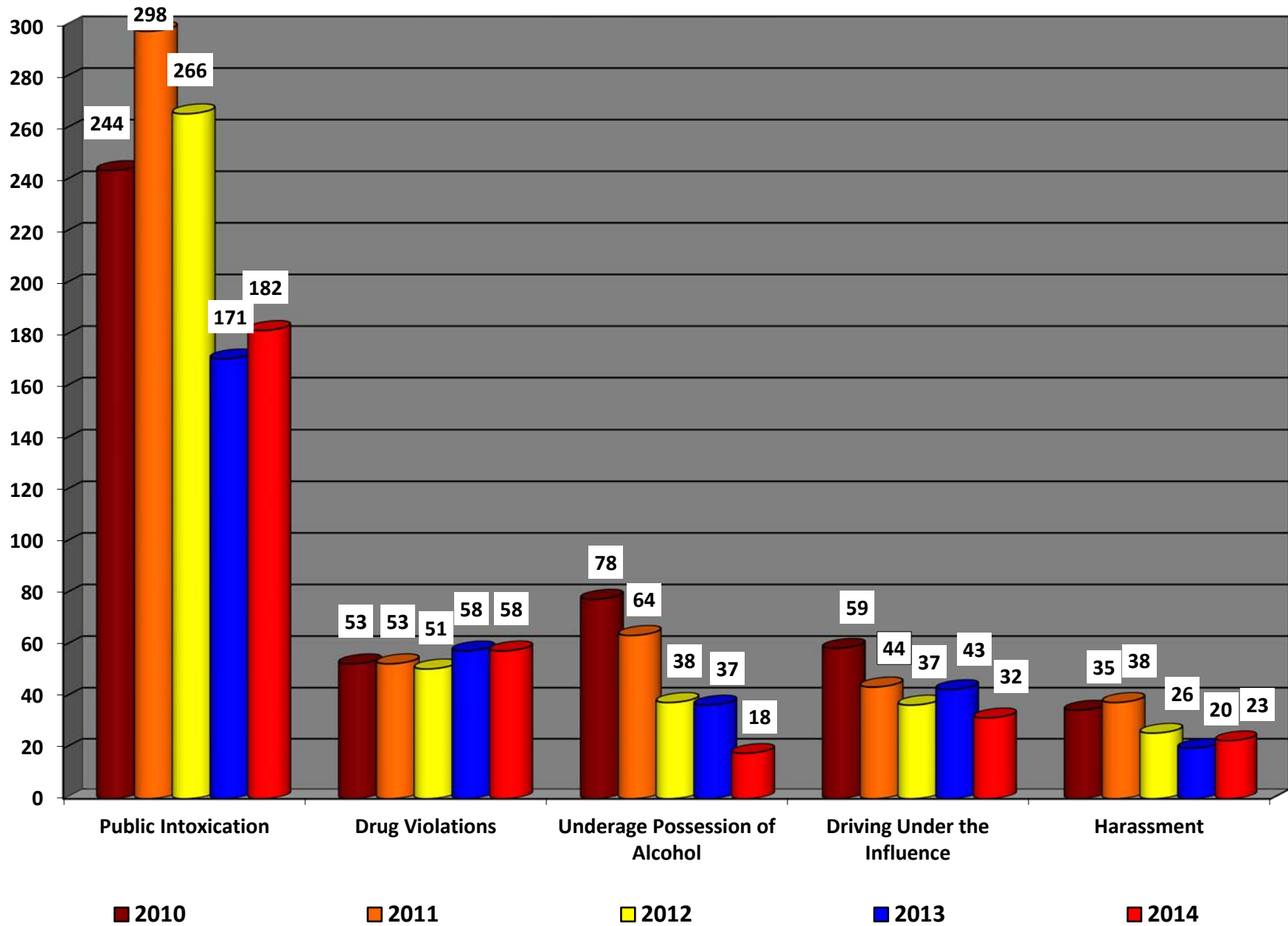
It should also be noted that the amount of underage possession of alcohol violations seem to decrease each year however keep in mind that these types of offenses generally accompany public intoxication incidents as well which is counted as one offense in the Incident Based Reporting module and not separate reportable offenses.

Driving under the influence (215) incidents occurred between 2010 through 2014. In 2010, **59** driving under the influence incidents occurred. In 2011, **44** driving under the influence incidents occurred. In 2012, **37** driving under the influence incidents occurred. In 2013, **43** driving under the influence incidents occurred. And in 2014, **32** driving under the influence incidents occurred. This represents **5%** of all criminal incidents that occurred during the past five years.

Harassment (142) incidents occurred between 2010 through 2014. In 2010, **35** harassing incidents occurred. In 2011, **38** harassing incidents occurred. In 2012, **26** harassing incidents occurred. In 2013, **20** harassing incidents occurred. And in 2014, **23** harassing incidents occurred. Harassment can take on several different forms such as computer harassment to annoying phone calls. Harassment represents **4%** of all criminal incidents that occurred during the past five years.

The following chart represents these additional criminal incidents.

Additional Criminal Incidents (2010-2014)



Criminal Offenses by Day of Week

2010 – Of the **955** total criminal incidents, **15% (141)** occurred on **Sunday**, **7% (70)** occurred on **Monday**, **8% (80)** occurred on **Tuesday**, **11% (106)** occurred on **Wednesday**, **18% (168)** occurred on **Thursday**, **15% (144)** occurred on **Friday**, and **26% (246)** occurred on **Saturday**.

2011 – Of the **878** total criminal incidents, **16% (137)** occurred on **Sunday**, **8% (66)** occurred on **Monday**, **8% (74)** occurred on **Tuesday**, **9% (79)** occurred on **Wednesday**, **16% (137)** occurred on **Thursday**, **16% (139)** occurred on **Friday**, and **28% (246)** occurred on **Saturday**.

2012 – Of the **786** total criminal incidents, **16% (123)** occurred on **Sunday**, **11% (88)** occurred on **Monday**, **6% (48)** occurred on **Tuesday**, **12% (94)** occurred on **Wednesday**, **17% (133)** occurred on **Thursday**, **16% (127)** occurred on **Friday**, and **22% (173)** occurred on **Saturday**.

2013 – Of the **700** total criminal incidents, **15% (103)** occurred on **Sunday**, **8% (56)** occurred on **Monday**, **10% (69)** occurred on **Tuesday**, **11% (79)** occurred on **Wednesday**, **13% (88)** occurred on **Thursday**, **17% (118)** occurred on **Friday**, and **27% (187)** occurred on **Saturday**.

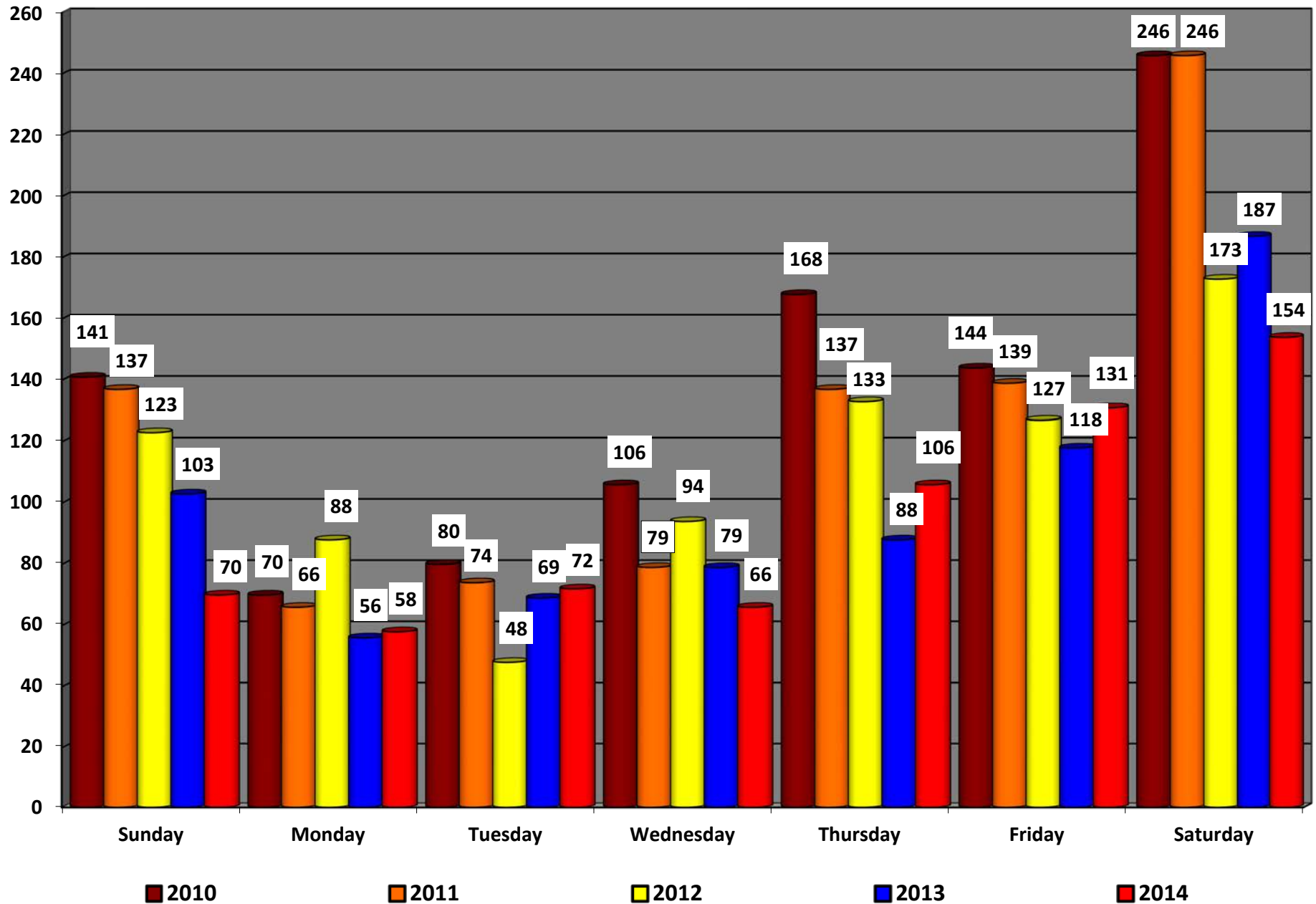
2014 – Of the **657** total criminal incidents, **9% (70)** occurred on **Sunday**, **7% (58)** occurred on **Monday**, **9% (72)** occurred on **Tuesday**, **8% (66)** occurred on **Wednesday**, **13% (106)** occurred on **Thursday**, **16% (131)** occurred on **Friday**, and **19% (154)** occurred on **Saturday**.

With a total of **3976** criminal incidents being reported in 2010 through 2014 a vast majority can be seen occurring on Saturdays. This may be due to the majority of football games and other events occurring on Saturdays through these years. A total of **338** criminal incidents occurred on **Monday (9%)**, **343** occurred on **Tuesday (9%)**, **424** occurred on **Wednesday (11%)**, **632** occurred on **Thursday (16%)**, **659** occurred on **Friday (17%)**, **1006** occurred on **Saturdays (25%)**, and **574** occurred on **Sundays (14%)**. The Sunday numbers may be carry over events that started on late Saturday nights into early Sunday mornings.

The following chart shows the criminal incidents by Day of Week for years 2010 through 2014.

Criminal Incidents by Day of Week

(2010-2014)



ARRESTS

Arrests for Selected Offenses

For the years between 2010 through 2014, the following areas represents **76%** of all arrests performed by the Virginia Tech Police Department. These arrests are Public Intoxication, Driving under the Influence, Drug Violations, Liquor Law Violations, Weapon Violations, and Obstruction of Justice.

Public Intoxication

- 2010 – There were a total of **265** public intoxication arrests which represented **54%** of all arrests for that year.
- 2011 – There were a total of **315** public intoxication arrests which represented **58%** of all arrests for that year.
- 2012 – There were a total of **280** public intoxication arrests which represented **64%** of all arrests for that year.
- 2013 – There were a total of **180** public intoxication arrests which represented **53%** of all arrests for that year.
- 2014 – There were a total of **192** public intoxication arrests which represented **60%** of all arrests for that year.

Driving under the influence

- 2010 – There were a total of **60** driving under the influence arrests which represented **12%** of all arrests for that year.
- 2011 – There were a total of **44** driving under the influence arrests which represented **8%** of all arrests for that year.
- 2012 – There were a total of **36** driving under the influence arrests which represented **8%** of all arrests for that year.
- 2013 – There were a total of **46** driving under the influence arrests which represented **13%** of all arrests for that year.
- 2014 – There were a total of **33** driving under the influence arrests which represented **10%** of all arrests for that year.

Liquor Law Violations (Includes Underage possession of alcohol, Drinking in Public, Purchasing Alcohol for a minor)

- 2010 – There were a total of **113** liquor law violations arrests which represented **23%** of all arrests for that year.
- 2011 – There were a total of **124** liquor law violations arrests which represented **23%** of all arrests for that year.
- 2012 – There were a total of **78** liquor law violations arrests which represented **18%** of all arrests for that year.
- 2013 – There were a total of **54** liquor law violations arrests which represented **16%** of all arrests for that year.
- 2014 – There were a total of **47** liquor law violations arrests which represented **15%** of all arrests for that year.

Drug Violations

2010 – There were a total of **46** drug violations arrests which represented **9%** of all arrests for that year.
2011 – There were a total of **62** drug violations arrests which represented **11%** of all arrests for that year.
2012 – There were a total of **43** drug violations arrests which represented **10%** of all arrests for that year.
2013 – There were a total of **60** drug violations arrests which represented **18%** of all arrests for that year.
2014 – There were a total of **47** drug violations arrests which represented **15%** of all arrests for that year.

Weapons Violations

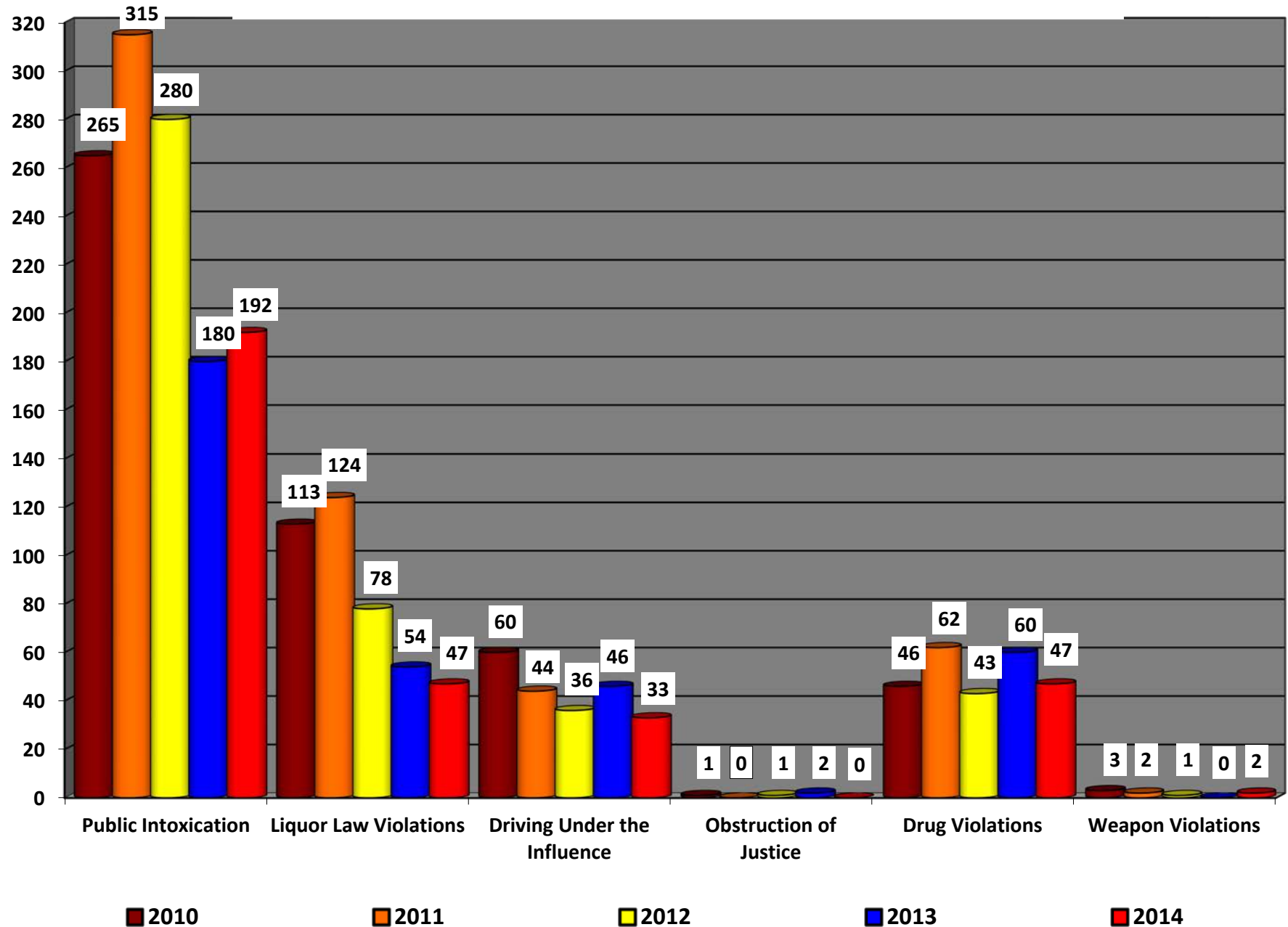
2010 – There were a total of **3** weapon violations arrests which represented **1%** of all arrests for that year.
2011 – There were a total of **2** weapon violations arrests which represented **0%** of all arrests for that year.
2012 – There were a total of **1** weapon violations arrests which represented **0%** of all arrests for that year.
2013 – There were a total of **0** weapon violations arrests which represented **0%** of all arrests for that year.
2014 – There were a total of **2** weapon violations arrests which represented **1%** of all arrests for that year.

Obstruction of Justice

2010 – There were a total of **1** obstruction of justice arrests which represented **0%** of all arrests for that year.
2011 – There were a total of **0** obstruction of justice arrests which represented **0%** of all arrests for that year.
2012 – There were a total of **1** obstruction of justice arrests which represented **0%** of all arrests for that year.
2013 – There were a total of **2** obstruction of justice arrests which represented **1%** of all arrests for that year.
2014 – There were a total of **0** obstruction of justice arrests which represented **0%** of all arrests for that year.

The above 6 types of arrests make up **3/4** of all arrests performed by the Virginia Tech Police Department. Also it can be seen with the above data that alcohol related arrests make up **86%** of these arrests. With a total of **2513** for the years 2010 through 2014, **1639** arrests had some form of alcohol involvement. But it should be noted that there is a slight decline in alcohol related arrests beginning in 2011, which is the same year (April 2011) that the Residence Life Resource Officer Program began.

Arrests for Selected Offenses (2010-2014)



Arrests by Offenders' Sex and Race:

The following section represents arrests by offender's sex and race. The total number of arrests made between 2010 through 2014 is **2513**. Beginning in 2012, the number of arrests have declined from **508** (2012) to **431** (2013) to **391** (2014). These decreases can be contributed to more conduct referrals being made in lieu of arrests.

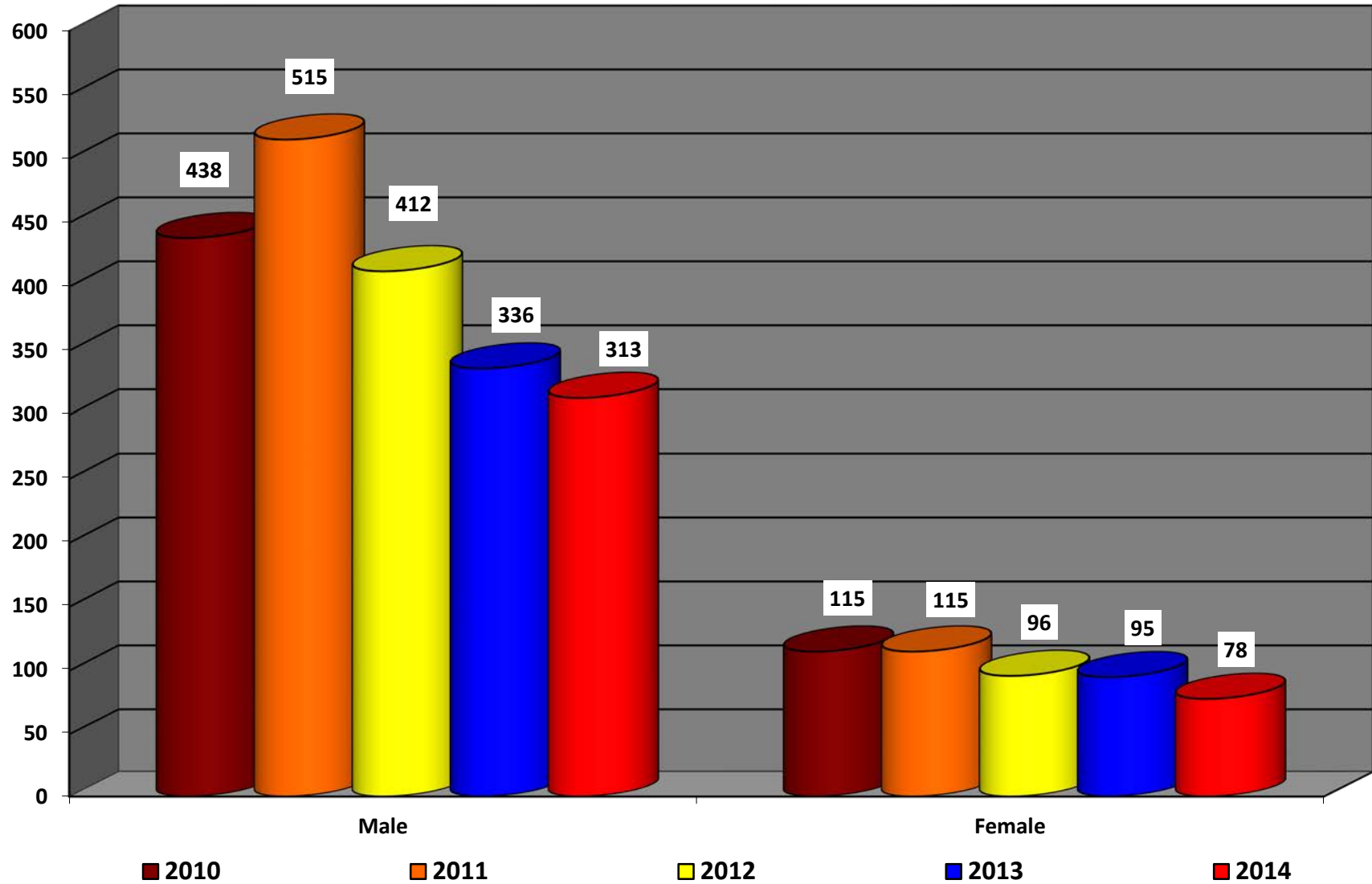
Arrests by Offenders' Sex:

2010 – There were **438** Males (**79%**) versus **115** Females (**21%**) arrested.
2011 – There were **515** Males (**82%**) versus **115** Females (**18%**) arrested.
2012 – There were **412** Males (**81%**) versus **96** Females (**19%**) arrested.
2013 – There were **336** Males (**78%**) versus **95** Females (**22%**) arrested.
2014 – There were **313** Males (**80%**) versus **78** Females (**20%**) arrested.

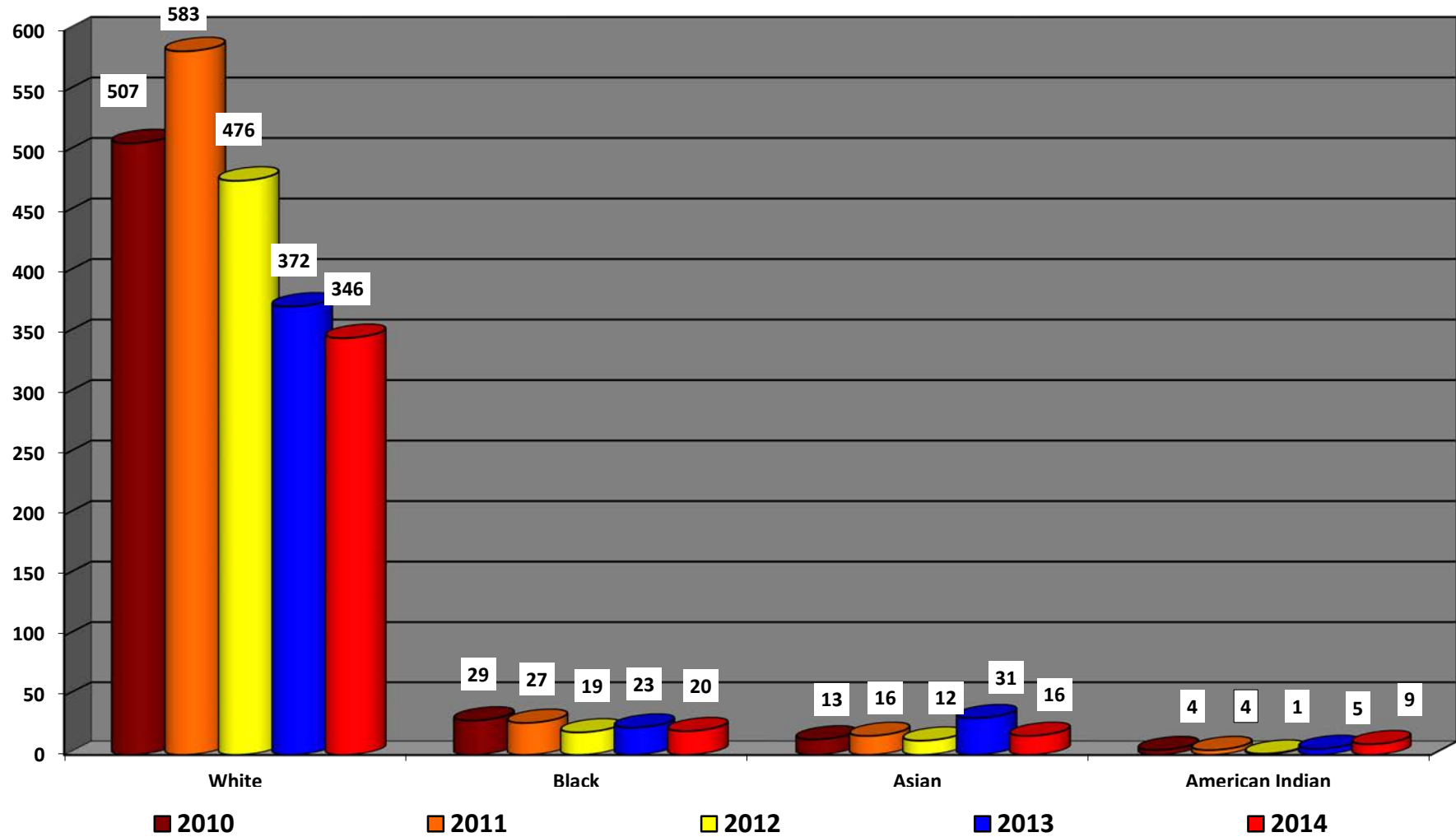
Arrests by Offenders' Race:

2010 – There were **507** White (**92%**), **29** Black (**5%**), **13** Asian (**2%**), and **4** American Indian (**1%**) offenders arrested.
2011 – There were **583** White (**93%**), **27** Black (**4%**), **16** Asian (**2.5%**), and **4** American Indian (**.5%**) offenders arrested.
2012 – There were **476** White (**94%**), **19** Black (**4%**), **12** Asian (**2%**), and **1** American Indian (**0%**) offenders arrested.
2013 – There were **372** White (**86%**), **23** Black (**5%**), **31** Asian (**7%**), and **5** American Indian (**2%**) offenders arrested.
2014 – There were **346** White (**88%**), **20** Black (**5%**), **16** Asian (**4.5%**), and **9** American Indian (**2.5%**) offenders arrested.

Arrests by Offenders' Sex (2010-2014)



Arrests by Offenders' Race (2010-2014)



Stolen and Recovered Property:

The next section looks at the amount of stolen property and recovered property reported per year. It should be noted that some property may have been recovered by the victim but was never reported as being found or recovered.

Value of property stolen during 2010:	\$ 179,782.50
Recovered:	\$ 40,161.06
Percentage of Recovered property:	22%

Value of property stolen during 2011:	\$ 4,140,287.26*
Recovered:	\$ 53,332.37
Percentage of Recovered property:	01%

Value of property stolen during 2012:	\$ 185,101.65
Recovered:	\$ 47,300.06
Percentage of Recovered property:	26%

Value of property stolen during 2013:	\$ 129,594.75
Recovered:	\$ 23,922.80
Percentage of Recovered property:	18%

Value of property stolen during 2014:	\$ 80,894.17
Recovered:	\$ 16,061.10
Percentage of Recovered property:	20%

* In 2011, the total amount stolen shows \$4,140,287.26. During that year, a \$4,000,000 fraud was reported.

Analysis of 2010 through 2014

Looking at all the data collected between 2010 through 2014, it can be determined that alcohol related incidents contributes to the majority of all incidents and arrests at Virginia Tech. Out of the **3976** incidents that were reported to Virginia Tech Police Department, nearly half (**1611**) of the incidents involved alcohol in some form such as Driving Under the Influence, Public Intoxication, and Underage Possession of Alcohol.

Other incidents that are also contributed to alcohol are Possession of False Identification (**76**) and other Liquor Law Violations (**18**). These numbers were not added to the total number of alcohol related incidents due to these incidents being referred to conduct referral rather than the legal court system. In regards to alcohol related arrests a total of **1639** arrests were made for the years 2010 through 2014, which is **86%** of all arrests (**2513**) made.

Also looking at all criminal incidents between 2010 through 2014, a vast majority occur on the south side of campus which is mostly residential with the exception of Lane Stadium. During the 2010 through 2014 football seasons, Lane Stadium contributes to most criminal incidents (**501**) due to various factors. Larger venues will typically see higher criminal incidents due to the number of people being in such venues. This can also be said for residential halls as well. The larger residential halls such as Lee, Pritchard, and Slusher Hall see higher numbers of criminal incidents. These three residential halls contributed to **355** criminal incidents from 2010 through 2014. The streets surrounding these venues typically see higher than normal criminal incident, however locations along College Avenue and Otey Street see more criminal activity than expected. The types of criminal activity that you would see along these roadways can be vandalism, driving under the influence, underage possession of alcohol, and public intoxication. This is mostly due to the availability to parking lots near the downtown area of Blacksburg.

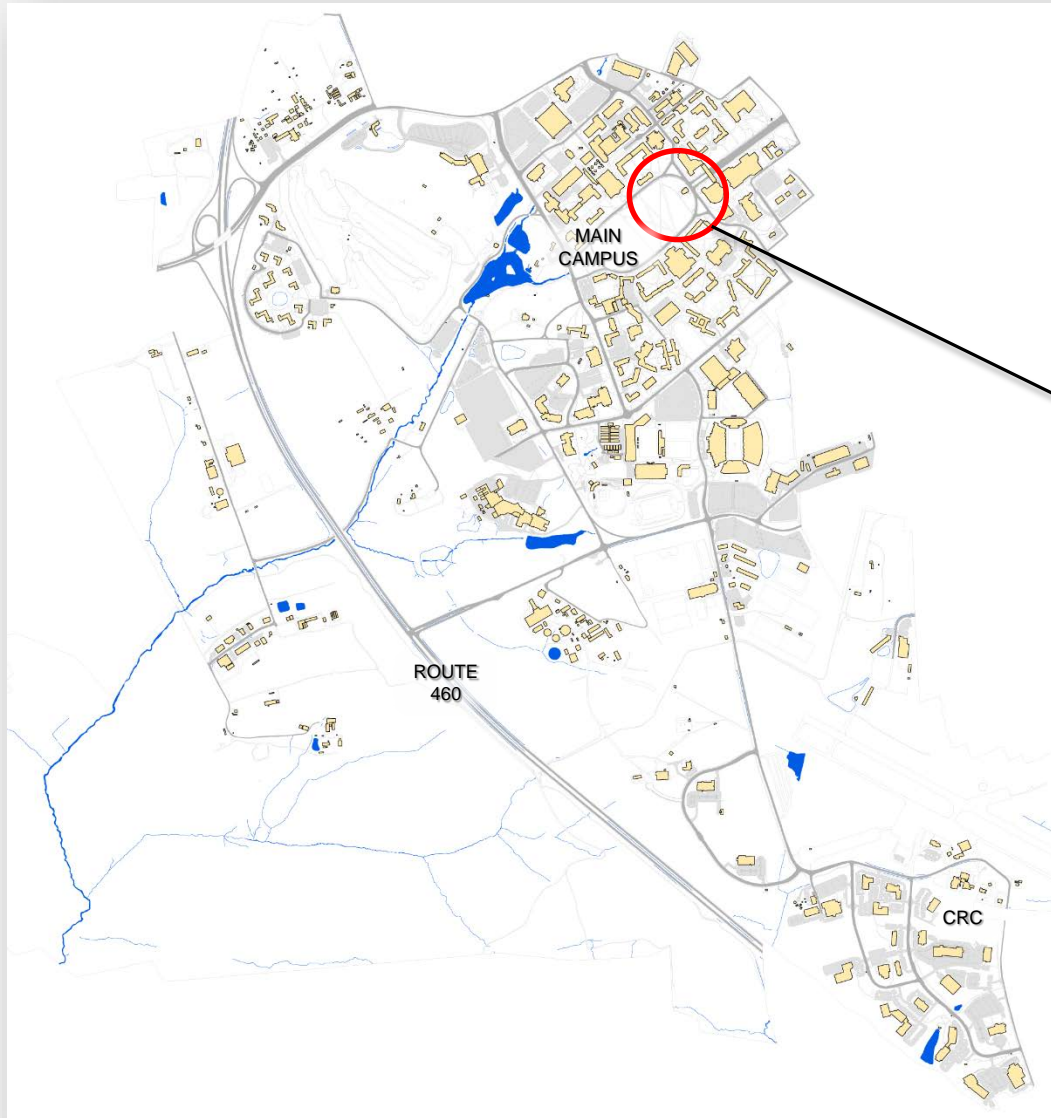
So when do these incidents mostly take place? According to the data collected, it appears that the majority of incidents take place on Saturdays (**1006**). There are various reasons why more incidents take place on Saturdays rather than any other day of the week. The next three days that lead the way for criminal incidents are Thursdays (**632**), Fridays (**659**), and Sundays (**574**). An explanation for these four days contributing to **72%** of all criminal incident days could be that there are more activities occur on these days more often than any other day of the week. It should be also assumed that Sundays may have a higher number due to some spill over from Saturday events which may end closer to midnight.

So in summation, it can be determined that the vast majority of criminal incidents and arrests can be related to **alcohol**. These criminal incidents and arrests will continue to occur at larger venues such as **Lane Stadium** and the larger residential halls (**Lee, Pritchard, Slusher, and West/East Ambler-Johnston Halls**) because with more people in an area, the more likely a criminal act will occur. Along this same thought you will have more criminal incidents and arrests along frequented roadways (**Washington Street, College Avenue, and Otey Streets**) and parking lots (**Squires Lot and Media Lot**) due to larger than normal vehicle and foot traffic in these areas. And finally, a continue increase in criminal incidents and arrests will occur between **Thursdays, Fridays, Saturdays, and Sundays** due to a higher than normal amount of activities occurring on these days of the week.

Finally, it should be acknowledged that Virginia Tech as a whole is safe as seen in the data of violent crimes (**231**) that occurred between 2010 through 2014. Assaults (**205**) were the leading forms of violent crimes seen at Virginia Tech. In regards to these assaults, it was determined that alcohol was involved in some fashion as well. Also in regards to property crimes, **1432** property crimes were reported between 2010 through 2014, with a majority of these crimes being larcenies (**845**). With larcenies leading the way in property crimes, it was determined that most of these larcenies could have been prevented by simple measures (**using locks on bicycles, locking a door, and never leaving items unattended**).

Design Preview/Review for:
Drillfield Road Improvements

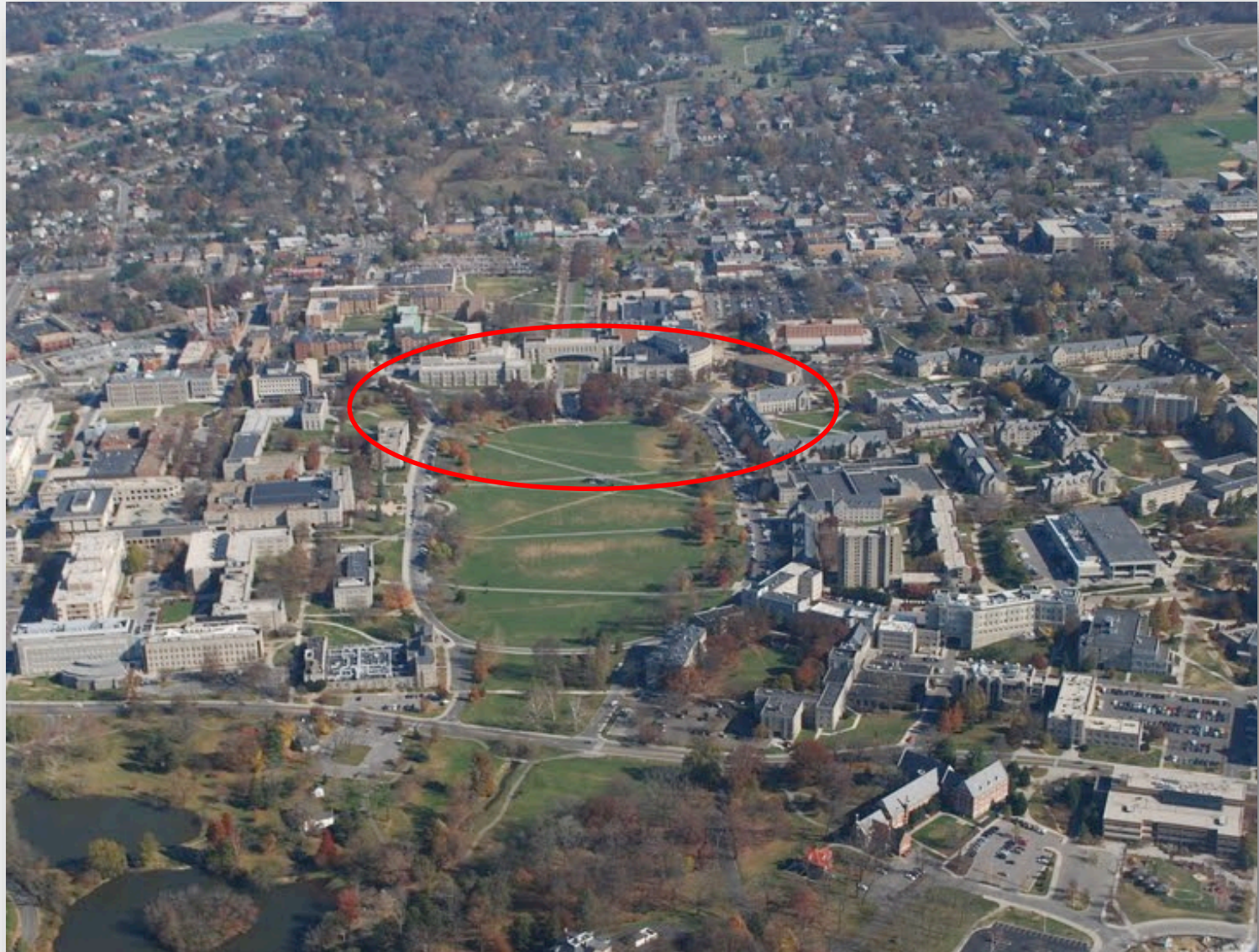
LOCATION MAP



**DRILLFIELD ROAD
IMPROVEMENT SITE**

DRILLFIELD ROAD IMPROVEMENTS

AERIAL PHOTOGRAPH



DRILLFIELD ROAD IMPROVEMENTS

EXISTING AERIAL PHOTOGRAPH

Collaborative Review with Stakeholders including:

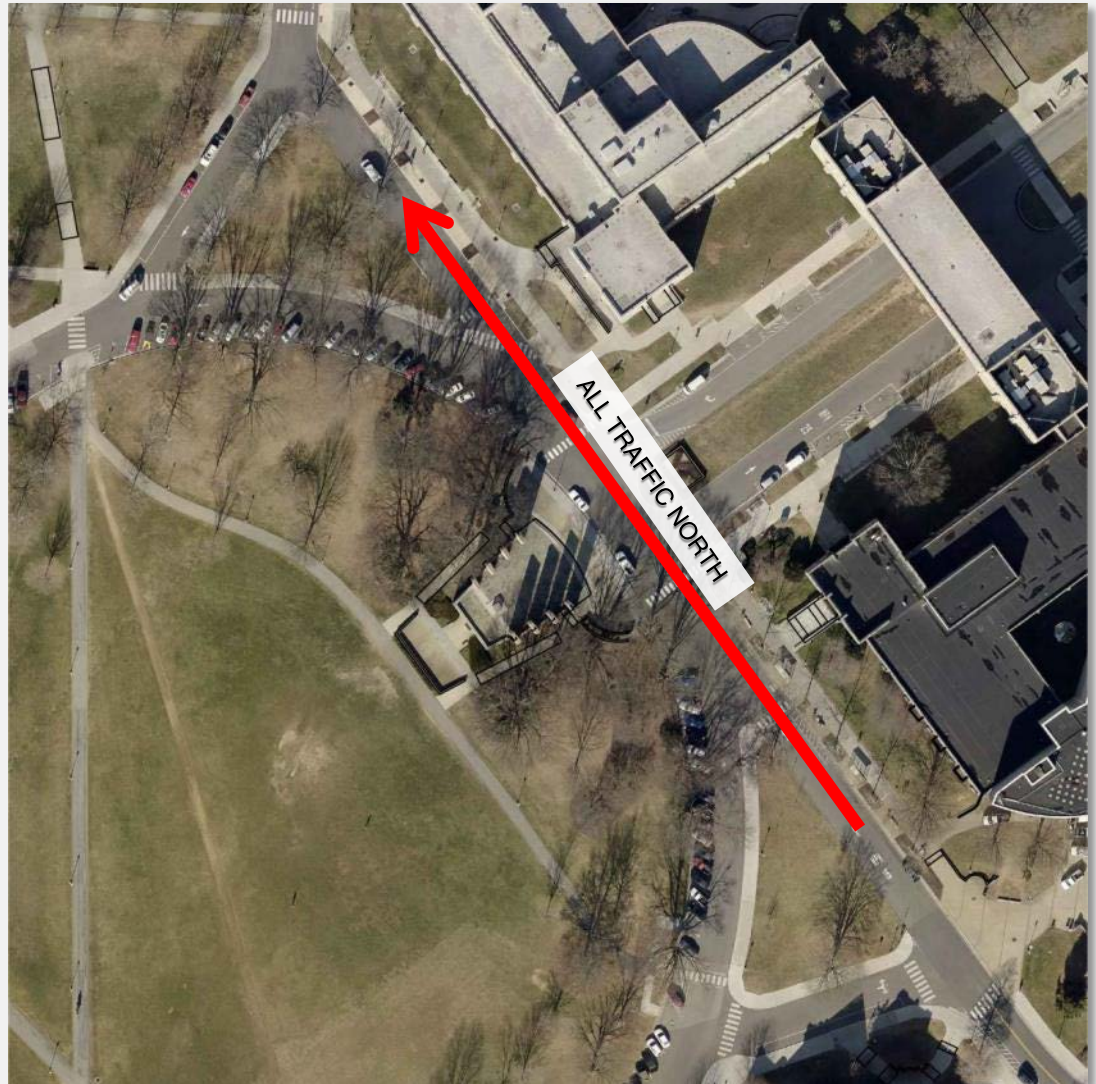
Virginia Tech:

- Parking & Transportation
- Site & Infrastructure Development
- Arboretum Committee

Town of Blacksburg:

- Town of Blacksburg
- Blacksburg Transit
- Town of Blacksburg Traffic Engineers

Others



DRILLFIELD ROAD IMPROVEMENTS

DRILLFIELD TRAFFIC ENHANCEMENTS

Notes

- Creates north / south corridor, connecting Stanger St. & Kent St.
- Provides left turn from Alumni Mall to access Kent St.
- Reduces vehicle traffic on Drillfield Dr.
- Total parking loss: 11 spaces
- Improves pedestrian safety
- Visual gateway



DRILLFIELD ROAD IMPROVEMENTS

COMMUNICATION PLAN

EXTERNAL COMMUNICATION:

- Town of Blacksburg
- Blacksburg Transit
- Town of Blacksburg Traffic Engineers
- VT Alumni
- Others

INTERNAL COMMUNICATION:

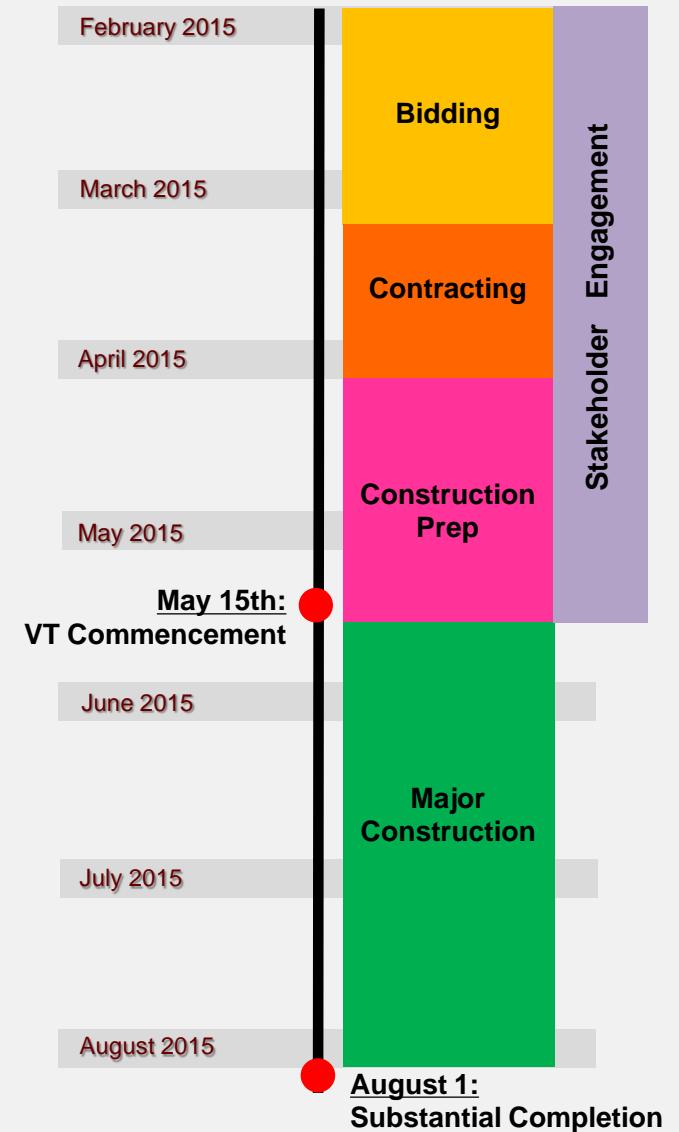
- General Campus
- Arboretum Committee
- Corps of Cadets
- Chapel
- Others

STAKEHOLDERS COMMUNICATION:

- Parking & Transportation
- Site & Infrastructure Development
- Others

DRILLFIELD ROAD IMPROVEMENTS

PROJECT TIMELINE



RECOMMENDATION FOR PROPOSED DESIGN

RECOMMENDATION:

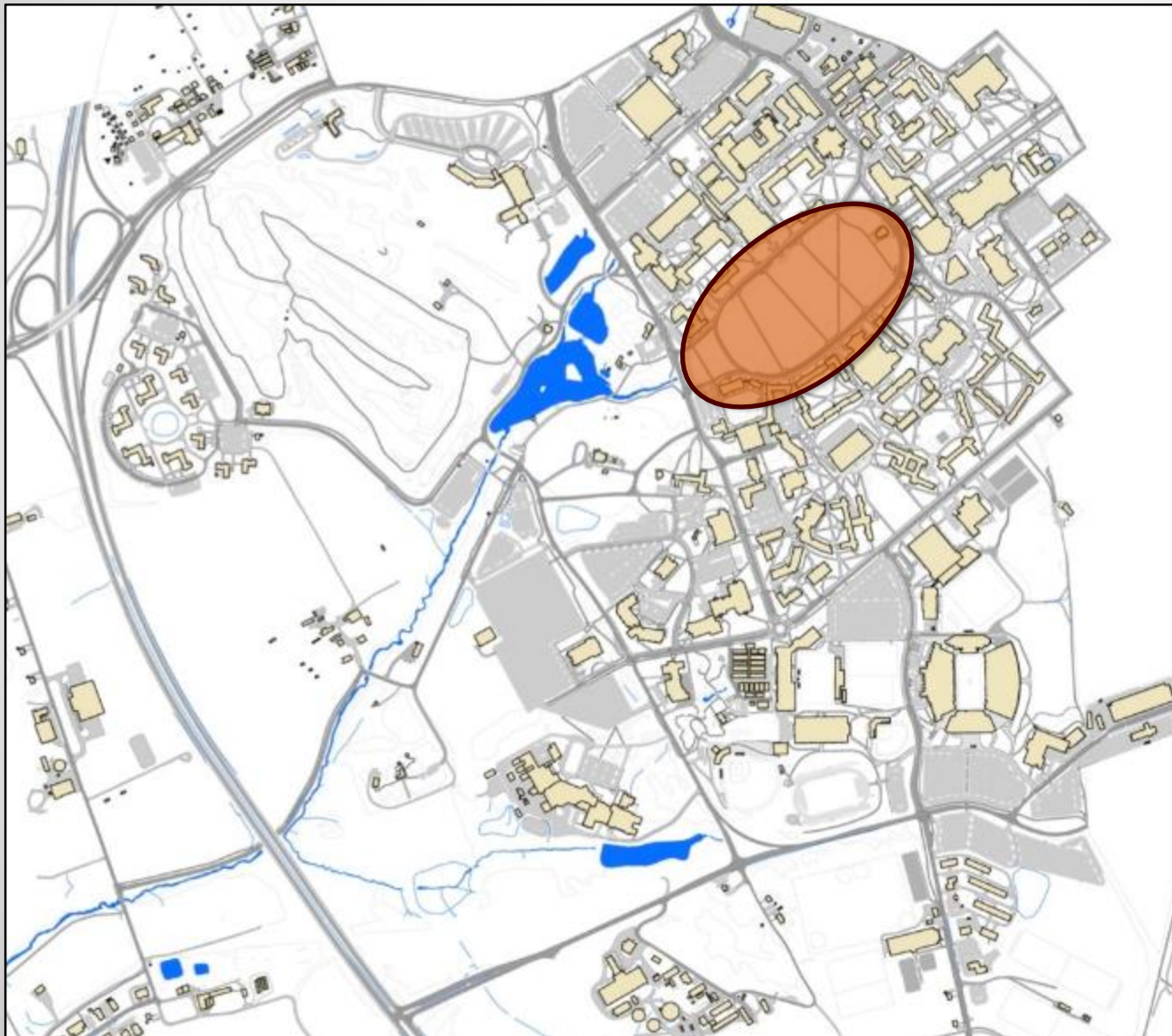
That the Design Preview/Review graphics be approved and authorization be provided to continue with the project consistent with the drawings shown, with construction to be completed by start of Fall 2015 Semester.

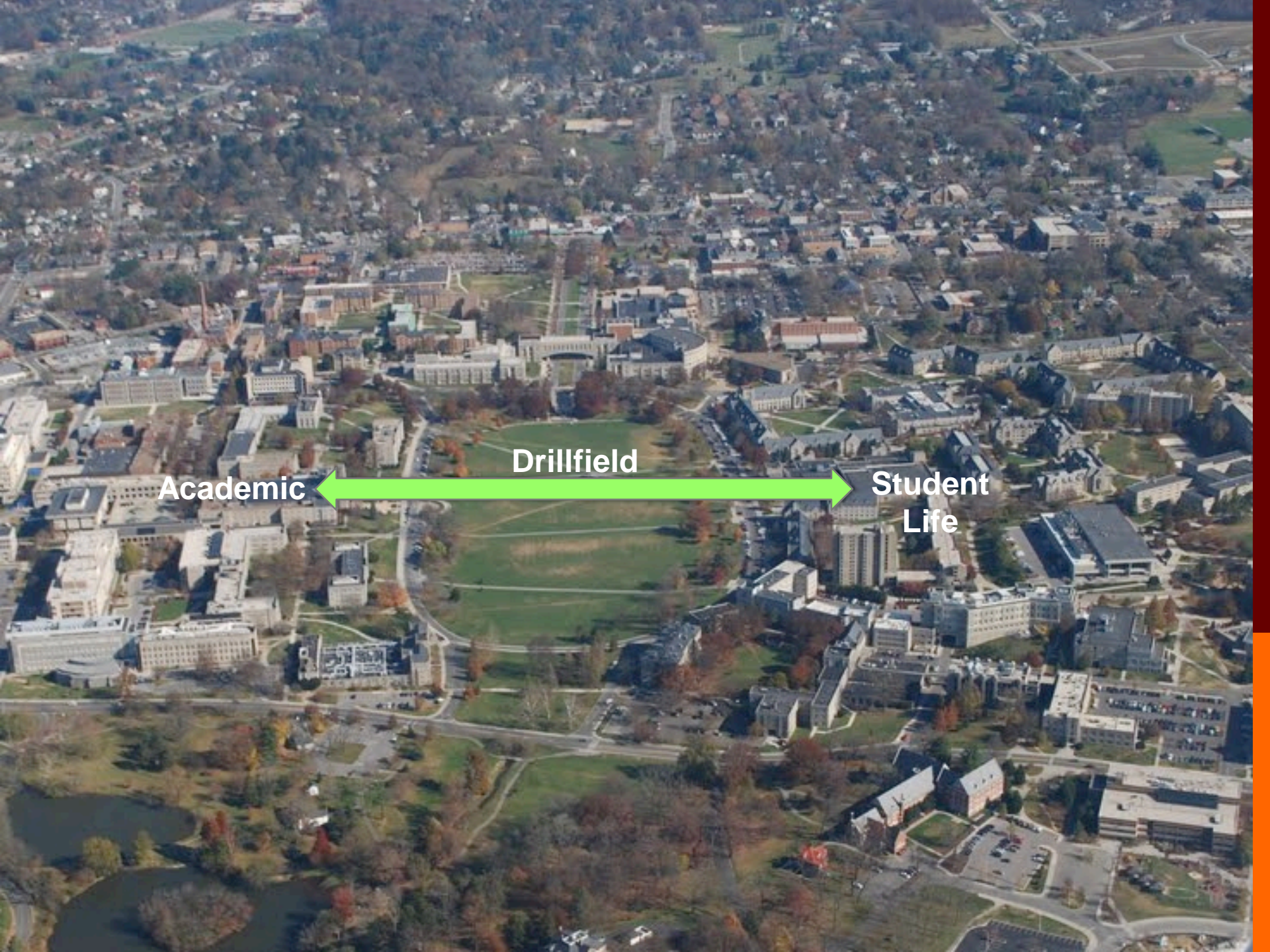
Drillfield Paths Update

Board of Visitors Meeting: *March 30, 2015*

Christopher H. Kiwus, PE, PhD
Associate Vice President and Chief Facilities Officer

Location and Use





Academic

Drillfield

Student
Life



Corps of Cadets



Events



Education / Small Groups



Recreation

User Groups



Transition Space

Background



Photographic History – 1930 Bird's Eye Image

Background



Photographic History – 1956 Bird's Eye Image

Background



Photographic History – 1963 Bird's Eye Image

Background



Photographic History – 1971 Bird's Eye Image

Background



Photographic History – 1978 Bird's Eye Image

Recent Planning Efforts

Drillfield Enhancement Plan

- Developed by the Office of University Planning (OUP) from summer 2013 through summer 2014. More than 60 presentations were provided to various campus stakeholders, including faculty and staff, with the following stakeholders provided breakout meeting opportunities:
 - Corps of Cadets
 - Recreational Sports
- Goal of plan is to provide visual and functional enhancements of Drillfield without changing the use. Improvements include:
 - Parking/traffic enhancements
 - Seating enhancements
 - Amenities (lighting, Wi-Fi, trash receptacles, other)
 - Path improvements
 - Turf enhancements
 - Other
- OUP currently evaluating plan for cost and funding opportunities
- Plan was provided to the BOV at the September 2014 Buildings and Grounds meeting.

Drillfield Enhancement Plan - Overview

Modified Edge Parking

Upgraded Pedestrian Paths

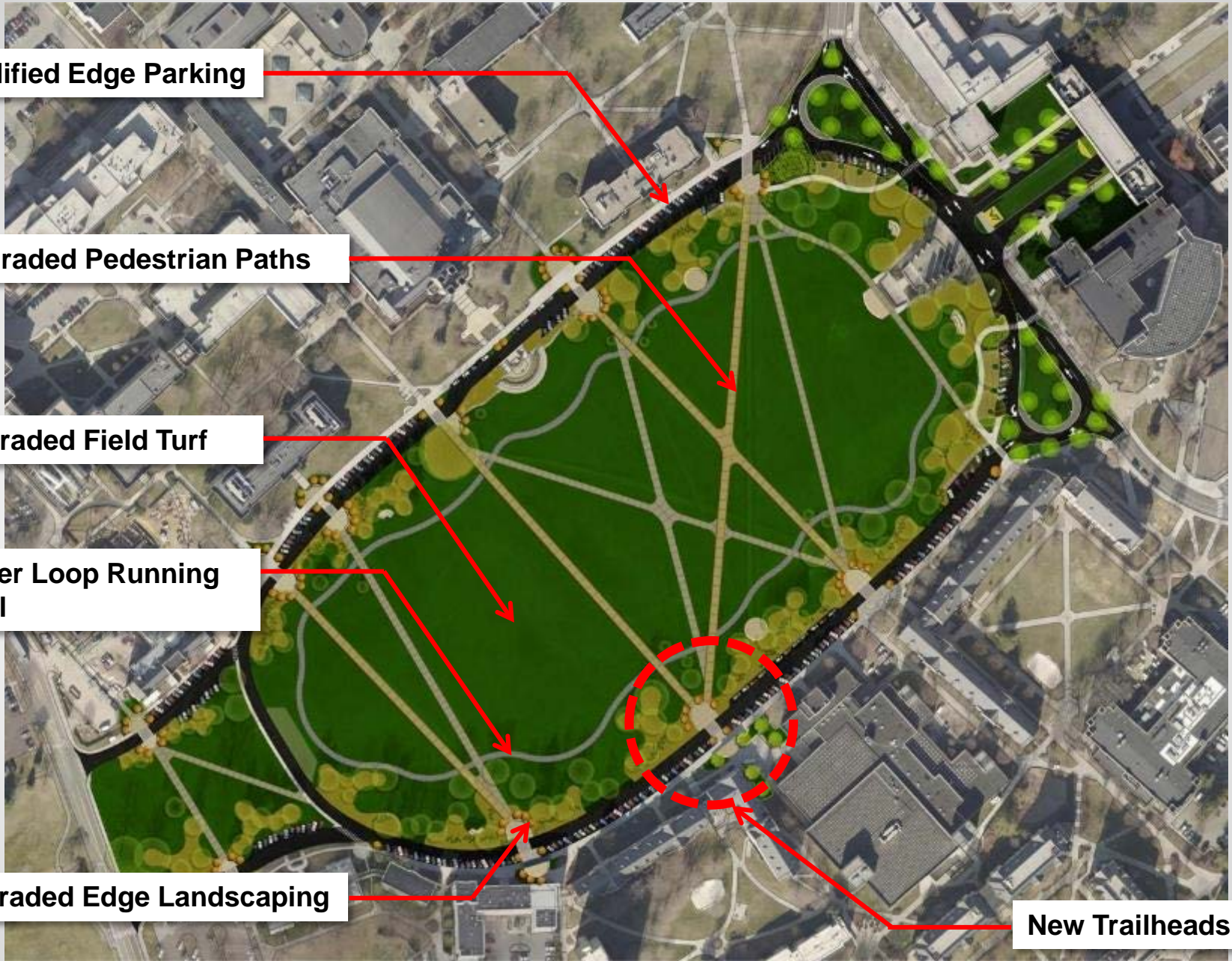
Upgraded Field Turf

Outer Loop Running Trail

Upgraded Edge Landscaping

New Trailheads

ACADEMIC CORE: Drillfield





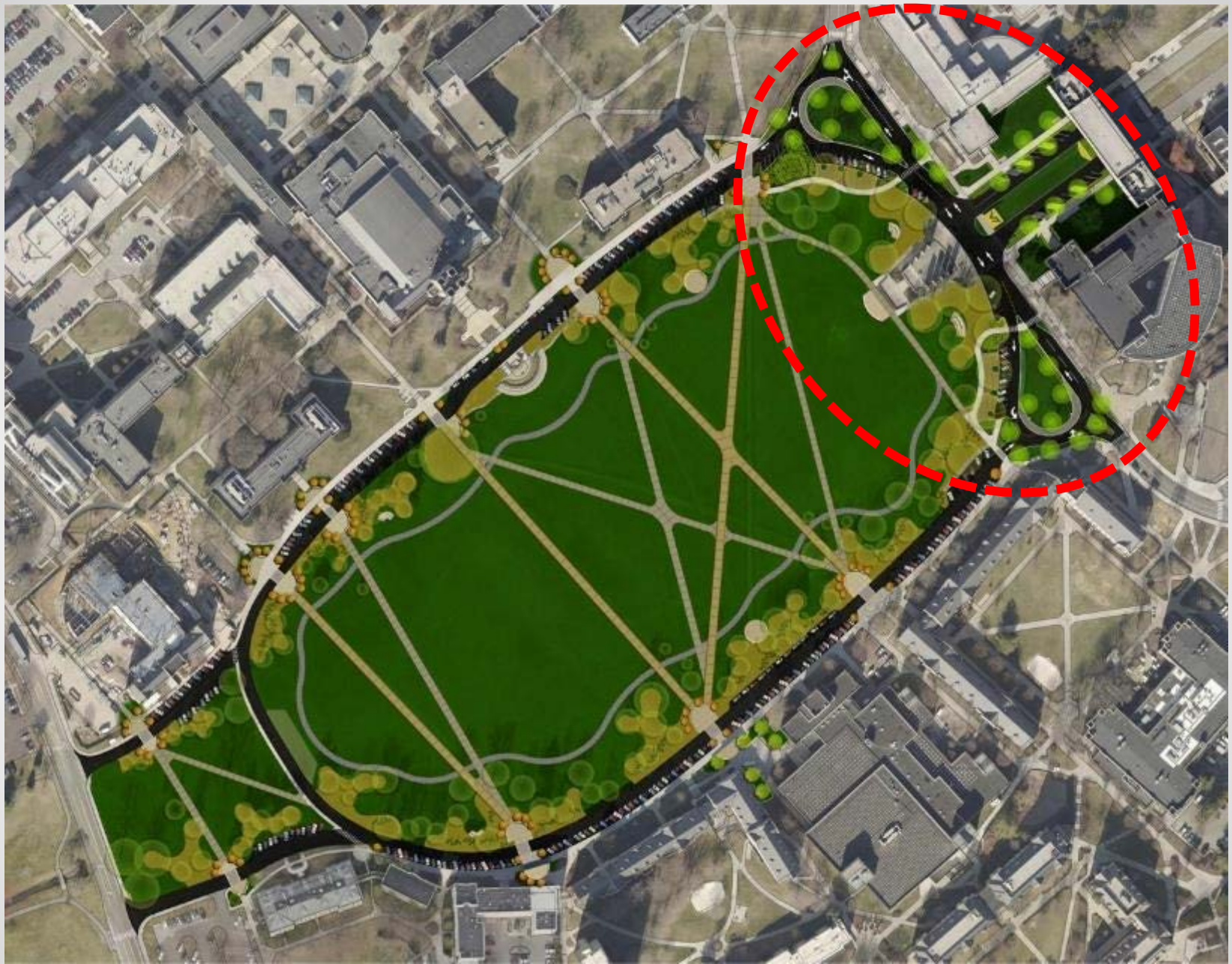
- Improved Seating Opportunities
- Upgraded Paths
- Upgraded Crosswalks and Lighting
- Consistent, Upgraded Site Furniture
- Improved Amenities, Including Wi-Fi
- Upgraded Landscape Treatment

ACADEMIC CORE: Drillfield – Typical Trailhead



**Enhanced Lighting
&
Wi-Fi Availability
Being Explored**

ACADEMIC CORE: Drillfield – Enhanced Seating



ACADEMIC CORE: Drillfield

Committee Charge

Explore (invent if necessary), test, and evaluate all weather and ADA compliant solutions to paths on the Drillfield in an effort to enhance the green-space aesthetic and multi-use purpose of this iconic area and provide a recommendation.

Interdisciplinary group includes representatives from:

- Student Representation
 - Undergraduate
 - Graduate
 - Civil Engineering / Sustainable Land Development Club
- College of Engineering
- Corps of Cadets
- College of Agriculture and Life Sciences - Crop and Soil Environment Sciences
- College of Architecture and Urban Studies - Landscape Architecture
- College of Agriculture and Life Sciences - Horticulture
- Human Resources – University Americans with Disabilities Act (ADA) Services
- Recreational Sports
- Facilities – Grounds Maintenance
- Office of University Planning (Chair)

*What path materials has
OUP considered in
evaluation?*

Materials - Turf



Great Lawn in Central Park

Pros:

- Maintains traditional green image
- Maximizes recreational opportunities
- Environmentally beneficial
- Reduced up front cost?

Cons:

- Potential for significant wear from pedestrian traffic
- Accessibility
- Snow removal
- Path delineation
- Maintenance demands

Materials - Turf



**Does not reflect quality
image**

Materials - Stabilized Turf

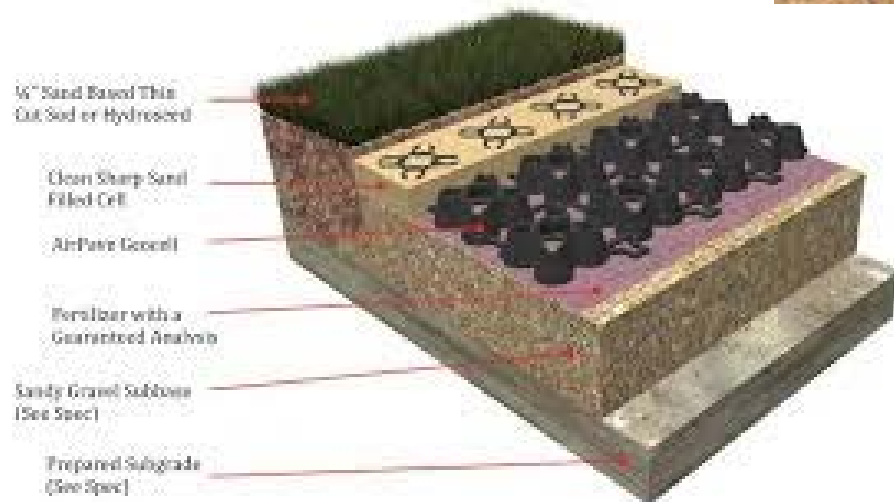


Pros:

- Maintains traditional green image
- Maximizes recreational opportunities
- Environmentally beneficial
- Reduced up front cost?

Cons:

- Potential for significant wear from pedestrian traffic
- Accessibility
- Snow removal
- Path delineation
- Maintenance demands
- Safety

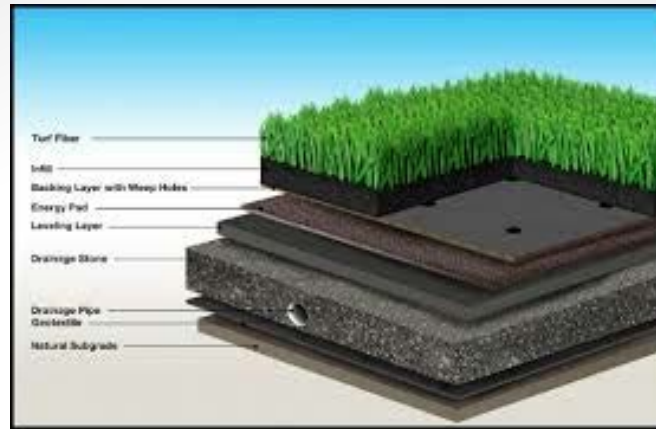


Materials - Stabilized Turf



**Does not reflect quality
image**

Materials – Synthetic Turf



Pros:

- Maintains “traditional” green image
- Maximizes recreational opportunities
- Reduced visual wear

Cons:

- Accessibility
- Snow removal
- Maintenance demands
- Temperature variance
- Color variance (from natural turf)
- Cost (up front and long term)



Materials - Paving



Ohio State



MIT



Grass Pavers

Pros:

- Delineation of paths
- “High Level” architectural image
- Accessibility
- Maintenance
- Snow removal
- Lower Life Cycle Cost

Cons:

- Visual degradation of green space
- Up front cost
- Tradition
- Reduces recreation opportunities

*What additional items
has the Drillfield Paths
Committee considered?*



Presentation on National Mall Turf Restoration



Presentation on UVA Lawn Restoration







FILTERPAVE® Glass Aggregate for Pedestrian Applications



FILTERPAVE® Stone and Glass Mixed Aggregate for Vehicular Applications



Presentation on Porous Pave Material

Future Presentations:

- Hybrid Turf
- Synthetic Turf
- Carolina Green Rep
- Additional Lighting Presentations
- Other

Path Forward:

**Due Diligence
And
Research**

Test Case Installation

Publicized Field Testing

**Final Analysis and
Recommendation**

Spring 2015

Summer 2015

Fall 2015

Spring 2016

Summer 2016

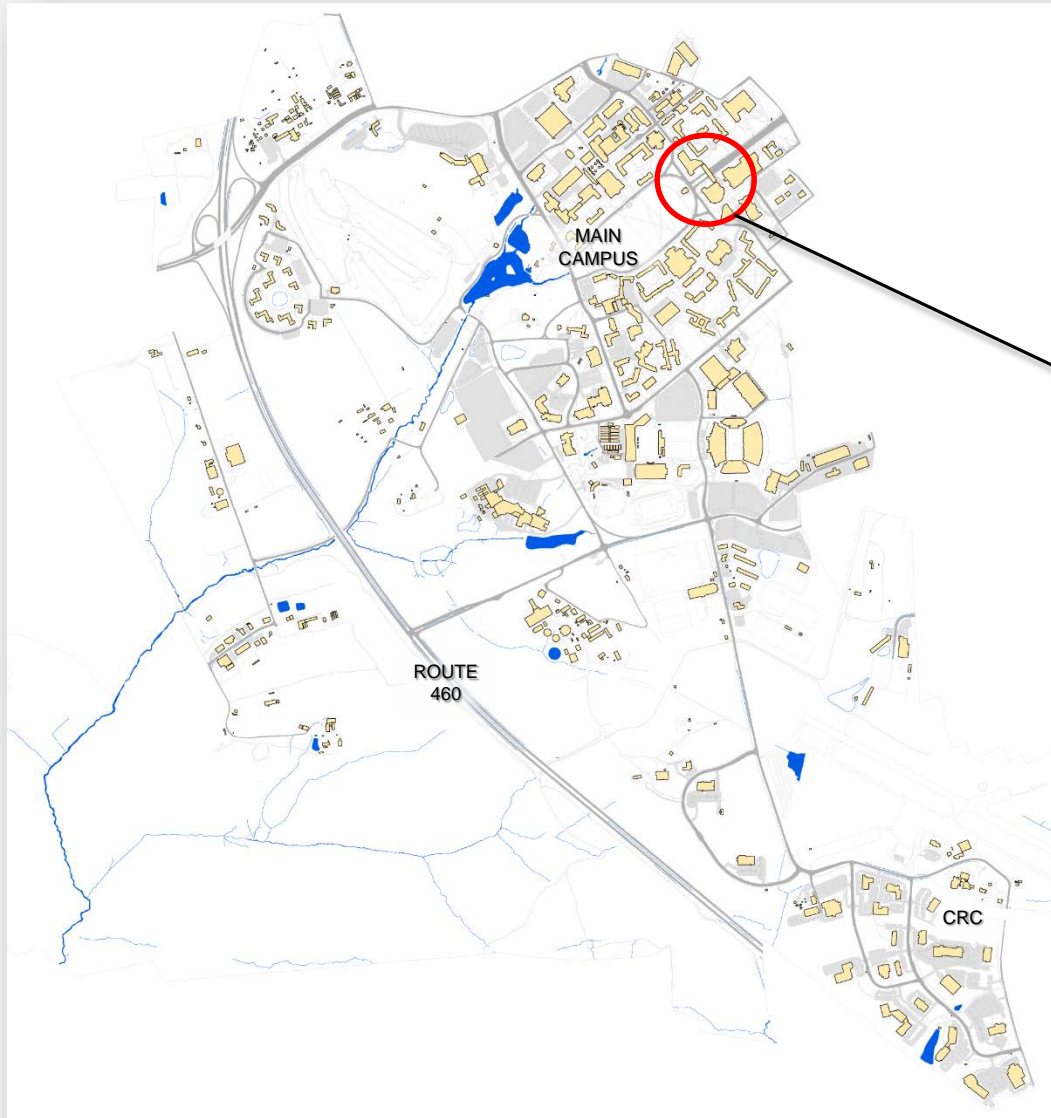


Torgersen Hall Bridge Facade Repairs

Board of Visitors Meeting: *March 30, 2015*

Christopher H. Kiwus, PE, PhD
Associate Vice President and Chief Facilities Officer

LOCATION MAP



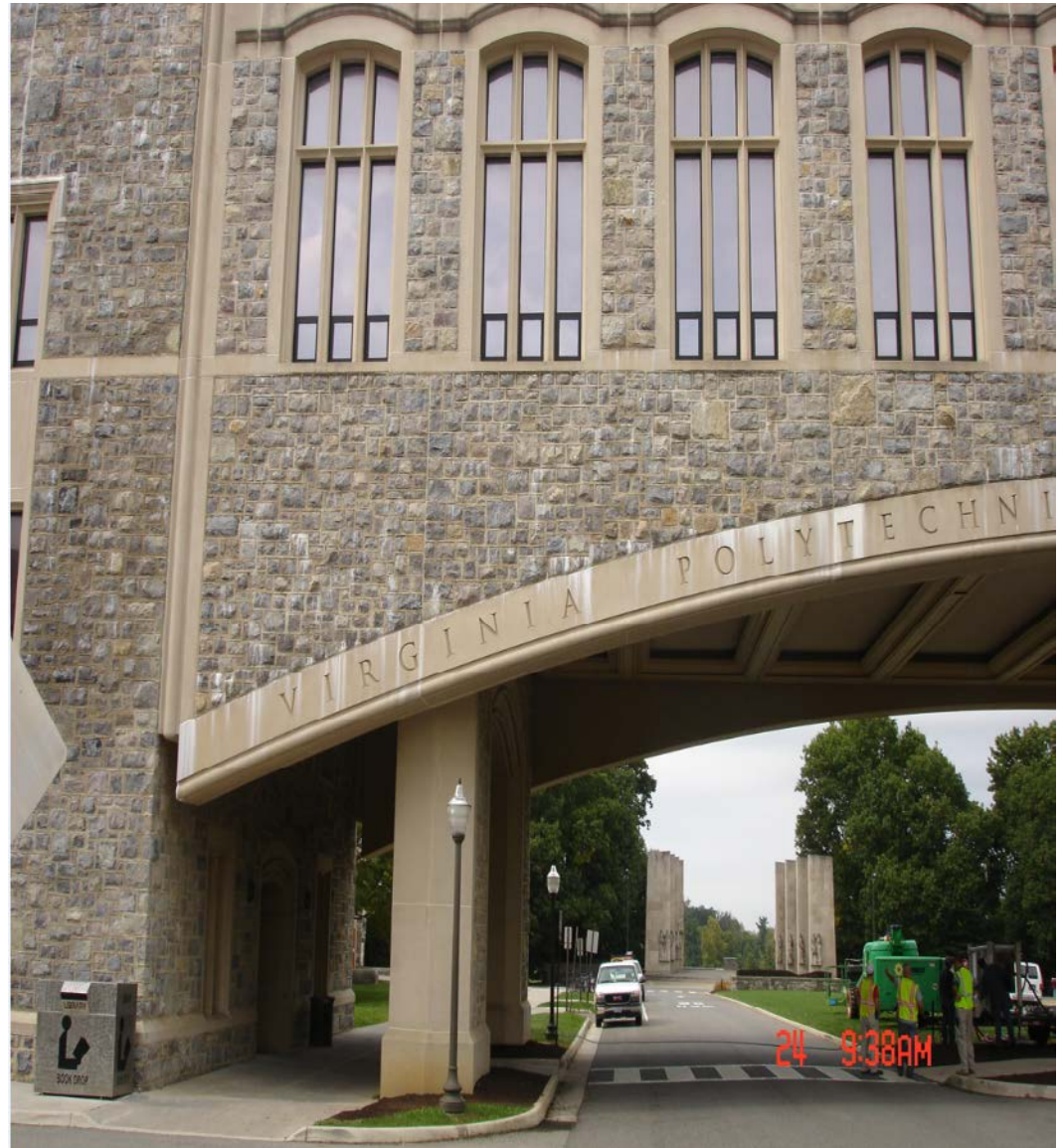
**Torgersen Hall Bridge
Facade Repairs**

Torgersen Hall Bridge Facade Repairs

PICTORIAL OVERVIEW

Notes

- Built in 2000
- Issues with envelope details manifest with improper escape of water from the porous facade
- The trapped water combines with chemicals present in the mortar and drypack used to fill the cavity between the façade and interior wall to create salt precipitate (efflorescence)
- Problems have been documented involving flashing details, stone anchors, minor corrosion of structural steel, and deterioration of sealants
- Due to the close proximity of Torgersen Hall to the Drillfield Road Improvement Project, it is proposed to perform work on these projects concurrently



Torgersen Hall Bridge Facade Repairs

OVERVIEW



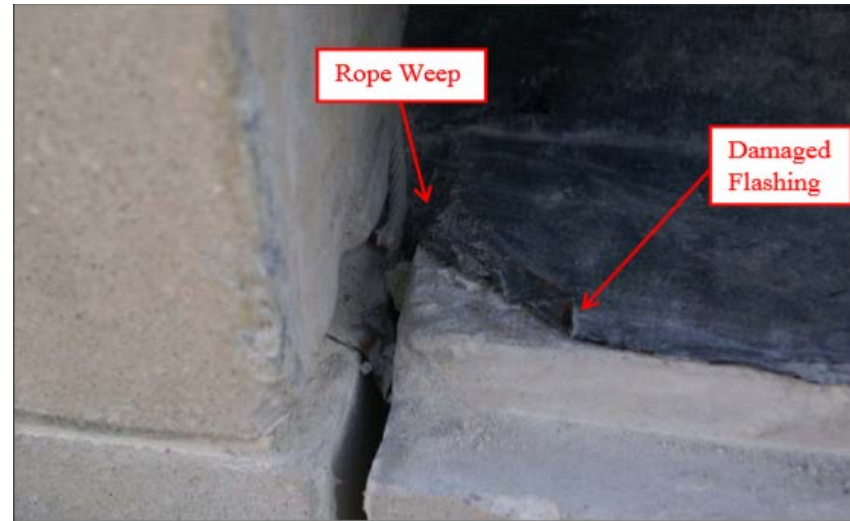
In order to more completely assess existing conditions, probe openings were made at several locations on the Torgersen Hall Bridge Facade.

OVERVIEW



Flashing at probe opening number 3

Flashing at probe opening number 2



OVERVIEW



Corrosion of structural anchor

Incorrectly installed stone anchor

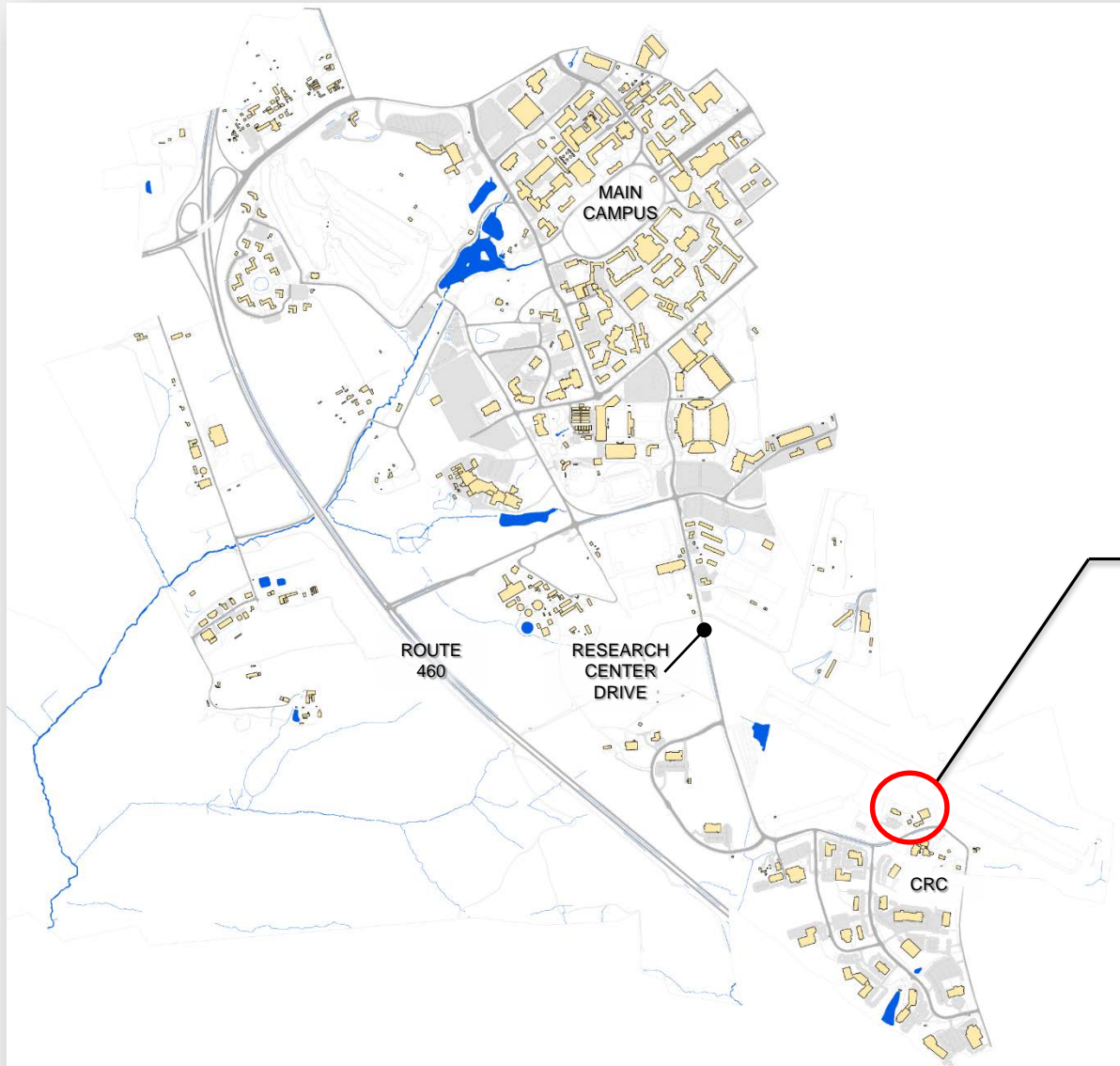


- **Start Date: May 18**
- **Alumni Mall Reopens: August 13**
- **Project Completion Date: September 18**

Resolution on:

Demolition of University Building 0231

BUILDING LOCATION MAP



**VT-MONTGOMERY EXECUTIVE
AIRPORT AIRCRAFT HANGAR
LOCATION**

DEMOLITION OF UNIVERSITY BUILDING 0231

SITE LOCATION PLAN



**AIRPORT
TERMINAL**

**VT – MONTGOMERY
EXECUTIVE AIRPORT
AIRCRAFT HANGAR LOCATION**



DEMOLITION OF UNIVERSITY BUILDING 0231

EXTERIOR BUILDING PHOTOS



VIEW FROM SOUTHEAST



VIEW FROM NORTHWEST



VIEW FROM SOUTHWEST



VIEW FROM NORTHEAST

DEMOLITION OF UNIVERSITY BUILDING 0231

RESOLUTION ON DEMOLITION OF BUILDING 0231

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of building number 0231, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

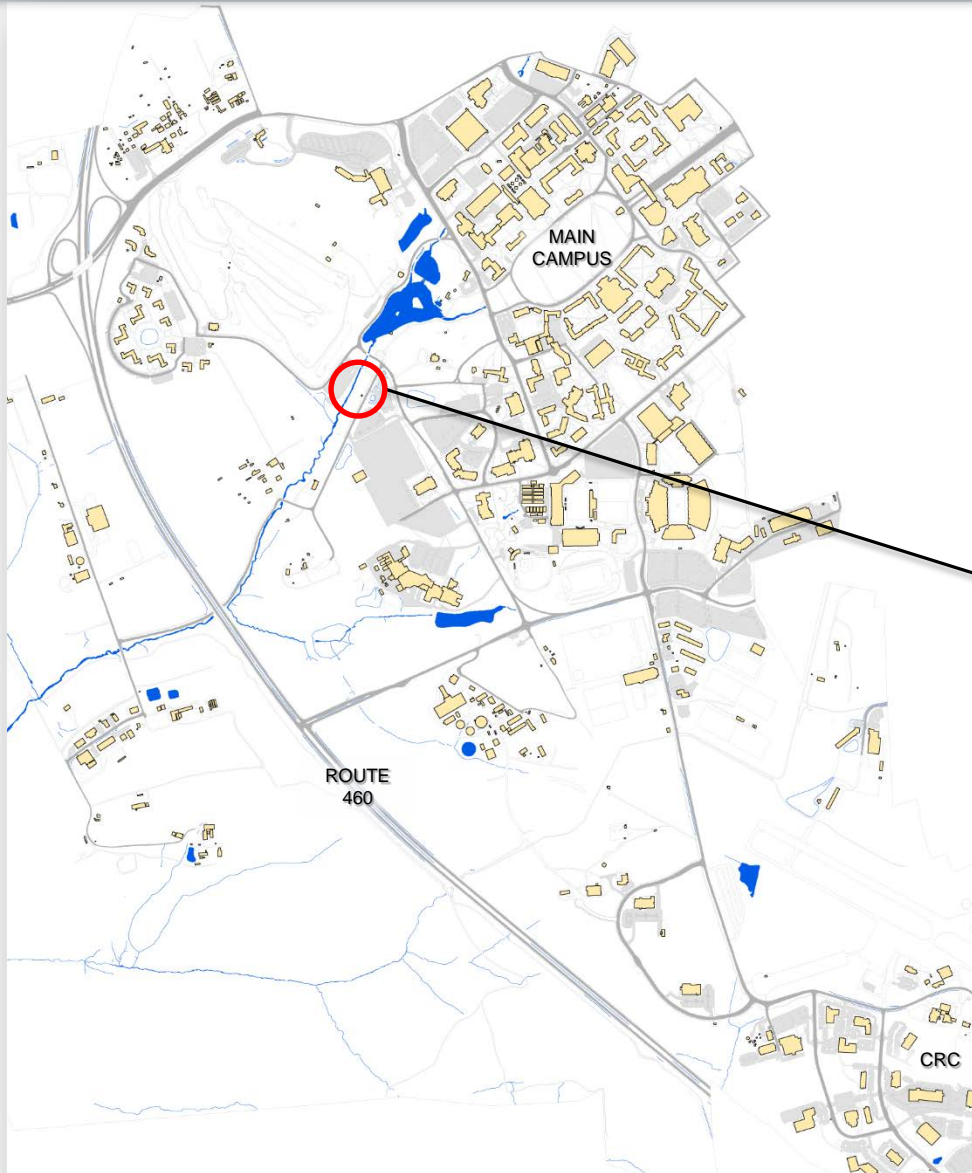
RECOMMENDATION:

That the above resolution authorizing the demolition of building number 0231 be approved.

Resolution on:

Demolition of University Building 0244

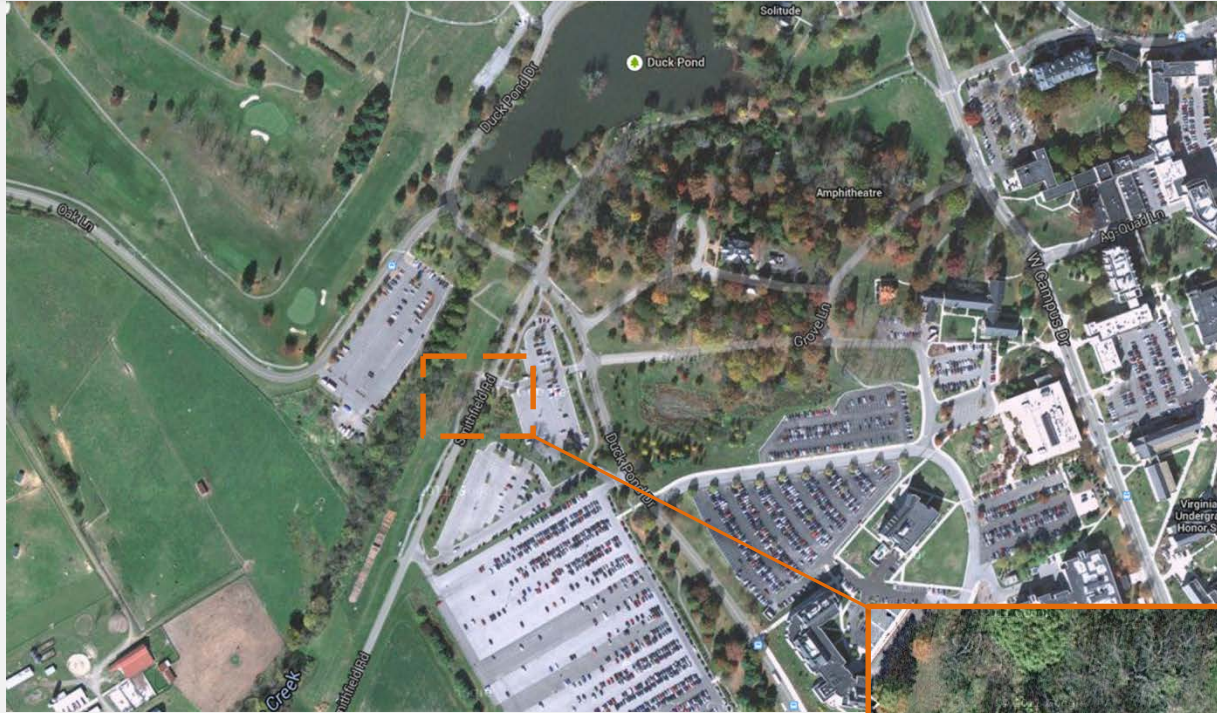
BUILDING LOCATION MAP



**OLD PUMP HOUSE
FACILITY LOCATION**

DEMOLITION OF UNIVERSITY BUILDING 0244

SITE LOCATION PLAN



**OLD PUMP HOUSE
FACILITY LOCATION**



DEMOLITION OF UNIVERSITY BUILDING 0244

EXTERIOR BUILDING PHOTOS



SOUTH AND EAST ELEVATION



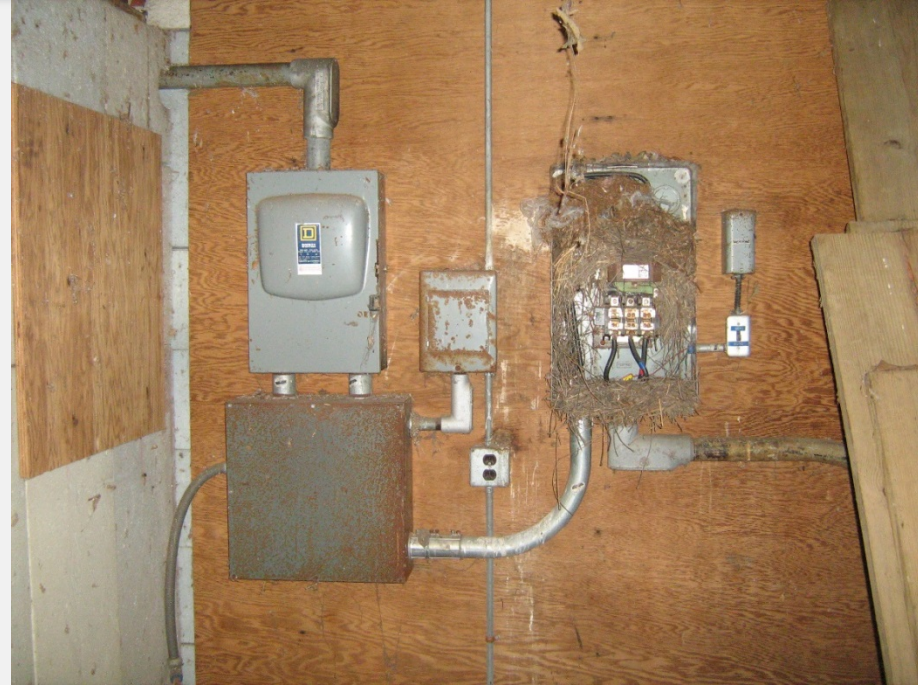
NORTH AND WEST ELEVATION

DEMOLITION OF UNIVERSITY BUILDING 0244

INTERIOR BUILDING PHOTOS



**INTERIOR VIEW LOOKING EAST
FROM SOUTH DOORWAY**



**INTERIOR VIEW LOOKING
NORTH FROM SOUTH DOORWAY**

RESOLUTION ON DEMOLITION OF BUILDING 0244

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of building number 0244, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of building number 0244 be approved.

DESIGN PREVIEW/REVIEW FOR AIRPORT HANGAR

Proposed to be located at the Virginia Tech/Montgomery Executive Airport on Research Center Drive, the 14,000 gross square foot pre-manufactured metal hangar building will replace the existing hangar. The aircraft storage area is sized to house two university aircraft and allow either aircraft to be removed or brought in without requiring the other aircraft to be moved. The adjacent operations and waiting area will include a reception area, men's and women's showers/restrooms, pilot's office, and work, break, and team rooms. The building will be clad in factory-finish vertical-ribbed metal wall panels and sloping standing seam metal roof panels. Aircraft hangar doors will be a horizontally sliding bi-parting type, and windows will be aluminum storefront. The entry canopy will be curved standing seam metal supported by metal purlins, and the columns will be clad in Hokie Stone with precast concrete bases and caps.

Capital Project Information Summary – Airport Hangar

BUILDINGS AND GROUNDS COMMITTEE

March 30, 2015

Title of Project:

Airport Hangar

Location:

The airport hangar is to be located just north of the Virginia Tech/Montgomery Executive Airport terminal building on Research Center Drive in Blacksburg. Vehicular access to the airport hangar will be from a drive lane off the airport entry drive, leading to a dedicated hangar parking lot and building main entry. The parking lot and main entry is outside the airport perimeter security fence.

Current Project Status and Schedule:

Technical proposals for this design-build project have been reviewed and the top team selected. Design phases are planned to continue through April 2015 and construction is planned for completion in November 2015.

Project Description:

The existing airport hangar will be demolished and this new hangar constructed for aircraft storage. The 14,000 gross square foot (GSF) hangar will provide secure, heated storage for two aircraft and a waiting/administrative area supporting flight operations and traveler services.

Brief Program Description:

The hangar aircraft storage area and hangar doors are sized to house two university aircraft and allow either aircraft to be removed or brought in without requiring the other aircraft to be moved. The adjacent operations and waiting area will include a waiting and reception area, men's and women's showers/restrooms, pilot's office, and work, break, and team rooms. The adjacent operations and waiting area will be accessed from both the main entry and the aircraft storage area.

Contextual Issues and Design Intent:

The pre-manufactured metal building will be clad in factory-finish vertical-ribbed metal wall panels and sloping standing seam metal roof panels. Aircraft hangar doors will be a horizontally sliding bi-parting type, and windows will be aluminum storefront. The gutters, downspouts and rake trim, and other exposed flashings will be extruded metal. The entry canopy will be curved standing seam metal supported by metal purlins, and the columns will be clad in Hokie Stone with precast concrete bases and caps.

Architect/Engineer:

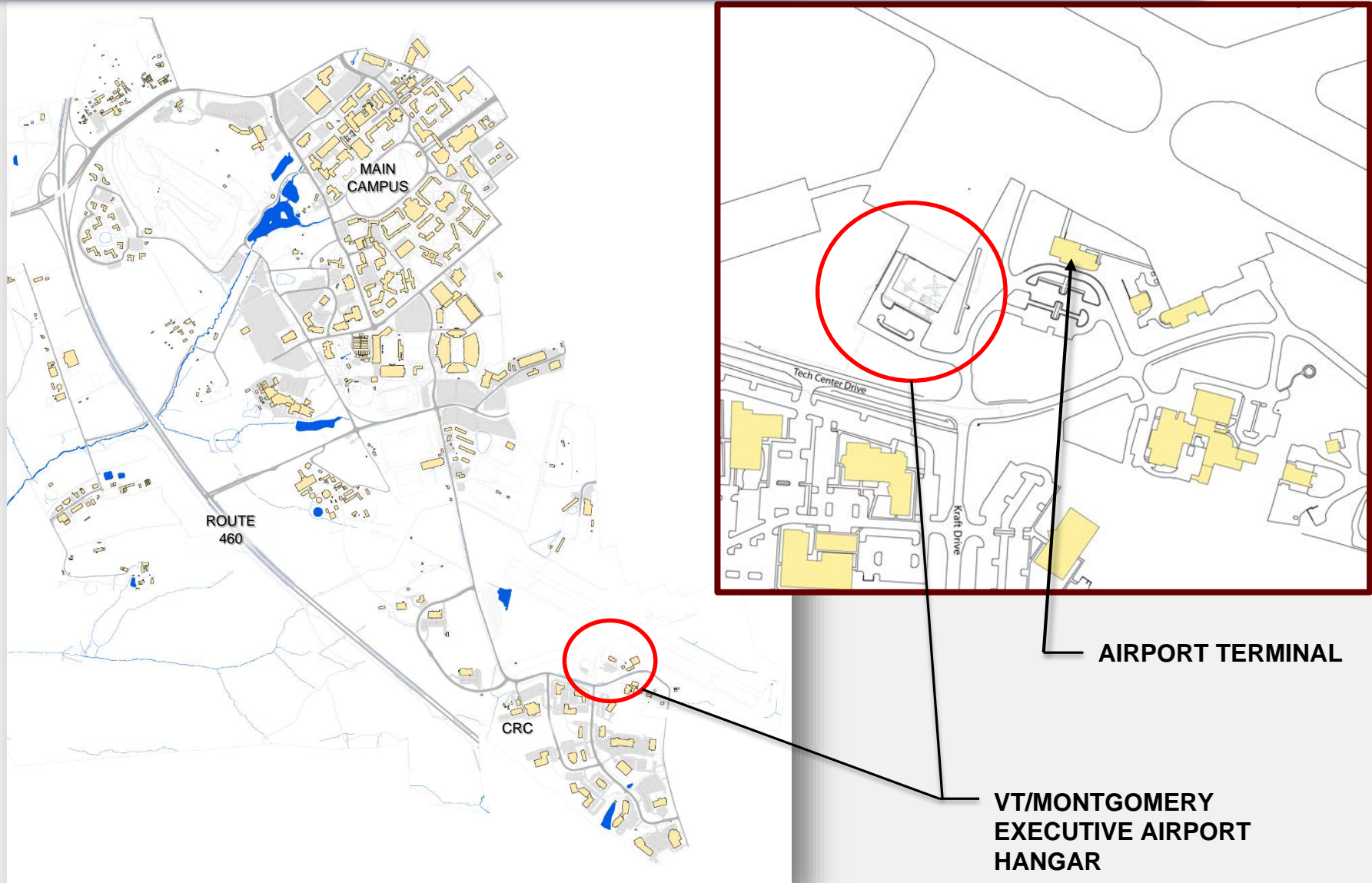
Lindsey Architecture

Construction Manager:

Landmark Builders

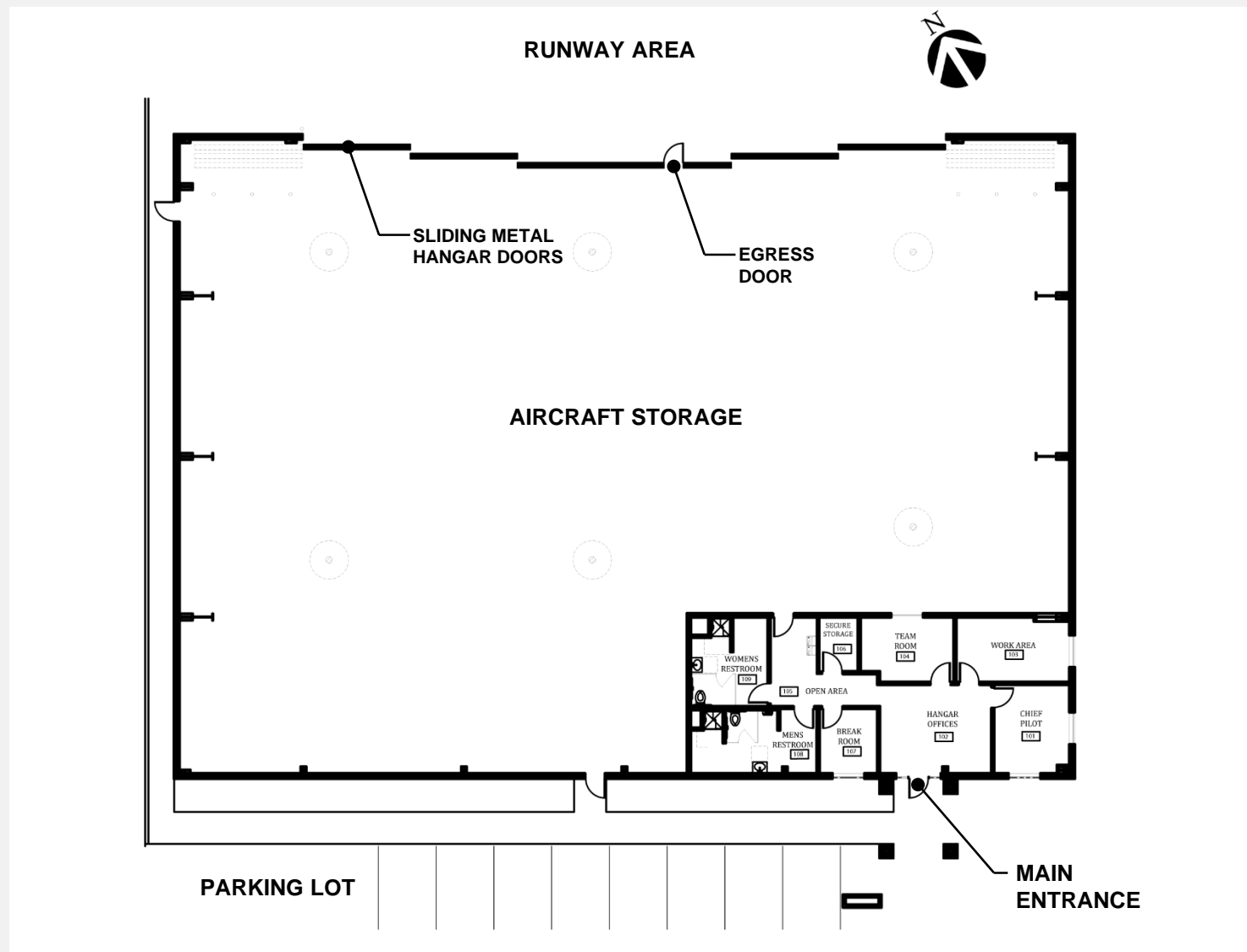
Design Preview/Review for:
VT/Montgomery Airport Hangar

BUILDING LOCATION & SITE MAP



VT/MONTGOMERY EXECUTIVE AIRPORT HANGAR

FLOOR PLAN



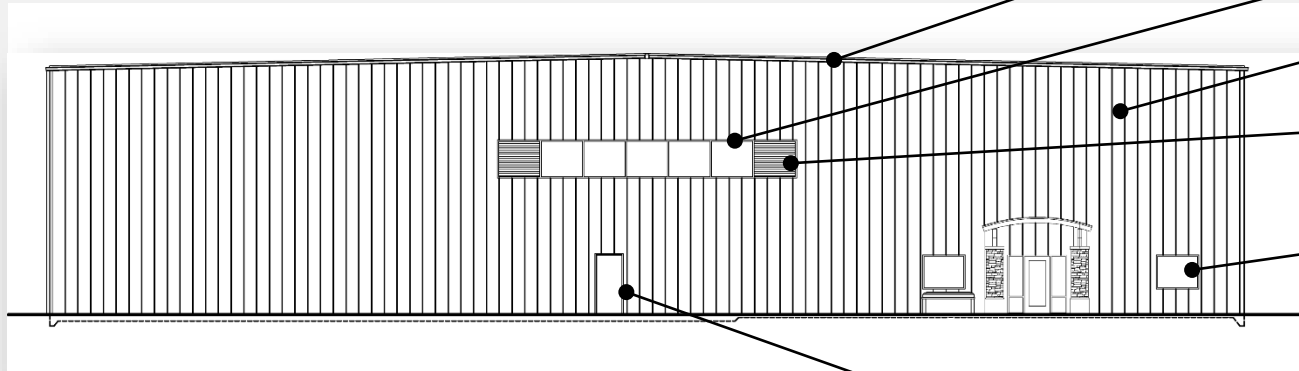
VT/MONTGOMERY EXECUTIVE AIRPORT HANGAR

RECOMMENDATION:

That the Design Preview/Review graphics be approved and authorization be provided to continue with the project design consistent with the drawings shown, with an anticipated building construction completion date of November 2015.

ELEVATIONS

SOUTHWEST (FRONT) ELEVATION



STANDING SEAM METAL ROOFING
PANELS

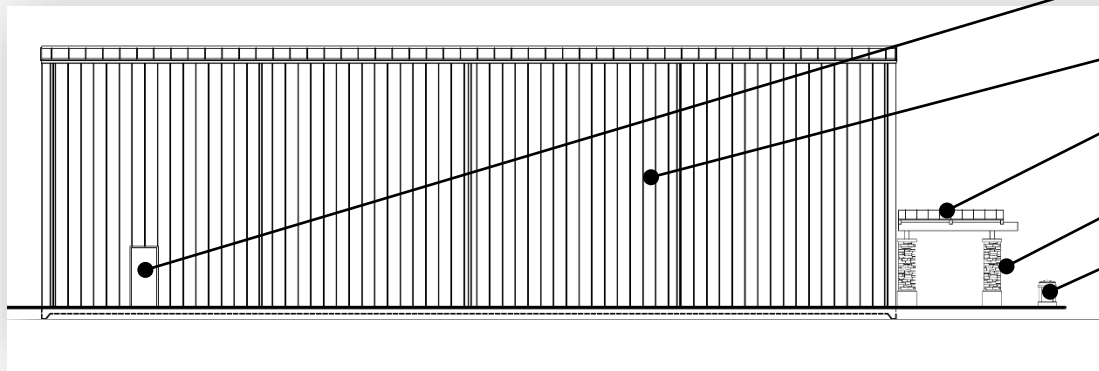
ALUMINUM STOREFRONT WINDOWS
FOR NATURAL LIGHTING

VERTICAL RIBBED METAL PANELS

VENTILATING LOUVERS

ALUMINUM STOREFRONT WINDOW

NORTHWEST (SIDE) ELEVATION



EGRESS DOOR

METAL DOWNSPOUT

CURVED METAL STANDING SEAM
ROOF

HOKIE STONE CLAD COLUMNS

MONUMENTAL SIGNBASE

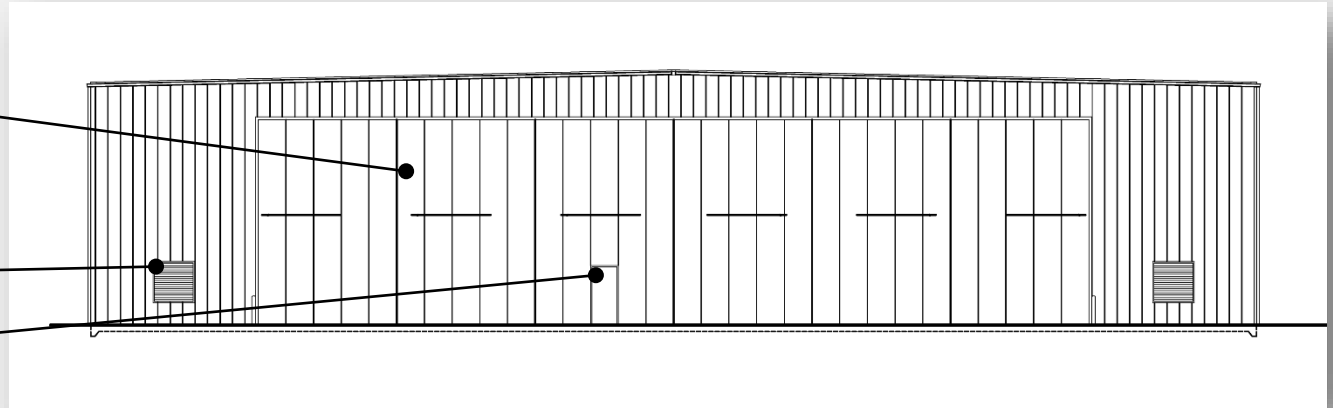
ELEVATIONS

NORTHEAST (BACK/RUNWAY) ELEVATION

BI-FOLDING SLIDING METAL
HANGAR DOORS

VENTILATING LOUVERS

PEDESTRIAN
EGRESS DOOR

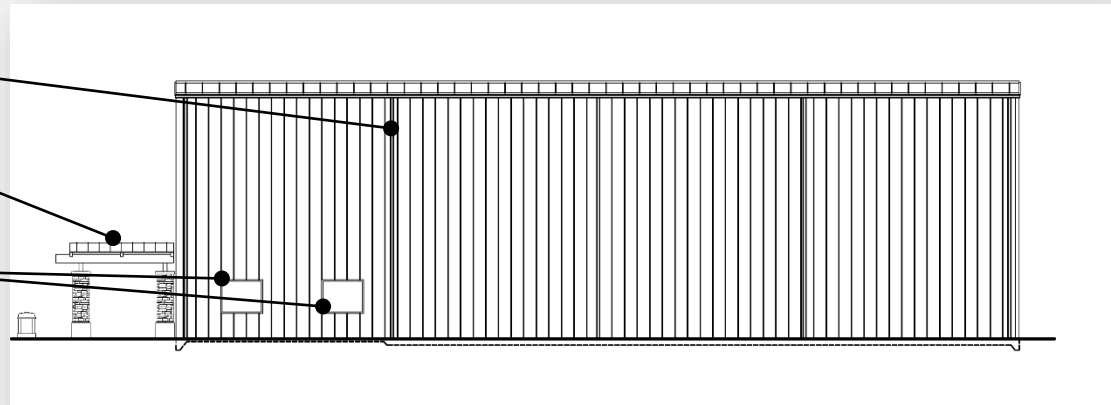


SOUTHEAST (SIDE) ELEVATION

METAL DOWNSPOUT

CURVED METAL STANDING
SEAM ROOF

ALUMINUM STOREFRONT WINDOWS



VT/MONTGOMERY EXECUTIVE AIRPORT HANGAR

DESIGN PREVIEW/REVIEW FOR LANE ELECTRICAL SUBSTATION

Proposed to be located within the Lane Electrical Substation facility on Research Center Drive, these two matching 600 gross square foot, concrete buildings will house electrical service and distribution monitoring and control equipment critical to the operation of the electrical substation. The existing single control building located at the Lane Electrical Substation is slated for demolition in 2015 when the first of the two new control buildings is operational. The two control buildings are sized to support the planned expansion of the electrical substation and its future operational needs. The buildings will include a sloping pre-manufactured concrete roof with brush finish and pre-manufactured concrete tilt-up wall panels with exposed aggregate finish, in keeping with blast-resistant materials used on other university substation control buildings.

Non-Capital Project Information Summary – Electrical Substation Control Buildings

BUILDINGS AND GROUNDS COMMITTEE

March 30, 2015

Title of Project:

Electrical Substation Control Buildings

Location:

The control buildings are to be located adjacent to each other within the security fence surrounding the Lane Electrical Substation. The Lane Substation is west of Research Center Drive, just north of the Corporate Research Center Phase 2 property. The Lane Substation is being expanded to provide additional electrical service to campus, and these control buildings will house operational system devices.

Current Project Status and Schedule:

The project is in the beginning of the working drawings phase. Subsequent design work is expected to continue through April 2015.

Project Description:

These two matching 600 gross square foot (GSF) single story control buildings will house electrical service and distribution monitoring and control equipment critical to the operation of the electrical substation. The existing single control building is located at the Lane Electrical Substation and is slated for demolition in 2015 when the first of the two new control buildings is operational.

Brief Program Description:

The control buildings are sized to house electrical control and monitoring devices operated by Virginia Tech Electric Service staff. The two control buildings are sized to support the planned expansion of the electrical substation and its future operational needs.

Contextual Issues and Design Intent:

The buildings will include a sloping pre-manufactured concrete roof with brush finish and pre-manufactured concrete tilt-up wall panels with exposed aggregate finish, in keeping with blast-resistant materials used on other university substation control buildings. The exposed flashings will be dark bronze color.

Architect/Engineer:

Anderson and Associates

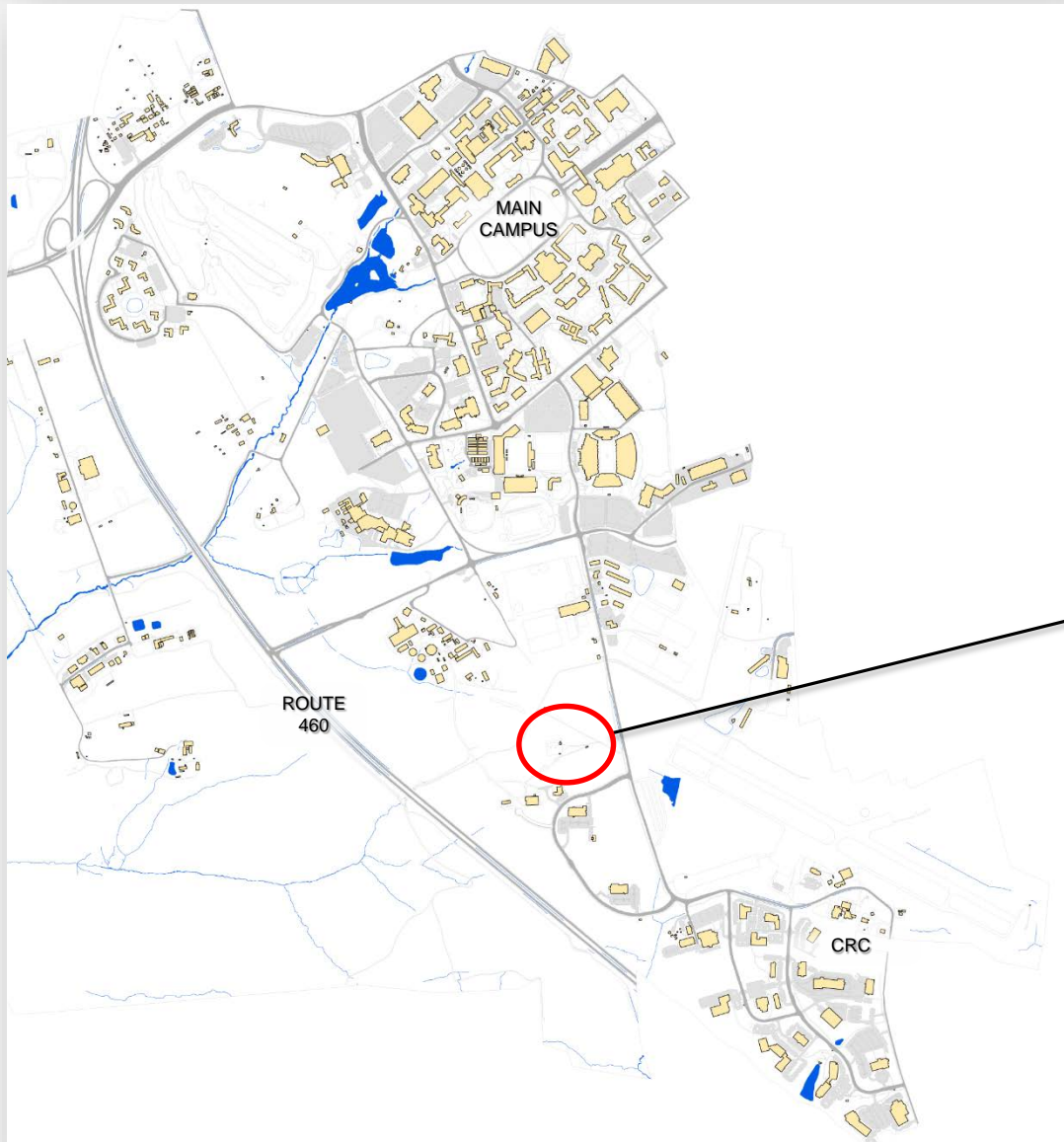
Construction Manager:

To be determined

Design Preview/Review for:

**Lane Substation Electrical
Control Buildings**

BUILDING LOCATION MAP



LANE SUBSTATION

LANE SUBSTATION ELECTRICAL CONTROL BUILDINGS

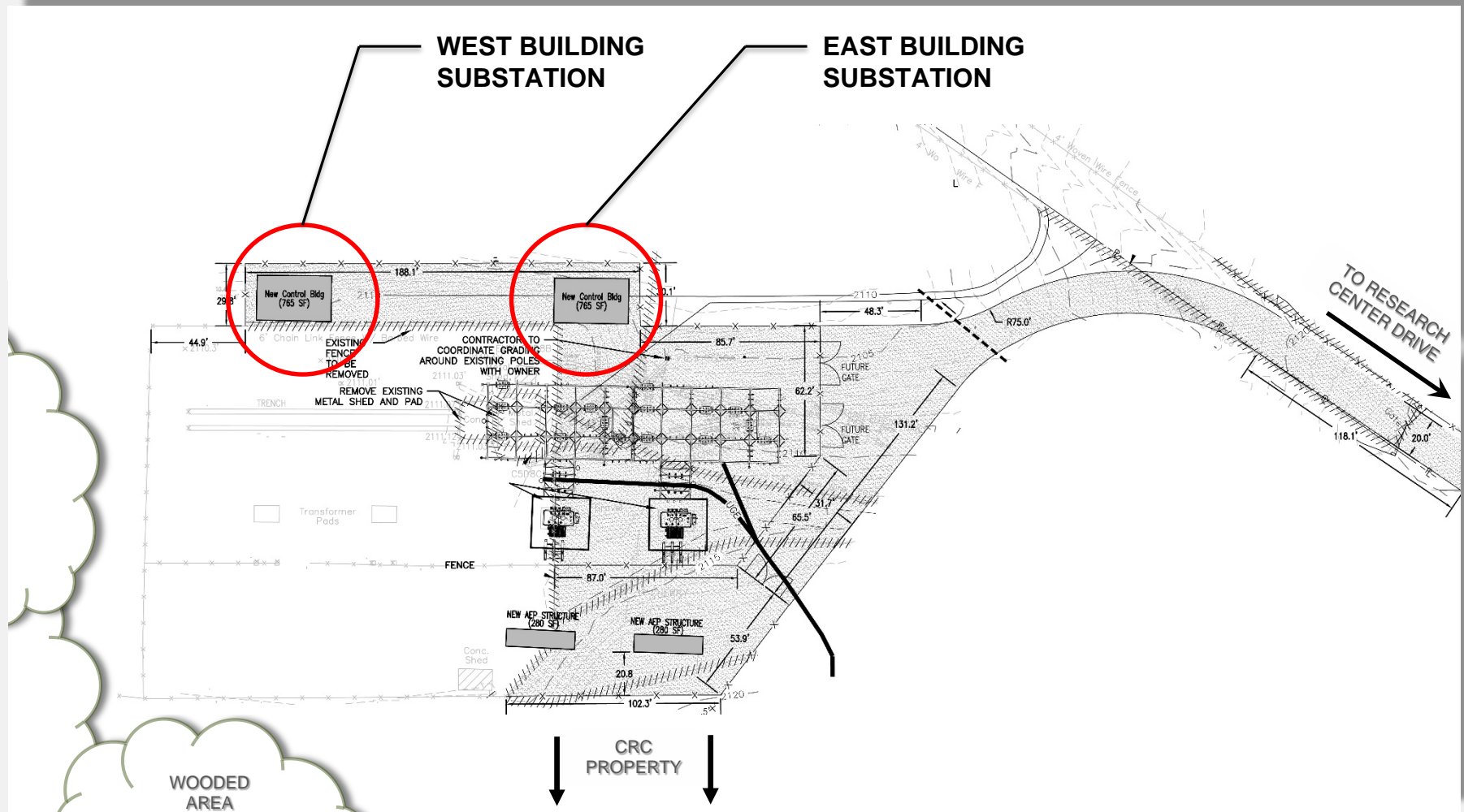
PHOTOGRAPH OF SITE

EXISTING
CONTROL
BUILDING TO BE
DEMOLISHED



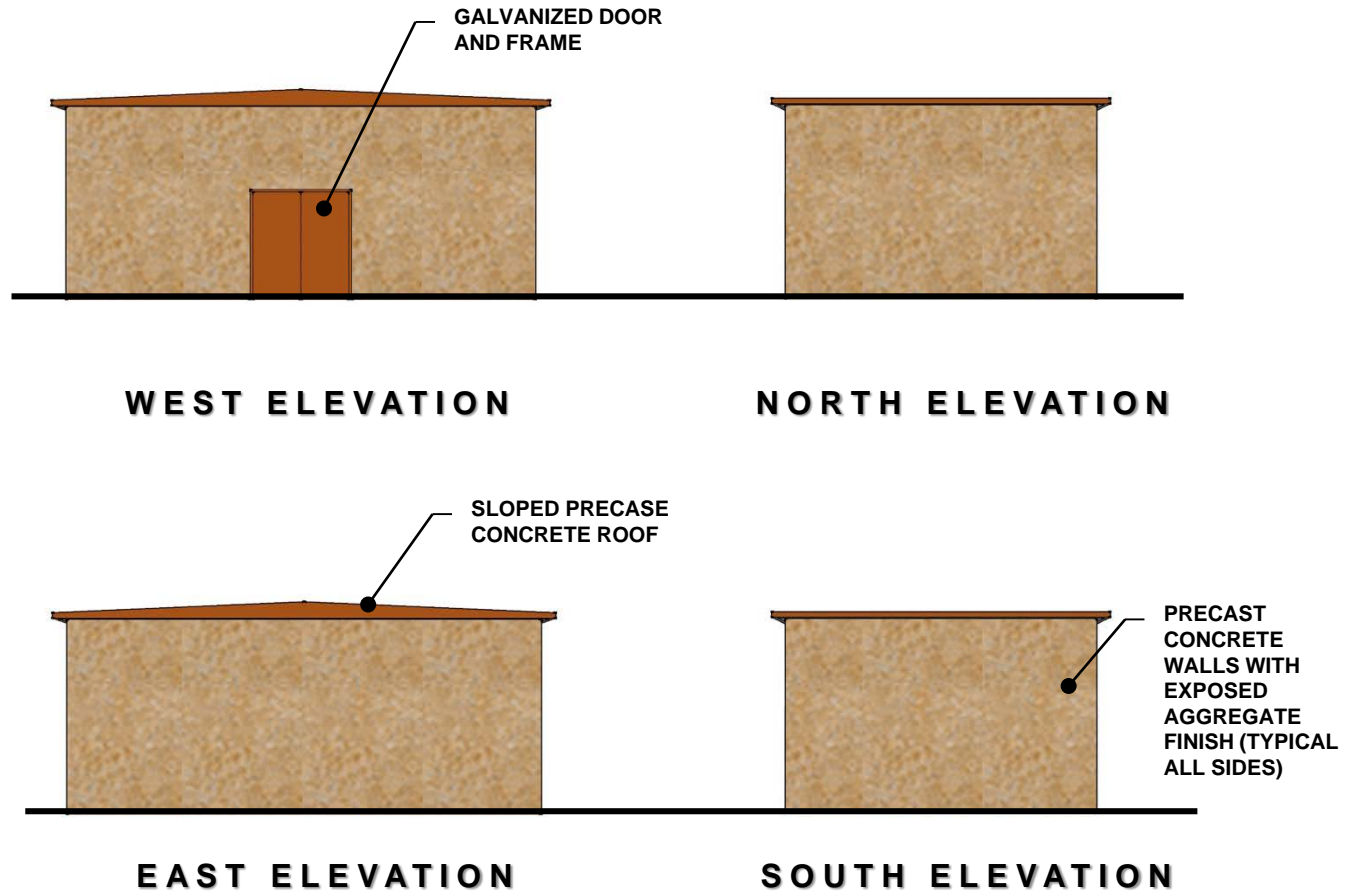
LANE SUBSTATION ELECTRICAL CONTROL BUILDINGS

ELEVATIONS



LANE SUBSTATION ELECTRICAL CONTROL BUILDINGS

ELEVATIONS



RECOMMENDATION:

That the Design Preview/Review graphics be approved and authorization be provided to continue with the project design consistent with the drawings shown, with an anticipated building construction completion date of November 2015.

BUILDING AND GROUNDS COMMITTEE						
March 30, 2015						
Capital Project Status Report						
Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
DESIGN						
Health Center Improvements	This project provides for a 3,000 square feet (SF), one story addition and 1,700 SF renovation of existing space to support the clinical needs of the Schiffert Health Center. The project includes improvements for the Campus Alcohol and Prevention Center and infirmary space.	\$3,268,000	\$2,868,000	Lord, Aeck & Sargent, Inc. Atlanta, GA	TBD	Schematic design nearing completion. A minor increase in project scope of 500 SF and cost will allow the Campus Alcohol Abuse and Prevention Center (CAAPC) program to relocate entirely to McComas Hall.
				TBD		
Improve Kentland Facilities	The project includes new construction of three buildings totaling approximately 28,900 gross square feet (GSF) including a metabolism research laboratory, an applied reproduction facility, an arena with animal demonstration, and holding spaces for the College of Agriculture and Life Sciences.	\$7,600,000	\$0	Spectrum Design, PC Roanoke, VA	TBD	Schematic design is complete. A Department of General Services funding recommendation of \$9,522,000 has been received. The General Assembly has included a \$7,600,000 budget amendment to fund the project for construction. Reconciliation of scope and cost is in progress to advance the preliminary design.
				TBD		
McBryde 100 Classroom Renovation	This project provides for a complete renovation of the McBryde 100 auditorium, which is heavily used for large enrollment classroom lectures.	\$2,800,000	\$2,800,000	Westlak, Reed Leskosky Washington D.C.	August 21, 2015	Project design complete. Project advertised for construction bids.
				TBD		
Renovate/Renew Academic Buildings	This project will renovate three existing campus buildings - Sandy Hall, Liberal Arts Building, and the original portion of Davidson Hall. Collectively, these renovations will increase the functionality of three underutilized building assets, address several deferred maintenance issues, and reduce critical space deficiencies. A small addition is planned for Sandy and Liberal Arts Buildings to provide for an elevator, ADA accommodations, and circulation space improvements.	\$30,563,000	\$0	Glavè & Holmes Associates Richmond, VA	TBD	Preliminary design is complete. A Department of General Services project funding recommendation of \$30,563,000 has been received. The General Assembly has included a budget amendment for this level of funding. Design progress is on hold pending approval.
				Grunley Construction Rockville, MD		
CONSTRUCTION						
Agriculture Programs Relocation	This project for relocation of the Dairy Program from Southgate Drive to Kentland Farm is required to accommodate expansion of the Airport runway and relocation of Tech Center Drive. Planning, design, construction, and financing by the Virginia Tech Foundation, Inc. and a capital lease, back to Virginia Tech, was authorized by the BOV at the May 7, 2013 meeting.	\$14,000,000	\$14,000,000	Thompson & Litton Radford, VA	January 30, 2014	Construction progress delayed due to delivery and weather. Dairy herd relocation is planned by April 1, 2015. Project costs are expected to come in slightly over budget. The construction start for Tech Center Drive road relocation is anticipated in late April.
				English Construction Company, Inc. Lynchburg, VA		
Classroom Building	This project provides for the design and construction of a 73,275 SF academic building which will contain state-of-the-art instructional space to accommodate the unmet demand for multi-discipline general assignment classrooms and labs. The new academic building will include approximately 15 flexible classrooms and 4 laboratory rooms of various sizes and configurations to accommodate multiple teaching methods. The building will provide approximately 1,600 student stations with wireless capability throughout.	\$42,650,000	\$0	EYP Architecture & Engineering Washington D.C.	July 8, 2016	Construction in progress. Site work and utilities underway. Structural steel has been ordered. Perry Street has been temporarily closed and is scheduled to reopen in June 2015. Relocation of sanitary sewer line will require a temporary pump around, which is scheduled to begin over spring break. Project is on schedule.
				W M Jordan Company. Newport News, VA		
Fire Alarm Systems and Access	This project provides for critical life safety improvements in several educational and general facilities on campus. Fire alarm systems will be installed or expanded in as many campus buildings as funding allows, including Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex, and Newman Library.	\$5,500,000	\$0	Multiple A/E Firms	Multiple Sub-projects December 1, 2016	Release of construction funding is allocated subject to cost approval by the Department of General Services (DGS) for each building. Buildings complete: Wallace Annex. Buildings in bidding/construction phase: Architecture Annex, Food Science and Technology, Lane Hall, War Memorial Hall, and Whittemore Hall. Buildings in cost review phase: Litton Reaves Hall and Patton Hall. Buildings in design phase: Norris Hall and Randolph Hall.
				Multiple Contractors		

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
Indoor Athletic Training Facility	This project provides for the design and construction of a new indoor multi-sport practice facility large enough to accommodate football punting and kicking practice. The new facility will be located on the site of the existing football practice fields.	\$21,300,000	\$21,300,000	HKS Richmond, VA	June 1, 2015	Construction in progress. Foundations and structural steel complete. Roof complete. Precast installation complete. Exterior glazing in progress. Mechanical systems in progress. Doors on order. Project is on schedule.
				W.M. Jordan Company Richmond, VA		
Marching Virginians Practice Facility	This project includes new construction of an equipment storage building, a covered open-air practice pavilion, and a soccer-size artificial turf field. The approximately 4,300 GSF building will provide the Marching Virginians with restrooms, lockers, instrument storage space, and a drum line room for percussion instruments. The 4,000 SF pavilion will be attached to the building and will provide a protected area for the Marching Virginians to practice during inclement weather. A lighted, soccer-size artificial turf field will be shared with Recreational Sports.	\$4,750,000	\$4,750,000	Thompson + Litton Radford, VA	March 31, 2015	Construction in progress. Athletic field grading ongoing. Building steel delivered on site. Unsuitable soil has delayed construction. Project approximately 30 days behind schedule.
				Snyder & Associates Blacksburg		
South Recreation Field Surface Replacement	This project replaces existing natural turf fields, located on approximately 15 acres adjacent to the airport runway, with synthetic turf covering the size of six soccer fields for multi-sport use. The new fields will enhance the student experience and allow for expansion of the Recreational Sports intramural and club sports programs.	\$4,600,000	\$4,600,000	Gay and Neal Blacksburg	June 27, 2015	Contract awarded and project under construction.
				Field Turf USA, Inc.		
Unified Communications and Network Renewal Project	This project replaces outdated equipment and upgrades campus communications systems, providing infrastructure and equipment enhancements over a five year period. The project scope includes upgrades to the Internet Protocol (IP) Network, the cable plant, and equipment rooms in buildings throughout campus.	\$16,508,000	\$16,508,000	Multiple A/E Firms	2016	The migration to the new unified communications system is substantially complete (98%). The equipment room construction and cabling installation projects continue to progress with completion targeted by the fall of 2016. Wireless infrastructure upgrades have been completed with the installation of more than 2,000 new wireless access points to improve both coverage and capacity throughout the campus. A committee has been formed to identify requirements and set direction for the data center network upgrade.
				Various Contractors		
Upper Quad Residential Facilities	This project provides for the demolition and reconstruction of Brodie and Rasche residence halls to serve the Corps of Cadets. The new residence halls totaling approximately 210,000 GSF will provide over 1,000 beds in double and triple rooms sharing hall community bathrooms. These new residence halls will be constructed at the approximate location of the original Rasche Hall and Brodie Hall. Both buildings will provide double and triple occupancy rooms that meet the residence and in-room storage space needs of the cadets. Both new residence halls will provide dedicated meeting, community, and group spaces, specifically designed to meet Corps program and organization needs. Thomas Hall and Monteith Hall will also be demolished as part of this project.	\$91,000,000	\$91,000,000	Clark Nexsen Charlotte, NC	Rasche - July 31, 2015 Brodie - July 31, 2016	Construction of Rasche Hall is in progress. Foundations are 100% complete. Structural framing and planks are complete for floors 1 and 2; 3 is in progress. Mechanical rough-in also in progress. Site utilities for Rasche are 75% complete. Targeted completion date for Rasche is July 2015 with demolition and reconstruction of Brodie to follow for completion in July 2016.
				Barton Malow Company - Charlottesville, VA		

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
CLOSE-OUT						
Moss Arts Center (Center for the Arts)	This project provided for design and construction of a new 92,000 GSF Performing Arts Center and the renovation of Shultz Hall for a 1,300-seat performance auditorium, a visual arts gallery, creative technologies program, and support spaces.	\$100,087,000	\$72,700,448	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA	September 6, 2013	The punch list is progressing for final completion of the construction contract. Purchase and installation of equipment continues to complete the project.
				Holder Construction Company – Atlanta, GA		
Renovate Davidson Hall	This project provided for the demolition of the deteriorated and outdated center and rear section additions to Davidson Hall. The original building remains and a new replacement addition of 44,845 GSF was constructed to provide modern laboratory and research space.	\$32,003,099	\$0	Einhorn Yafee Prescott - Washington, DC	January 16, 2014	Building occupied and classes in session. Construction contract completion is pending resolution of roof acceptance. A state funding supplement has been received to pay for unanticipated expenses for contaminated soils and delays associated with Hokie Stone material supply.
				Barton Malow Company- Charlottesville, VA		
Goodwin Hall (Signature Engineering Building)	This project provided for a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering to include research, classroom, and office space.	\$95,218,249	\$47,609,125	Zimmer Gunsul Frasca Architects LLP Washington, DC	April 15, 2014	Construction is substantially complete and a temporary occupancy permit issued. Punchlist is approximately 99% for final completion pending delivery of metal panels and entry vestibule glass. Lab equipment installation continues. Time extension granted for project completion.
				Gilbane Building Company – Richmond, VA		
Human and Agricultural Biosciences Building I (HABBI)	This project provided for a new 93,860 GSF advanced agricultural research laboratory facility.	\$53,759,344	\$0	Lord, Aeck & Sargent, Inc. – Atlanta, GA	December 9, 2013	Construction is substantially complete. Purchase of research equipment continues. Punchlist and landscaping are nearing completion.
				Skanska USA Building, Inc. - Durham, NC		
Chiller Plant I	This project expanded the campus chilled water infrastructure and provided for the design and construction of a new 16,655 GSF chiller plant in the southwest side of campus to serve the new Human and Agricultural Biosciences Building (HABBI) and other buildings in the life sciences precinct.	\$20,097,729	\$8,039,092	Burns and Roe Service Corporation – Virginia Beach, VA	June 15, 2013	Building construction is substantially complete. Pending outcome of the chilled water planning process currently underway, the project may provide for additional distribution lines to increase load on the chiller plant.
				The Whiting-Turner Contracting Co. – Baltimore, MD		

CAPITAL PROJECT STATUS REPORT

Board of Visitors Meeting: *March 30, 2015*

Christopher H. Kiwus, PE, PhD
Associate Vice President and Chief Facilities Officer

PROJECTS IN DESIGN

- ✓ Health Center Improvements
- ✓ Improve Kentland Facilities
- ✓ McBryde Hall 100 Classroom Renovation
- ✓ Renovate Academic Buildings



IMPROVE KENTLAND FACILITIES

- **Currently under schematic design**
- **General Assembly has included budget amendment for funding**
- **Design may be reevaluated if less funding is received (\$7.6 Million vs \$9 Million)**

MCBRYDE HALL 100 CLASSROOM RENOVATION

- Includes a complete renovation of the McBryde Hall 100 Auditorium, which is heavily used for large enrollment classroom lectures
- Project design complete



RENOVATE ACADEMIC BUILDINGS

- **Will renovate three existing campus buildings: Sandy Hall, Liberal Arts Building, and the original portion of Davidson Hall**
- **Preliminary design is complete**
- **General Assembly has included budget amendment for funding**



Sandy Hall



Davidson Hall



Liberal Arts Building

PROJECTS UNDER CONSTRUCTION

- ✓ Agriculture Program Relocation
- ✓ Classroom Building
- ✓ Fire Alarm Systems and Access
- ✓ Indoor Athletic Training Facility
- ✓ Marching Virginians Practice Facility
- ✓ South Recreation Field Surface Replacement
- ✓ Unified Communications and Network Renewal Project
- ✓ Upper Quad Residence Halls



CLASSROOM BUILDING

- **New academic building will include approximately 15 flexible classrooms and 4 laboratory rooms**
- **Construction in progress**
- **Contract completion date: July 8, 2016**



FIRE ALARM SYSTEMS

Complete

- Wallace Annex

In construction

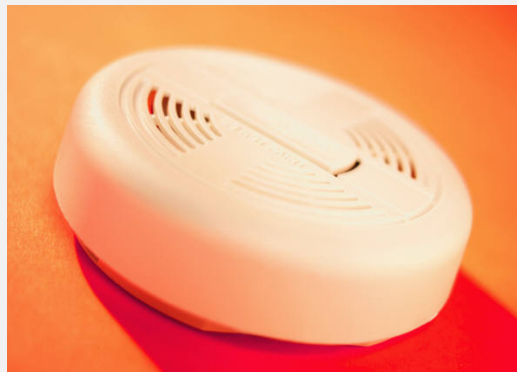
- Architecture Annex
- Food Science & Technology Building
- War Memorial Hall
- Whittemore Hall

Preliminary design submitted to DGS for cost review

- Litton Reaves Hall
- Patton Hall

Preliminary design progressing

- Lane Hall
- Norris Hall
- Randolph Hall



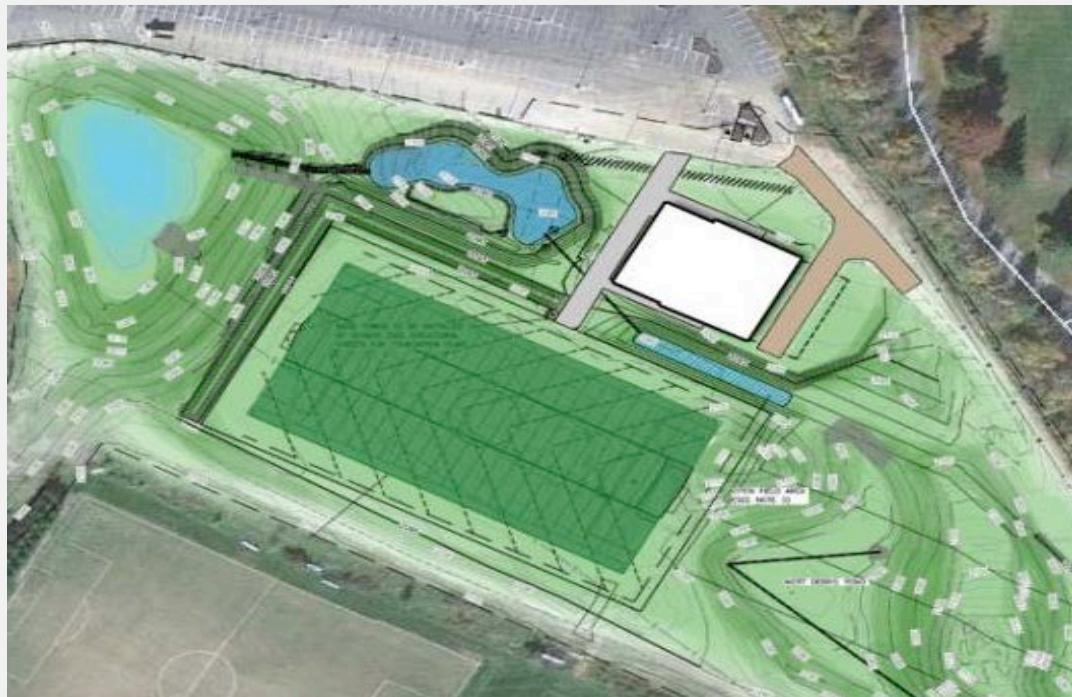
INDOOR ATHLETIC TRAINING FACILITY

- **New indoor multi-sport practice facility large enough to accommodate football punting and kicking practice**
- **Construction in progress**
- **Contract completion date: June 1, 2015**



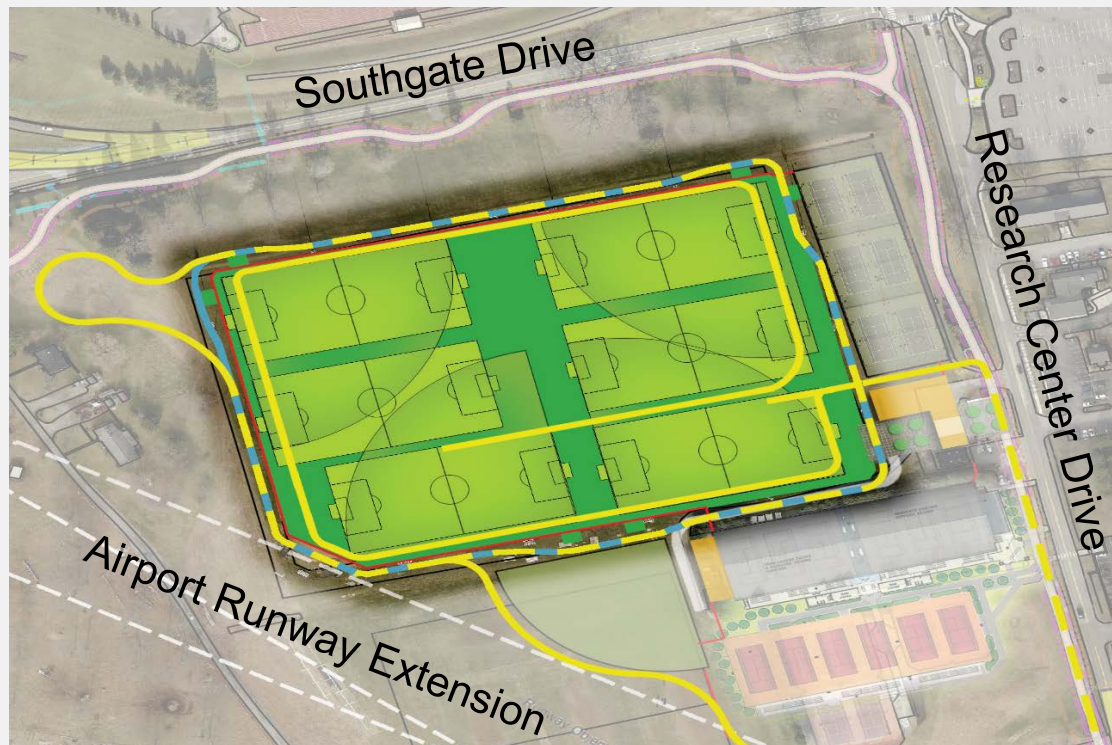
MARCHING VIRGINIANS PRACTICE FACILITY

- Includes new construction of an equipment storage building, a covered open-air practice pavilion, and a soccer-size artificial turf field
- Construction in progress
- Contract completion date: March 31, 2015



SOUTH RECREATION FIELD SURFACE REPLACEMENT

- Replaces existing natural turf fields with synthetic turf covering the size of six soccer fields for multi-sport use
- Contract awarded and project now under construction
- Contract completion date: June 27, 2015



UPPER QUAD RESIDENCE HALLS

- Includes the demolition and reconstruction of Brodie and Rasche residence halls to serve the Corps of Cadets
- Construction of Rasche is in progress
- Targeted completion date for Rasche is July 2015 with demolition and reconstruction of Brodie to follow for completion in July 2016



**RESOLUTION TO CREATE A TEMPORARY CONSTRUCTION EASEMENT
At VIRGINIA TECH HAMPTON ROADS AREC**

On March 27, 1931, the Commonwealth of Virginia acquired approximately 11.588 acres in the Kempsville Magisterial District of Princess Anne County, Virginia (now a part of the City of Virginia Beach). The Commonwealth of Virginia designated the use of the land for the Virginia Truck and Ornamentals Research Station. In 1985, the Commonwealth of Virginia abolished the Virginia Truck and Ornamentals Research Station and reestablished the institution as a component of the Virginia Agricultural Experiment Station.

The university desires to create an approximately ten foot (10') wide by approximately six hundred eighty foot (680') long temporary construction easement along the majority of the property line between Virginia Tech and the Northampton Executive Center, L.L.C. properties.

**RESOLUTION TO CREATE A TEMPORARY CONSTRUCTION EASEMENT
AT VIRGINIA TECH HAMPTON ROADS AREC**

WHEREAS, by deed dated March 27, 1931, the Commonwealth of Virginia acquired approximately 11.588 acres of land, and an adjoining thirty foot (30') wide strip of land described as both a road and a drainage easement area, in the Kempsville Magisterial District of Princess Anne County, Virginia from L. M. and Elizabeth M. Hale (the "Property"); and

WHEREAS, the Commonwealth of Virginia originally designated the use of the approximately 11.588 acres and 30' wide strip of land for the Virginia Truck and Ornamentals Research Station; and

WHEREAS, in 1985, the Commonwealth of Virginia abolished the Virginia Truck and Ornamentals Research Station and reestablished the institution as a component of the Virginia Agricultural Experiment Station; and

WHEREAS, the Property is a portion of the site of the Hampton Roads Agricultural Research and Extension Center ("Hampton Roads AREC"); and

WHEREAS, the adjoining real property owner, Northampton Executive Center, L.L.C. ("NEC"), has provided Virginia Tech with plats reflecting NEC's planned development of its real property that will require a 10' wide temporary construction easement along approximately 680' of Virginia Tech's property line with NEC; and

WHEREAS, the 10' wide temporary construction easement is intended to exist only through December 31, 2015, provided there are no weather-related construction delays; and

WHEREAS, the Hampton Roads AREC has secured a proffer with the City of Virginia Beach for NEC to install a fence along the property line shared with Virginia Tech as part of NEC's planned development of its real property; and

WHEREAS, a copy of the plats showing the intended 10' wide temporary construction easement area entitled "DEMOLITION, EROSION & SEDIMENT CONTROL PLAN OF NORTHAMPTON APARTMENTS," dated August 11, 2014, drawn by Crystal V. Bloom, Professional Engineer, are attached; and

WHEREAS, Virginia Tech in its efforts to fulfil its land-grant mission in part by fueling economic growth and job creation locally, regionally, and across Virginia, desires to assist NEC with the project;

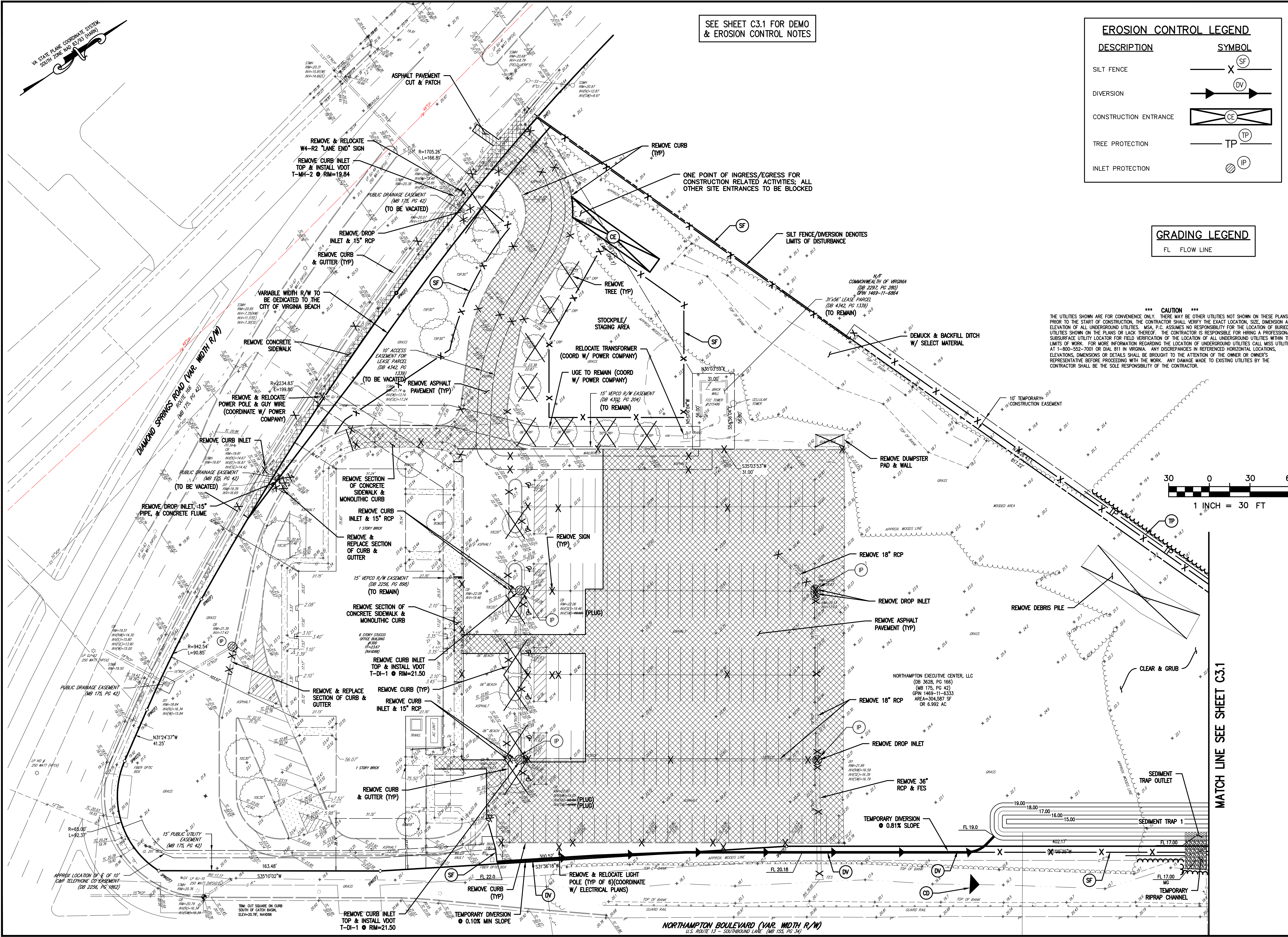
NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration be authorized to execute the necessary documents to create a 10' wide temporary construction easement on Virginia Tech property along the shared boundary line with

NEC relative to NEC's planned development project on NEC property in accordance with all applicable Virginia Tech policy and procedures and the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, or his successor, to execute the necessary documents to create a 10' wide temporary construction easement for the benefit of NEC on Virginia Tech real property along the NEC and Virginia Tech shared property line relative to the NEC planned development project on NEC property be approved.

March 30, 2015

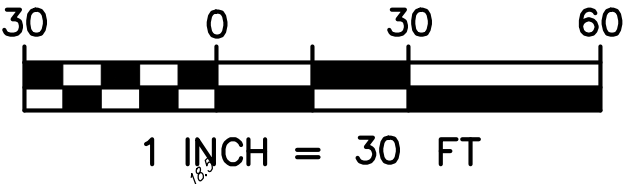


SEE SHEET C3.1 FOR DEMO
& EROSION CONTROL NOTES

EROSION CONTROL LEGEND	
DESCRIPTION	SYMBOL
SILT FENCE	(SF)
DIVERSION	(DV)
CONSTRUCTION ENTRANCE	(CE)
TREE PROTECTION	(TP)
INLET PROTECTION	(IP)

GRADING LEGEND	
FL	FLOW LINE

*** CAUTION ***
THE UTILITIES SHOWN ARE FOR CONVENIENCE ONLY. THERE MAY BE OTHER UTILITIES NOT SHOWN ON THESE PLANS. PRIOR TO THE START OF CONSTRUCTION, THE CONTRACTOR SHALL VERIFY THE EXACT LOCATION, SIZE, DIMENSION AND ELEVATION OF ALL UNDERGROUND UTILITIES. MSA, P.C. ASSUMES NO RESPONSIBILITY FOR THE LOCATION OF BURIED UTILITIES SHOWN ON THE PLANS OR LACK THEREOF. THE CONTRACTOR IS RESPONSIBLE FOR HIRING A PROFESSIONAL SUBSURFACE UTILITY LOCATOR FOR FIELD VERIFICATION OF THE LOCATION OF ALL UNDERGROUND UTILITIES WITHIN THE LIMITS OF WORK. FOR MORE INFORMATION REGARDING THE LOCATION OF UNDERGROUND UTILITIES CALL MISS UTILITIES AT 1-800-552-7001 OR DIAL 811 IN VIRGINIA. ANY DISCREPANCIES IN REFERENCED HORIZONTAL LOCATIONS, ELEVATIONS, DIMENSIONS OR DETAILS SHALL BE BROUGHT TO THE ATTENTION OF THE OWNER OR OWNER'S REPRESENTATIVE BEFORE PROCEEDING WITH THE WORK. ANY DAMAGE MADE TO EXISTING UTILITIES BY THE CONTRACTOR SHALL BE THE SOLE RESPONSIBILITY OF THE CONTRACTOR.



MSA, P.C.
Environmental Sciences • Planning • Surveying
Civil & Environmental Engineering • Landscape Architecture
5033 Rouse Drive, Virginia Beach, VA 23462
757-490-9264 (Tel) 757-490-0634 (Fax)
www.msonline.com

DESIGNED	CVB	LDV	CVB	CVB	8/11/14
DRAWN		CHECKED		APPROVED	
REVISIONS					
NO.	DESCRIPTION	DATE	BY	APPROVED	
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

DEMOLITION, EROSION & SEDIMENT CONTROL PLAN
OF
NORTHAMPTON APARTMENTS

SHEET
C3.0
4 of 25 Sheets

SCALE: 1"=30'

PROJ. NO.: 11031

VIRGINIA

VIRGINIA BEACH

E&S/DEMO NOTES:

1. ANY AND ALL MATERIAL OR DEBRIS TRACKED ONTO A PUBLIC OR PRIVATE ROAD SURFACE WILL BE CLEANED THOROUGHLY AT THE END OF EACH DAY. SEDIMENT SHALL BE REMOVED FROM ROADS BY SHOVELING OR SWEEPING AND BE TRANSPORTED TO A SEDIMENT CONTROLLED DISPOSAL AREA.
2. ALL EXCAVATED MATERIAL SHALL BE DISPOSED OF IN A LAWFUL MANNER.
3. DEMOLITION AND CONSTRUCTION ACTIVITIES ARE NOT TO DISTURB NOR ENROACH UPON ADJACENT PROPERTIES AT ANY TIME DURING CONSTRUCTION.
4. ALL ITEMS OF WORK NECESSARY TO COMPLETE THIS PROJECT SHALL BE IN COMPLIANCE WITH ALL STATE AND LOCAL CODES.
5. ANY PAVEMENT REMOVAL REQUIRED SHALL BE REMOVED TO NEAT STRAIGHT LINES.
6. THE CONTRACTOR SHALL BE RESPONSIBLE FOR REPLACING WITH MATCHING MATERIALS, ANY PAVEMENT, CONCRETE, CURBS, ETC. THAT MUST BE CUT OR THAT ARE DAMAGED DURING CONSTRUCTION.
7. WHEN UNSUITABLE MATERIAL FOR FOUNDATION, SUBGRADES, OR OTHER PURPOSES OCCURS WITHIN THE LIMITS OF CONSTRUCTION, THE CONTRACTOR SHALL EXCAVATE SUCH MATERIAL AND BACKFILL WITH APPROVED SUITABLE MATERIAL. THE EXTENT OF UNDERCUTTING AND BACKFILLING TO BE DETERMINED BY THE OWNER'S SOILS ENGINEERING CONSULTANT.
8. IN ACCORDANCE WITH THE VIRGINIA EROSION AND SEDIMENT CONTROL HANDBOOK, STD & SPEC 3.39, PROPER DUST CONTROL MEASURES SUCH AS VEGETATIVE COVER, IRRIGATION, STONE, ETC, SHOULD BE USED THROUGHOUT THE ENTIRETY OF THE TEMPORARY CONSTRUCTION ROAD AND ALL OTHER NECESSARY AREAS.
9. ANY TREE ROOT BALL REMOVAL MUST IMMEDIATELY BE FOLLOWED BY BACKFILLING, STABILIZATION, AND SEEDING.
10. THE CONTRACTOR SHALL INSTALL "TRUCKS ENTERING HIGHWAY" (48"x48" ORANGE AND BLACK) WARNING SIGNS ON 6"x6" WOODEN GROUND MOUNTED POSTS. THESE SIGNS WILL BE INSTALLED 500 FEET IN ADVANCE OF ALL APPROVED CONSTRUCTION ACCESS/ENTRANCE POINTS.
11. DURING CONSTRUCTION THE CONTRACTOR SHALL PROVIDE ADEQUATE CONVEYANCE OF RUNOFF TO ENSURE PONDING DOES NOT OCCUR AND SEDIMENT LADEN WATER DOES NOT LEAVE THE SITE.
12. ALL TEMPORARY DIVERSIONS SHALL BE VEE-SHAPED AND HAVE A MAX 2:1 SIDE SLOPE.
13. STABILIZE TEMPORARY DIVERSION CHANNELS AND SEDIMENT TRAPS IMMEDIATELY AFTER GRADING WITH TEMPORARY OR PERMANENT VEGETATION.
14. ALL CURB/GUTTER & SIDEWALK REMOVAL AND REPLACEMENT SHALL BE TO THE NEAREST CONSTRUCTION JOINT.

EROSION CONTROL AND CONSTRUCTION SEQUENCING:

1. ACQUIRE NECESSARY PERMITS.
2. THE CONTRACTOR MUST CONTACT THE PLANNING/CIVIL INSPECTIONS OFFICE AT 385-4558 FOR A PRE-CONSTRUCTION MEETING BEFORE ANY CONSTRUCTION ACTIVITY BEGINS.
3. INSTALL EROSION AND SEDIMENT CONTROL MEASURES. EROSION AND SEDIMENTATION CONTROLS SHALL BE INSTALLED PRIOR TO ANY LAND DISTURBANCE AND SHALL BE MAINTAINED UNTIL SUCH A TIME AS A VEGETATIVE COVER IS ESTABLISHED.
4. REMOVE ITEMS PER DEMOLITION PLAN AND EXCAVATE TEMPORARY SEDIMENT TRAPS.
5. INSTALL STORM PIPE AND STRUCTURES. IMMEDIATELY PLACE INLET PROTECTION OVER NEW STORM STRUCTURES AND SEED DISTURBED AREAS IMMEDIATELY AFTER GRADING.
6. INSTALL UTILITIES.
7. GRADE BUILDING PADS AND PARKING AREAS IN ACCORDANCE WITH FINAL SITE PLAN. MAINTAIN TEMPORARY DRAINAGE AT ALL TIMES.
8. DRESS AND OVERSEED ALL DISTURBED AREAS AND IMMEDIATELY ESTABLISH PERMANENT VEGETATIVE COVER. MAINTAIN VEGETATIVE COVER THROUGHOUT DURATION OF PROJECT.
9. REPAIR ANY INADVERTENT EROSION AND REMOVE ANY INADVERTENT SEDIMENTATION.
10. REMOVE REMAINING TEMPORARY SEDIMENT AND EROSION CONTROL MEASURES WITHIN THIRTY DAYS AFTER FINAL SITE IS STABILIZED WITH VEGETATIVE GROWTH.
11. REMOVE ALL TEMPORARY EQUIPMENT, CONSTRUCTION MATERIALS AND DEBRIS FROM THE SITE.

EROSION & SEDIMENT CONTROL TREE PROTECTION NOTES:

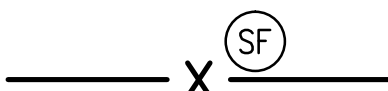
1. TREE PROTECTION SHALL BE ADDRESSED PRIOR TO CONSTRUCTION AND SHALL BE IMPLEMENTED BY THE CONTRACTOR BEFORE ANY LAND DISTURBING ACTIVITIES.
2. IF THE EXISTING GRADE IS ALTERED WITHIN THE TREE PROTECTION ZONE(TPZ) AND SIGNIFICANT ROOTS, THOSE WITH A DIAMETER GREATER THAN 3 INCHES ARE CUT, THEN ROOT PRUNING MUST BE APPLIED TO MINIMIZE IMPACTS TO THE TREE.
3. NO BUILDING MATERIALS, WASTE MATERIALS, TRASH, DEBRIS, EQUIPMENT, EQUIPMENT FUELING OR VEHICLES PLACED AND/OR STORED WITHIN THE TREE PROTECTION ZONE DURING THE ENTIRE CONSTRUCTION PROCESS.
4. APPLY A LAYER OF ORGANIC MULCH TO ROOT ZONE PROTECTION AREA IN ACCORDANCE WITH BEST MANAGEMENT PRACTICES - MANAGING TREES DURING CONSTRUCTION DEVELOPED BY THE INTERNATIONAL SOCIETY OF ARBORICULTURE.
5. SUPPLEMENT WATER INTAKE TO PROTECTED TREES DURING CONSTRUCTION TO SUPPORT TREE'S ADDITIONAL NEED FOR WATER AND NUTRIENTS DUE TO ROOT ZONE IMPACTS.

EROSION CONTROL LEGEND

DESCRIPTION

SYMBOL

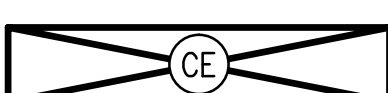
SILT FENCE



DIVERSION



CONSTRUCTION ENTRANCE



TREE PROTECTION



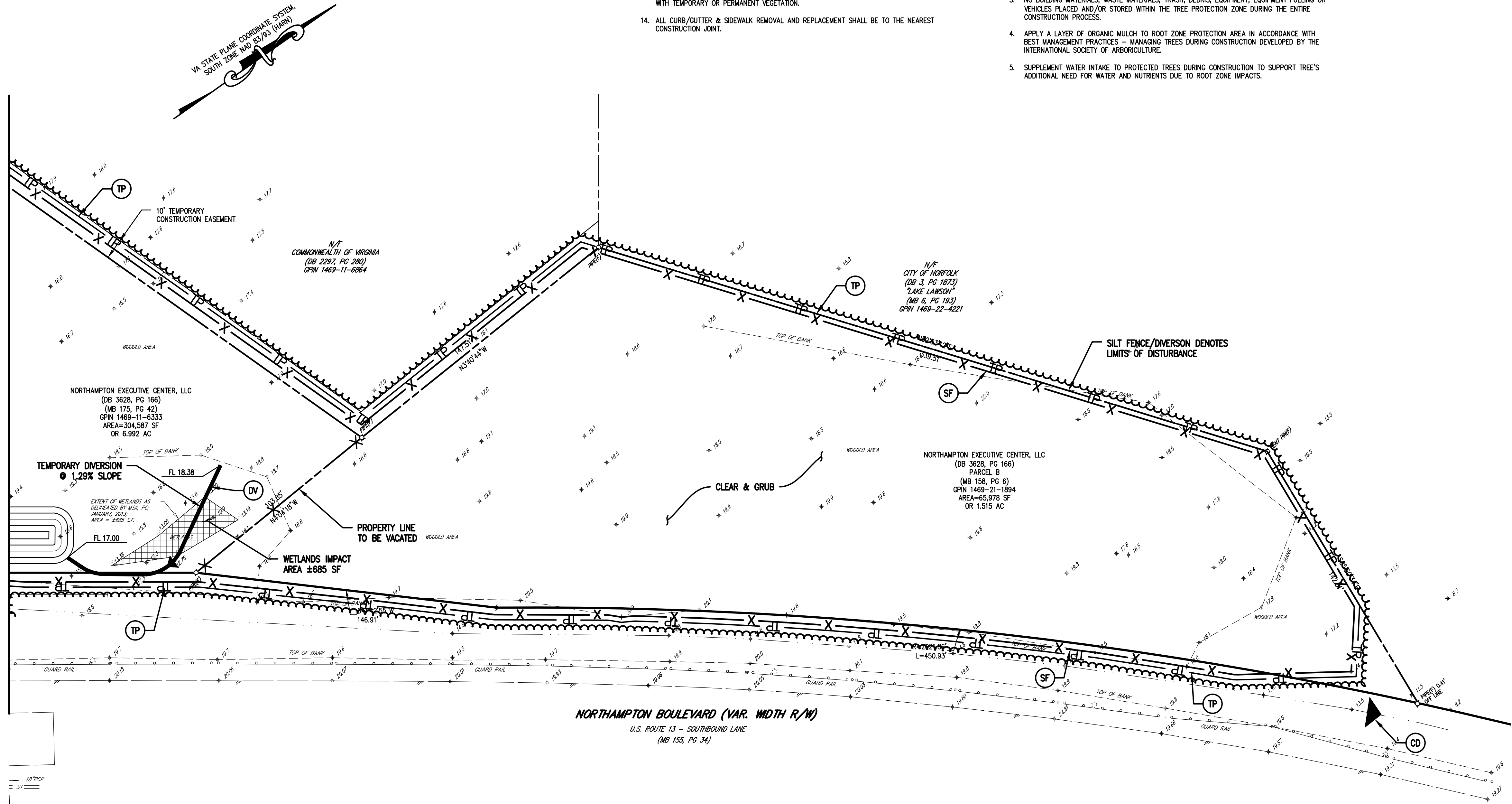
INLET PROTECTION



GRADING LEGEND

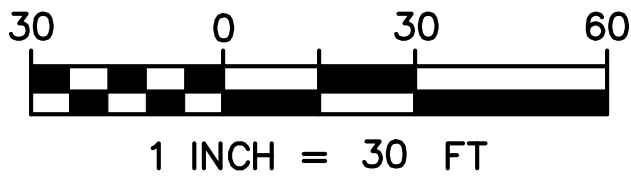
FL FLOW LINE

MATCH LINE SEE SHEET C3.0



*** CAUTION ***

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COMMONWEALTH OF VIRGINIA
JULY 1, 2011
CRYSTAL V. BLOOM
Lic. No. 047890
8/11/14
PROFESSIONAL ENGINEER

DESIGNED	CVB
DRAWN	LDJ
CHECKED	CVB
APPROVED	CVB
DATE	8/11/14

DEMOLITION, EROSION & SEDIMENT CONTROL PLAN
OF
NORTHAMPTON APARTMENTS

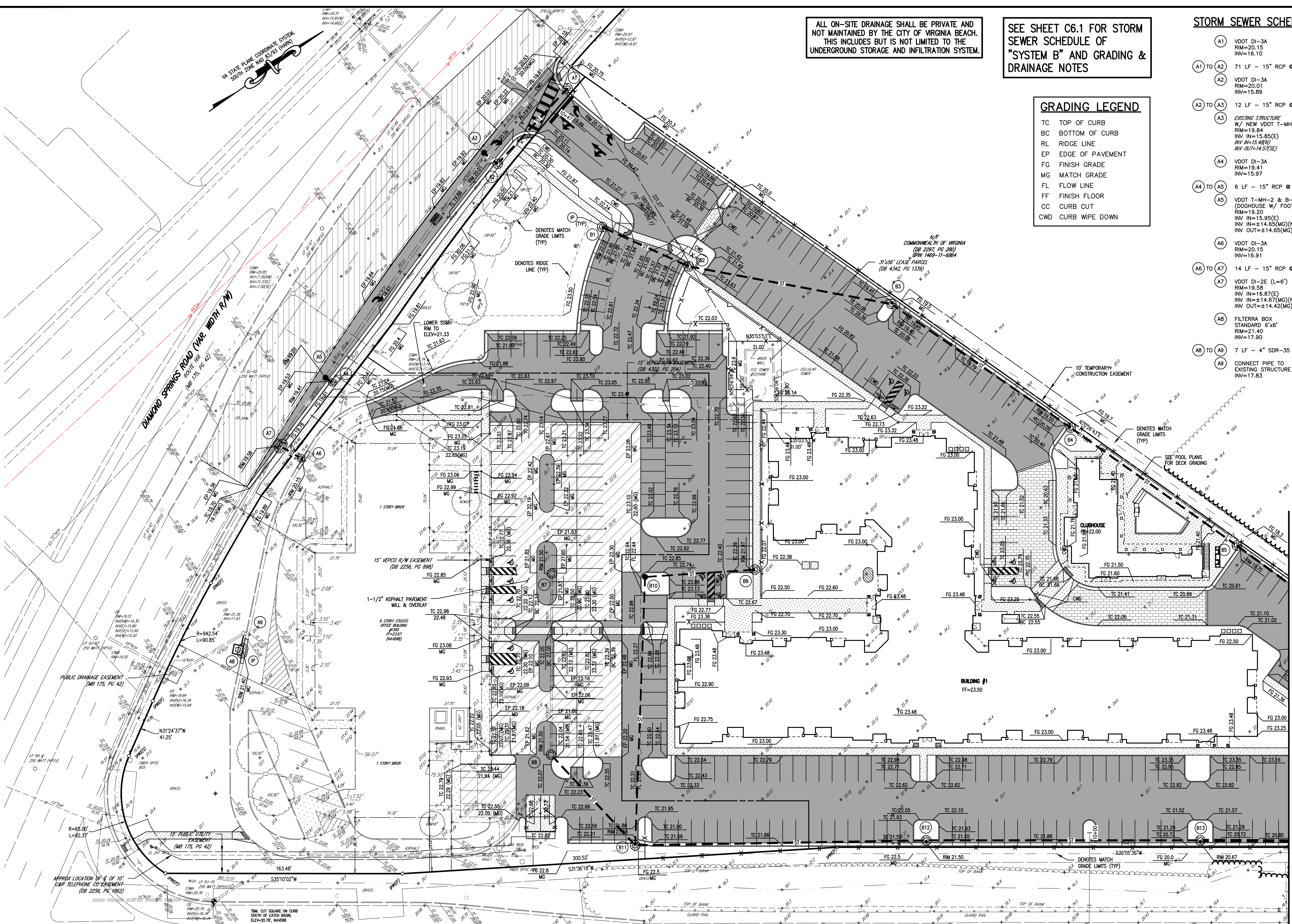
VIRGINIA

VIRGINIA BEACH

SHEET
C3.1
5 of 25 Sheets

SCALE: 1"=30'

PROJ. NO.: 11031



ALL ON-SITE DRAINAGE SHALL BE PRIVATE AND NOT MAINTAINED BY THE CITY OF VIRGINIA BEACH. THIS INCLUDES BUT IS NOT LIMITED TO THE UNDERGROUND STORAGE AND INFILTRATION SYSTEM.

SEE SHEET C6.1 FOR STORM SEWER SCHEDULE OF "SYSTEM B" AND GRADING & DRAINAGE NOTES

- GRADING LEGEND**
- TC TOP OF CURB
 - BC BOTTOM OF CURB
 - RL RIDGE LINE
 - EP EDGE OF PAVEMENT
 - FG FINISH GRADE
 - MG MATCH GRADE
 - FL FLOW LINE
 - FF FINISH FLOOR
 - CC CURB CUT
 - CWD CURB WIPE DOWN

STORM SEWER SCHEDULE

- A1 VDOT DI-3A
RM=20.15
INV=16.10
- A1 TO A2 71 LF - 15" RCP @ 0.30%
- A2 VDOT DI-3A
RM=20.01
INV=15.89
- A2 TO A3 12 LF - 15" RCP @ 0.30%
- A3 EXISTING STRUCTURE
W/ NEW VDOT T-MH-2 TOP
RM=19.84
INV IN=15.85(E)
INV IN=15.48(N)
INV OUT=14.57(SE)
- A4 VDOT DI-3A
RM=19.41
INV=15.97
- A4 TO A5 6 LF - 15" RCP @ 0.30%
- A5 VDOT T-MH-2 & B-2
(DOGHOUSE W/ FOOTING)
RM=19.20
INV IN=15.95(E)
INV IN=14.65(MG)(N)
INV OUT=14.42(MG)
- A6 VDOT DI-3A
RM=20.15
INV=16.91
- A6 TO A7 14 LF - 15" RCP @ 0.30%
- A7 VDOT DI-2E (L=6')
RM=19.58
INV IN=16.87(E)
INV IN=14.67(MG)(N)
INV OUT=14.42(MG)
- A8 FILTERRA BOX
STANDARD 6'x6'
RM=21.40
INV=17.90
- A8 TO A9 7 LF - 4" SDR-35 PVC @ 1.00%
- A9 CONNECT PIPE TO
EXISTING STRUCTURE
INV=17.83

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Professional Engineer
CRISTAL V. BLOOM
Lic. No. 047890
8/11/14

DESIGNED	CVB	LDU	CVB	CVB	DATE
DRAWN					
CHECKED					
APPROVED					

RECEIVED: _____
REVIEW: _____
REVISION: _____

GRADING & DRAINAGE PLAN
OF
NORTHAMPTON APARTMENTS
VIRGINIA
VIRGINIA BEACH

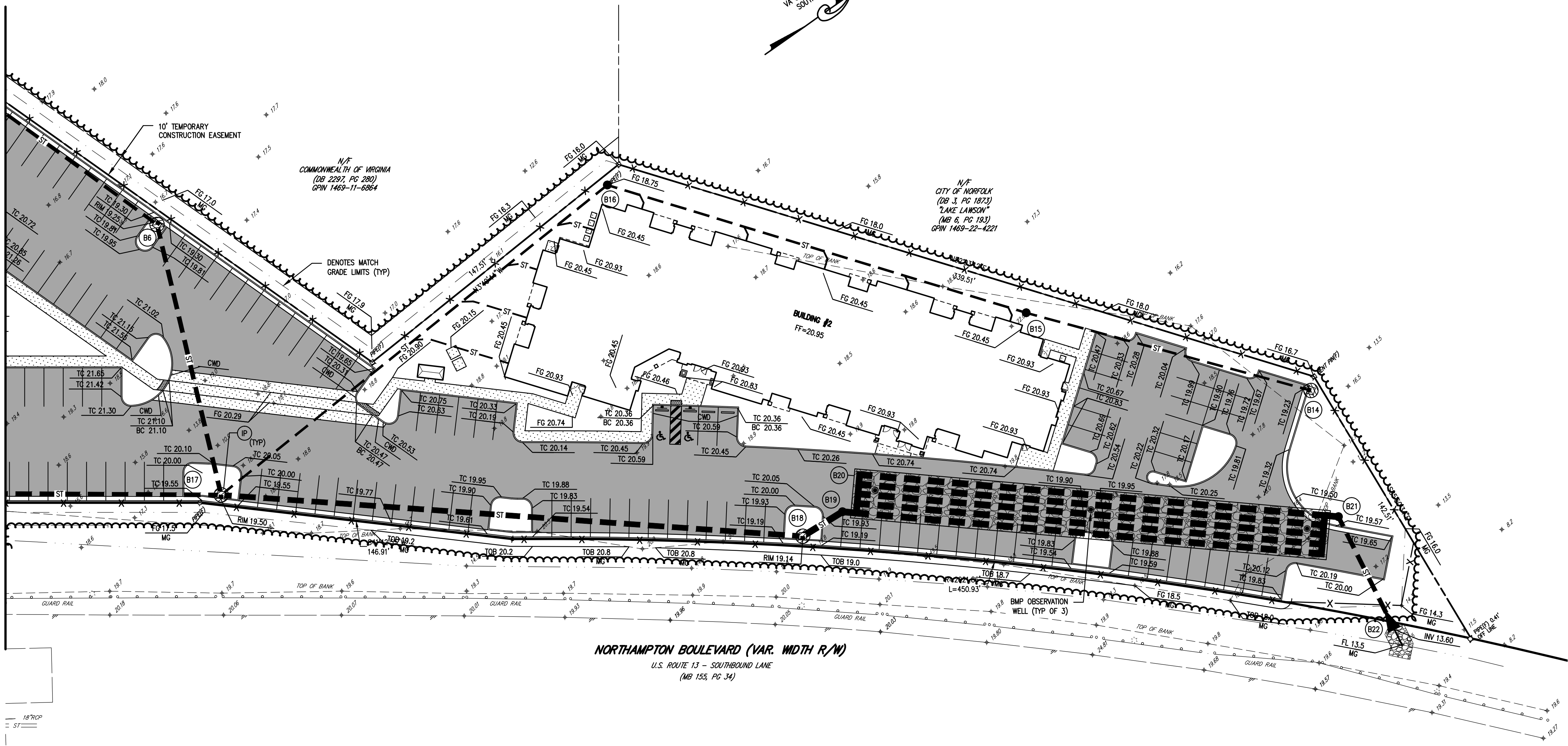
SHEET
C6.0
9 of 25 Sheets
SCALE: 1"=30'
PROJ. NO.: 11031

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STORM SEWER SCHEDULE

- (B1) VDOT DI-3A
RIM=22.02
INV=18.77
- (B1) TO (B2) 66 LF - 12" RCP @ 1.13%
- (B2) VDOT DI-3A
RIM=21.77
INV=18.02
- (B2) TO (B3) 142 LF - 12" RCP @ 1.13%
- (B3) VDOT DI-3A
RIM=19.40
INV=16.41
- (B3) TO (B4) 150 LF - 18" RCP @ 0.25%
- (B4) VDOT DI-3A
RIM=19.50
INV=16.03
- (B4) TO (B5) 141 LF - 24" RCP @ 0.25%
- (B5) VDOT DI-3A
RIM=19.70
INV=15.68
- (B5) TO (B6) 132 LF - 24" RCP @ 0.25%
- (B6) VDOT DI-3A
RIM=19.25
INV=15.35
- (B6) TO (B17) 130 LF - 24" RCP @ 0.25%
- (B7) EXISTING STRUCTURE
W/ NEW VDOT T-DI-1 TOP
RIM=21.50
- (B8) EXISTING STRUCTURE
W/ NEW VDOT T-DI-1 TOP
RIM=21.50
INV IN=18.25(NW)
INV OUT=18.95
- (B8) TO (B11) 85 LF - 18" RCP @ 1.04%
- (B9) VDOT DI-3A
RIM=21.97
INV=18.72
- (B9) TO (B10) 76 LF - 15" RCP @ 0.25%
- (B10) VDOT MH-1
RIM=22.90
INV=18.53
- (B10) TO (B11) 185 LF - 15" RCP @ 0.25%
- (B11) VDOT DI-3A
RIM=21.56
INV=18.07
- (B11) TO (B12) 201 LF - 24" RCP @ 0.25%
- (B12) VDOT DI-3A
RIM=21.50
INV=17.57
- (B12) TO (B13) 189 LF - 24" RCP @ 0.61%
- (B13) VDOT DI-3A
RIM=20.67
INV=16.42
- (B13) TO (B17) 162 LF - 30" RCP @ 0.61%
- (B14) VDOT DI-3A
RIM=19.23
INV=16.17
- (B14) TO (B15) 138 LF - 12" RCP @ 0.20%
- (B15) VDOT MH-1
RIM=19.40
INV=15.89
- (B15) TO (B16) 205 LF - 15" HDPE @ 0.20%
- (B16) VDOT MH-1
RIM=18.75
INV=15.48
- (B16) TO (B17) 231 LF - 15" HDPE @ 0.20%
- (B17) VDOT DI-4A
RIM=19.50
INV IN=15.43(SW)
INV IN=15.02(NW)
INV IN=15.02(N)
INV OUT=15.02
- (B17) TO (B18) 272 LF - 36" RCP @ 0.20%
- (B18) VDOT DI-4A
RIM=19.14
INV=14.48
- (B18) TO (B19) 22 LF - 36" RCP @ 0.20%
- (B19) CONTECH CDS UNIT
RIM=19.50
INV=14.44
- (B19) TO (B20) 5 LF - 36" HDPE @ 0.20%
- (B20) UNDERGROUND INFILTRATION/
DETENTION SYSTEM
(SEE DETAIL SHEET C7.2)
INV IN=14.43
INV OUT=14.00
- (B20) TO (B21) 5 LF - 36" HDPE @ 0.20%
- (B21) VDOT MH-1
RIM=19.50
INV IN=13.99
INV OUT=16.15
- (B21) TO (B22) 59 LF - 24" RCP @ 4.32%
- (B22) VDOT 24" FES W/ 160 SF
OF VDOT CLASS I RIP RAP
(SEE VDOT EC-1 DETAIL ON SHEET C7.3)
INV=13.60

MATCH LINE SEE SHEET C6.0



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ALL ON-SITE DRAINAGE SHALL BE PRIVATE AND NOT MAINTAINED BY THE CITY OF VIRGINIA BEACH. THIS INCLUDES BUT IS NOT LIMITED TO THE UNDERGROUND STORAGE AND INFILTRATION SYSTEM.

GRADING LEGEND

- TC TOP OF CURB
BC BOTTOM OF CURB
RL RIDGE LINE
EP EDGE OF PAVEMENT
FG FINISH GRADE
MG MATCH GRADE
FL FLOW LINE
FF FINISH FLOOR
CC CURB CUT
CWD CURB WIPE DOWN

GRADING AND DRAINAGE NOTES:

- ALL STORM PIPE JOINTS AND CONNECTIONS MUST BE INSTALLED IN ACCORDANCE WITH THE MANUFACTURER, ASTM AND VDOT PROVISIONS, SPECIFICATIONS AND STANDARDS AS AS TO BE SOIL TIGHT AND LEAK RESISTANT. ALL HDPE PIPE SHALL BE TYPE S PIPE, WITH LENGTHS NOT LESS THAN 10 FEET LONG, AND CONFORM TO AASHTO M252 AND AASHTO M294 AND ASTM F 2306, FOR MATERIALS AND INSTALLATION WITH SOIL TIGHT CONNECTIONS AND/OR GASKETS CONFORMING TO ASTM F477.
- FLEXIBLE CONNECTORS MUST BE INSTALLED WITH THERMOPLASTIC, HDPE, PE, AND NON-CONCRETE WHEN CONNECTING TO PRECAST, CAST-IN-PLACE, CONCRETE BLOCK STRUCTURES OR BRICK STRUCTURES TO ELIMINATE THE POTENTIAL FOR SHEAR FAILURE IN ACCORDANCE WITH ASTM STANDARDS.
- ALL RCP STORM PIPE SHALL BE CLASS III UNLESS OTHERWISE NOTED.
- INSTALL ALL STORM PIPE IN ACCORDANCE WITH THE VDOT PB-1 DETAIL. FOR PLASTIC STORM PIPE, THE LIMITS OF CLASS I BACKFILL SHALL BE EXTENDED TO 12" ABOVE THE TOP OF PIPE. REFER TO THE MOST CURRENT VDOT ROAD AND BRIDGE SPECIFICATION SECTION 302 FOR ACCEPTABLE CLASS I MATERIALS.
- DURING CONSTRUCTION AND PRIOR TO INSTALLATION OF THE FULL PAVEMENT SECTION THE CONTRACTOR SHALL PROVIDE ADEQUATE PROTECTION OVER THE NEW STORM SEWER SYSTEM TO PREVENT DAMAGE. ALL HDPE PIPE SHOULD HAVE A MINIMUM 2-FOOT COVER (NOT TO INCLUDE THE PAVEMENT SECTION) DURING ALL PHASES OF CONSTRUCTION.
- BUILDING ROOF DRAINAGE WILL BE COLLECTED ON THE ROOF AND DIRECTED THROUGH DOWNSPOUTS.
- PROVIDE SPLASH BLOCKS AT ALL DOWNSPOUTS AND PROVIDE POSITIVE SLOPES AWAY FROM BUILDINGS.
- PROPOSED SIDEWALK SHALL NOT EXCEED 2% CROSS-SLOPE OR 5% LONGITUDINAL SLOPE.
- AS SHOWN, MATCH GRADE (MG) AT LIMITS OF CONSTRUCTION/SILT FENCE.
- ALL PARKING LOT ISLANDS SHALL BE BACKFILLED WITH SUITABLE PLANTING MATERIAL AND GRADED TO PROVIDE A 4" HIGH CROWN IN THE CENTER.
- SIDE SLOPES GREATER THAN 3:1 SHALL BE STABILIZED WITH JUTE MAT.
- WORK DOWNSTREAM OF THE OUTFALL STRUCTURE 'B22' MAY BE NECESSARY BY THE OWNER/CONTRACTOR TO ENSURE POSITIVE FLOW OFF THE SITE AND ALONG NORTHAMPTON BOULEVARD.
- THE FILTERRA SYSTEM IS PRIVATE AND WILL BE MAINTAINED BY THE PROPERTY OWNER.

Attachment H

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COMMONWEALTH OF VIRGINIA
CRYSTAL V. BLOOM
Lic. No. 047890
8/11/14
PROFESSIONAL ENGINEER

DESIGNED	CVB

DRAWN	LDU

CHECKED	CVB

APPROVED	CVB

DATE	8/11/14

REVISIONS

NO.	DESCRIPTION	DATE

GRADING & DRAINAGE PLAN
OF
NORTHAMPTON APARTMENTS

SHEET
C6.1
10 of 25 Sheets

SCALE: 1"=30'

PROJ. NO.: 11031

VIRGINIA
VIRGINIA BEACH

**RESOLUTION FOR UTILITY EASEMENTS
AT THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT**

The Virginia Tech/Montgomery Regional Airport Authority (the "Authority") has requested the university grant new utility easements and/or modify existing utility easements, as may be required, for the construction of a new airplane hangar by and for the use of the university, as well as to establish the necessary infrastructure for the construction of future airplane hangars by the Authority.

**RESOLUTION FOR UTILITY EASEMENTS
AT THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT**

WHEREAS, Virginia Polytechnic Institute and State University (“Virginia Tech”) is the fee simple title owner of approximately 243.69 acres in the Town of Blacksburg (“TOB”), Prices Fork Magisterial District, Montgomery County, Virginia, (the “Property”) that comprise the Virginia Tech/Montgomery Regional Airport (the “Airport”); and

WHEREAS, the Virginia Tech/Montgomery Regional Airport Authority (the “Authority”) was duly created pursuant to the Virginia Tech/Montgomery Regional Airport Authority Act, Chapter 189 of the *Virginia Acts of Assembly 2001 Session*; and

WHEREAS, Virginia Tech and the Authority entered into a Lease Agreement dated July 1, 2002 wherein Virginia Tech let unto the Authority approximately 246.687 acres, and the improvements thereon, for use as an airport and related activities; and

WHEREAS, by an Addendum to the Master Lease Agreement, dated March 6, 2008, Virginia Tech and the Authority agreed to the lease of approximately 2.995 acres of the original approximately 246.687 acres for the use of the TOB for a fire station/rescue squad facility; and

WHEREAS, by Board of Visitors Resolution dated November 3, 2008 the university was authorized to execute a public water line easement with the TOB, which was to be approximately fifteen feet (15’) wide and comprise approximately 0.121 acre of real property located northwest of Tech Center Drive and west of the Airport Terminal Entrance; and

WHEREAS, in compliance with the Airport’s Master Plan, Virginia Tech and the Authority desire to construct a new airplane hangar for use by Virginia Tech, and the Authority desires to construct additional airplane hangars at a future date for private and/or general public use; and

WHEREAS, the construction of new airplane hangars will require further infrastructure development at the Airport; and

WHEREAS, Virginia Tech and the Authority anticipate water service will be provided by the Blacksburg-Christiansburg-VPI Water Authority, sanitary sewer service will be provided by the Blacksburg-VPI Sanitation Authority, electric service will be provided by Virginia Tech Electric Service, phone and related communications services will be provided by Virginia Tech Communications Network Services, natural gas service will be provided by ATMOS Energy Corporation; and

WHEREAS, Virginia Tech and the Authority are agreeable to creating new utility easements to and/or modifying existing utility easements with the above-stated independent entities in the general areas and locations depicted on the “UTILITY PLAN”

prepared by Campbell & Paris Engineers, dated June 15, 2007, to accommodate the new airplane hangar, and to facilitate the future construction of other airplane hangars by the Authority all in compliance with the Airport's Master Plan;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute any and all easements or modifications to existing easements necessary to accommodate and facilitate the construction of a new airplane hangar by and for the use of Virginia Tech, and any future airplane hangars to be constructed by the Authority, in compliance with the Airport's Master Plan, and in accordance with applicable procedures for said easements as permitted by the Higher Education Restructuring Act and Management Agreement with the Commonwealth of Virginia, and the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute any and all easements or modifications to existing easements necessary to accommodate and facilitate the construction of a new airplane hangar by and for the use of Virginia Tech, and any future airplane hangars to be constructed by the Authority be approved.

March 30, 2015

**RESOLUTION TO TRANSFER PROPERTY IN A LAND EXCHANGE IN SUPPORT
OF THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT EXPANSION**

The university is seeking Board of Visitors authorization to execute the necessary documents to convey and acquire fee simple title in a land exchange with the Virginia Tech Foundation, Inc. to facilitate and successfully complete the creation of the new Research Center Drive in support of the Virginia Tech/Montgomery Regional Airport expansion.

RESOLUTION TO TRANSFER PROPERTY IN A LAND EXCHANGE IN SUPPORT OF THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT EXPANSION

WHEREAS, the Virginia Polytechnic Institute and State University (“Virginia Tech”) Board of Visitors approved the expansion of the Virginia Tech/Montgomery Regional Airport (the “Airport”) by Resolution dated November 18, 2013, as clarified on November 10, 2014; and

WHEREAS, the Airport’s expansion will require the demolition and relocation of the existing Research Center Drive; and

WHEREAS, the creation of the new Research Center Drive will divide real property currently owned by Virginia Tech and the Virginia Tech Foundation, Inc. (the “Foundation”); and

WHEREAS, that division of real property will severely limit the Foundation’s development plans forcing the destruction of the existing woodlands adjoining the Virginia Tech/Montgomery Regional Airport; and

WHEREAS, a land exchange between Virginia Tech and the Foundation, in support of the Airport expansion, will prevent the imminent destruction of those woodlands, will facilitate the creation of a new Research Center Drive in the general location labeled and set forth on Exhibit A, and will enhance the potential future development of the real property being acquired by the Foundation; and

WHEREAS, Virginia Tech desires to transfer approximately 9.5 acres in fee simple to the Foundation in exchange with the Foundation transferring approximately 9.5 acres in fee simple to Virginia Tech, which general areas of the intended land exchange are shown on Exhibit B; and

WHEREAS, the land exchange between Virginia Tech and the Foundation will require review by the Department of General Services and approval by the Governor of the Commonwealth of Virginia; and

WHEREAS, Virginia Tech and the Foundation desire to complete the land exchange for the mutual good of the parties as a transfer of real property of similar value and geographic location with no additional consideration paid by either party; and

WHEREAS, the construction of the Airport expansion is scheduled to begin in summer 2015;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute the necessary documents to convey and acquire fee simple title in a land exchange with the Foundation, all relative

to the said Airport expansion, and all in accordance with applicable university policy and procedures and the statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to convey and acquire fee simple title in a land exchange with the Foundation, all relative to the said Airport expansion, be approved.

March 30, 2015

EXHIBIT A

Attachment J

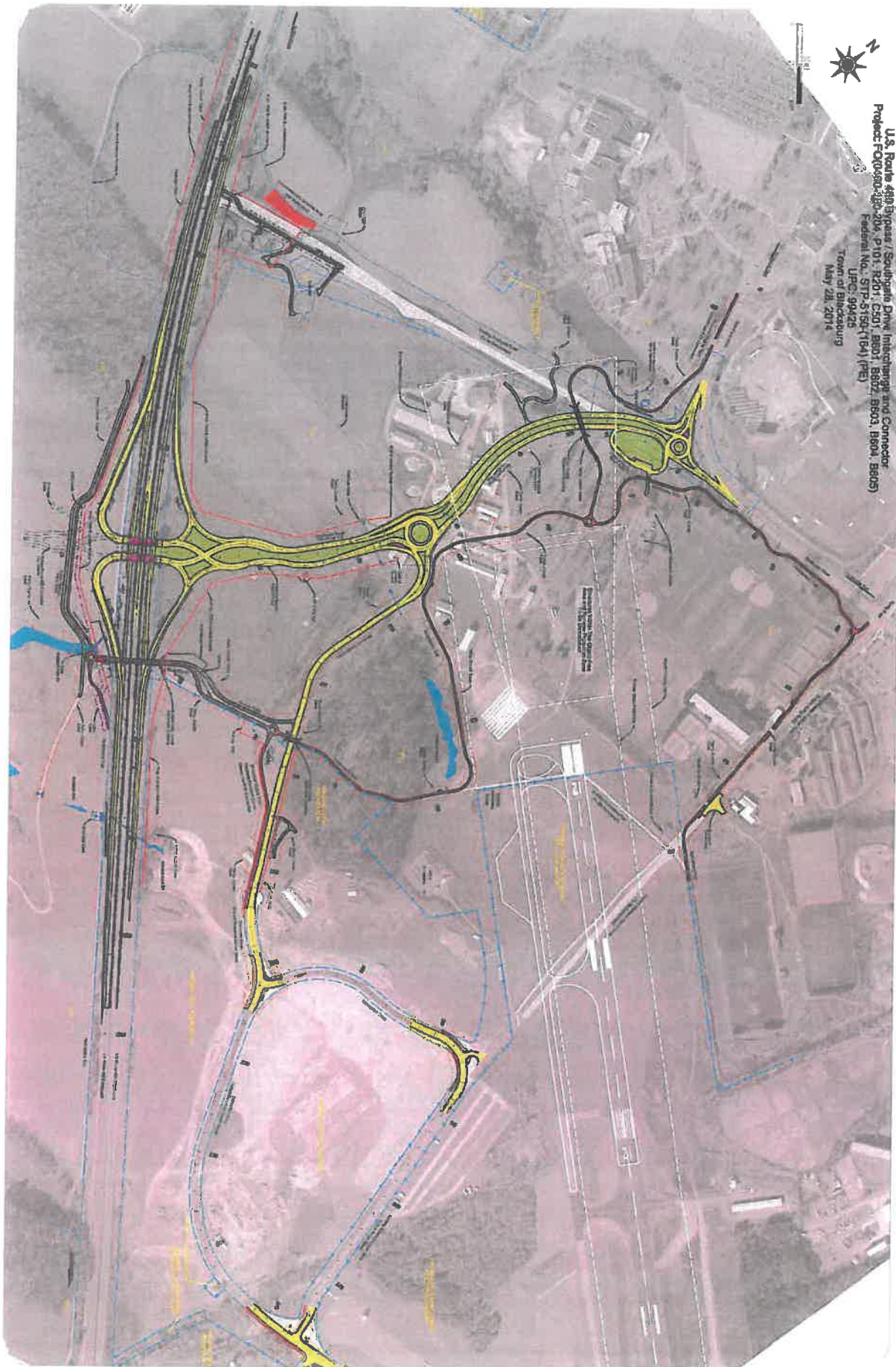
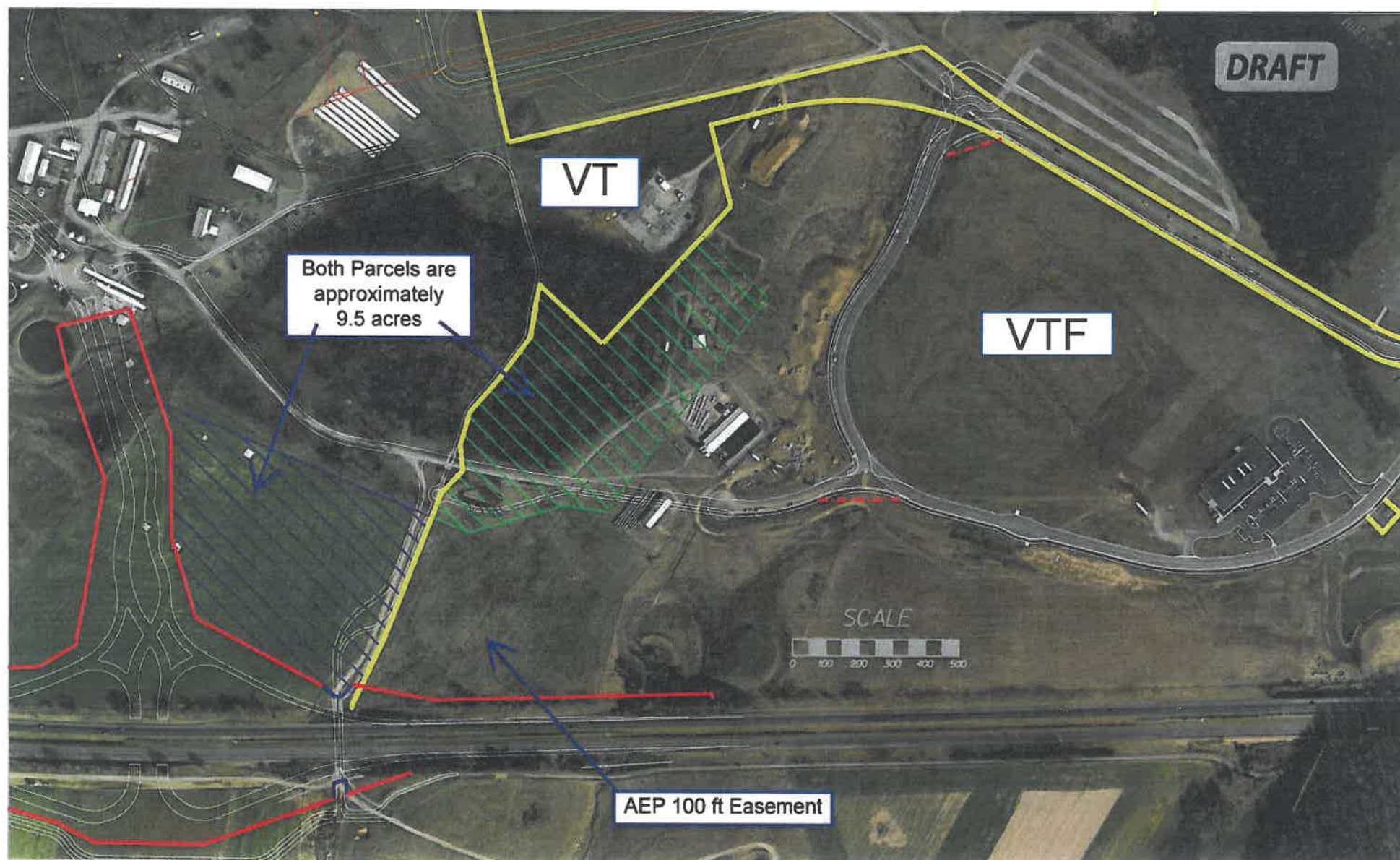


EXHIBIT B



NOTE: FOR ILLUSTRATIVE PURPOSES ONLY



**RESOLUTION TO TRANSFER PROPERTY AND CREATE
TEMPORARY AND PERMANENT EASEMENTS FOR VDOT U.S. ROUTE 460
BYPASS INTERCHANGE AND SOUTHGATE DRIVE RELOCATION PROJECT**

The university is seeking Board of Visitors authorization to execute the necessary documents to convey fee simple title, and create temporary construction and permanent maintenance easements, in order to facilitate and successfully complete the planned Virginia Department of Transportation ("VDOT") U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project. VDOT has identified the need for Virginia Tech real property to ensure the success of this project.

**RESOLUTION TO TRANSFER PROPERTY AND CREATE
TEMPORARY AND PERMANENT EASEMENTS FOR VDOT U.S. ROUTE 460
BYPASS INTERCHANGE AND SOUTHGATE DRIVE RELOCATION PROJECT**

WHEREAS, the Virginia Department of Transportation ("VDOT") is making improvements to the U.S. Route 460 and Southgate Drive Interchange (the "Project") on the campus of Virginia Polytechnic Institute and State University ("Virginia Tech") to better accommodate current traffic volume and flow, plan for the future growth of the university and the surrounding region, and to further assist regional and State economic development; and

WHEREAS, VDOT has stated, in an October 7, 2014 letter attached (Exhibit A) the need for Virginia Tech real property, in fee simple title and in temporary and permanent easements, to facilitate and successfully complete the Project; and

WHEREAS, Virginia Tech desires to transfer approximately 15 acres in fee simple to VDOT as generally located on a VDOT drawing dated May 28, 2014 (Exhibit B) and outlined in solid orange, and to create temporary construction easements and/or permanent maintenance easements for VDOT, to be generally located in the areas outlined in dotted orange lines on Exhibit B (collectively the "Property"), all for the support of the Project; and

WHEREAS, the fee simple transfer by and between Virginia Tech and VDOT will require review by the Department of General Services and approval by the Governor of the Commonwealth of Virginia; and

WHEREAS, Virginia Tech has publicly expressed through hearings, information provided to the media, and written correspondence with various State and local governmental agencies and personnel its desire to donate the approximate 15 acres to be conveyed in fee simple to VDOT, and the temporary construction and permanent maintenance easements of the roads to be constructed as part of the Project to VDOT for the mutual good of the parties and the benefit of the larger surrounding region; and

WHEREAS, as part of the Project, VDOT will abandon and convey fee simple title to Virginia Tech of approximately 25.6 acres being the majority of the current Southgate Drive from approximately Duck Pond Drive to U. S. Route 460, and the real property on the opposite side of U. S. Route 460 shown as outlined in a dotted blue line on Exhibit B; and

WHEREAS, the construction of the Project is scheduled to begin in March 2015;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute the necessary documents to convey and acquire fee simple title, and create temporary construction and permanent maintenance easements, all relative to the said Project, and all in accordance with

applicable university policy and procedures and the statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to convey fee simple title, and create temporary construction and permanent maintenance easements, all relative to the said Project, be approved.

March 30, 2015



COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
1401 EAST BROAD STREET
RICHMOND, VIRGINIA 23219-2000

Charles A. Kilpatrick, P.E.
Commissioner

October 7, 2014

Route 460 Bypass
Project: 0460-150-204, R201
Federal Project: STP-5150(183)
From: 0.150 Mi. W. Int. Southgate Dr.
To: 0.677 Mi. E. Int. Southgate Dr.
Montgomery County; UPC/ID 99425

MEMORANDUM:

TO: L. A. Snider

RE: Approved Plans and Notice to Proceed for Right of Way and Utilities

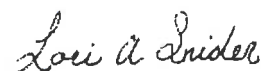
This project is scheduled for advertisement in December 2014 and requires acquisition of three parcels. Plans were approved for right of way acquisition on October 3, 2014 and are available electronically.

Attached is a copy of a memorandum from the Location and Design Division dated October 6, 2014, a letter from R. L. Walton dated October 6, 2014, and a copy of the notice advising the right of way phase is open to charges dated October 6, 2014. There are federal funds in the right of way and utility costs; charges should be open to participating and non-participating activities. The RW 300/301 was completed on September 19, 2014 and the EQ-201 review was completed on September 25, 2014.

It is now satisfactory to proceed with the right of way and utility work. Please note that all utilities need to be in place for the proposed advertisement date. If you anticipate any difficulty in meeting the December 2014 advertisement date, please advise this office within 30 days so we can be apprised of any potential problems and lend assistance.

L. A. Snider
October 7, 2014
Page 2

Also, please proceed to initiate right of way and utility phases within the Right of Way and Utilities Management System (RUMS) using the captioned UPC/ID number.



L. A. Snider
State Right of Way and Utilities Director

Attachments

Cc: R. P. Williams, P. E.
T. W. DiGiulian, P. E.
D. A. Schneider
M. W. Reynolds
A. H. Price, P. E.
Y. A. Newton
W. B. Bowles, P. E.
P. Hammack, P. E.
M. C. McCall
P. E. Zembruski

LD-95
(2-15-13)

Page 1 of 1



RECORDED

OCT 06 2014

COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
LOCATION AND DESIGN
LAND ACQUISITION (LIMITED ACCESS HIGHWAY)
TIER 2 PROJECT

Date:

LIMITED ACCESS HIGHWAY

Route: 460

Project No.: 0460-150-204, R201

(Only include Base project number & R/W section number)

From: 0.150 Mi. W. Int. Southgate Dr.

To: 0.677 Mi. E. Int. Southgate Dr.

City/County: Blacksburg/Montgomery

UPC: 99425

County

Director of Right of Way
Virginia Department of Transportation
Richmond, Virginia 23219

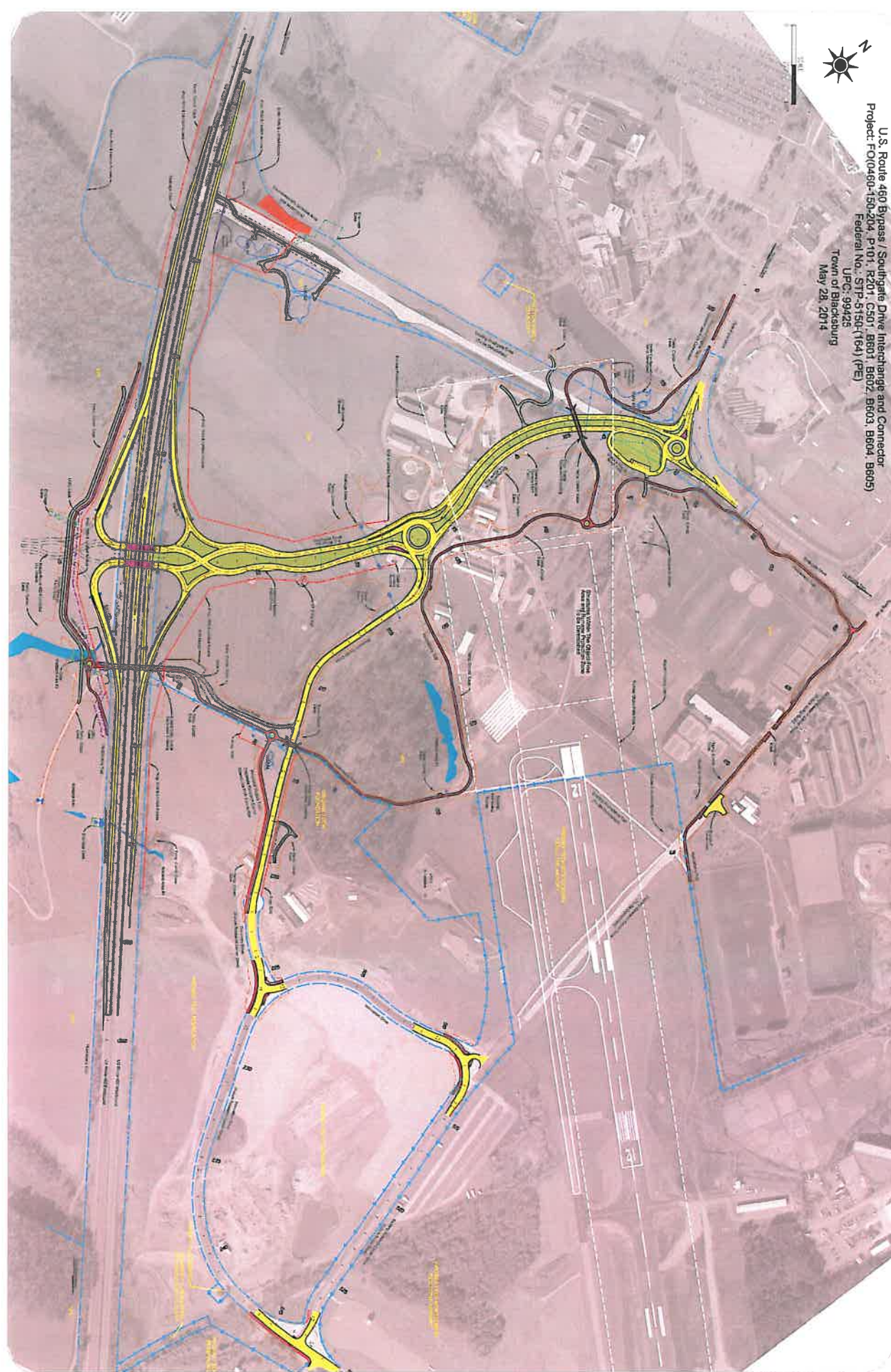
I hereby declare it necessary to acquire all lands or interest therein suitable for the construction, reconstruction, maintenance and repair of the captioned highway project as a Limited Access Highway as defined in Section 33.1-57, Code of Virginia 1950, as amended.

Accordingly, you are authorized to acquire on behalf of the Commissioner of Highways, pursuant to the Statutes made and provided, all lands, structures, rights of way, franchises, easements and other interests in land embraced within the right of way limits shown on the plans including any and all subsequent revisions thereto, deemed necessary for construction and future maintenance for the captioned project. In addition thereto, you are authorized to acquire such additional lands or interest therein lying outside the right of way limits as are necessary for relocating utility facilities as is provided by law, together with such other rights and easements outside the right of way limits which may be needed in carrying out the construction and maintenance of the highway project. You are also authorized to acquire or extinguish all existing easements of access, light and air to and from those adjacent lands, which abut upon the right of way existing public roads, which are to be utilized in the construction of the captioned project as a Limited Access Highway.

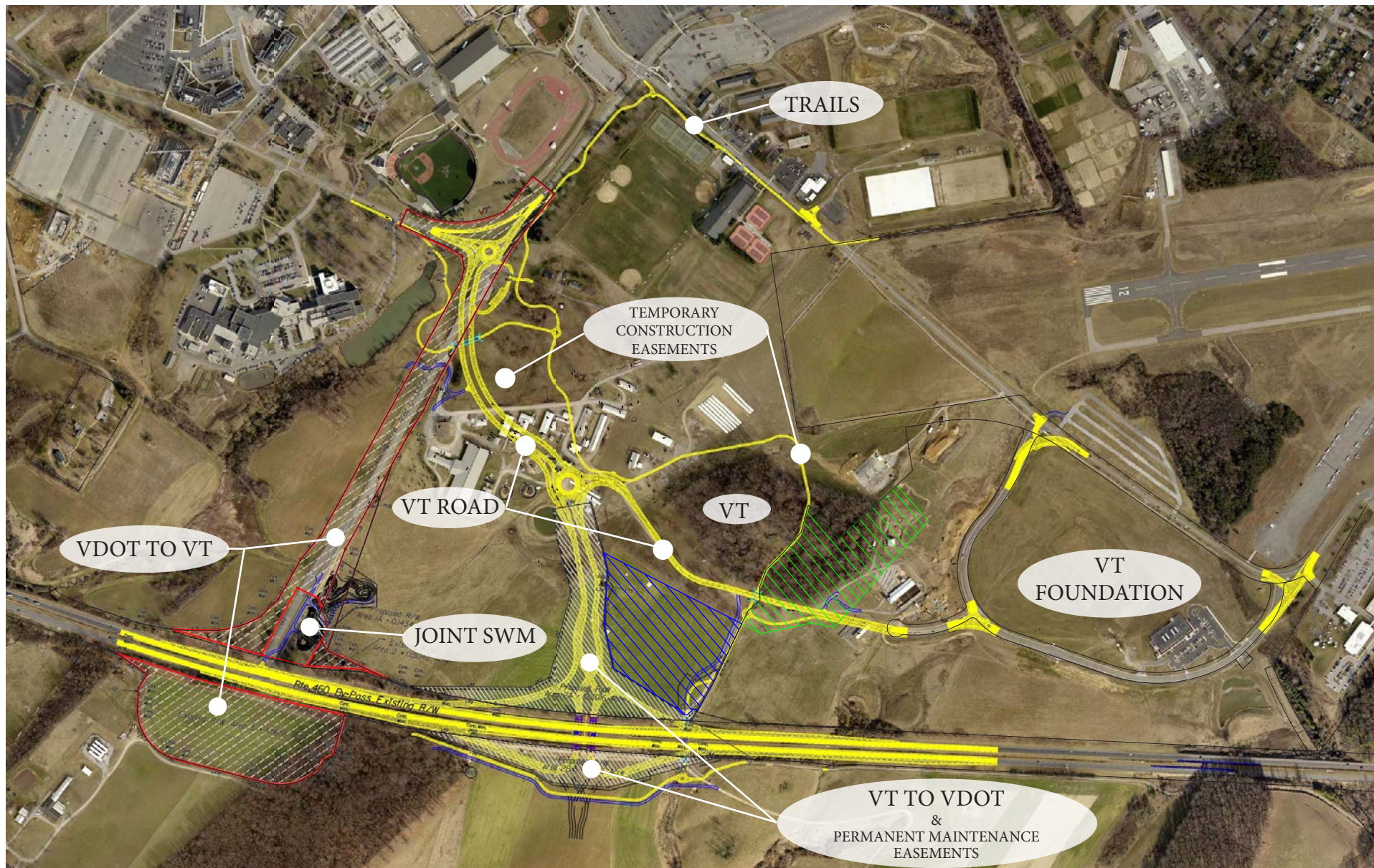
Sincerely,

A handwritten signature in black ink, appearing to be "D. R. [unclear]", written over a horizontal line.

Chief of Policy (Tier 2)



NOTE: FOR ILLUSTRATIVE PURPOSES ONLY



**RESOLUTION TO CREATE PERMANENT JOINT STORMWATER MANAGEMENT
EASEMENTS FOR VDOT U.S. ROUTE 460 BYPASS INTERCHANGE AND
SOUTHGATE DRIVE RELOCATION PROJECT**

The university is seeking Board of Visitors authorization to execute the necessary documents to create joint stormwater management easements between the university and the Virginia Department of Transportation (“VDOT”) relative to the planned VDOT U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project. The university desires to donate the permanent stormwater easement areas to VDOT for the mutual good of both parties.

**RESOLUTION TO CREATE PERMANENT JOINT STORMWATER MANAGEMENT
EASEMENTS FOR VDOT U.S. ROUTE 460 BYPASS INTERCHANGE AND
SOUTHGATE DRIVE RELOCATION PROJECT**

WHEREAS, the Virginia Department of Transportation (“VDOT”) is making improvements to the U.S. Route 460 and Southgate Drive Interchange (the “Project”) on the campus of Virginia Polytechnic Institute and State University (“Virginia Tech”) to better accommodate current traffic volume and flow, plan for the future growth of the university and the surrounding region, and to further assist regional and State economic development; and

WHEREAS, VDOT has stated in an October 7, 2014 letter (Exhibit A) the need for Virginia Tech real property, in fee simple title and in temporary and permanent easements, to facilitate and successfully complete the Project; and

WHEREAS, Virginia Tech desires to create permanent joint stormwater management easements between Virginia Tech and VDOT to be generally located near the current Southgate Drive outlined in solid blue on the VDOT drawing dated May 28, 2014 (Exhibit B) (the “Property”), all for the support of the Project; and

WHEREAS, as part of the Project, VDOT will abandon and convey the fee simple title to Virginia Tech the majority of the current Southgate Drive from approximately Duck Pond Drive to U.S. Route 460, and the real property on the opposite side of U.S. Route 460 shown as outlined in a dotted blue line on Exhibit B; and

WHEREAS, Virginia Tech desires to donate the permanent joint stormwater management easement areas to VDOT for the mutual good of the parties; and

WHEREAS, the construction of the Project is scheduled to begin in March 2015;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute the necessary documents to create joint stormwater management easements relative to the said Project, and in accordance with applicable university policy and procedures and the statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to create joint stormwater management easements relative to the said Project, be approved.

March 30, 2015



COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
1401 EAST BROAD STREET
RICHMOND, VIRGINIA 23219-2000

Charles A. Kilpatrick, P.E.
Commissioner

October 7, 2014

Route 460 Bypass

Project: 0460-150-204, R201

Federal Project: STP-5150(183)

From: 0.150 Mi. W. Int. Southgate Dr.

To: 0.677 Mi. E. Int. Southgate Dr.

Montgomery County; UPC/ID 99425

MEMORANDUM:

TO: L. A. Snider

RE: Approved Plans and Notice to Proceed for Right of Way and Utilities

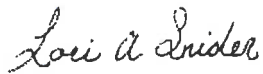
This project is scheduled for advertisement in December 2014 and requires acquisition of three parcels. Plans were approved for right of way acquisition on October 3, 2014 and are available electronically.

Attached is a copy of a memorandum from the Location and Design Division dated October 6, 2014, a letter from R. L. Walton dated October 6, 2014, and a copy of the notice advising the right of way phase is open to charges dated October 6, 2014. There are federal funds in the right of way and utility costs; charges should be open to participating and non-participating activities. The RW 300/301 was completed on September 19, 2014 and the EQ-201 review was completed on September 25, 2014.

It is now satisfactory to proceed with the right of way and utility work. Please note that all utilities need to be in place for the proposed advertisement date. If you anticipate any difficulty in meeting the December 2014 advertisement date, please advise this office within 30 days so we can be apprised of any potential problems and lend assistance.

L. A. Snider
October 7, 2014
Page 2

Also, please proceed to initiate right of way and utility phases within the Right of Way and Utilities Management System (RUMS) using the captioned UPC/ID number.



L. A. Snider
State Right of Way and Utilities Director

Attachments

Cc: R. P. Williams, P. E.
T. W. DiGiulian, P. E.
D. A. Schneider
M. W. Reynolds
A. H. Price, P. E.
Y. A. Newton
W. B. Bowles, P. E.
P. Hammack, P. E.
M. C. McCall
P. E. Zembruski

LD-95
(2-15-13)

Page 1 of 1



RECORDED

OCT 06 2014

COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
LOCATION AND DESIGN
LAND ACQUISITION (LIMITED ACCESS HIGHWAY)
TIER 2 PROJECT

Date:

LIMITED ACCESS HIGHWAY

Route: 460

Project No.: 0460-150-204, R201

(Only include Base project number & R/W section number)

From: 0.150 Mi. W. Int. Southgate Dr.

To: 0.677 Mi. E. Int. Southgate Dr.

City/County: Blacksburg/Montgomery

UPC: 99425

County

Director of Right of Way
Virginia Department of Transportation
Richmond, Virginia 23219

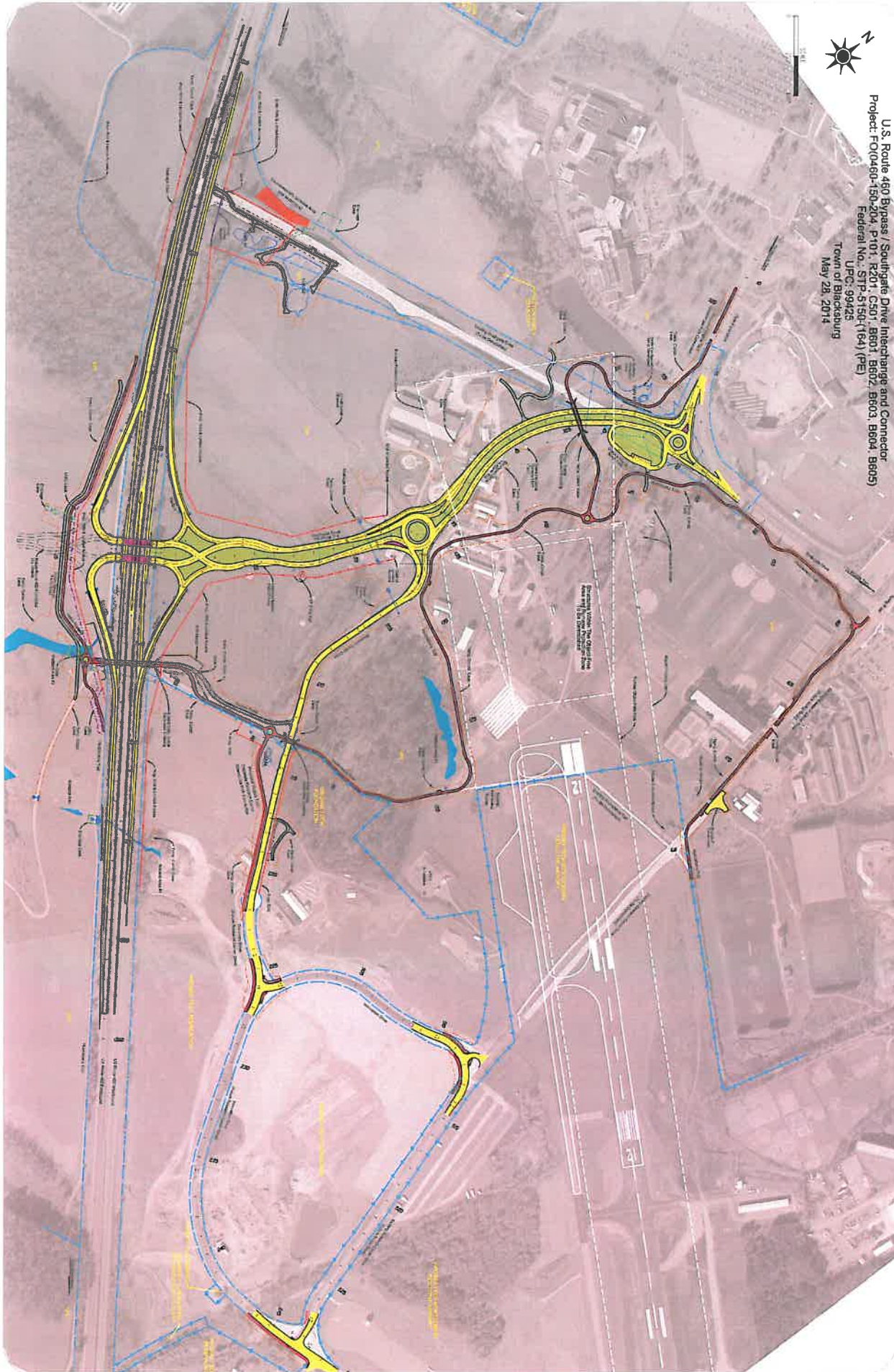
I hereby declare it necessary to acquire all lands or interest therein suitable for the construction, reconstruction, maintenance and repair of the captioned highway project as a Limited Access Highway as defined in Section 33.1-57, Code of Virginia 1950, as amended.

Accordingly, you are authorized to acquire on behalf of the Commissioner of Highways, pursuant to the Statutes made and provided, all lands, structures, rights of way, franchises, easements and other interests in land embraced within the right of way limits shown on the plans including any and all subsequent revisions thereto, deemed necessary for construction and future maintenance for the captioned project. In addition thereto, you are authorized to acquire such additional lands or interest therein lying outside the right of way limits as are necessary for relocating utility facilities as is provided by law, together with such other rights and easements outside the right of way limits which may be needed in carrying out the construction and maintenance of the highway project. You are also authorized to acquire or extinguish all existing easements of access, light and air to and from those adjacent lands, which abut upon the right of way existing public roads, which are to be utilized in the construction of the captioned project as a Limited Access Highway.

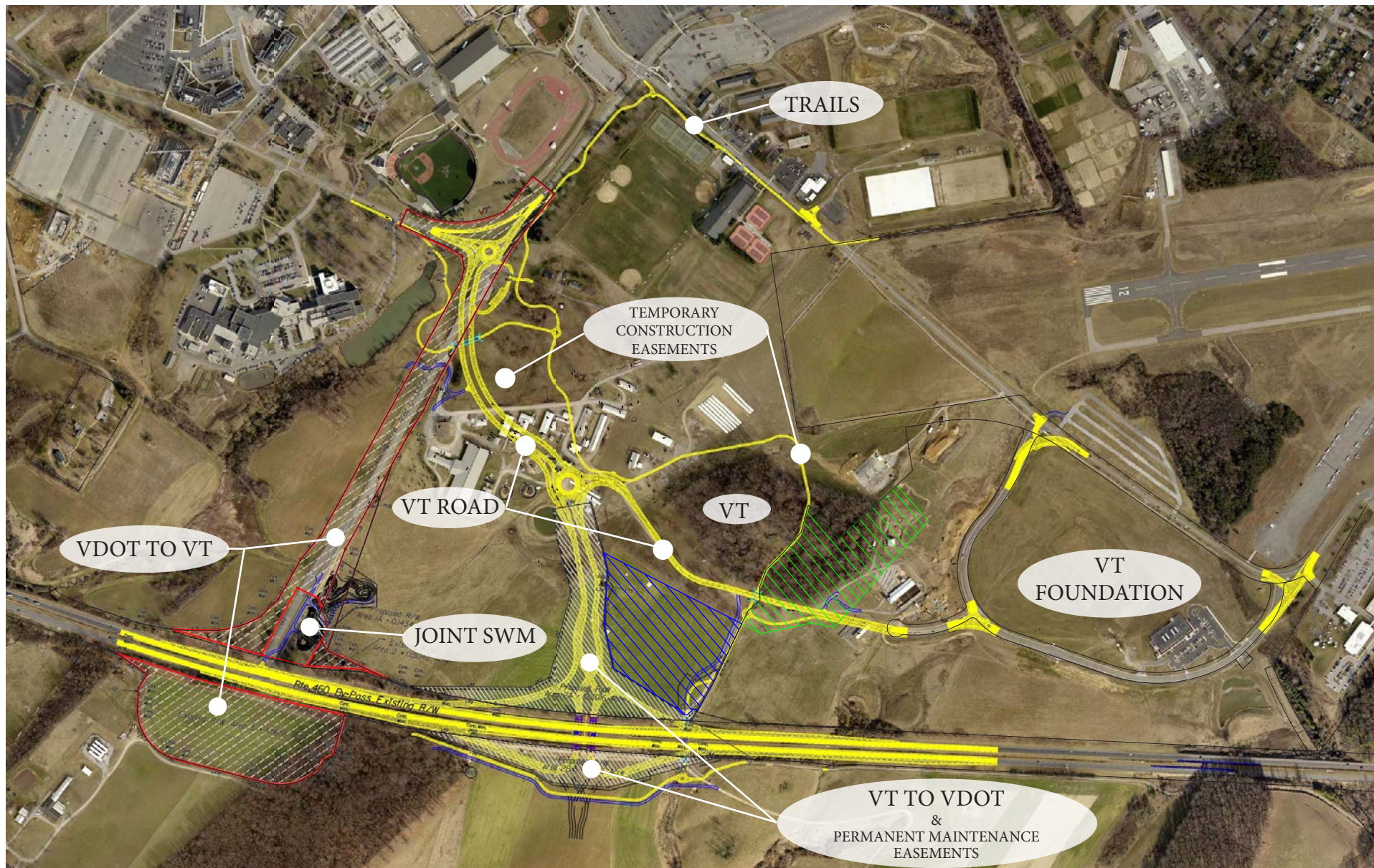
Sincerely,

A handwritten signature in black ink, appearing to be "D. R. [unclear]", written over a horizontal line.

Chief of Policy (Tier 2)



NOTE: FOR ILLUSTRATIVE PURPOSES ONLY



**RESOLUTION TO MODIFY AND/OR CREATE UTILITY EASEMENTS
FOR VDOT U.S. ROUTE 460 BYPASS INTERCHANGE AND SOUTHGATE DRIVE
RELOCATION PROJECT**

The university is seeking Board of Visitors authorization to execute the necessary documents to modify existing or create new utility easements and/or enter into agreements for the partial relocation of electric utilities duct banks installed and maintained by Virginia Tech Electric Services as part of the planned Virginia Department of Transportation ("VDOT") U.S. Route 460 Bypass Interchange and Southgate Drive Relocation Project. VDOT has identified the need for Virginia Tech real property to ensure the success of this project.

**RESOLUTION TO MODIFY AND/OR CREATE UTILITY EASEMENTS
FOR VDOT U.S. ROUTE 460 BYPASS INTERCHANGE AND SOUTHGATE DRIVE
RELOCATION PROJECT**

WHEREAS, the Virginia Department of Transportation ("VDOT") is making improvements to the U.S. Route 460 and Southgate Drive Interchange (the "Project") on the campus of Virginia Polytechnic Institute and State University ("Virginia Tech") to better accommodate current traffic volume and flow, plan for the future growth of the university and the surrounding region, and to further assist regional and State economic development; and

WHEREAS, VDOT has stated in an October 7, 2014 letter (Exhibit A) the need for Virginia Tech real property, in fee simple title and in temporary and permanent easements, to facilitate and successfully complete the Project; and

WHEREAS, the Project requires the extension of an Appalachian Power Company ("APCo") easement to accommodate the relocation of guy lines that currently impede the planned partial relocation of the Huckleberry Trail; and

WHEREAS, the Project may require additional extensions, or partial relocations of other APCo easements; and

WHEREAS, the Project will require the partial or full relocation of utility duct banks installed and maintained by Virginia Tech Electric Services ("VTES") which will be accomplished pursuant to an agreement between Virginia Tech and VDOT; and

WHEREAS, depending on alterations or amendments to the Project plats and plans and the corresponding construction, the Project may necessitate the partial or full relocation of other utility easements for water, sewer, and/or phone and cable services; and

WHEREAS, Virginia Tech desires to create new or modify existing utility easements, including, but not limited to, APCo easements, and electrical utility duct banks installed and maintained by VTES, as may be required to facilitate the Project, within or adjoining the Project area as shown on the VDOT drawing dated May 28, 2014 (Exhibit B) (the "Property"), all for the support of the Project; and

WHEREAS, as part of the Project, VDOT will abandon and convey the fee simple title to Virginia Tech approximately 25.6 acres being the majority of the current Southgate Drive from approximately Duck Pond Drive to U.S. Route 460, and the real property on the opposite side of U.S. Route 460 shown as outlined in a dotted blue line on Exhibit B; and

WHEREAS, the construction of the Project is scheduled to begin in March 2015;

NOW, THEREFORE, BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute the necessary documents to modify existing or create new utility easements and/or enter into agreements for the partial relocation of electric utilities duct banks installed and maintained by VTES all relative to the said Project, and all in accordance with applicable university policy and procedures and the statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute the necessary documents to modify existing or create new utility easements and/or enter into agreements for the partial relocation of electrical utilities duct banks installed and maintained by Virginia Tech Electric Services, all relative to the said Project, be approved.

March 30, 2015



COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
1401 EAST BROAD STREET
RICHMOND, VIRGINIA 23219-2000

Charles A. Kilpatrick, P.E.
Commissioner

October 7, 2014

Route 460 Bypass
Project: 0460-150-204, R201
Federal Project: STP-5150(183)
From: 0.150 Mi. W. Int. Southgate Dr.
To: 0.677 Mi. E. Int. Southgate Dr.
Montgomery County; UPC/ID 99425

MEMORANDUM:

TO: L. A. Snider

RE: Approved Plans and Notice to Proceed for Right of Way and Utilities

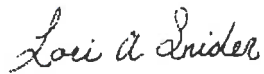
This project is scheduled for advertisement in December 2014 and requires acquisition of three parcels. Plans were approved for right of way acquisition on October 3, 2014 and are available electronically.

Attached is a copy of a memorandum from the Location and Design Division dated October 6, 2014, a letter from R. L. Walton dated October 6, 2014, and a copy of the notice advising the right of way phase is open to charges dated October 6, 2014. There are federal funds in the right of way and utility costs; charges should be open to participating and non-participating activities. The RW 300/301 was completed on September 19, 2014 and the EQ-201 review was completed on September 25, 2014.

It is now satisfactory to proceed with the right of way and utility work. Please note that all utilities need to be in place for the proposed advertisement date. If you anticipate any difficulty in meeting the December 2014 advertisement date, please advise this office within 30 days so we can be apprised of any potential problems and lend assistance.

L. A. Snider
October 7, 2014
Page 2

Also, please proceed to initiate right of way and utility phases within the Right of Way and Utilities Management System (RUMS) using the captioned UPC/ID number.



L. A. Snider
State Right of Way and Utilities Director

Attachments

Cc: R. P. Williams, P. E.
T. W. DiGiulian, P. E.
D. A. Schneider
M. W. Reynolds
A. H. Price, P. E.
Y. A. Newton
W. B. Bowles, P. E.
P. Hammack, P. E.
M. C. McCall
P. E. Zembruski

LD-95
(2-15-13)

Page 1 of 1



RECORDED

OCT 06 2014

COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
LOCATION AND DESIGN
LAND ACQUISITION (LIMITED ACCESS HIGHWAY)
TIER 2 PROJECT

Date:

LIMITED ACCESS HIGHWAY

Route: 460

Project No.: 0460-150-204, R201

(Only include Base project number & R/W section number)

From: 0.150 Mi. W. Int. Southgate Dr.

To: 0.677 Mi. E. Int. Southgate Dr.

City/County: Blacksburg/Montgomery

UPC: 99425

County

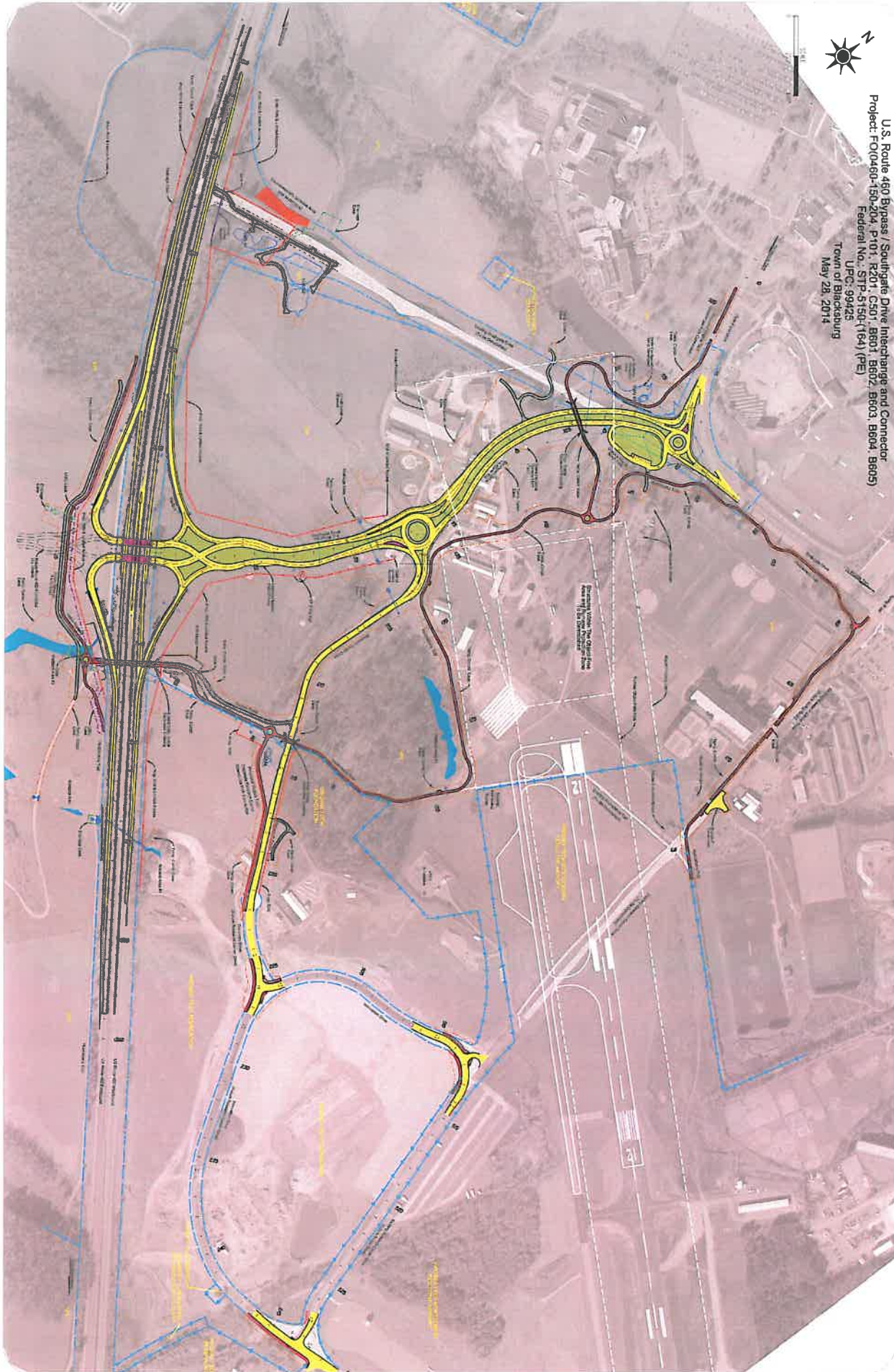
Director of Right of Way
Virginia Department of Transportation
Richmond, Virginia 23219

I hereby declare it necessary to acquire all lands or interest therein suitable for the construction, reconstruction, maintenance and repair of the captioned highway project as a Limited Access Highway as defined in Section 33.1-57, Code of Virginia 1950, as amended.

Accordingly, you are authorized to acquire on behalf of the Commissioner of Highways, pursuant to the Statutes made and provided, all lands, structures, rights of way, franchises, easements and other interests in land embraced within the right of way limits shown on the plans including any and all subsequent revisions thereto, deemed necessary for construction and future maintenance for the captioned project. In addition thereto, you are authorized to acquire such additional lands or interest therein lying outside the right of way limits as are necessary for relocating utility facilities as is provided by law, together with such other rights and easements outside the right of way limits which may be needed in carrying out the construction and maintenance of the highway project. You are also authorized to acquire or extinguish all existing easements of access, light and air to and from those adjacent lands, which abut upon the right of way existing public roads, which are to be utilized in the construction of the captioned project as a Limited Access Highway.

Sincerely,

Chief of Policy (Tier 2)



NOTE: FOR ILLUSTRATIVE PURPOSES ONLY



**RESOLUTION FOR APPOINTMENT TO THE
NEW RIVER VALLEY EMERGENCY COMMUNICATIONS REGIONAL AUTHORITY**

The Virginia General Assembly enacted the “New River Valley Emergency Communications Regional Authority Act” permitting the formation of the New River Valley Emergency Communications Regional Authority (“Authority”) for the purpose of developing a consolidated system for the receipt of and response to 911 emergency calls and communications.

The Authority consists of five members one from each participating political subdivision of the Authority, with the fifth member jointly appointed by the unanimous approval of the participating political subdivisions.

The members of the authority plan to recommend Alan Fabian for joint appointment to the Authority.

Alan Fabian is Chief Executive Officer of LewisGale Hospital Montgomery.

**RESOLUTION FOR APPOINTMENT TO THE
NEW RIVER VALLEY EMERGENCY COMMUNICATIONS REGIONAL AUTHORITY**

WHEREAS, the Virginia General Assembly enacted the “New River Valley Emergency Communications Regional Authority Act” permitting the formation of the New River Valley Emergency Communications Regional Authority (“Authority”); and

WHEREAS, the Act provides for the appointment of five persons, one from each participating political subdivision of the Authority, with the fifth member jointly appointed by the unanimous approval of the participating political subdivisions; and

WHEREAS, the jointly appointed member of the authority has a term that expires March 31, 2015, and

WHEREAS, the members of the authority will recommend for appointment Alan Fabian as the at-large member for a four-year term; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Virginia Polytechnic Institute and State University approve the appointment of Alan Fabian as the joint member to New River Valley Emergency Communications Regional Authority, effective upon approval by the Authority and local governing boards, for a four-year term.

RECOMMENDATION:

That the above resolution recommending appointment of Alan Fabian as the joint representative to the New River Valley Emergency Communications Regional Authority be approved.

March 30, 2015

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING-AIRPORT HANGAR

The university requests approval to demolish Building 0231, which is an airport hangar located at the Virginia Tech/Montgomery Executive Airport in the Town of Blacksburg on Research Center Drive. The 15,170 gross square foot hangar, constructed in 1940, has deteriorated and the northwest corner of the hangar structure is located within the Runway Object Free Area of the future runway expansion. The 2014 Virginia Tech/Montgomery Executive Airport Environmental Assessment evaluated several possible alternatives to hangar demolition, but determined that demolition was the only viable option.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING-AIRPORT HANGAR

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

WHEREAS, the 15,170 gross square feet (GSF) Aircraft Hangar No. 0231 is located within the new airport runway object free area, is in poor condition and is uneconomical to repair; and

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of the Aircraft Hangar No. 0231 located at the Virginia Tech-Montgomery Executive Airport in the Town of Blacksburg on Research Center Drive, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of the Aircraft Hangar No. 0231 be approved.

March 30, 2015

EXTERIOR BUILDING PHOTOS

Attachment O



VIEW FROM SOUTHEAST



VIEW FROM NORTHWEST



VIEW FROM SOUTHWEST



VIEW FROM NORTHEAST

DEMOLITION OF UNIVERSITY BUILDING 0231

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING-OLD PUMP HOUSE BUILDING

The university requests approval to demolish Building 0244, which is a 150 square foot brick veneer pump house building on university property along Smithfield Plantation Road on the Virginia Tech campus in Blacksburg, Virginia. The building's pumping operation has been abandoned and the remote location adjacent to a hiking trail poses security concerns. The building is in poor condition and is uneconomical to repair.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING-OLD PUMP HOUSE BUILDING

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

WHEREAS, the 150 gross square feet (GSF) Old Pump House Building No. 0244 is in poor condition and is uneconomical to repair; and

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of the Old Pump House Building No. 0244 located on the Blacksburg campus, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of the Old Pump House Building No. 0244 be approved.

March 30, 2015



SOUTH AND EAST ELEVATION



NORTH AND WEST ELEVATION

INTERIOR BUILDING PHOTOS

Attachment P



**INTERIOR VIEW LOOKING EAST
FROM SOUTH DOORWAY**



**INTERIOR VIEW LOOKING NORTH
FROM SOUTH DOORWAY**

Committee Minutes

FINANCE AND AUDIT COMMITTEE

Duck Pond Room, The Inn at Virginia Tech

March 30, 2015

Audit Closed Session

Board Members Present: Mr. Jim Chapman, Ms. Deborah Petrine, Mr. Michael Quillen, Mr. Horacio Valeiras

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

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.

Audit Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook – Staff Representative, Mr. Mike Quillen, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Bob Broyden, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Tim Hodge, Mr. Hal Irvin, Ms. Mary Helmick, Ms. Elizabeth Hooper, Dr. Chris Kiwus, Ms. Sharon Kurek, Ms. Nancy Meacham, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Ken Smith, Mr. Brad Sumpter, Ms. Beth Tranter, Ms. Aparna Yellapantula, Mr. Chris Yianilos

1. Opening Remarks and Approval of Minutes of the November 10, 2014 Meeting: The Committee reviewed and approved the minutes of the November 10, 2014 meeting.
2. Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports: The Committee reviewed the university's update of

responses to all previously issued internal audit reports. As of September 30, 2014, the university had 26 open recommendations. Two audit comments have been issued during the second quarter of this fiscal year. As of December 31, 2014, the university has addressed 20 comments, leaving eight open recommendations in progress. Through March 3, 2015, Internal Audit has closed one of the eight open recommendations. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since December 31, 2014.

The Committee accepted the report.

3. Review of The Department of Internal Audit's Status Report as of December 31, 2014: The Committee reviewed the Internal Audit Department's Status Report as of December 31, 2014. Internal Audit has completed 48 percent of its audit plan in accordance with the fiscal year 2014-15 annual audit plan and previously reported modifications.

The Committee accepted the report.

4. Review and Acceptance of the following Internal Audit Reports and Memos Issued: The committee reviewed and accepted nine internal audit reports:
 - a. Conflicts of Interest and Commitment: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of conflict of interest programmatic enhancement and monitoring, clarification of the Conflict of Interest Officer role and disclosure requirements, and Statement of Economic Interests training.
 - b. Civil and Environmental Engineering: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of financial management of research activity and contractual reporting requirements.
 - c. Materials Science and Engineering: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of grant management and labor cost transfers.
 - d. IT: Oracle Database: The audit received a rating of improvements are recommended. Two low-priority audit recommendations were issued to management in the areas of shared user account access and independent log review.
 - e. School of Education: The audit received a rating of effective. A low-priority recommendation was issued to management with regard to financial account coding.

- f. Virginia Tech Electric Service: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of funds handling accountability and reconciliation and system access.
 - g. University Building Official: The audit received a rating of significant improvements are needed. Audit recommendations were issued to management in the areas of non-capital permit billing, Temporary Certificates of Occupancy, approval of time spent on capital projects, University Building Official master listing reliance, and permit issuance procedure.
 - h. Fralin Life Science Institute: The audit received a rating of improvements are recommended. An audit recommendation was issued to management in the area of laboratory oversight.
 - i. Pamplin College of Business: The compliance review received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of fiscal responsibility and funds handling.
5. Presentation of Auditor of Public Accounts Intercollegiate Athletics Programs Report for Year Ended June 30, 2014: The Committee received a report on the Auditor of Public Accounts (APA) 2014 Intercollegiate Athletics Review. The APA performed certain agreed-upon procedures to the university's intercollegiate Athletics Programs for the fiscal year ended June 30, 2014, solely to assist the university in complying with National Collegiate Athletic Association (NCAA) bylaws. The university is responsible for the Intercollegiate Athletics Programs including preparation of the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs. During the review, no matters were brought to the APA's attention that would lead them to believe the amounts of the Schedule of Revenues and Expenses should be adjusted. This review did not constitute an audit and therefore no opinion was issued. This schedule displayed an excess of revenues over expenses of \$3.47 million as of June 30, 2014.
6. Review on Compliance with Audit Resolution of University-Related Corporations: The Committee received a compliance report for the audits of the university-related corporations. These corporations include Virginia Tech Foundation, Inc., Virginia Tech Services, Inc., Virginia Tech Intellectual Properties, Inc., and Virginia Tech Applied Research Corporation. Consistent with the Board of Visitors' resolution establishing university-related corporations, each corporation is annually required to provide audited annual financial statements, management letters from external auditors, and management's responses to the university's president. Each corporation is also required to submit an annual certification stating that all procedures outlined in the resolution have been met. All corporations are in full compliance with the Board of Visitors' requirements regarding audits.

7. Review of Auditor of Public Accounts Statewide Reviews and Special Reports: The Committee received a report on the Auditor of Public Accounts Statewide Reviews and Special Reports. In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program, the Auditor of Public Accounts (APA) has included Virginia Tech along with other agencies in program reviews designed to assess controls on a statewide basis. These special reviews were included as a part of the APA's annual audit plan. The report provided information regarding a recently issued APA report on statewide travel expenses. The Committee also received a brief preview of additional statewide audits planned by the APA for 2015.

Finance Closed Session

Board Members Present: Mr. Jim Chapman, Ms. Deborah Petrine, Mr. Michael Quillen, Mr. Horacio Valeiras

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

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.

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

Finance Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook – Staff Representative, Ms. Deborah Petrine, Mr. Mike Quillen, Mr. Horacio Valeiras,

VPI & SU Staff: Ms. Beth Armstrong, Dr. Nancy Bodenhorn, Mr. Bob Broyden, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Dr. Dennis Dean, Dr. John Dooley, Mr. Tim Hodge, Mr. Hal Irvin, Ms. Mary Helmick, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Dr. Scot Ransbottom, Ms. Lisa Royal, Dr. Timothy Sands, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Ken Smith, Mr. Brad Sumpter, Ms. Beth Tranter, Ms. Aparna Yellapantula

1. Motion to Reconvene in Open Session.
2. Approval of Items Discussed in Closed Session: The Committee reviewed and took action on items discussed in closed session.
3. Opening Remarks and Approval of Minutes of the November 10, 2014 Meeting: The Committee reviewed and approved the minutes of the November 10, 2014 meeting.
4. Presentation of University's Annual Financial Report: The Committee received an overview of the university's annual financial report for the fiscal year ending June 30, 2014. The financial statements were prepared in accordance with generally accepted accounting principles, and the Auditor of Public Accounts issued an unmodified (or clean) opinion. At June 30, 2014, the university had total net position (assets) of \$1.53 billion, an increase of \$101.1 million or 7.1 percent since fiscal year 2013. The total unrestricted net position which is a measure of financial health of the institution, increased by \$31.7 million or 11.2 percent to \$314.3 million. Total revenues for fiscal year 2014 were \$1.33 billion, an increase of \$28.5 million or 2.2 percent over fiscal year 2013. The majority of the increase in revenues came from student tuition and fees and auxiliary enterprises. Total operating expenses for fiscal year 2014 were \$1.23 billion, an increase of \$71.6 million or 6.2 percent. The increase was primarily due to increase in salaries, wages, and fringe benefits.
5. Update on JLARC Study on Higher Education: The Committee received an update on the JLARC Study on Higher Education. The 2012 General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to conduct a study on cost efficiency of the public higher education institutions in Virginia and to identify opportunities to reduce the cost of public higher education in Virginia. JLARC released its fifth and final report on "Addressing the Cost of Public Higher Education in Virginia" on November 10, 2014. The final report focused on state and tuition revenue, auxiliary spending, capital spending, debt, maintenance, student aid, and opportunities to reduce cost. The report includes 16 recommendations and 7 options to reduce the cost of higher education in Virginia. This report provided information on the complete list of JLARC's 32 recommendations and subsequent actions taken by the Council of Presidents and the General Assembly regarding review of the recommendations and potential actions.
6. Report on the 2015 Legislative Session: The Committee received a report on the results of the 2015 legislative session, including the Governor's Executive Budget Amendments presented on December 17, 2014. The General Assembly session opened on January 14, 2015 and completed its work on February 27, 2015. This report presented the major elements of the Executive Budget Amendments and General Assembly actions for the 2014-2016 biennium. The budget approved by the

General Assembly affirmed the budget reduction of \$6.13 million assigned to the university in Fall 2014. The university expects to receive incremental operating support of \$1.96 million to support enrollment growth and research and \$1.25 million for brain disorder research. The budget also includes funding for faculty compensation.

7. Report on the Development of Cost Containment Opportunities: The Committee has expressed interest in understanding the current and future cost management strategies of the university to continue the effective management of the university within an environment of increasingly constrained resources and also understanding the trends in costs in operating units within the university. In November 2014, the Committee requested the university to review the institution's cost structure and trends in operating costs as well as to consider opportunities for further improvement. This report provided a high level review of university's cost structure, current status of cost management strategies and related outcomes, and future action plans. This report is the first in an integrated series of reports that will provide information on cost analysis and cost containment strategies to the Committee.
- * 8. Resolution for the Approval of Tuition Rates for 2015–16: The Committee reviewed two proposals for tuition and fee rates for 2015-16. The 2004 General Assembly authorized "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." The Higher Education Opportunity Act of 2011 continued the retention of institutional tuition and fee-setting authority with the Board of Visitors. For 2015-16, the university developed two tuition and fee scenarios, and the Committee discussed the following two options for undergraduate students:
 - a \$468 or 3.9 percent increase in tuition and fees for in-state undergraduate students, and a \$989 or 3.5 percent increase in tuition and fees for out-of-state undergraduate students.
 - an alternate across-the-board scenario for undergraduate students representing a \$468 or 3.9 percent increase in tuition and fees for in-state undergraduate students, and a \$1,081 or 3.9 percent increase in tuition and fees for out-of-state undergraduate students.

A 3.8 percent increase in room and board is recommended. For on-campus graduate programs, a \$531 or 3.9 percent increase is recommended for in-state students and a \$1,097 or 4.2 percent increase is recommended for out-of-state

graduate students. For off-campus graduate programs, a \$521 or 4.0 percent increase is recommended for in-state students and \$1,111 or 4.4 percent increase is recommended for out-of-state students.

In Veterinary Medicine, a \$646 or 2.9 percent increase is recommended for Virginia/Maryland students, and a \$1,090 or 2.2 percent increase is proposed for out-of-state students.

The Committee unanimously approved the 3.9 percent across-the-board option for all undergraduate students, along with the other tuition and fees recommendations included in the tuition and fees materials. The Committee recommended the tuition and fee resolution to the full board for approval.

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

During the second quarter, the annual budget was increased by \$500,000 for higher than projected activity in the Veterinary Medicine Teaching Hospital and reduced by \$270,000 for Commonwealth's capture of interest earnings. Intercollegiate Athletics revenue was increased by \$4 million for increased revenue from conference allocation and private gifts, basketball guarantees, licensing, and Military Bowl. These increases were offset by decreased revenue from student football tickets and women's basketball tickets.

For the quarter ending December 31, 2014, \$14.1 million had been expended for Educational and General capital projects, and \$23.9 million had been expended for Auxiliary Enterprises capital projects. Capital outlay expenditures for the quarter ending December 31, 2014 totaled \$38 million.

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

- * 10. Approval of 2015-2016 Compensation for Graduate Assistants: The Committee reviewed for approval the proposed 2015-16 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 package are competitive stipends, tuition assistance, and health insurance. The university proposed advancing the stipend scale for 2015-16 by providing a 2.0 percent increase to be effective August 10, 2015. In addition, the university proposed the continuation of graduate assistant health insurance coverage at 90 percent, based on university's current estimate of cost increase

The Committee recommended the 2015-16 Compensation for Graduate Assistants to the full Board for approval.

Joint Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook – Staff Representative, Mr. William Fairchild, Mr. Mike Quillen, Mr. Mehul Sanghani, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Bob Broyden, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Dr. Elizabeth Flanagan, Mr. Tim Hodge, Ms. Mary Helmick, Ms. Elizabeth Hooper, Ms. Angela Kates, Dr. Chris Kiwus, Ms. Sharon Kurek, Ms. Leigh LaClair, Ms. Nancy Meacham, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Ken Smith, Mr. Bob Spieldenner, Mr. Brad Sumpter, Dr. Tom Tillar, Dr. Sherwood Wilson, Ms. Aparna Yellapantula

- * 1. Approval of Resolution for Airplane Hangar Replacement: The Committees reviewed for approval a resolution for constructing the Airplane Hangar replacement. The existing hangar, built in 1940, is in significant need of repair and a portion of the building sits in the approved pathway of the planned runway extension. The Federal Aviation Administration (FAA) runway extension project includes a requirement for the existing hangar to be removed, which is anticipated to initiate in calendar year 2017.

The proposed hangar project scope, worked collaboratively with the Virginia Tech/Montgomery Regional Airport Authority, will design, construct, install necessary utilities, and equip a 14,000 gross square foot building with the capacity to house two planes and to provide interior office spaces for pilots. The project costs inclusive of design, construction, utilities, equipment, and any underlying land lease is \$2.52 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 funding plan calls for the use of entirely nongeneral fund resources from the Transportation Auxiliary reserves with repayment over time. This request is for a

\$2.52 million authorization to move forward with the Airplane Hangar Replacement project.

The Committees recommended the Resolution for Airplane Hangar Replacement to the full Board for approval.

- * 2. Approval of Resolution for Residential Hall Connectivity Project: The Committees reviewed for approval a resolution for the Residential Hall Connectivity project. The existing service model and infrastructure for connectivity in the residence halls was developed when computing and communications devices were designed to be tethered to the wall with capacity to support a single device per student. Since implementing the existing wired service model, technology and software advances have changed the device landscape and shifted service demand and expectations to a wireless environment capable of supporting multiple devices per student. In particular, students are calling for Wi-Fi service to support multiple devices which are becoming an integral part of a data-driven, networked academic program. Two residence halls have wall-to-wall access wireless service, including Wi-Fi, the remaining halls have access only in the common areas.

The proposed plan is to develop a service model to provide comprehensive, high-performance, wireless network service in Virginia Tech's residence halls. The proposed implementation strategy calls for installing necessary components for wireless network transmission speeds up to 850 megabits per second through approximately 2,000 wireless access points in 38 residence halls. The project would also update the residential wired network infrastructure to accommodate the increased demand on the network from wireless devices. The estimated project costs inclusive of design, materials, and installation is \$4 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 funding plan calls for a mix of cash from auxiliary reserves that will be restored over time and temporary short-term debt to provide flexibility for managing cash flows. This request is for a \$4 million project authorization to move forward with the Residential Hall Connectivity project.

The Committees recommended the Resolution for Residential Hall Connectivity Project to the full Board for approval.

- * 3. Approval of Resolution for Planning the Women's Softball and Track and Field Facility Improvements: The Committees reviewed for approval a resolution for planning the Women's Softball and Track and Field Facility Improvements. The top priority for athletic facility improvements is to address the need for a Women's Softball hitting facility and to address the need for improvements to the indoor track

and field programs housed in Rector Field House. Rector Field House, built in 1971 with various improvements over the years, has served as the primary indoor facility for the track and field programs and a practice facility for other sports. The building has incurred deferred maintenance including mechanical system repairs over the years, is becoming outdated, and does not accommodate the practice needs of throwing events.

The purpose of this planning request is for the Athletics program to develop a permanent solution for softball hitting practice and a long-term solution for Rector Field House serviceability for the track and field programs, including accommodating throwing event practice. The planning authorization will cover establishing a scope, schedule, delivery method, preliminary design efforts, cost, and funding plan for a complete solution. The cost of this planning request is \$500,000. As with all self-supporting projects, the university has developed a financing plan to provide assurance regarding the financial feasibility of the planning work. The funding plan calls for the use of cash from the Athletics auxiliary reserves which will be repaid over time. This request is for a \$500,000 planning authorization for Planning Women's Softball and Track and Field Facility Improvements project. A subsequent request for construction funding may be submitted after a firm scope, cost, and funding plan are determined.

The Committees recommended the Resolution for Planning the Women's Softball and Track and Field Facility Improvements to the full Board for approval.

- * 4. Approval of the 2016-2022 Capital Outlay Plan: The Committees reviewed for approval the 2016-2022 Capital Outlay Plan. The university prepares an updated Six-Year Capital Outlay Plan every two years as part of its normal planning and budgeting cycle. The Plan is a critical component of positioning the university for state support of major Educational and General projects and for advancing high priority projects that may be funded entirely with nongeneral fund resources. The next state capital outlay plan will be for 2016-2022 and will be established in the 2016 budget development process. The plan from the university will be due in the spring or summer of 2015.

Preliminary work has been done to identify potential projects for inclusion in the 2016-2022 Capital Outlay Plan in anticipation of future guidance and instructions from the state. These projects are consistent with programmatic needs established for the planning period and with the strategic plan of the university, and they position the university with options to respond to guidance from the state.

Since the submission date for the new Plan may occur before the June 2015 Board of Visitors meeting, the university is requesting the review and approval of the list of

potential projects for inclusion in the 2016-2022 Capital Outlay Plan. The report provides a list of projects that can be funded through general fund and nongeneral fund sources and includes both renovation and new construction projects. The university will provide an update to the status of the 2016-2022 Plan at a future Board of Visitors meeting.

The Committees recommended the 2016-2022 Capital Outlay Plan to the full Board for approval.

***Requires full Board approval.**

There being no further business, the meeting adjourned at 11:45 a.m.

Update of Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

December 31, 2014

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

The report includes outstanding recommendations from Compliance Reviews and Audit Reports. Consistent with the report presented at the November Board meeting, the report of open recommendations includes three attachments:

- Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations.
- Attachment B details all open high or medium priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels.
- Attachment C charts performance in implementing recommendations on schedule over the last seven years. The 97 percent on-schedule rate for fiscal year 2015 reflects closing 29 of 30 recommendations by the original target date and management has established a revised target date for the extended item.

The report presented at the November 10, 2014 meeting covered Internal Audit reports reviewed and accepted through September 30, 2014 and included 26 open medium and high priority recommendations. Activity for the quarter ended December 31, 2014 resulted in the following:

Open recommendations as of September 30, 2014	26
Add: Medium & High priority recommendations accepted November 10, 2014	2
Subtract: recommendations addressed since September 30, 2014	20
Remaining open recommendations as of December 31, 2014	<u>8</u>

While this report is prepared as of the end of the quarter, management continues to receive updates from Internal Audit regarding auditee progress on action plans. Through March 3, 2015, Internal Audit has closed one of the eight outstanding medium and high priority recommendations for an adjusted total of seven open recommendations. The remaining open recommendations are progressing as expected and are on track to meet their respective target due dates. Management continues to work jointly with the units and providing assistance as needed to ensure the action plans are completed timely.

ATTACHMENT A

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

December 31, 2014

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
30-Oct-13	Housing and Residence Life	14-1134	2	1	1				1
20-May-14	Procurement and Accounts Payable	14-1150	1					1	1
22-Aug-14	Wi-Fi Infrastructure Security	14-1160	1					1	1
27-Aug-14	Windows Server Security	14-1157	3					3	3
23-Oct-14	Facilities Work Order System	14-1176	2					2	2
Totals:			9	1	1	0	0	7	8

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

December 31, 2014

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
30-Oct-13	1	14-1134	Housing and Residence Life	Summer Conferences and Camps	High		15-Sep-14	15-Sep-15	1	The unit developed an appropriate checklist of standard components to be completed for summer conferences and camps to address the identified risks. The unit did not consistently complete the checklist; thus proper documentation was not obtained for approximately 30% of events held in the summer of 2014. A revised management action plan and target date has been established based on Internal Audit's follow up with the unit.
20-May-14	2	14-1150	Procurement and Accounts Payable	Increasing Awareness of Related-Party Vendors	Medium		31-Jan-15		2	
22-Aug-14	3	14-1160	Wi-Fi Infrastructure Security	Unauthorized Access Points	Medium		01-Jun-15		3	
27-Aug-14	4	14-1157	Windows Server Security	University Password Policy	Medium		01-Jun-15		3	
27-Aug-14	5	14-1157	Windows Server Security	Log Management	Medium		01-Jun-15		3	
27-Aug-14	6	14-1157	Windows Server Security	Windows Server Control Environment	Medium		01-Jun-15		3	
23-Oct-14	7	14-1176	Facilities Work Order System	Labor Rates	Medium		01-Nov-15		3	
23-Oct-14	8	14-1176	Facilities Work Order System	HokieServ Process Improvements	Medium		01-Apr-16		3	

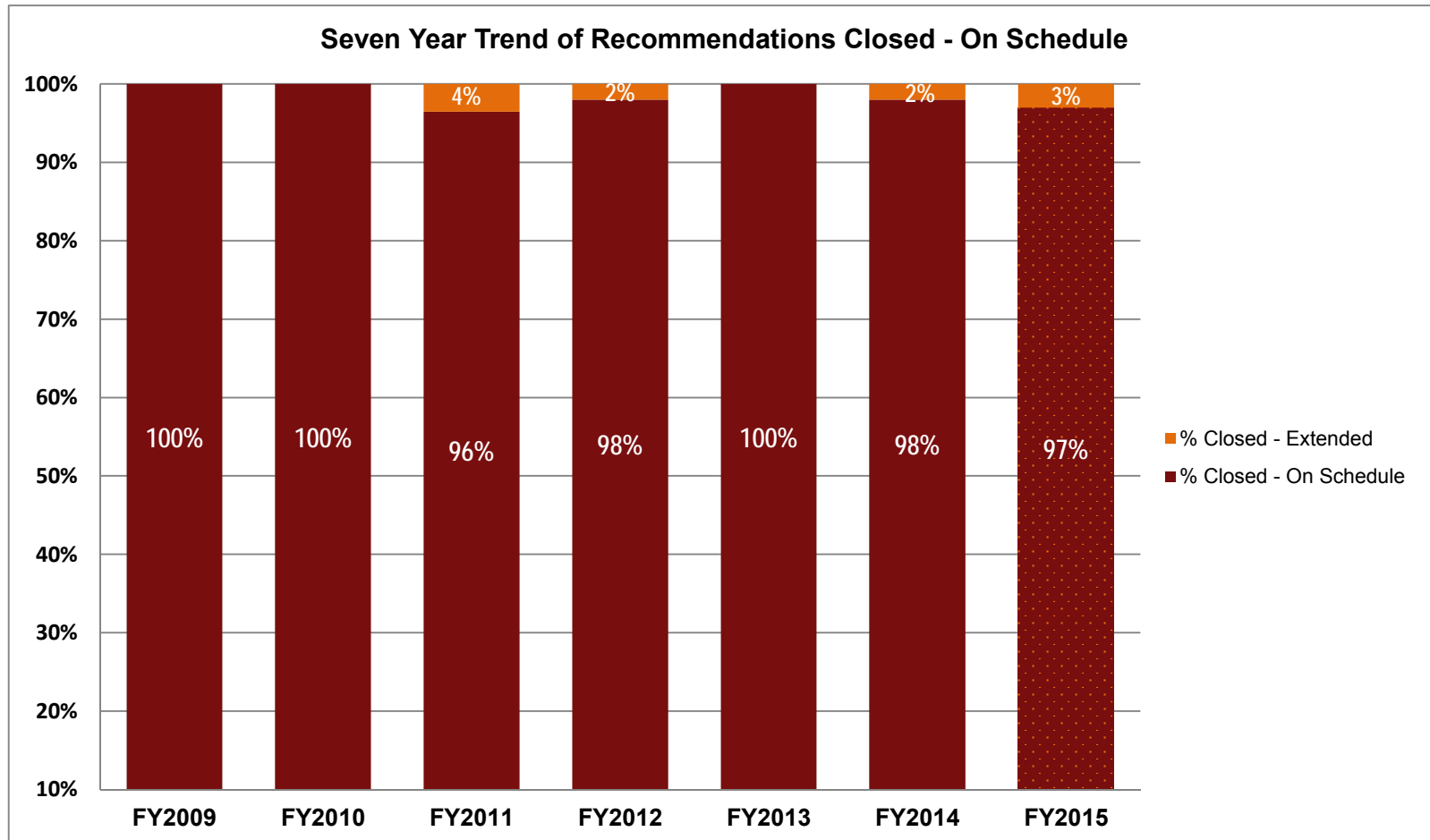
- (1) A revised management action plan and target date has been established based on Internal Audit's follow up with the unit.
- (2) As of December 31, 2014, management confirmed during follow-up discussions with Internal Audit that actions are occurring and the target date will be met. The Internal Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.
- (3) Target date is beyond current calendar quarter. Management has follow-up discussions with the auditor to monitor progress, to assist with actions that may be needed to meet target dates, and to assess the feasibility of the target date.

ATTACHMENT C

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

December 31, 2014



Internal Audit Status Report
FINANCE AND AUDIT COMMITTEE

March 25, 2015

Audit Plan Update

Audits were performed in accordance with the fiscal year 2014-15 annual audit plan at a level consistent with the resources of the Department of Internal Audit. Eight risk-based audits and one compliance review have been completed since the November board meeting. Additionally, three projects (a review of the Hume Center, a review of animal sales involving the College of Agriculture and Life Sciences and the Virginia Tech Foundation Inc., and a review of the student-athlete academic experience) were completed as advisory services.

The following eight audit projects are underway: Health and Counseling Centers, IT: Security Incident Response, Research: Cost Sharing, College of Veterinary Medicine, Environmental Health and Safety, Export and Secure Research Compliance, Differential Tuition and Program Fees, and the Vice President for Administration compliance review.

In an effort to coordinate projects and improve efficiencies with the Auditor of Public Accounts (APA), the risk-based audit of IT: Employee Access Life Cycle has been cancelled due to its inclusion within an upcoming APA review. Additionally, at management's request the risk-based audit of Human Resources: Leave Accounting has been deferred to fiscal year 2015-16.

So far in fiscal year 2014-15, Internal Audit has completed 48 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2014-15 Completion of Audit Plan

Audits	
Total # of Audits Planned	28
Total # of Supplemental Audits	3
Total # of Carry Forwards	4
Total # of Planned Audits Canceled and/or Deferred	2
Total Audits in Plan as Amended	33
Total Audits Completed	16
Audits - Percentage Complete	48%
Note: Includes Compliance Reviews and Advisory Services	

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

February 17, 2015

Background

In concurrence with the fiscal year 2014-15 Internal Audit Plan approved by the Finance and Audit Committee at the September 15, 2014 Board of Visitors meeting, the department has completed eight 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

Conflicts of Interest and Commitment	Improvements are Recommended
Civil and Environmental Engineering	Improvements are Recommended
Materials Science and Engineering	Improvements are Recommended
IT: Oracle Database	Improvements are Recommended
School of Education	Effective
Virginia Tech Electric Service	Improvements are Recommended
University Building Official	Significant Improvements are Needed
Fralin Life Science Institute	Improvements are Recommended
Pamplin College of Business	Improvements are Recommended

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

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

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

RECOMMENDATION:

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

**Presentation of Auditor of Public Accounts Intercollegiate Athletics Programs
Report for Year Ended June 30, 2014**

FINANCE AND AUDIT COMMITTEE

February 25, 2015

The Auditor of Public Accounts (APA) performed certain agreed-upon procedures to evaluate whether the Schedule of Revenues and Expenses of Intercollegiate Athletics Program of the University is in compliance with National Collegiate Athletic Association (NCAA) Bylaw 3.2.4.16, for the year ended June 30, 2014. The APA did not perform an audit of the financial statements of the Intercollegiate Athletics Programs, so no opinion was issued. The APA performed procedures that addressed internal controls, affiliated and outside organizations, schedule of revenues and expenses of intercollegiate athletics programs, and separate procedures for specific revenues and expenses. During the APA review, no matters were brought to the APA's attention that would lead them to believe the amounts on the Schedule of Revenues and Expenses should be adjusted.

The purpose of the Schedule is to present a summary of revenues and expenses of the intercollegiate athletics programs of the university for the year ended June 30, 2014. Total revenues of the Intercollegiate Athletics Programs for the year ended June 30, 2014 were \$73 million with the majority of the revenues coming from the football and basketball programs. Expenses for the year were \$69.6 million, and the excess of revenues over expenses were \$3.47 million.

See the attachment for the actual APA report on the Schedule of Revenues and Expense of Intercollegiate Athletics Programs for the year ended June 30, 2014.

Presentation Date: March 30, 2015



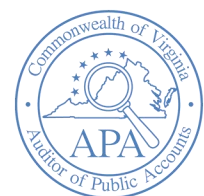
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

INTERCOLLEGIATE ATHLETICS PROGRAMS FOR THE YEAR ENDED JUNE 30, 2014

Auditor of Public Accounts
Martha S. Mavredes, CPA

www.apa.virginia.gov

(804) 225-3350



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Martha S. Mavredes, CPA
Auditor of Public Accounts

Commonwealth of Virginia

Auditor of Public Accounts

P.O. Box 1295
Richmond, Virginia 23218

January 9, 2015

The Honorable Terence R. McAuliffe
Governor of Virginia

The Honorable John C. Watkins
Chairman, Joint Legislative Audit
And Review Commission

Timothy D. Sands
President, Virginia Polytechnic Institute and State University

INDEPENDENT AUDITOR'S REPORT ON THE APPLICATION OF AGREED-UPON PROCEDURES

We have performed the procedures enumerated below, which were agreed to by the President of **Virginia Polytechnic Institute and State University**, solely to assist the University in evaluating whether the accompanying Schedule of Revenues and Expenses of Intercollegiate Athletics Programs of the University is in compliance with National Collegiate Athletic Association (NCAA) Constitution 3.2.4.16, for the year ended June 30, 2014. University management is responsible for the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs and the Schedule's compliance with NCAA requirements. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of the procedures is solely the responsibility of the University. Consequently, we make no representation regarding sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Agreed-Upon Procedures Related to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs

The procedures that we performed and our findings are as follows:

Internal Controls

1. We reviewed documentation of accounting systems and operating procedures. We reviewed the relationship of internal control over Intercollegiate Athletics Programs to internal control reviewed in connection with our audit of the University's financial statements. In addition, we identified and reviewed those controls unique to Intercollegiate Athletics Programs, which were not reviewed in connection with our audit of the University's financial statements.

2. Intercollegiate Athletics Department management provided an organizational chart which we reviewed with appropriate personnel. We also made certain inquiries of management regarding control consciousness, the use of internal audit in the department, competence of personnel, and protection of records and equipment.
3. Intercollegiate Athletics Department management provided us with their procedures for gathering information on the nature and extent of affiliated and outside organizational activity for or on behalf of the Intercollegiate Athletics Programs.

Affiliated and Outside Organizations

4. Intercollegiate Athletics Department management identified all intercollegiate athletics-related affiliated and outside organizations and provided us with copies of audited financial statements for each such organization for the reporting period.
5. Intercollegiate Athletics Department management prepared and provided to us a summary of revenues and expenses for or on behalf of the intercollegiate athletics programs by affiliated and outside organizations included in the Schedule.
6. Intercollegiate Athletics Department management provided to us any additional reports regarding internal control matters identified during the audits of affiliated and outside organizations performed by independent public accountants. We were not made aware of any internal control findings.

Schedule of Revenues and Expenses of Intercollegiate Athletics Programs

7. Intercollegiate Athletics Department management provided to us the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs (Schedule) for the year ended June 30, 2014, as prepared by the University and shown in this report. We recalculated the addition of the amounts in the Schedule, traced the amounts on the Schedule to management's worksheets, and agreed the amounts in management's worksheets to the Intercollegiate Athletics Department's accounts in the accounting records. We noted no differences between the amounts in the Intercollegiate Athletics Department's accounts in the accounting records and the amounts on the worksheets. We discussed the nature of work sheet adjustments with management and are satisfied that the adjustments are appropriate.
8. We applied certain analytical review techniques to the revenue and expense amounts reported in the Schedule in order to determine the reasonableness of amounts reported therein. These techniques included trend analyses and review of actual amounts in comparison to budget estimates. We obtained and documented an understanding of significant variations.

Revenues

9. Intercollegiate Athletics Department management provided us with a reconciliation of tickets sold during the reporting period along with complimentary tickets and unsold tickets to the revenue recorded in the Schedule and related attendance figures. We reviewed these reconciliations for selected days and found such reconciliations to be accurate and agreed them to the amounts recorded as ticket revenue for those days.
10. We compared student fees reported in the Schedule to amounts reported in the accounting records and amounts from the University's comprehensive fee allocated to intercollegiate athletics. We found these amounts to be materially in agreement.
11. Intercollegiate Athletics Department management provided us with settlement reports and game guarantee agreements for away games during the reporting period. We reviewed these settlement reports and guarantee agreements for selected games and agreed selected amounts to proper posting in the accounting records and supporting documentation.
12. Intercollegiate Athletics Department management provided us with a listing of all contributions of moneys, goods or services received directly by the Intercollegiate Athletics Programs from any affiliated or outside organization, agency or group of individuals that constitutes ten percent or more of all contributions received during the reporting period. Except for contributions received from the Virginia Tech Foundation, an affiliated organization, we noted no individual contribution which constituted more than ten percent of total contributions received for Intercollegiate Athletics Programs.
13. From the summary of revenues and expenses for or on behalf of the Intercollegiate Athletics Programs by affiliated and outside organizations, we reviewed contribution amounts and agreed each contribution to supporting documentation and proper posting in the accounting records. We found these amounts to be in agreement.
14. We reviewed amounts reported in the Schedule for direct institutional support. This amount was deemed immaterial for detailed testing.
15. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from tournaments, conference distributions, and NCAA distributions. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.
16. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from broadcast,

television, radio, and internet rights. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.

17. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from royalties, advertisements, and sponsorships. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.
18. We obtained and inspected endowment agreements to gain an understanding of the relevant terms and conditions of the agreement. We compared the use and classification of endowment and investment income to the corresponding endowment agreement.

Expenses

19. Intercollegiate Athletics Department management provided us a listing of institutional student aid recipients during the reporting period. We selected individual student-athletes across all sports and agreed amounts from the listing to their award letter. We also ensured that the total aid amount for each sport materially agreed to amounts reported as Financial Aid in the student accounting system.
20. Intercollegiate Athletics Department management provided us with settlement reports and game guarantee agreements for home games during the reporting period. We reviewed these settlement reports and guarantee agreements for selected games and agreed selected amounts to proper posting in the accounting records and supporting documentation.
21. Intercollegiate Athletics Department management provided us with a listing of coaches, support staff, and administrative personnel employed and paid by the University during the reporting period. We selected and tested individuals and compared amounts paid during the fiscal year from the payroll accounting system to their contract or other employment agreement document. We found that recorded expenses equaled amounts paid as salary and bonuses and were in agreement with approved contracts or other documentation. Compensation and benefits paid to coaches by third-parties was deemed to be immaterial for detailed testing.
22. Intercollegiate Athletics Department management provided us with a listing of severance payments made during the reporting period. This amount was deemed to be immaterial for detailed testing.
23. We discussed the Intercollegiate Athletics Department's recruiting expense and team travel policies with Intercollegiate Athletics Department management and

documented an understanding of those policies. We compared these policies to existing University and NCAA policies and noted substantial agreement of those policies.

24. We obtained an understanding of the University's methodology for allocating indirect facilities support and ensured that amounts reported on the Schedule agreed to amounts recorded in the accounting records.
25. Based on disbursements as listed in the accounting records, we selected and tested payments to third parties by the Intercollegiate Athletics Programs. These disbursements were for the various activities listed within the Schedule. We compared and agreed the selected operating expenses to adequate supporting documentation. We found all reviewed amounts to be properly approved, in agreement with supporting documentation, and properly recorded in the accounting records.

We were not engaged to, and did not, conduct an examination, the objective of which would be the expression on an opinion on the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs or any of the accounts or items referred to above. Accordingly, we do not express such an opinion. Had we performed additional procedures or had we conducted an audit of any financial statements of the Intercollegiate Athletics Department of Virginia Polytechnic Institute and State University in accordance with generally accepted auditing standards, other matters might have come to our attention that would have been reported to the University. This report relates only to the accounts and items specified above and does not extend to the financial statements of Virginia Polytechnic Institute and State University or its Intercollegiate Athletics Department taken as a whole.

This report is intended solely for the information and use of the President and the University and is not intended to be and should not be used by anyone other than these specified parties. However, this report is a matter of public record and its distribution is not limited.

AUDITOR OF PUBLIC ACCOUNTS

EMS/alh

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETICS PROGRAMS
For the year ended June 30, 2014

	Football	Men's Basketball	Women's Basketball	Men's Other Sports	Women's Other Sports	Non-Program Specific	Total
Operating revenues:							
Ticket sales	\$ 12,862,447	\$ 2,033,669	\$ 109,667	\$ -	\$ -	\$ -	\$ 15,005,783
Student fees	-	-	-	-	2,173,285	5,630,434	7,803,719
Guarantees	2,717,534	140,000	-	7,500	4,000	-	2,869,034
Contributions	7,699,376	771,623	732,942	2,351,878	2,839,266	1,938,736	16,333,821
Compensation and benefits provided by a third party	185,000	-	-	-	-	-	185,000
Direct institutional support	-	-	-	-	-	307,109	307,109
NCAA/conference distributions including all tournament revenues	13,369,555	3,896,047	22,546	52,147	146,726	1,733,500	19,220,521
Broadcast television, radio and internet rights	3,787,507	1,010,001	252,500	-	-	-	5,050,008
Program sales, concessions, novelty sales, and parking	1,259,439	55,024	12,520	23,135	14,932	313,573	1,678,623
Royalties, advertisements and sponsorships	969,921	125,861	58,646	112,000	118,500	452,950	1,837,878
Endowment and investment income	700,797	95,226	141,720	552,718	898,966	55,790	2,445,217
Other	4,910	-	-	166,232	51,928	105,403	328,473
Total operating revenues	43,556,486	8,127,451	1,330,541	3,265,610	6,247,603	10,537,495	73,065,186
Operating expenses:							
Athletic student aid	3,114,561	540,988	554,814	2,420,405	3,489,691	994,577	11,115,036
Guarantees	635,938	490,000	81,601	13,157	34,966	-	1,255,662
Coaching salaries, benefits, and bonuses paid by the University and related entities	5,859,623	2,103,649	899,687	1,881,035	1,836,783	-	12,580,777
Coaching compensation and benefits paid by a third-party	185,000	-	-	-	-	-	185,000
Support staff/administrative salaries, benefits, and bonuses paid by the University and related entities	1,443,051	660,201	168,835	86,971	56,715	8,583,570	10,999,343
Severance payments	67,256	455,569	7,673	21,798	20,340	284,024	856,660
Recruiting	369,351	274,673	199,900	201,511	207,703	37,715	1,290,853
Team travel	1,844,313	524,078	565,162	893,362	940,872	62,609	4,830,396
Equipment, uniforms, and supplies	389,848	101,910	82,894	385,081	232,894	149,325	1,341,952
Game expenses	1,722,215	413,346	186,480	258,660	212,585	366,637	3,159,923
Fundraising, marketing and promotions	246,291	352,209	96,433	48,227	44,430	484,471	1,272,061
Direct facilities, maintenance and rental	6,634,557	483,702	449,743	307,418	425,551	8,222,048	16,523,019
Spirit groups	453,653	13,982	5,350	-	-	121,726	594,711
Medical expenses and medical insurance	171,241	29,936	29,289	166,980	219,027	301,303	917,776
Memberships and dues	1,781	940	738	3,495	4,228	22,694	33,876
Other	884,237	374,093	79,926	222,003	213,081	867,395	2,640,735
Total operating expenses	24,022,916	6,819,276	3,408,525	6,910,103	7,938,866	20,498,094	69,597,780
Excess (deficiency) of revenues over (under) expenses	\$ 19,533,570	\$ 1,308,175	\$ (2,077,984)	\$ (3,644,493)	\$ (1,691,263)	\$ (9,960,599)	\$ 3,467,406

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
NOTES TO THE SCHEDULE OF REVENUES AND EXPENSES OF
INTERCOLLEGIATE ATHLETICS PROGRAMS
AS OF JUNE 30, 2014

1. BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletics Programs has been prepared on the accrual basis of accounting. The purpose of the Schedule is to present a summary of revenues and expenses of the intercollegiate athletic programs of the University for the year ended June 30, 2014. The Schedule includes those intercollegiate athletics revenues and expenses made on behalf of the University's athletics programs by outside organizations not under the accounting control of the University. Because the Schedule presents only a selected portion of the activities of the University, it is not intended to and does not present either the financial position, changes in fund balances, or cash flows for the year then ended. Revenues and expenses directly identifiable with each category of sport presented are reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category "Non-Program Specific."

2. AFFILIATED ORGANIZATIONS

The University received \$18,701,962 from the Virginia Tech Foundation, Inc. Approximately \$11,051,332 of these funds were used for grant-in-aid scholarships for student-athletes. These amounts received are included in the accompanying schedule as follows: \$8,683,193 is included in the Contributions line item and \$2,368,139 is included in the Endowment and Investment Income line item.

3. LONG-TERM DEBT

In October 1996, a revenue bond of \$6,250,000 was issued for the Athletic Department. This bond was issued for athletic facility improvements. The majority of this debt was refinanced in May 2004 with a \$4,155,000 revenue bond. This bond has an outstanding balance of \$980,000 and will be repaid with general operating revenues through 2016.

In October 2001, a \$26,285,000 note was issued for the Athletic Department. This note was issued for the South End Zone addition to Lane Stadium. Part of the original debt was refinanced in January 2008 with a \$2,860,000 note that will be repaid through 2020 and has an outstanding balance of \$2,805,000. The remaining original debt issuance was refinanced in February 2011 with an \$11,540,000 note that will be repaid through 2027 and has an outstanding balance of \$10,070,000.

In May 2004, a \$52,715,000 revenue bond was issued for the Athletic Department. This bond was issued for the West Side Expansion to Lane Stadium which was substantially completed

in 2006. The majority of this debt was refinanced in November 2012 with a \$32,365,000 note. This note has an outstanding balance of \$31,370,000 and will be repaid with private fund raising and operating revenues through 2029. The remaining original debt issuance was repaid with private fund raising and operating revenues during 2014.

In November 2009, a \$8,705,000 note was issued for the Athletic Department. This note was issued for the Hahn Hurst Basketball Practice Center which was substantially complete in 2009. This note has an outstanding balance of \$7,575,000 and will be repaid with private fund raising and operating revenues through 2030.

A summary of future principal and interest commitments for fiscal years subsequent to June 30, 2014 is presented as follows:

Year Ended June 30, 2014	Principal	Interest	Total
2015	\$ 3,060,000	\$ 2,257,288	\$ 5,317,288
2016	3,195,000	2,108,850	5,303,850
2017	2,825,000	1,945,925	4,770,925
2018	2,955,000	1,804,781	4,759,781
2019	3,095,000	1,659,162	4,754,162
2020-2024	17,775,000	5,821,400	23,596,400
2025-2029	19,230,000	1,799,413	21,029,413
2030	<u>665,000</u>	<u>16,625</u>	<u>681,625</u>
Total	<u>\$52,800,000</u>	<u>\$17,413,444</u>	<u>\$70,213,444</u>

4. UNIVERSITY ADMINISTRATION FEE

As with all auxiliary enterprises, the University charges the Athletic Department an administrative fee. During the fiscal year, the Department paid \$3,402,250 to the University. This amount is included in the Direct Facilities, Maintenance, and Rental line, and includes \$75,452 in Football, and \$3,326,798 in the Non-Program Specific category.

5. CAPITAL ASSETS

Capital assets consisting of buildings, infrastructure, and equipment are stated at appraised historical cost or actual cost where determinable. Construction in progress (CIP) is capitalized at actual cost as expenses are incurred. All gifts of capital assets are recorded at fair market value as of the donation date.

Equipment is capitalized when the unit acquisition cost is \$2,000 or greater and the estimated useful life is one year or more. Software is capitalized when the acquisition and/or the development costs exceed \$50,000. Renovation costs are capitalized when expenses total more than \$100,000, the asset value significantly increases, or the useful life is significantly

extended. Routine repairs and maintenance are charged to operating expense in the year the expense is incurred.

Depreciation is computed using the straight-line method over the useful life of the assets. The useful life is 40 to 60 years for buildings, 10 to 50 years for infrastructure and land improvements, and 3 to 30 years for fixed and movable equipment.

A summary of changes in capital assets follows for the year ending June 30, 2014 (all dollars in thousands):

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Retirements</u>	<u>Ending Balance</u>
<i>Depreciable capital assets:</i>				
Buildings	\$ 144,558	\$ 1,002	\$ -	\$ 145,560
Moveable equipment	5,544	1,506	282	6,768
Software	165	148	-	313
Fixed equipment	6,253	5,282	2	11,533
Infrastructure	<u>18,853</u>	<u>731</u>	<u>-</u>	<u>19,584</u>
Total depreciable capital assets, at cost	<u>175,373</u>	<u>8,669</u>	<u>284</u>	<u>183,758</u>
<i>Less accumulated depreciation:</i>				
Buildings	35,907	3,281	-	39,188
Moveable equipment	3,693	581	232	4,042
Software	55	75	-	130
Fixed equipment	4,503	430	2	4,931
Infrastructure	<u>14,329</u>	<u>836</u>	<u>-</u>	<u>15,165</u>
Total accumulated depreciation	<u>58,487</u>	<u>5,203</u>	<u>234</u>	<u>63,456</u>
Total depreciable capital assets, Net of accumulated depreciation	<u>116,886</u>	<u>3,466</u>	<u>50</u>	<u>120,302</u>
<i>Non-depreciable capital assets:</i>				
Construction in progress	<u>589</u>	<u>2,418</u>	<u>1,608</u>	<u>1,399</u>
Total non-depreciable capital assets				
Total capital assets, net of accumulated depreciation	<u>\$ 117,475</u>	<u>\$ 5,884</u>	<u>\$ 1,658</u>	<u>\$ 121,701</u>

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

Blacksburg, Virginia

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Report on Audits of University-Related Corporations

FINANCE AND AUDIT COMMITTEE

January 27, 2015

In accordance with the resolution passed by the Finance and Audit Committee on April 25, 1985, and as amended on November 13, 1995 and March 31, 2008, each university-related corporation is required to provide the University's President audited annual financial statements, management letters from the external auditors, management's responses thereto, and an annual certification that all procedures outlined in the resolution have been met. These financial statements, management letters, and management responses have been reviewed as of June 30, 2014, and found to meet the standards set forth in the audit resolution.

VIRGINIA TECH CORPORATIONS COMPLIANCE WITH AUDIT RESOLUTION

Corporation	Audited Financial Statement	Management Letter	Response to Management Letter	External Auditor Length of Service	Certification Letter
VT Applied Research Corporation	✓	1	1	2	✓
VT Foundation, Inc.	✓	1	1	2	✓
VT Intellectual Properties, Inc.	✓	1	1	2	✓
VT Services, Inc.	✓	1	1	2	✓

¹ No management recommendations resulted from the audit.

² Corporation using same audit firm as in years past; management team has been rotated within the past five years in accordance with the audit resolution.

Auditor of Public Accounts Statewide Reviews and Special Reports

FINANCE AND AUDIT COMMITTEE

February 5, 2015

Background

In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program, the Auditor of Public Accounts (APA) has included Virginia Tech along with other agencies in program reviews designed to assess controls on a statewide basis. These special reviews are included as part of the APA's annual audit plan. Due to the breadth of the programs and the dollar volume of activities at Virginia Tech, the university is often selected for inclusion in the reviews. The following report provides an analysis of the APA's statewide audit activities consistent with the university's planned approach to manage and report on these audit activities.

Recent Audit Activity

Since our last report, the APA has issued one report that references or might affect Virginia Tech; this APA report is summarized below. The prior APA's statewide reviews and special reports were reviewed with the Finance and Audit Committee in March 2014.

Statewide Review of Travel Interim Report (APA January 2015)

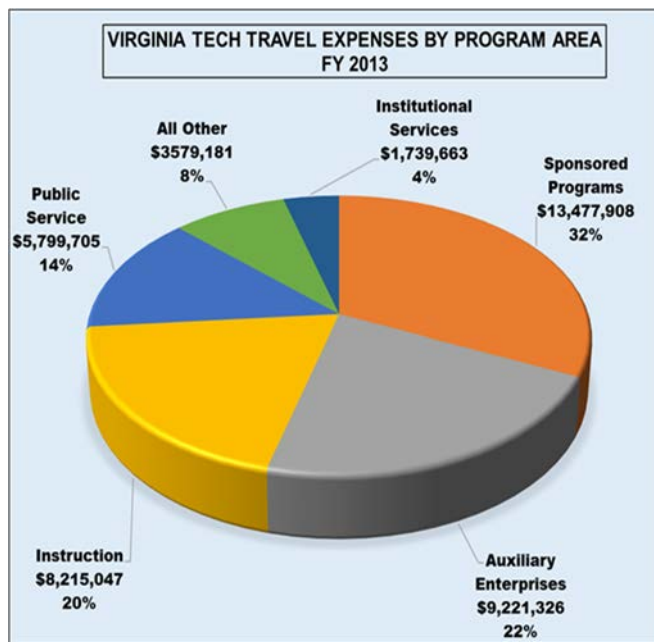
The APA issued a special report on statewide travel expenses in January 2015. The study is being conducted in two phases. The overall objective of this first phase of the special project was to gain an understanding of statewide travel policies and processes and the nature and extent of such travel expenses. The review covered travel expenditures for fiscal years 2012 and 2013.

The report cited that colleges and universities account for approximately 65 percent of the total travel expenses of the Commonwealth for both fiscal years. Total travel spending for colleges and universities was \$124.5 million and \$128.4 million for fiscal years 2012 and 2013 respectively. The report analyzed the travel expenses of four universities with the highest travel spending (Virginia Tech, University of Virginia (UVA), Virginia Commonwealth University (VCU), and George Mason University) as well as the spending for the Supreme Court and its related agencies. The report included information regarding the following aspects of travel for each of these five organizations:

- Travel totals by expense type - employee training, lodging, meals, airfare, etc.
- Travel totals by program - Instruction, Auxiliaries, Sponsored Projects, etc. for the universities and by court system - Supreme Court, Circuit Courts, etc.
- A list of amounts paid to the top ten travel vendors for each agency

The report summary stated that “*Virginia Tech had the highest travel expenses with over \$42 million in fiscal year 2013, followed by UVA with \$32 million.*” The analysis of Virginia Tech expenses indicates that Virginia Tech accounted for almost 20 percent of statewide travel expenses and were significantly more than the next highest university, UVA. The report highlighted that the nature of university’s program will impact the nature and extent of travel expenses at the universities. Virginia Tech’s land grant and research mission contribute significantly to the travel expenditures.

The chart below demonstrates the programmatic drivers of the travel expenditures at the university:



As shown, approximately 74 percent of Virginia Tech’s travel was related to Sponsored Programs (32 percent), Auxiliary Enterprises, including athletics travel (22 percent), and Instruction, which includes study abroad programs (20 percent). Additionally, approximately \$3.2 million of Virginia Tech’s travel related to its unique Land Grant programs (Cooperative Extension and Agricultural Experiment Station). The report listed the largest payment made by Virginia Tech was \$2.8 million to the Town of Blacksburg for the annual contract for students to ride the buses. Other large payments related to athletics travel, 4-H summer camps, study abroad programs, and continuing education programs.

Finally, the report provided limited overall context of the Commonwealth’s travel expenses in comparison to the total state expenditures. The report noted that although total state travel expenses are almost \$200 million annually, this constitutes less than 1 percent of total state expenditures. For fiscal year 2013, Virginia Tech incurred \$42 million in travel expenses representing approximately 3.5 percent of the university’s total annual expenses; however, this information was not mentioned in the report.

The report primarily provided an overview of current policies and information about the nature and extent of travel expenditures across state agencies. The report did not include any findings or recommendations pertaining to Virginia Tech or any other state agency.

The APA plans on beginning the next phase of its travel expense review in the Spring of 2015 and to issue a final report during the Winter of 2016. It is anticipated that the final report would contain recommendations for the agencies as APA plans to evaluate if efficiencies or savings could be generated through establishment of a central travel agency or utilization of statewide travel contracts and whether state agencies are in compliance with existing travel regulations.

APA 2015 Work Plan (APA May 2014)

The APA's work plan for 2014 included 15 special audits with a potential impact on the university. With the exception of the review of travel expenses mentioned above, the university is not aware of progress made on the remaining 14 special audits. Most of these special audits were carried forward into the APA's 2015 work plan and several new audits were added. However, as of February 5, 2015, the university had not been contacted to provide information on any of these topics since we last reported to the Committee.

APA 2015 Planned Special Projects

In addition to the special audits carried forward from the APA 2014 Work plan, the APA added the following four new projects:

- Review of Independent Financial Systems and Recommendations of Future Cardinal Functionality
- Statewide Review of Voyager Fuel Card Program
- Statewide Review of Vehicle Usage
- Review of the Commonwealth's Cardinal System Implementation and its Oversight

Presentation of the University's Annual Financial Report

FINANCE AND AUDIT COMMITTEE

January 30, 2015

Fiscal year 2014 represented yet another challenging period to continue the advancement of Virginia Tech. In spite of the current economic environment, the university continues to employ cost containment and income enhancement strategies which have enabled the university to successfully grow the core programs to make progress on our strategic plan. The university's overall financial position remains strong. Despite the challenges, we had a successful year on several fronts. While continuing to move forward and expand our academic programs, we have managed operations with structurally balanced budgets, and realized growth in unrestricted net assets and capital assets.

Summary of Audit Results

- Unmodified audit opinion (*Previously called an Unqualified audit opinion*)
- No material weakness in internal controls
- No instances of noncompliance or other matters required to be reported under Government Auditing Standards
- No written audit recommendations involving internal control

Assets, Liabilities and Net Position at June 30, 2014 & 2013

(all dollars in millions)

	2014	2013 (Restated)	Change	
			Amount	Percent
Current assets	\$ 413.7	\$ 404.9	\$ 8.8	2.2 %
Noncurrent cash and cash equivalents	59.6	69.2	(9.6)	(13.9)%
Capital assets, net	1,557.3	1,517.0	40.3	2.7 %
Other assets	251.5	217.9	33.6	15.4 %
Total assets	2,282.1	2,209.0	73.1	3.3 %
Deferred outflows of resources (1)	6.1	6.7	(0.6)	(9.0)%
Current liabilities	238.9	238.1	0.8	0.3 %
Noncurrent liabilities	513.8	543.2	(29.4)	(5.4)%
Total liabilities	752.7	781.3	(28.6)	(3.7)%
Deferred inflows of resources (1)	1.3	1.3	0.0	0.0 %
Invested in capital assets, net	1,055.0	992.2	62.8	6.3 %
Restricted	164.9	158.3	6.6	4.2 %
Unrestricted	314.3	282.6	31.7	11.2 %
Total net position	\$ 1,534.2	\$ 1,433.1	\$ 101.1	7.1 %

The balance sheet shows positive results for fiscal year 2014 with the key indicators as follows:

- Assets increased, liabilities decreased, and total net position increased by \$101.1 million.
- The largest increase (almost \$63 million) occurred in the “Invested in capital assets, net” category.
- Total liabilities decreased primarily due to net reductions in long term debt.

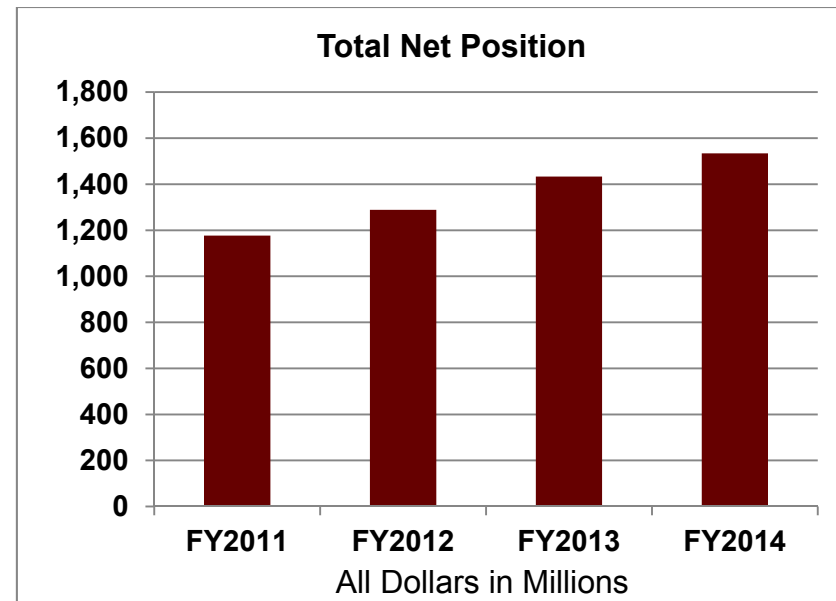
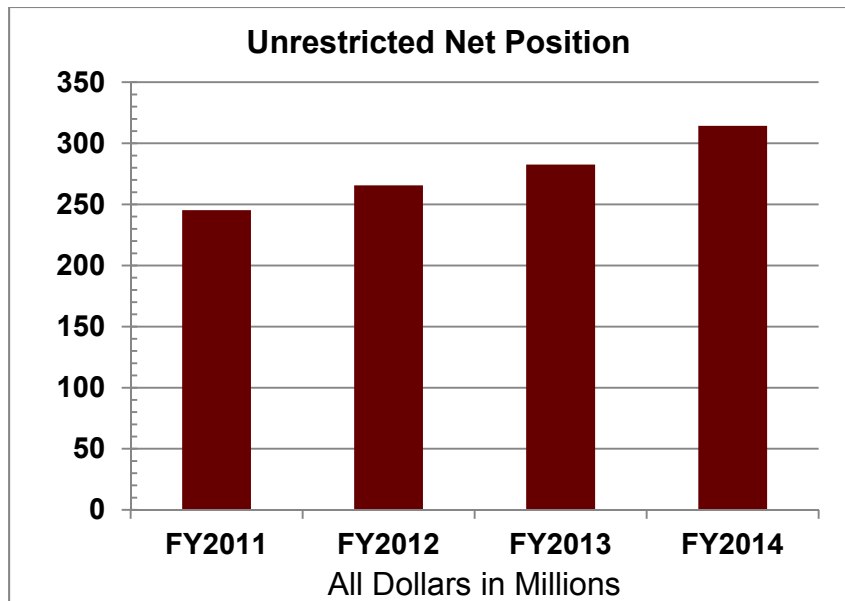
(1) Deferred outflows and deferred inflows are new categories required by GASB that do not fit the traditional definitions of assets or liabilities. The items included above as deferred outflows and inflows relate to new reporting for debt defeasance. These line items will become significant when the new reporting requirement for pensions is implemented in FY 2015.

Improvement Trends in Net Position

For the years ended June 30, 2011-2014

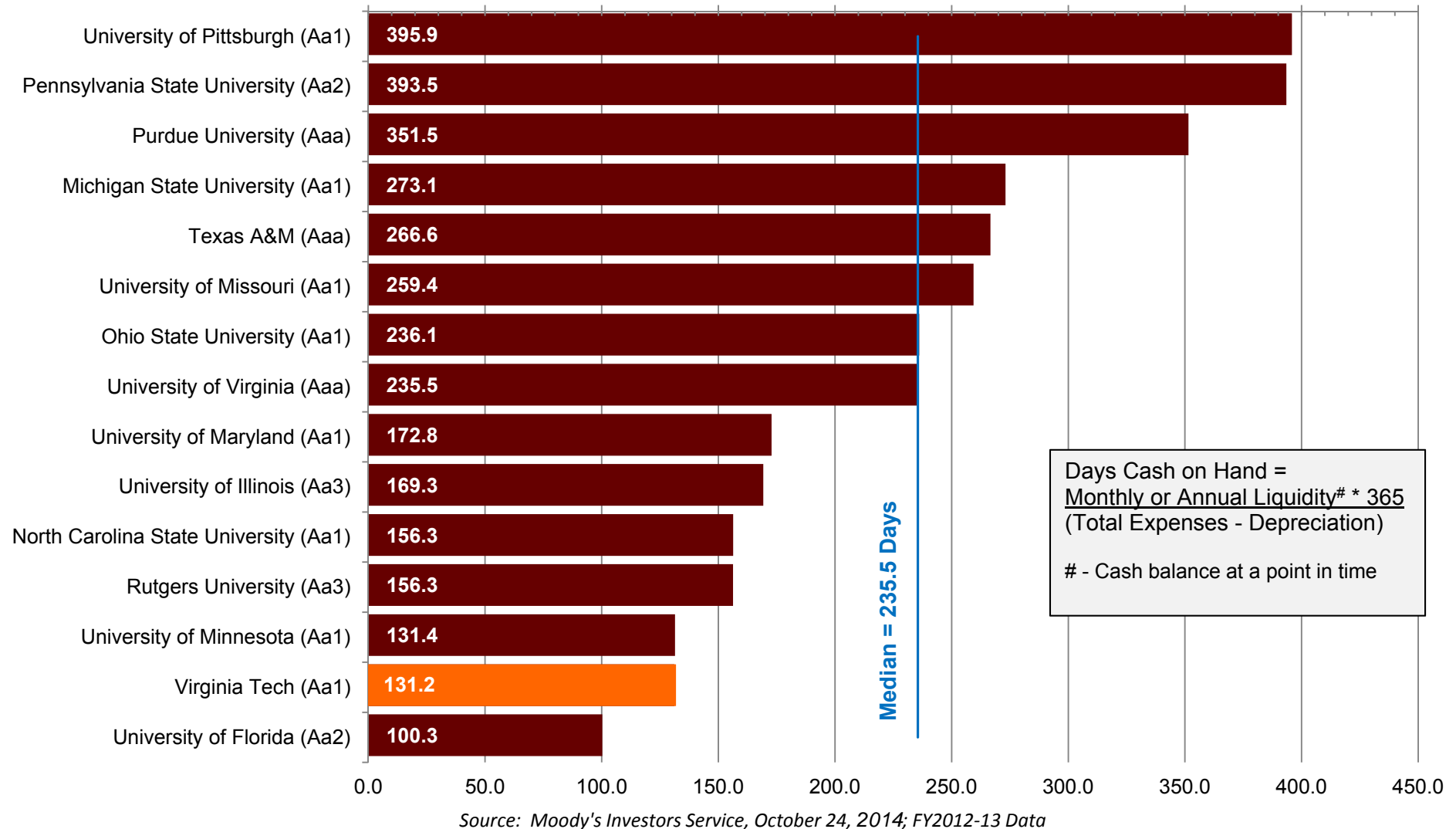
(all dollars in millions)

	2011	2012	(Restated) 2013	2014
Capital Assets, Net of Related Debt	\$ 794.6	\$ 867.3	\$ 992.2	\$ 1,055.0
Restricted, Nonexpendable	0.4	0.4	0.4	0.4
Restricted, Expendable				
Capital projects	12.8	20.3	11.0	2.9
Other	123.8	135.3	146.9	161.6
Unrestricted	245.3	265.6	282.6	314.3
Total Net Position	\$ 1,176.9	\$ 1,288.9	\$ 1,433.1	\$ 1,534.2



Note: There has been a \$69.0 million (28 percent) increase in Unrestricted Net Position since fiscal year 2011.

Monthly Days Cash on Hand (in Days)



Monthly Days Cash on Hand is used by the bond rating agencies use as a key measure of liquidity and it reflects how many days liquid cash and investments could operate the university.

Ongoing Investments in Capital Assets
Summary Changes in Capital Assets for the year ending June 30, 2014
(all dollars in millions)

	(Restated) Beginning Balance	Additions	Retirements	Adjustments*	Ending Balance
Depreciable capital assets					
Buildings	\$ 1,368.4	\$ 291.1	\$ 1.3	\$ (16.3)	\$ 1,641.9
Moveable equipment	449.4	41.7	18.6	-	472.5
Software and intangible assets	9.1	1.7	0.1	-	10.7
Fixed equipment	104.2	8.0	0.2	16.3	128.3
Infrastructure	119.6	0.9	-	-	120.5
Library books	76.2	0.7	0.9	-	76.0
Total depreciable capital assets, at cost	2,126.9	344.1	21.1	-	2,449.9
Less accumulated depreciation					
Total accumulated depreciation	927.7	91.6	19.0	-	1,000.3
Total depreciable capital assets, net	1,199.2	252.5	2.1	-	1,449.6
Nondepreciable capital assets					
Land	46.2	0.0	-	-	46.2
Livestock	0.9	0.1	-	-	1.0
Construction in progress	261.5	82.6	290.1	-	54.0
Equipment in process	7.4	3.9	7.2	-	4.1
Software in development	1.8	0.6	-	-	2.4
Total nondepreciable capital assets	317.8	87.2	297.3	-	107.7
Total capital assets, net	\$ 1,517.0	\$ 339.7	\$ 299.4	\$ -	\$ 1,557.3

*The adjustments above represent the reclassification of fixed equipment in new buildings. This reclassification process is performed as part of the university's facilities and administrative cost proposal (usually every three years).

Major buildings additions completed & capitalized fiscal year 2014: Moss Arts Center (\$94.8 million), Goodwin Hall (\$74.4 million), Human Agriculture Biosciences Building 1 (\$50.3 million), Davidson Hall renovation (\$29.6 million), and the Prince Street capital lease (\$3.0 million).

Major Projects contributing to the "Construction in Progress" balance: Upper Quad residential facilities (\$10.5 million), various ongoing renovations (\$15.9 million), athletic indoor practice facility (\$2.7 million), and planning for a new classroom building and academic building renovations.

Summary of Revenues, Expenses, and Changes in Net Position

For the years ending June 30, 2014 and 2013

(all dollars in millions)

	2014	2013 (Restated)	Change	
			Amount	Percent
Operating revenues	\$ 937.5	\$ 900.0	\$ 37.5	4.2 %
Operating expenses	1,229.2	1,157.6	71.6	6.2 %
Operating loss	(291.7)	(257.6)	(34.1)	13.2 %
State appropriations	243.6	232.4	11.2	4.8 %
Other non-operating revenues and expenses	74.9	63.6	11.3	17.8 %
Non-operating income	318.5	296.0	22.5	7.6 %
Income before other revenues & expenses	26.8	38.4	(11.6)	(30.2)%
Other revenues, expenses, gains or losses	74.3	105.8	(31.5)	(29.8)%
Increase in net position	101.1	144.2	(43.1)	(29.9)%
Net position - beginning of year	1,433.1	1,288.9	144.2	11.2 %
Net position - end of year	\$ 1,534.2	\$ 1,433.1	\$ 101.1	7.1 %

Operating loss: Under GASB reporting, public universities will always show an operating loss because state appropriations, gifts and investment income are all considered non-operating revenues.

Income before other revenues and expenses: Because of the budgeting controls established by the university, generally a positive number for this line item is expected. However, this will not be the case in FY 2015 when the university begins recording the cumulative impact of future pension liabilities. Prior to the new GASB reporting standard, future pension liabilities for all state employees in the Virginia Retirement system were reported at a cumulative level in the State's Comprehensive Annual Financial Report.

Increase (Decrease) in Revenues
For the years ending June 30, 2014 and 2013
(all dollars in millions)

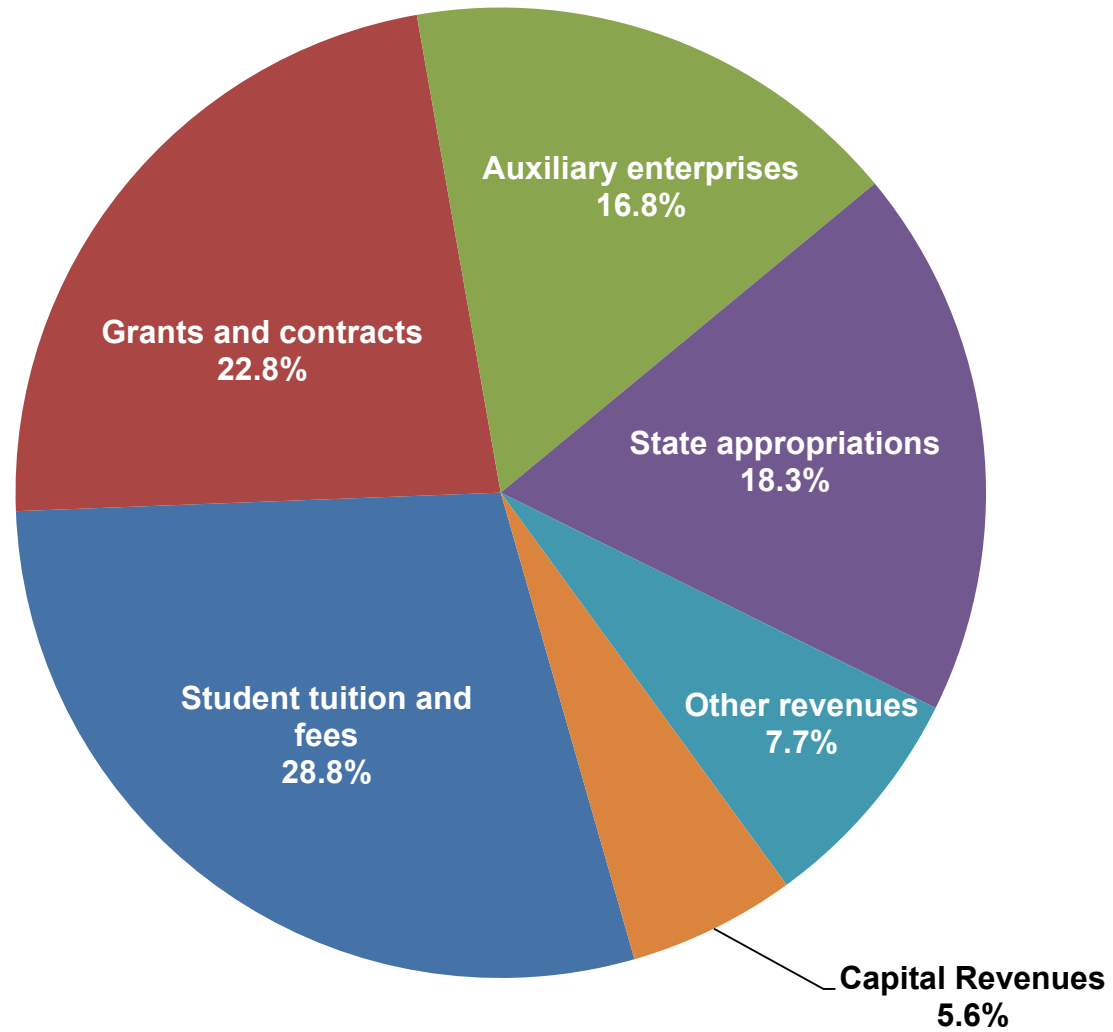
	2014	2013	Change	
			Amount	Percent
Operating revenues				
Student tuition and fees, net	\$ 383.6	\$ 360.8	\$ 22.8	6.3 %
Grants and contracts	303.8	303.6	0.2	0.1 %
Auxiliary enterprises	223.2	213.7	9.5	4.4 %
Other operating revenue	26.9	21.9	5.0	22.8 %
Total operating revenues	937.5	900.0	37.5	4.2 %
Non-operating activity				
State appropriations	243.6	232.4	11.2	4.8 %
Other non-operating revenues	74.9	63.6	11.3	17.8 %
Total non-operating revenues	318.5	296.0	22.5	7.6 %
Other revenues				
Capital grants and gifts	75.9	109.0	(33.1)	(30.4)%
Loss on disposal of capital assets	(1.6)	(3.2)	1.6	(50.0)%
Total capital revenues, gains	74.3	105.8	(31.5)	(29.7)%
Total revenues	\$ 1,330.3	\$ 1,301.8	\$ 28.5	2.2 %

Operating revenues increased by 4.2 percent from the prior fiscal year. This growth came primarily from two categories: Student tuition & fees and auxiliary enterprises. Revenues from grants and contracts remained relatively constant.

Non-operating revenues increased \$22.5 million. This increase was primarily related to increases in state appropriations (\$11.2 million), higher returns on investments (\$6.4 million), and gifts from donors (\$6.0 million). These gains were partially offset by an increase in interest expense on debt related to capital assets (\$2.5 million).

Other revenues decreased \$31.5 million primarily due to the completion of building projects funded by state bonds issued on behalf of the university. Such funds are recognized as capital gifts by the university.

Revenue by Source for Fiscal Year 2014



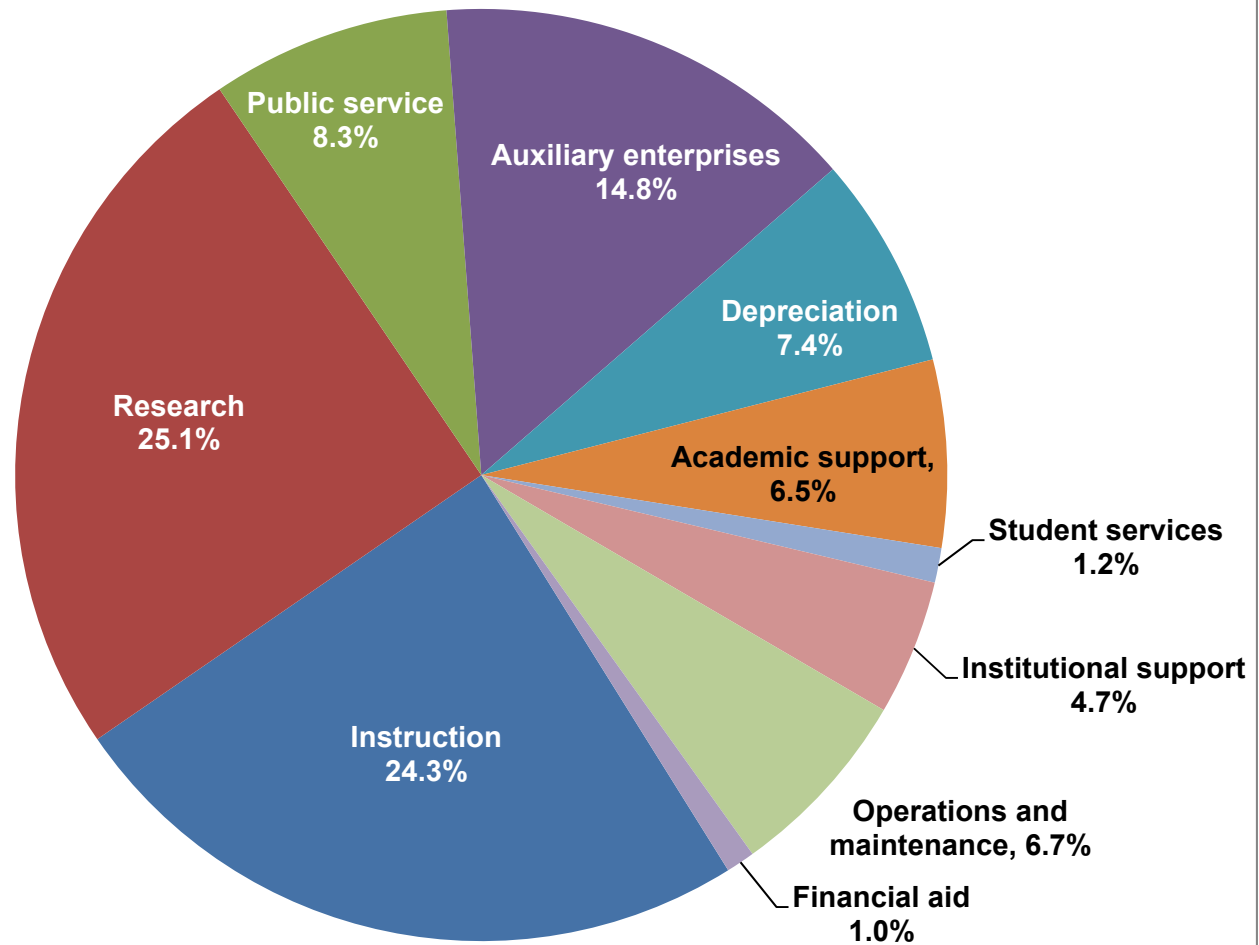
Increase in Operating Expenses by Function
For the years ending June 30, 2014 and 2013
(all dollars in millions)

	2014	2013 (Restated)	Change	
			Amount	Percent
Instruction	\$ 298.8	\$ 283.5	\$ 15.3	5.4 %
Research	308.3	302.1	6.2	2.1 %
Public service	102.7	97.3	5.4	5.5 %
Auxiliary enterprises	181.5	176.3	5.2	2.9 %
Subtotal	891.3	859.2	32.1	9.3 %
<u>Support, maintenance, and other expenses</u>				
Academic support	79.4	68.5	10.9	15.9 %
Student services	14.9	14.2	0.7	4.9 %
Institutional support	58.2	50.7	7.5	14.8 %
Operations and maintenance of plant	81.5	70.9	10.6	15.0 %
Student financial assistance	12.3	12.3	0.0	0.0 %
Depreciation and amortization	91.6	81.8	9.8	12.0 %
Total support, maintenance, and other expenses	337.9	298.4	39.5	13.7 %
Total operating expenses	\$ 1,229.2	\$ 1,157.6	\$ 71.6	6.2 %

The largest growth in operating expenses was in the functional categories of instruction (\$15.3 million), Academic Support (\$10.9 million), Operations and Maintenance of Plant (O&M) (\$10.6 million). Salaries, wages, and fringe benefits account for the majority of the expense increase in all the categories – health insurance alone increased by \$11.5 million. Increased investments in library materials (\$3.1 million) and growth in uncapitalized expenditures for new building projects & renovations (\$6.0 million) were also partially responsible for increases in Academic Support and O&M respectively.

Operating Expenses

For the year ending June 30, 2014



Increase in Expenses by Natural Classification

For the years ending June 30, 2014 and 2013

(all dollars in millions)

	2014	2013	Change	
			Amount	Percent
Compensation and benefits	\$ 750.4	\$ 713.0	\$ 37.4	5.2 %
Contractual services	96.3	89.6	6.7	7.5 %
Supplies and materials	110.0	103.1	6.9	6.7 %
Travel	43.0	40.3	2.7	6.7 %
Other operating expenses	56.9	51.0	5.9	11.6 %
Scholarships and fellowships (1)	33.0	32.8	0.2	0.6 %
Sponsored program subcontracts	48.0	46.0	2.0	4.3 %
Depreciation and amortization	91.6	81.8	9.8	12.0 %
Total operating expenses	\$ 1,229.2	\$ 1,157.6	\$ 71.6	6.2 %

Compensation and benefits comprises \$750.4 million or 61.0% of the university's total operating expenses. This category increased by \$37.4 million (5.2%) from the previous year. The increase in compensation includes a general salary increase funded by the commonwealth, the in-band adjustment process, and growth in personnel. Fringe benefits increased by \$15.7 million in total, primarily due to the growth in medical insurance costs (\$11.5 million). "Permanent" salary increases in FY 2014, offset the one-time bonus provided in fiscal year 2013, but not fiscal year 2014.

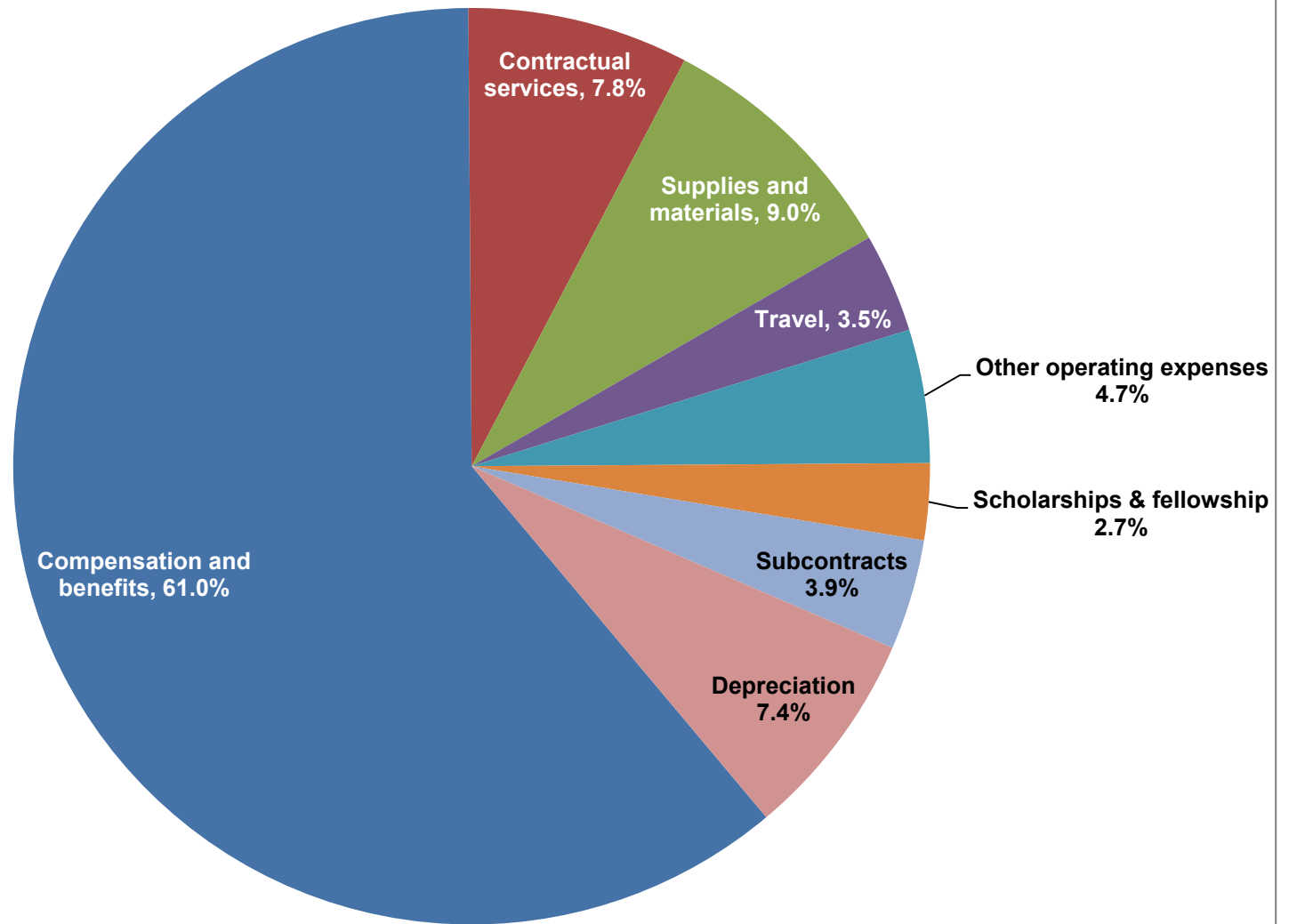
A second category with a significant increase over the prior year was **depreciation and amortization** (\$9.8 million). This was attributed to the completion of several major capital projects, including the Moss Arts Center, Goodwin Hall, the Human Agriculture Biosciences Building 1, the Davidson Hall renovation, and the Prince Street capital lease.

The balance of the increases in operating expenses can be associated with the general price level changes and increase in university support activities.

- (1) Under GASB reporting, this number includes only part of the total financial aid provided. The amount above is net of a \$114.9 million allowance required to adjust tuition and fees revenues and financial aid expense for fee waivers, tuition remission and other forms of financial aid where revenues are not received from external parties. Internally funded financial aid has increased as the university has implemented programs to ensure affordability and access. The increase in financial aid was designed to mitigate the impact of increases in tuition and fees as a result of ongoing reductions in state appropriations.

Expenses by Natural Classifications

For the fiscal year ending June 30, 2014



Long-term Debt Payable Activity

as of June 30, 2014

(all dollars in millions)

	Beginning Balance (Restated)	Additions	Retirements	Ending Balance	Current Portion
Bonds payable					
Section 9(c) general obligations	\$ 170.9	\$ 5.4	\$ 14.3	\$ 162.0	\$ 7.9
Section 9(d) revenue bonds	18.7	-	6.2	12.5	4.8
Notes payable	277.7	-	12.9	264.8	13.6
Capital lease and installment purchase obligations	66.4	3.0	2.6	66.8	2.7
Total Long-term debt payable	<u>\$ 533.7</u>	8.4	36.0	<u>\$ 506.1</u>	<u>\$ 29.0</u>
Current year debt defeasance		(5.4)	(5.3)		
Total additions/retirements, net of current year defeasance		<u>\$ 3.0</u>	<u>\$ 30.7</u>		

The majority of the net decrease in noncurrent liabilities resulted from repayment of debt issuances (excluding defeasances). In addition to scheduled debt service payments, the university issued \$4.8 million of debt to refinance \$5.3 million of outstanding debt (net of premiums/discounts) and added the new Prince Street capital lease obligation (\$3.0 million).

Sponsored Programs

For the years ending June 30, 2010-2014
(all dollars in millions)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Number of awards received	2,516	2,400	2,589	2,272	2,443
Value of awards received	\$ 312.4	\$ 274.0	\$ 294.1	\$ 271.1	\$ 303.6
Research expenditures reported to NSF	\$ 398.2	\$ 450.1	\$ 454.4	\$ 496.2	\$ 513.1
NSF Rank	47	41	40	38	N/A*

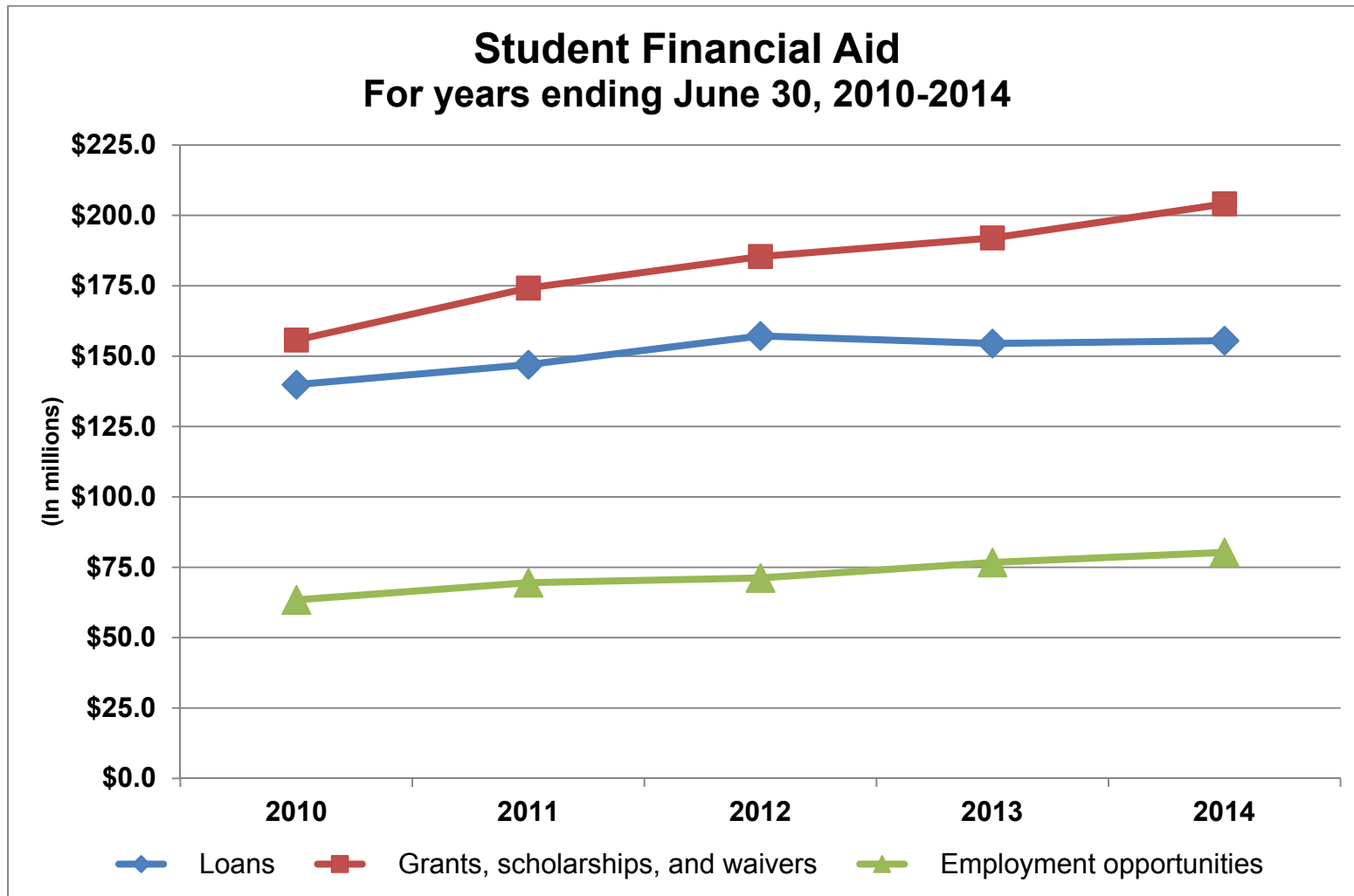
*Data for items marked as "N/A" was not available when this presentation was prepared.

Student Financial Aid

For the years ending June 30, 2010-2014

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Number of students receiving selected types of financial aid					
Loans	12,896	13,133	13,081	12,506	12,279
Grants, scholarships, and waivers*	27,134	27,469	19,535	19,762	19,996
Employment opportunities	8,514	9,007	9,331	9,935	10,329
Total amounts by major category (all dollars in millions)					
Loans	\$ 139.9	\$ 147.0	\$ 157.2	\$ 154.5	\$ 155.5
Grants, scholarships, and waivers*	155.7	174.2	185.4	192.0	204.1
Employment opportunities	63.4	69.5	71.2	76.7	80.3
Total Financial Aid	\$ 359.0	\$ 390.7	\$ 413.8	\$ 423.2	\$ 439.9

*FY2010 and FY2011 includes undergraduate Virginia residents who received ARRA tuition mitigation grants.



Virginia Tech Students have lower debt than the national average. Fifty-five percent of the undergraduate Virginia Tech Class of 2013 borrowed an average of \$26,925, while nationally 69 percent of the students who graduated from all four year colleges in 2013 borrowed an average of \$28,400 in student loans.

Summary of Composition of Investments at June 30, 2014

(all dollars in millions)

Description and Credit Rating	Cash Equivalents <90 days	Short-Term Investments 90 days to 1 year	Long-Term Investments >1 year	Total
U.S. Treasury Securities (N/A)	\$ -	\$ -	\$ 23.4	\$ 23.4
Debt Securities (A1 to A3)	-	-	62.0	62.0
Repurchase Agreements (N/A)	26.9	-	-	26.9
Federal Agency Securities (AAA to Aaa)	285.2	-	39.6	324.8
SNAP Funds (AAAm)	3.2	-	-	3.2
Investments with VTF (N/A)	1.9	-	96.4	98.3
Other Investments (AAA to BBB+)	3.1	3.7	0.1	6.9
June 30, 2014 Balance	\$ 320.3	\$ 3.7	\$ 221.5	\$ 545.5
June 30, 2013 Balance	317.0	3.0	182.9	502.9
Change in Investment Balances	\$ 3.3	\$ 0.7	\$ 38.6	\$ 42.6

SNAP funds are non-arbitrage safe harbor investments for unspent tax exempt bond proceeds.

Conclusion:

Despite significant fiscal challenges, the university continues to make progress on several fronts including the following:

- Continued investment in facilities supporting the university's strategic plan with the prudent use of debt financing.
- Continued growth in liquidity / unrestricted net position to adequately support the growth in debt since FY 2002 (from \$30.8 million in FY 2002 to \$314.3 million in FY 2014).
- Strong student demand – the university continues to have growth in applications and the successive improvements of overall quality of each entering class.
- Moderation in tuition rate increases has enabled the university to maintain its competitive advantage over peer institutions. With a total cost (including room and board) of \$19,105 per year for Virginia undergraduates, Virginia Tech ranked 18th out of a group of 24 SCHEV public peer institutions in 2013-14.
- Virginia Tech's 2013 NSF research ranking reached 38th in 2013, the university's highest rank to date.

Update on JLARC Study on Higher Education

FINANCE AND AUDIT COMMITTEE

March 2015

The 2012 General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to conduct a study on cost efficiency of public higher education institutions in Virginia and to identify opportunities to reduce the cost of public higher education in Virginia. The House Joint resolution that directs JLARC to conduct the study identified 14 areas to consider in its study including both academic and non-academic factors that affect the cost of higher education operations. The study was conducted over a period of two years and was completed on November 30, 2014. JLARC issued a total of five reports during the course of the study. The university has provided highlights from the previous reports at prior meetings. The fifth and final report titled “*Addressing the Cost of Public Higher Education in Virginia*” was issued on November, 2014.

The fifth report combines the research conducted in the previous four reports with new research and made comprehensive recommendations to address the cost of public higher education in Virginia. The final report focused on state and tuition revenue, auxiliary spending, capital spending, debt, maintenance, student aid, and opportunities to reduce cost. The report recognizes Virginia’s higher education to be generally of high quality. At 72 percent, Virginia has the nation’s 2nd highest average six-year graduation rate. The graduation rates at University of Virginia, College of William and Mary, and Virginia Tech ranked among nation’s top 20 public colleges. The report also states that Virginia also has the fifth highest net cost of higher education in the country.

JLARC issued a total of 32 recommendations and seven policy options in the five reports. *Attachment A provides a consolidated list of recommendations issued by JLARC.* Subsequent to the issuance of the fifth report, the Council of Presidents (COP) convened a meeting and created a subcommittee to develop unified higher education institutional positions on the JLARC recommendations. The subcommittee asked the finance officers from the higher education institutions to review the recommendations and propose a collective position for each of the recommendation for consideration by the COP.

The COP adopted the institutional position recommendations proposed by the finance officers. The recommendations were divided into two categories:

- Recommendations supported by the institutions for immediate implementation: Of the 32 recommendations, COP supported the implementation of 17 recommendations. Examples of such recommendations include institutional review of organizational structure, standardized purchases of commonly procured goods, implementation of cooperative procurement, etc.

- Recommendations requiring further discussion and analysis to assess the ease or complexity of implementation and the impact on the diverse missions of Virginia public institutions. Examples of such recommendations include benchmarking of discipline-level faculty salary averages, imposing limitation on tuition and fee increases, etc.

General Assembly Actions

Prior to the start of the General Assembly session, the House of Delegates established a Higher Education Advisory Committee to look at various higher education issues, including the JLARC reports. Upon request from the Advisory Committee, the COP submitted the unified higher education institutional position paper to the General Assembly along with the finance officer's recommendations.

The approved budget passed by the General Assembly includes language recommending implementation of a subset of the 17 JLARC recommendations list by the financial officers as items that could be addressed in the short-term. The budget language included seven items for which they believe should be addressed by the Board of Visitors, to the extent practicable. These seven action items are:

- List athletic fees on the university's website and consider including major components of all mandatory fees.
 - *Note: Virginia Tech already lists all mandatory fees, including athletic fees on the university website and on the student tuition bill.*
- Assess the feasibility of raising revenue through public use of campus recreation and fitness enterprises to reduce reliance on mandatory fees.
- Perform a comprehensive review of institution's organizational structure including spans of control and a review of staff activities and workload.
- Require periodic reports on average and median spans of control.
- Revise human resource policies to set standards on spans of control.
- Set and enforce policies to maximize the standardization of purchases of commonly purchased goods.
- Consider directing staff to provide an annual report on all institutional purchases that are exceptions to the standardized purchases.

The approved budget, including these recommendations, are currently under consideration of the Governor. The university will monitor the final approved language prior to focusing on any action plans for implementation of the budget recommendations.

**JLARC Study of Higher Education
List of Recommendations and Options – All Reports
January 2015**

JLARC Recommendations	
<i>REPORT #2: REVIEW OF NON-ACADEMIC SERVICES AND COSTS</i>	
1	Boards of visitors should require their institutions to clearly list the amount of the athletic fee on their website's tuition and fees information page. The boards should also consider requiring institutions to list the major components of all mandatory fees, including the portion attributable to athletics, on a separate page attached to student invoices.
2	SCHEV should convene a working group of institution financial officers to create a standard way of calculating and publishing mandatory non-E&G fees, including for intercollegiate athletics. The group should report its findings to the House Appropriations and Senate Finance Committees by the 2015 General Assembly.
3	Boards of visitors should assess the feasibility and impact of raising additional revenue through campus recreation and fitness enterprises to reduce reliance on mandatory student fees. The assessments should address the feasibility and impact of raising additional revenue through charging for specialized programs and services, expanding membership, and/or charging all users of recreation facilities.
<i>REPORT #3: REVIEW OF ACADEMIC COSTS AND EFFICIENCY</i>	
4	The General Assembly may wish to consider regularly re-basing appropriated and actual average faculty salaries.
5	The State Council of Higher Education for Virginia should benchmark average faculty salaries at the discipline level and improve the transparency of the peer group process by reporting the outcomes of its statistical model, as well as the rationale for making modifications to the peer groups selected through the model.
6	Boards of visitors should consider requiring their institutions to conduct and participate in national faculty teaching load assessments that facilitate benchmarking average faculty teaching loads against similar institutions. The assessments should measure national average teaching loads by discipline and faculty type.

JLARC Recommendations	
7	The General Assembly may wish to consider appropriating funding for the State Council of Higher Education for Virginia to coordinate a committee of institutional representatives, such as the previously authorized Learning Technology Advisory Committee. In addition to the objectives set out in the Appropriation Act for the Learning Technology Advisory Committee, the committee should identify instructional technology initiatives and best practices for directly or indirectly lowering institutions' instructional expenditures per student while maintaining or enhancing student learning.
8	The General Assembly may wish to consider amending the Code of Virginia to direct the State Council of Higher Education for Virginia to track State funding for higher education research from all sources and develop a process for institutions to report on the progress of State-supported research projects.
9	The State Council of Higher Education for Virginia should convene a working group of institutional staff to develop instructional and research space guidelines that adequately measure current use of space and plans for future use of space at Virginia's public higher education institutions.
<i>REPORT #4: REVIEW OF SUPPORT COSTS AND STAFFING</i>	
10	Boards of visitors at all Virginia institutions should direct staff to perform a comprehensive review of their organizational structure, including an analysis of spans of control and a review of staff activities and workload, and identify opportunities to streamline their organizational structure. Boards should further direct staff to implement the recommendations of the review to streamline their organizational structures where possible.
11	Boards of visitors at all Virginia institutions should require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports.

JLARC Recommendations	
12	Boards of visitors at all Virginia institutions should direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control. The new policies and standards should (i) set an overall target span of control for the institution, (ii) set a minimum number of direct reports per supervisor, with guidelines for exceptions, (iii) define the circumstances that necessitate the use of a supervisory position, (iv) prohibit the establishment of supervisory positions for the purpose of recruiting or retaining employees, and (v) establish a periodic review of departments where spans of control are unusually narrow.
13	The General Assembly may wish to consider including language in the Appropriation Act and appropriating funding for a review of cooperative procurement. The review should be performed by a consultant and involve the Auditor of Public Accounts, Department of General Services, Department of Planning and Budget, State Council of Higher Education for Virginia, and Virginia Information Technologies Agency. The review should determine (i) the categories of goods and services for which cooperative procurement would enable higher education institutions to achieve savings; (ii) for each category of goods and services, to what extent institutions would realize greater savings by using the Department of General Services or Virginia Information Technologies Agency, or a higher education cooperative; and (iii) for each category of goods and services, to what extent state agencies would pay higher costs if institutions used a higher education cooperative instead of the Department of General Services or Virginia Information Technologies Agency. Findings from the review should be reported to the Chairs of the House Appropriations and Senate Finance Committees and the House and Senate General Laws Committees by September 1, 2016.
14	The General Assembly may wish to consider amending the Code of Virginia, as appropriate, based on the findings of the consultant review of higher education procurement, to direct all higher education institutions in Virginia to participate fully in joint procurement through higher education cooperatives or state contracts negotiated by the Department of General Services and the Virginia Information Technologies Agency.
15	Boards of visitors at all Virginia institutions should direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including requirements to use institution-wide contracts.

JLARC Recommendations	
16	Boards of visitors at all Virginia institutions should consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, that are exceptions to the institutional policies for standardizing purchases.
REPORT #5: ADDRESSING THE COST OF PUBLIC HIGHER EDUCATION IN VIRGINIA	
17	The General Assembly may wish to consider amending the Code of Virginia to require the State Council of Higher Education for Virginia (SCHEV) to annually train boards of visitors members who serve on finance and facilities subcommittees. The training should address the types of information members should request from institutions to inform decision making, such as performance measures, benchmarking data, the impact of financial decisions on student costs, and past and projected cost trends. Boards of visitors members serving on finance and facilities subcommittees should, at a minimum, participate in the training within their first year of membership on the subcommittee. SCHEV should obtain assistance in developing or delivering the training from relevant agencies such as the Department of General Services and past or present finance officers at Virginia's public four-year institutions, as appropriate.
18	The General Assembly may wish to consider including language in the Appropriation Act to direct the State Council of Higher Education for Virginia (SCHEV) to update the underlying data for the base adequacy model and make additional modifications to the formula as warranted. SCHEV should ensure that future updates or revisions to base adequacy occur every six years as part of the state's strategic planning process. The update and modification to the base adequacy model should be completed in coordination with the re-basing of appropriated and actual salary averages, as recommended in JLARC's 2013 <i>Review of Academic Spending and Workload at Virginia's Public Higher Education Institutions</i> .
19	The General Assembly may wish to consider amending the Code of Virginia to impose a limit on mandatory athletic fees charged to students by limiting the proportion of tuition and mandatory fees that can be collected for the purpose of funding intercollegiate athletics.

JLARC Recommendations	
20	The General Assembly may wish to consider including language in the Appropriation Act to direct Virginia public four-year institutions that charge mandatory student athletic fees in excess of the limit (as a proportion of mandatory student charges) set forth in the Code of Virginia, to develop plans to reduce athletic fees. Institutions should develop and submit their reduction plans to the House Appropriations and Senate Finance Committees no later than November 30, 2015, for full compliance with the limits no later than June 30, 2020.
21	The General Assembly may wish to consider including language in the Appropriation Act to require public four-year institutions to evaluate the non-athletic services and activities funded by mandatory non-E&G fees. Institutions should be required to report the results of the evaluation to the House Appropriations and Senate Finance Committees no later than November 1, 2015. The report should include an inventory of each service and activity and proposed reductions in spending through improved efficiency or cutbacks in service levels, or through elimination of services or activities tangential to the academic mission.
22	The General Assembly may wish to consider amending the Appropriation Act to remove all exemptions from the annual five percent cap on mandatory non-E&G fee growth and modify the cap to a limit of the lesser of (i) five percent or (ii) the median dollar increase in the fee across all public four-year institutions from the prior academic year.
23	The General Assembly may wish to consider including language in the Appropriation Act to require that an institution may only exceed the annual growth cap on mandatory non-E&G fees if expressly authorized through the Act.
24	The State Council of Higher Education for Virginia should update the state's Chart of Accounts for higher education in order to improve comparability and transparency of mandatory non-E&G fees, with input from the Department of Accounts, the Department of Planning and Budget, the Auditor of Public Accounts, and institutional staff. This process should be coordinated with the standardization of tuition and fee reporting recommended in JLARC's <i>2013 Review of Non-Academic Services and Costs at Virginia's Public Higher Education Institutions</i> .

JLARC Recommendations	
25	The General Assembly may wish to consider including language in the Appropriation Act to direct the State Council of Higher Education for Virginia to modify its current capital prioritization process by 2016 to (i) ensure objective analysis of institutions' capital requests and (ii) provide a statewide prioritization of higher education capital requests that may be used to determine which projects should be recommended to receive funding. It should provide the Six-Year Capital Outlay Plan Advisory Committee with a draft of the revised prioritization process for feedback and approval.
26	The General Assembly may wish to consider including language in the Appropriation Act to require that the Six-Year Capital Outlay Plan Advisory Committee, the Department of Planning and Budget, and others as appropriate use the results of the prioritization process established by the State Council of Higher Education for Virginia in determining which capital projects should receive funding.
27	The General Assembly may wish to consider amending the Code of Virginia to direct the State Council of Higher Education for Virginia to identify metrics on capital spending, debt, and other data of value to the capital review process and annually publish a report on how each of the 15 public four-year institutions compares across the metrics. The report should include (i) comparisons to national and regional levels of capital spending and (ii) information on the value of institutions' physical plants relative to their Carnegie classifications.
28	The Department of General Services should centrally track facility condition by developing metrics to assess facility condition for inclusion in its current asset management system by November 1, 2016. The selection of metrics and process to collect information from public higher education institutions should be coordinated with the State Council of Higher Education for Virginia and the Department of Planning and Budget.
29	The Department of Planning and Budget should revise the formula used to allocate the state's maintenance reserve funding to account for higher maintenance needs resulting from poor facility condition, aging of facilities, and differences in facility use.

JLARC Recommendations	
30	The General Assembly may wish to consider including language in the Appropriation Act to direct public institutions to submit long-term deferred maintenance plans to the Department of General Services and the Department of Planning and Budget at the start of each biennium. The plans should contain (i) a list of deferred maintenance projects ranked by relative priority, funding availability, and timeframe, and (ii) estimates of project funding levels and sources.
31	The General Assembly may wish to consider including language in the Appropriation Act to allocate all Virginia Student Financial Assistance Program funds across institutions such that an equal percentage of financial need recognized by the state's Partnership Model is met at each of Virginia's public four-year institutions.
32	The General Assembly may wish to consider amending the Code of Virginia to restrict the Virginia Student Financial Assistance Program to low- and middle-income students when program appropriations are not sufficient to fully meet the student financial need recognized by the Partnership Model.

JLARC Options	
1	The General Assembly could create a joint subcommittee to oversee implementation of the recommendations and options from the Joint Legislative Audit and Review Commission higher education report series. The subcommittee should at minimum comprise members of the House Appropriations, House Education, Senate Education and Health, and Senate Finance Committees.
2	The General Assembly could amend the Code of Virginia to revise the cost-share goal for each public four-year institution to account for characteristics that may limit the ability of institutions to generate additional net tuition revenue. Such characteristics include a higher percentage of in-state students who receive federal Pell grants and a relatively low median expected family contribution of in-state students, both of which indicate relatively low student ability to pay the published price of higher education.
3	The General Assembly could consider allocating a higher proportion of operating funding to institutions that (i) are least able to fund academic operations and (ii) have a relatively high proportion of students who have lower ability to pay the published price of higher education.
4	The General Assembly could ensure that all public institutions have full funding under the base adequacy model before appropriating general funds to support institutional initiatives and before implementing and funding the proposed performance funding model.
5	The General Assembly could include language in the Appropriation Act to limit annual increases in tuition and mandatory E&G fees for in-state undergraduate students while providing additional state operating funding to offset forgone tuition revenue. The General Assembly could provide an exemption from the limit for institutions that substantially reduce mandatory non-E&G fees and reallocate resources to E&G operations.
6	The General Assembly could include language in the Appropriation Act to provide additional state funding for the maintenance reserve program, corresponding with additional state oversight of institutions' deferred maintenance policies and practices.
7	The General Assembly could provide more student aid funding for the Virginia Student Financial Assistance Program by reallocating funds from limiting eligibility for the Tuition Assistance Grant program to low- and middle-income students with financial need.

**2014-16 Appropriation Request
And Review of Executive Budget Amendments and Legislative Session**

FINANCE AND AUDIT COMMITTEE

March 4, 2015

Overview of the Appropriations Process

Traditionally, during the legislative session each chamber of the General Assembly will review the Executive Budget Amendments, introduce member amendments as necessary, and pass an amended biennial budget proposal to be reviewed by the opposite chamber. As the two chambers' budgets often differ from each other, the budget proposals are ultimately taken up by a Conference Committee. The Committee, which is composed of members of each chamber, then produces a compromise budget for final approval by the House and Senate. Once approved, the Governor is given 30 days to review the General Assembly's budget and propose any vetoes for consideration at the reconvened session in April. After final General Assembly approval, the budget becomes a chapter within the current year's Acts of Assembly, and is thereafter referred to as the Appropriation Act.

2014-16 Biennial Budget Amendments

On October 31, 2014, the university submitted budget decision packages supporting the university's recent six-year plan submission to the Department of Planning and Budget for consideration in the development of the Executive Budget Amendments for the 2014-16 biennium. Governor McAuliffe then presented the Executive Budget Amendments for the biennium on Wednesday, December 17, 2014. The General Assembly session opened on January 14, 2015 and completed its work on February 27, 2015. The Governor now has 30 days to review the budget.

This report presents the major elements of the Executive Budget Amendments and General Assembly actions for the upcoming biennium.

Decision Package Summary

In early October 2014, the Department of Planning and Budget solicited the submission of agency budget requests, called decision packages. The Administration communicated to agencies that Virginia was in the midst of a "slow economic recovery", and that no surplus or excess revenues would be available to fund new spending requests. Agencies were asked to limit requests to items that addressed emergencies, life/safety issues, and unavoidable cost increases. The Administration also advised agencies to seek Secretarial approval for items that fell outside of these issues but that supported Gubernatorial priorities. After careful review, the university focused its requests on items that were consistent with the institutional Six-Year plans and addressed the goals of the Higher Education Opportunity Act of 2011. The university

communicated these priorities to the Secretary of Education and submitted them for Executive approval through the Department of Planning and Budget on October 31, 2014.

Specifically, these requests covered three items totaling \$6.1 million in General Fund (GF) support for the University Division. An additional request to correct a technical issue in the Cooperative Extension and Agricultural Experiment Station Division (CE/AES) budget was submitted for \$0.6 million GF. The university's budget requests included the following items for 2014-16:

University Division (Agency 208)

Operating Requests:

- Advance Strategic Research Opportunities:
 - Brain Disorder Research: \$2.5 million GF in 2015-16
 - Autonomous Vehicle Research: \$0.5 million GF in 2015-16
- Increase Virginia Undergraduate Enrollment: \$3.1 million GF in 2015-16

Cooperative Extension / Agricultural Experiment Station Division (Agency 229)

Operating Requests:

- Correct Central Fund Distribution Shortfall: \$0.6 million GF in 2014-15 and 2015-16

Governor McAuliffe proposed amendments to the 2014-16 biennial budget on Wednesday, December 17, 2014. The previously assigned \$6.13 million reduction in Fall 2014 was affirmed for each year of the biennium. The Executive Budget Amendments did not include enhanced support for university operations or research initiatives. An increase of \$100,000 GF for the university's undergraduate student financial aid program was proposed, as was a \$1.5 million increase to the university's share of the Higher Education Equipment Trust Fund and a \$0.5 million increase to the Maintenance Reserve allocation for Virginia Tech.

No new funding was provided for the CE/AES Division. A technical adjustment to transfer health insurance funding from the University Division to the CE/AES Division (no net increase) was approved. These allocations are summarized in Attachment 1.

2015 General Assembly Session

The General Assembly session opened on January 14, 2015 and began reviewing proposed legislation and budget amendments. The 2014-16 Executive Budget Bill was a major legislative proposal considered by the General Assembly. House and Senate members submitted amendments to the Executive Budget Bill on January 16, 2015 for consideration by the respective body's financial committee. The university submitted targeted requests for additional funding in support of:

Operating:

- Virginia Undergraduate Student Enrollment Growth: \$1.65 million GF
- Neurological and Health Sciences Research: \$2.5 million GF
- Autonomous Vehicle Research Support: \$0.5 million GF
- Correct Agency 229 Central Fund Distribution Shortfall: \$0.6 million GF

Capital:

- Renew/Renovate Academic Buildings project of \$30.6 million GF
- Research facilities at Kentland Farm, \$7.6 million GF

The House Appropriations and Senate Finance Committees published their proposed changes to the 2014-16 Executive Budget amendments on February 8, 2015. Those proposals were taken up by the Conference Committee, in accordance with the normal process. The Conference Committee produced a compromise budget on February 24, 2015 that was reviewed and passed by the House and Senate on February 26, 2015. Additional details of the final budget proposal offered by the House and Senate that impact Virginia Tech are summarized in Attachment 1.

The Conference Committee budget included several items that impact the university, including:

University Division (Agency 208):

- **Operating Support:** \$1.96 million to support enrollment growth and research
- **Compensation adjustments:** Subject to meeting or exceeding FY 2015 revenue estimates, the following compensation adjustments are proposed:
 - Faculty: 2 percent increase, may be awarded on the basis of merit.
 - Authority to reallocate up to 2.5 percent to award additional merit to Teaching and Research faculty.
 - Classified Staff: 2 percent base increase. Additional \$65 per year of service to address compression (for employees with at least 5 years of service).
 - University Staff: 2 percent base increase. No compression adjustment.
- **Support for Research:** \$1.25 million to support Brain Disorder Research
- **Equipment:** \$1.5 million increase in the annual Equipment Trust Fund allocation
- **Maintenance Reserve:** \$510,000 increase in the university's allocation

Cooperative Extension/Agricultural Experiment Station (Agency 229):

- **Operating Support:** \$296,000 to correct health insurance shortfall

Capital:

- | | |
|--|----------------|
| • Renovate/Renew Academic Buildings | \$30.6 million |
| • Improve Kentland Research Facilities | \$7.6 million |

Other actions that impact the university or are of interest are summarized in Attachment 2. Attachments 1 and 2 include the Executive Budget as a point of reference.

Legislation with potential impact

As of January 29, 2015, 2,295 pieces of legislation had been filed for consideration by the 2015 General Assembly. The university has followed this legislation, particularly that which may impact the university, and advocated or influenced legislation impacting higher education when appropriate.

Legislation was proposed for a wide range of higher education related topics including nonresident enrollment ratio limitations, loss of some restructuring authorities, four-year fixed tuition pricing, and eliminating in-state tuition eligibility for undocumented students. Ultimately, these initiatives were not successful.

However, some legislation that impacts higher education was approved by the General Assembly, including the following items:

- HB1897: Caps athletic fees at institutions of higher education based upon Division level, and also prevents proportional increases in the student support of athletic operations. This legislation is effective July 1, 2016.
- SB1223: Requires four-year public institutions of higher education to post on their homepage and annually update a tab or link that includes retention rates, tuition and mandatory fee increase, the use of student fees, postsecondary education and employment, and financial reports of the institution.
- Budget language (detailed in Attachment 2):
 - Joint Subcommittee on Future Competitiveness of Virginia Higher Education
 - Joint Legislative Audit Review Committee (JLARC) recommendations

Future Actions

The House and Senate's Conference Committee budget passed the General Assembly on February 26, 2015. Once the budget is presented to the Governor, he has approximately 30 days to sign the Budget Bill as it is or make changes before the scheduled reconvened session on April 15, 2015.

PROPOSED APPROPRIATIONS FROM THE EXECUTIVE BUDGET AND CONFERENCE COMMITTEE
as of February 24, 2015

Operating Budget**General Fund****University Division**

Incorporate Reduction Strategies

Faculty salary - 2%

Staff Salary (a)

House Operating / VT Initiatives (enrollment, research)

Health Insurance Correction

*Subtotal University Division Operating***Research**

Brain Research

Financial Aid

Undergraduate Financial Aid

Equipment Trust Fund (Incremental)

Equipment

Subtotal - University Division**Cooperative Extension/AES Division (CE/AES)**

Faculty salary - 2%

Staff Salary (a)

Health Insurance Correction

Correct Central Fund Shortfall for Health Insurance

Subtotal - CE/AES**Total Operating Budget State Support**

Executive Budget	
2014-15	2015-16
\$ (6,133,525)	\$ (6,133,525)
-	-
-	-
(108,531)	(108,531)
\$ (6,242,056)	\$ (6,242,056)
-	-
-	100,000
	1,522,291
\$ (6,242,056)	\$ (4,619,765)
-	-
108,531	108,531
\$ 108,531	\$ 108,531
\$ (6,133,525)	\$ (4,511,234)

Conference Budget	
2014-15	2015-16
\$ (6,133,525)	\$ (6,133,525)
-	1,648,534
-	-
-	1,964,939
(108,531)	(108,531)
\$ (6,242,056)	\$ (2,628,583)
-	1,250,000
-	100,000
-	1,522,291
\$ (6,242,056)	\$ 243,708
-	470,979
-	-
108,531	108,531
296,243	296,243
\$ 404,774	\$ 875,753
\$ (5,837,282)	\$ 1,119,461

(a) - The state funded its share of salary increase; funding is held in a state central fund account pending distribution to the university in 2015-16.

**2014-16 General Assembly Budget
As of Tuesday February 24, 2015**

Each column reflects incremental adjustments to the 2014-16 biennial budget,
as proposed in the Executive Budget and the final Conference Committee Budget.

COMPENSATION

	Executive	Conference Committee
Classified Salary Increase	N/A	<p>Subject to meeting or exceeding FY15 revenue estimates, the following increases will be implemented effective August 10, 2015:</p> <ul style="list-style-type: none"> • 2% across-the-board adjustment for state classified employees, plus • Compression adjustment of \$65 per year of service from 5-30 years.
University Staff Salary Increase	N/A	<p>Subject to meeting or exceeding FY15 revenue estimates, the following increase will be implemented effective August 10, 2015:</p> <ul style="list-style-type: none"> • 2% adjustment for university staff, which may be implemented based upon performance • A compression adjustment was not authorized.
Faculty Salary Increase	N/A	<p>Agency 208: \$1,648,534 GF Agency 229: \$470,979 GF</p> <p><u>T&R Faculty:</u> Subject to meeting or exceeding FY15 revenue estimates, an increase of 2% is provided for T&R faculty, effective August 10, 2015.</p> <p>Additionally, the institution “may reallocate from educational and general program funds in the second year to provide an additional 2.50 percent average faculty salary increase for teaching and research faculty.”</p> <p><u>A/P Faculty:</u> Subject to meeting or exceeding FY15 revenue estimates, an increase of 2% is provided for A/P Faculty, effective August 10, 2015.</p>

OPERATING

	Executive	Conference Committee
Operating Support / VT Initiative	N/A	Support of \$1,964,939 GF in second year is provided to the university. This encompasses the university's \$1.65 million GF enrollment growth request, budget reduction relief, as well research costs associated with (1) VTTI and (2) Cyber Physical Systems Lab, at the university's discretion.
Brain Disorder Research	N/A	An increase of \$1.25 million GF is provided for brain disorder research in 2015-16.
Equipment Trust Fund	An increase of \$1,522,291 to the prior appropriation is proposed in the second year.	No change. The Executive Budget proposal to increase HEETF funding by \$1,522,291 in the second year is maintained.
Budget Reductions	The General Fund budget reduction of \$6.1 million to the E&G program, communicated in Fall 2014, is affirmed. No reduction to the Cooperative Extension & Agricultural Experiment Station is assigned.	No Change to amount. Language clarifies that the institution may adjust any of the amounts embedded in the E&G budget item not to exceed the percentage of the overall budget reduction. This allows the institution to adjust line item appropriations within the E&G program as a result of the previously approved budget reductions.
Agency 229 (CE/AES) Technical Central Fund Shortfall Correction	N/A	An increase of \$296,243 GF in each year is supported to address the shortfall in the health insurance share of the shortfall. The shortfall associated with the fund split methodology is not addressed.
Undergraduate Student Financial Aid	An additional \$100K GF in the second year is proposed.	No change. The Executive Budget proposal of \$100,000 GF for undergraduate student financial aid is maintained.
Tuition Authority	Executive Budget eliminated the prohibition of tuition increases to mitigate the prior budget reductions.	N/A
Out-of-State Capital & Equipment Fee	N/A	A technical adjustment to update the OOS capital fee assessment to reflect actual enrollment will increase the university's assessment by \$211,068 in the second year.

FRINGE BENEFITS

	Executive	Conference Committee
Virginia Retirement System (VRS)	N/A	Contingent upon achieving state revenue targets, an increase of the employer share of retirement benefits up to 90 percent of the actuarial rate is provided in FY16. This represents a 15.33 percent increase.
Health Insurance	Downward revision of FY16 cost increase to 2.9% from 6.9%.	No change. Premiums are expected to increase approximately 2.9%. Language prohibits DHRM from increasing the out-of-pocket maximums above the limits set on July 1, 2014.

CAPITAL

Land Transfer	New language authorizes the university to exchange 1.5 acres of publicly owned land for 22.9 acres of privately owned land to expand university agricultural programs.	No change.
Nongeneral Fund and Debt Authorization	Authorizes the university to issue debt through state's pooled bond program. -Upper Quad Residential Facilities -Unified Communications System and Network	No change.
Maintenance Reserve Funding	Proposed increase of \$532K GF in the second year.	An increase of \$510,426 GF is provided in the second year.
Capital Projects	N/A	A \$106.1 million GF State-wide pool includes support for the following projects at Virginia Tech: <ul style="list-style-type: none"> • Renovate/Renew Academic Buildings - \$30.563M • Agency 229 Improve Kentland Facilities - \$7.6M A Higher Education capital project planning pool was established for 14 new projects to begin preplanning with GF and NGF resources to be reimbursed upon receiving construction funding. The university did not have any projects in this planning pool.

LANGUAGE

	Conference Committee
Joint Subcommittee on Higher Education	<p>Language establishes a Joint Subcommittee on the Future Competitiveness of Virginia Higher Education:</p> <p>The Chairmen of the House Appropriations and Senate Finance Committees shall each appoint four members from their respective committees to a Joint Subcommittee on the Future Competitiveness of Virginia Higher Education to (a) review ways to maintain and improve the quality of higher education, while providing for broad access and affordability; (b) examine the impact of financial, demographic, and competitive changes on the sustainability of individual institutions and the system as a whole; (c) identify best practices to make the system more efficient, including shared services, institutional flexibility, and easily accessible academic pathways; (d) evaluate the use of distance education and online instruction across the Commonwealth and appropriate business models for such programs; (e) review current need-based financial aid programs and alternative models to best provide for student affordability and completion; (f) review the recommendations of the Joint Legislative Audit and Review Commission on the study of the cost efficiency of higher education institutions and make recommendations to their respective committees on the implementation of those recommendations; (g) study the effectiveness and value of transfer students; (h) evaluate the effectiveness of dual enrollment in reducing the cost of higher education; and (i) study the effectiveness of preparing teachers to enter the K-12 system.</p>
JLARC Recommendations	<p>Language calls for the implementation of several JLARC recommendations as follows:</p> <p>§ 4-9.05 IMPLEMENT JLARC RECOMMENDATIONS</p> <p>a. The Boards of Visitors at each Virginia public four-year higher education institution, to the extent practicable, shall:</p> <ol style="list-style-type: none"> 1. require their institutions to clearly list the amount of the athletic fee on their website's tuition and fees information page. The page should include a link to the State Council of Higher Education for Virginia's tuition and fee information. The boards should consider requiring institutions to list the major components of all mandatory fees, including the portion attributable to athletics, on a separate page attached to student invoices; 2. assess the feasibility and impact of raising additional revenue through campus recreation and fitness enterprises to reduce reliance on mandatory student fees. The assessments should address the feasibility and impact of raising additional revenue through charging for specialized programs and services, expanding membership, and/or charging all users of recreation facilities; 3. direct staff to perform a comprehensive review of the institution's organizational structure, including an analysis of spans of control and a review of staff activities and workload, and identify opportunities to streamline the organizational structure. Boards should further direct staff to implement the recommendations of the review to streamline their organizational structures where possible; 4. require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports; 5. direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control. The new policies and standards should (i) set an overall target span of control for the institution, (ii) set a minimum number of direct reports per supervisor, with guidelines for exceptions, (iii) define the circumstances that necessitate the use of a supervisory position, (iv) prohibit the establishment of supervisory positions for the purpose of

recruiting or retaining employees, and (v) establish a periodic review of departments where spans of control are unusually narrow; and,

6. direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including use of institution-wide contracts;

7. consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, that are exceptions to the institutional policies for standardizing purchases.

b. The State Council on Higher Education for Virginia, to the extent practicable, shall:

1. convene a working group of institution financial officers, with input from the Department of Accounts, the Department of Planning and Budget, and the Auditor of Public Accounts, to create a standard way of calculating and publishing mandatory non-E&G fees, including for intercollegiate athletics;
2. update the state's Chart of Accounts for higher education in order to improve comparability and transparency of mandatory non-E&G fees, with input from the Department of Accounts, the Department of Planning and Budget, the Auditor of Public Accounts, and institutional staff. This process should be coordinated with the standardization of tuition and fee reporting;
3. convene a working group of institutional staff to develop instructional and research space guidelines that adequately measure current use of space and plans for future use of space at Virginia's public higher education institutions;
4. coordinate a committee of institutional representatives, such as the previously authorized Learning Technology Advisory Committee. In addition to the objectives set out in the Appropriation Act for the Learning Technology Advisory Committee, the committee should identify instructional technology initiatives and best practices for directly or indirectly lowering institutions' instructional expenditures per student while maintaining or enhancing student learning.

c. Notwithstanding the provisions of § 23-9.14:1, the State Council of Higher Education for Virginia shall annually train boards of visitors members on the types of information members should request from institutions to inform decision making, such as performance measures, benchmarking data, the impact of financial decisions on student costs, and past and projected cost trends. Boards of Visitors members serving on finance and facilities subcommittees should, at a minimum, participate in the training within their first year of membership on the subcommittee. SCHEV should obtain assistance in developing or delivering the training from relevant agencies such as the Department of General Services and past or present finance officers at Virginia's public four-year institutions, as appropriate.

d. The Department of Planning and Budget shall revise the formula used to make allocation recommendations for the state's maintenance reserve funding to account for higher maintenance needs resulting from poor facility condition, aging of facilities, and differences in facility use. Beginning with fiscal year 2016, the Department of Planning and Budget shall submit these recommendations to the Governor and General Assembly no later than November 1 of each year.

e. The Six-Year Capital Outlay Plan Advisory Committee, the Department of Planning and Budget, and others as appropriate shall use the results of the prioritization process established by the State Council of Higher Education for Virginia in determining which capital projects should receive funding.

f. Beginning with fiscal year 2016, the Auditor of Public Accounts shall include in its audit plan for each public institution of higher education a review of progress in implementing the JLARC recommendations contained in paragraph § 4-9.05 a."

	Conference Committee
Statewide Strategic Plan	SCHEV is provided with \$300K GF in the second year to support SCHEV initiatives related to the statewide plan for higher education and to help implement JLARC recommendations.

Report on the Development of Cost Containment Opportunities

FINANCE AND AUDIT COMMITTEE

March, 2015

The Finance and Audit Committee has expressed interest in understanding the university's current and future cost management strategies to continue Virginia Tech's effective management within an environment of increasingly constrained resources. In November 2014, the Committee requested that the university review the institution's cost structure and consider opportunities for further improvement. This first report, in response to the Committee's interest, is an introduction to the cost structure of the university, current status of cost management strategies and related outcomes, and future action plans for reporting. This report is the first in a series of reports that plans to provide information on cost analysis and cost containment strategies to the Committee. The university has a history of monitoring and controlling costs in order to utilize well the monies assigned to its operating units. However, our university reporting efforts have focused on university-wide results, with less reporting efforts on units within the university. The end result of this should be the identification of long-term trends in managing the university's costs, and it could reveal opportunities for further cost containments.

Background

The past decade has presented a challenging environment for higher education. Student expectations have increased as has the competition to recruit and retain best faculty. Reduction in state appropriations, recession in the national economy, rapid escalation in fixed costs such as health care, energy, retirement, and unfunded mandates, etc. have placed tremendous financial pressures on institutions of higher education including Virginia Tech. The university, similar to other higher education institutions, had to balance the reduction in state appropriations with corresponding increases in tuition and fee revenues, adoption of alternate revenue enhancing strategies, and absorption of budget reductions. In conjunction with revenue enhancement and budget reductions, the university has also adopted cost containment and reallocation strategies to minimize the impact of reductions on the academic enterprise while seeking to advance strategic objectives and to position the institution for the future. A disciplined financial management strategy has enabled Virginia Tech to make progress on the university's strategic plan – enrollments grew by 3,245 or 12 percent in the past decade; university's research rankings increased from 56th in the nation in 2005 to 38th in 2015; and the university maintained graduation rates of 83 percent. In addition, several of university's academic programs are ranked in top 20 in the nation.

University Cost Structure

Virginia Tech records the costs in the university systems based on standards established by Governmental Accounting Standards Board (GASB), industry standards as promulgated by the National Associate of College and University Business Officers (NACUBO), the SCHEV chart of accounts, and the Code of Virginia. The system is designed for effective institutional management and organizational accountability. At a high level, the university budgets and records costs in two separate state agencies – University Division and Cooperative Extension and Agricultural Experiment Station. Within each division, the costs are recorded by organization, and by program (education and general, student financial assistance, auxiliary enterprises, sponsored programs, etc.). The use of fund accounting ensures that each fund is set up with a distinct purpose. Multiple attributes in the accounting system along with the budgetary controls can restrict the type and amount of expenditures that can be posted to a fund. It also facilitates the review and analysis of university's operational costs from multiple perspectives:

- Costs by functional groups such as instruction, research, public service, academic support, institutional support, etc.
- Costs by natural classification such as personnel expenses, fringe benefits, supplies, travel expenses, utility costs, etc.
- Costs by operating units such as cost by college, administrative units, etc.
- Costs by project – the university's fund accounting system allows costs to be tracked and budgeted by project (ideal for sponsored research projects and capital outlay projects) or by cost objective within a university operating unit (such as by dining hall for the Dining Services auxiliary).

Current Status of Cost Management Strategies

The university has adopted certain core principles that guide resource allocation and budget management practices. These principles include a strategic focus on deployment of resources to align with Virginia Tech's mission and goals; cost conscious culture resulting in a history of lean administration; and maximization of benefits to students at the minimal cost. These core principles have contributed to the successful management of the university promoting a careful, planned, and sustainable growth of the institution. These accomplishments were achieved despite a state budget reduction of \$80.7 million during the past decade.

The university carefully monitors the operational costs of the institution and has implemented several cost containment strategies over the years to manage the escalation in costs. Some of the significant initiatives include:

- energy conservation investments and energy saving contracts to reduce future energy costs,

- automation of administrative processes (purchasing, leave and time keeping, research administration, etc.),
- process re-engineering,
- outsourcing of select services (such as renovation operations),
- strategic procurement to leverage the institution's purchasing power,
- consolidation of leased space into owned facilities,
- deployment of shared services,
- increased use of instructors,
- expanded class sizes, and
- online courses etc.

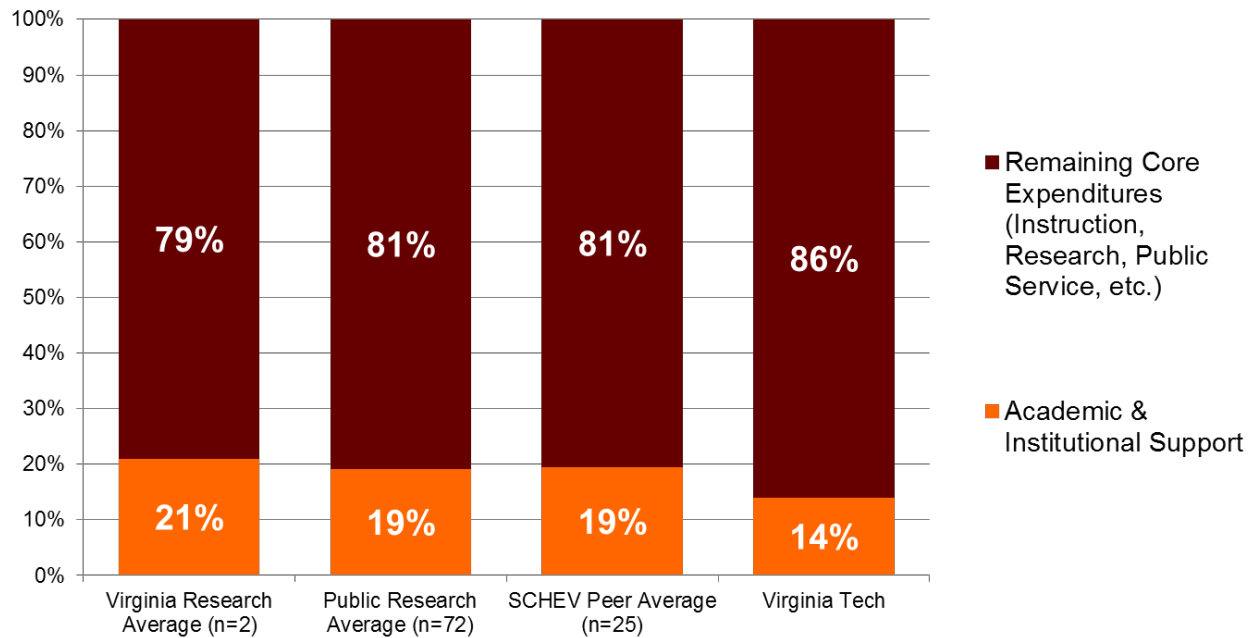
Expenditures are controlled by the budget allocation process and system controls built into the accounting system prohibit incurring expenditures in excess of the available budget balances.

The effectiveness of Virginia Tech's current cost management strategies can be examined through the outcomes of the annual administrative costs benchmarking study and through various metrics reported in the recently concluded comprehensive cost efficiency study conducted by the Joint Legislative Audit and Review Commission (JLARC).

University Studies

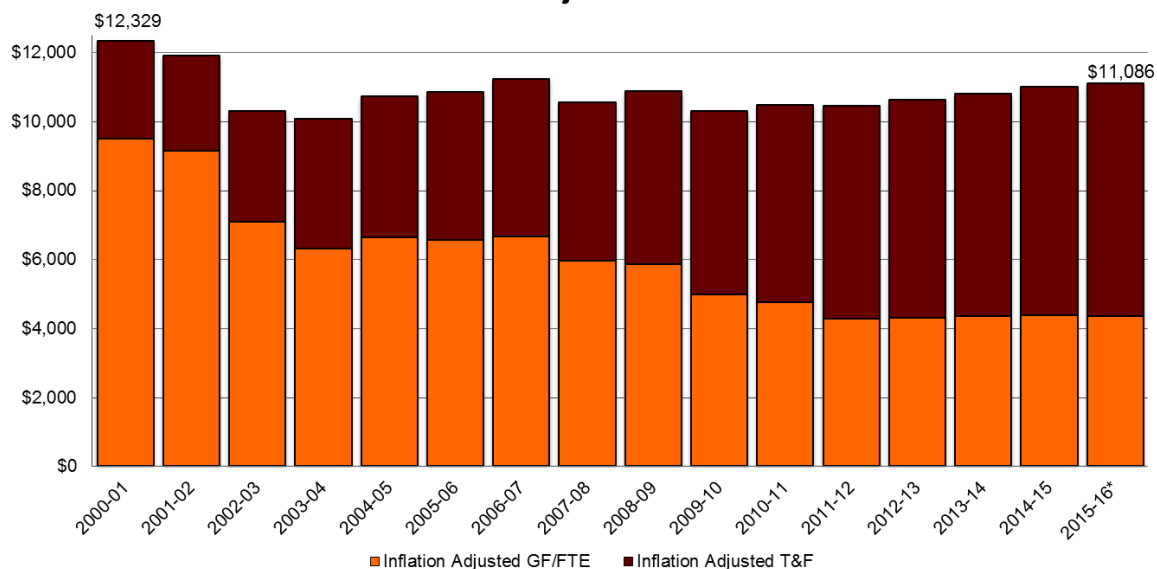
Administrative Cost Study: The university undertakes an annual administrative cost benchmarking study to evaluate administrative expenditures in comparison with total core expenditures of the university. This study replicates a national benchmarking study utilizing standardized data from the Integrated Postsecondary Education Data System (IPEDS). For fiscal year 2013 (the most recent data available from IPEDS), Virginia Tech has expended 14 percent of its total core expenditures to administrative costs compared to 19 percent for SCHEV peers and public research institutions. The results of the study over the years have consistently demonstrated that Virginia Tech maintains one of the lowest percentage allocation of resources to cover administrative costs. The prudent management of administrative costs means that a greater share of the university resources are focused on the primary academic mission of instruction, research, and outreach.

FY 2013



Funding per Resident Student: the university monitors the trend of funding per resident student over time. This trend displays the decline in overall resources per student since 2000-01. It reflects the university's inability to fully replace the decline in General Fund per student, but also infers an improved institutional cost efficiency. From 2001 to 2016, funding per resident student has declined \$1,243 per student, on an inflation-adjusted basis.

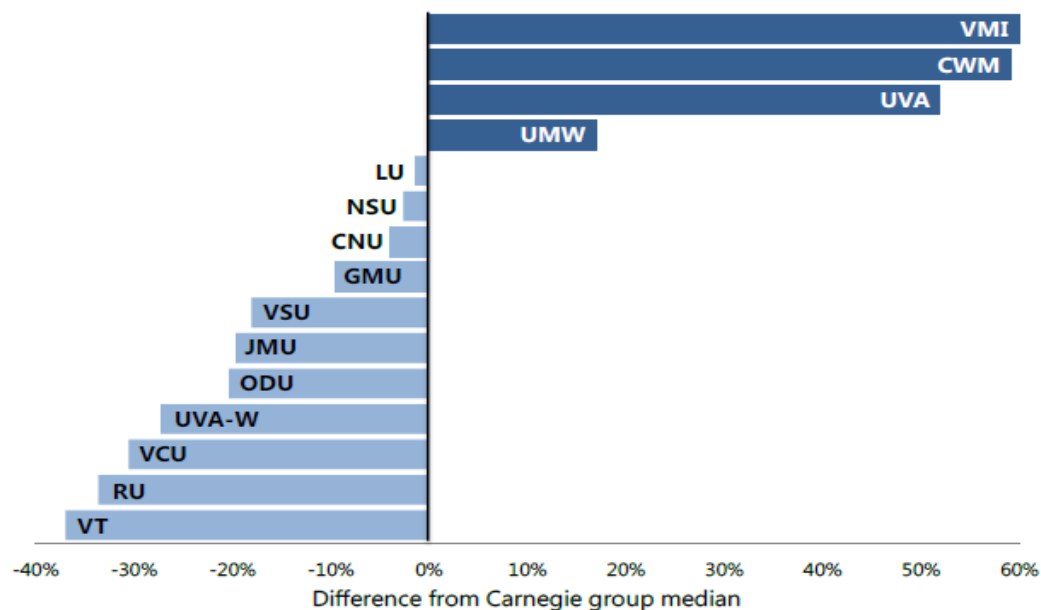
GF and T&F per Resident FTE Inflation Adjusted to 2000s



Joint Legislative Audit and Review Commission (JLARC) Study of Higher Education Cost Efficiency: JLARC conducted a comprehensive cost efficiency study of the Virginia public higher education institutions in fiscal years 2013 and 2014; these studies included identification of opportunities to reduce the cost of public higher education in the state. The recently concluded study reported several metrics related to cost efficiencies for all state higher education institutions. Following are few relevant metrics:

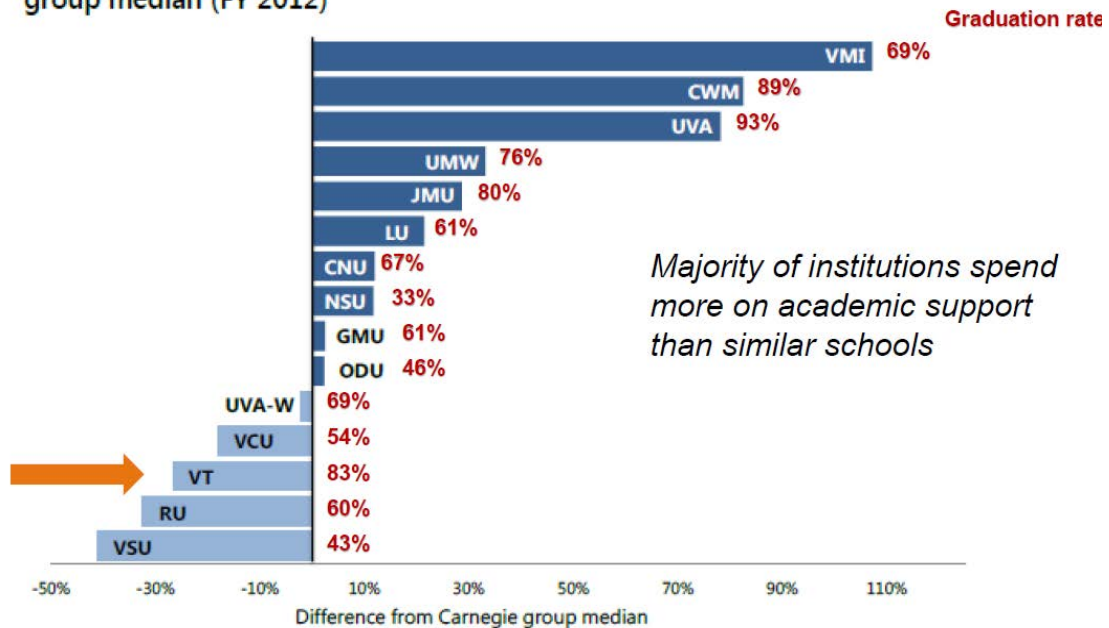
- Spending on Support functions: Virginia Tech is among the lowest spenders on support functions per student full-time equivalent when compared to its public Carnegie group institutions. The university's spending is less than 75 percent of other public institutions. Support functions include academic support, student services, institutional support, and operation and maintenance.

Mary Washington, William and Mary, UVA, and VMI spend more on support functions than their public Carnegie group median (FY 2012)



- Spending on academic support functions: Virginia Tech spends less than similar institutions on academic support. Academic support includes services such as Library, curriculum development, and college administration. Despite spending less than similar institutions, the university has maintained a graduation rate of 83 percent, demonstrating the effective utilization of the academic support.

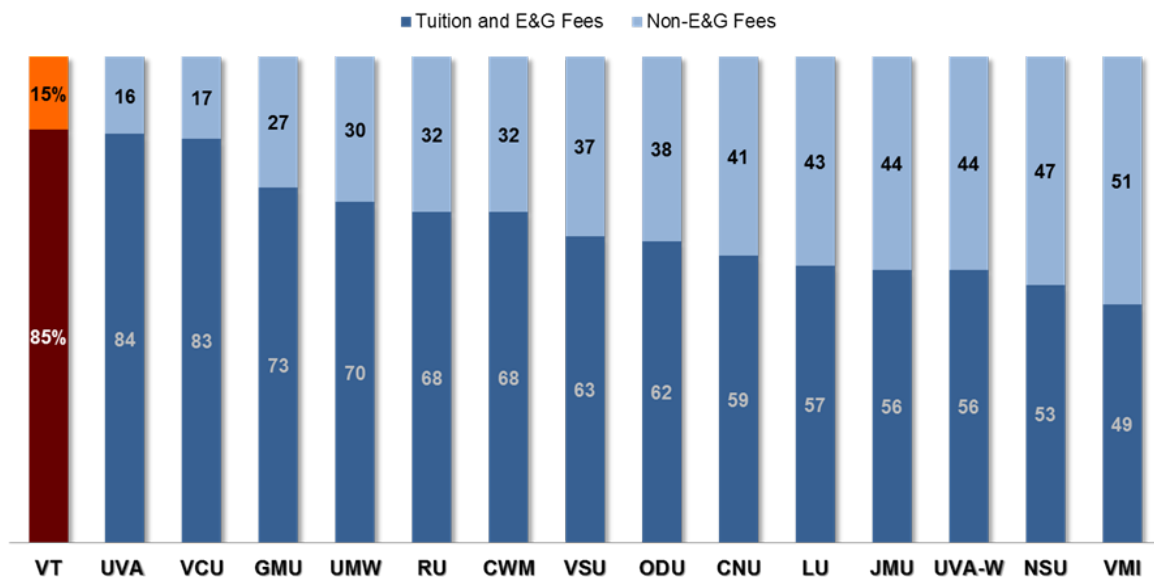
Ten Virginia institutions spend more on academic support than their Carnegie group median (FY 2012)



1 Based on SCHEV data for First Time, Full Time Freshman, Graduating within 6 years, 2006-07 cohort.
 Source: Based on JLARC Support Costs and Staffing report
 This chart reflects the academic support costs only.

- Virginia Tech has the lowest comprehensive fee of all public four-year institutions in Virginia, and allocates the largest portion of student charges to support instruction at the university compared to other 4-year public institutions in Virginia. The smaller comprehensive fee reflects the traditional strong central oversight of the business operations at Virginia Tech, along with a focus on cost containment.

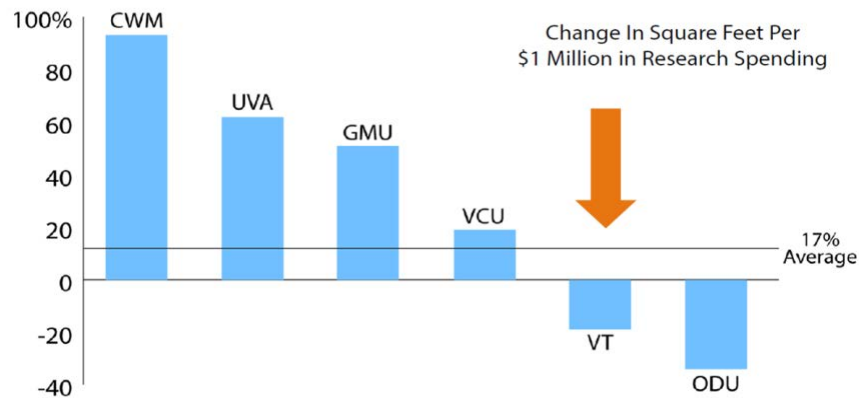
Non-E&G fees as a portion of mandatory charges (FY 2014)



Source: JLARC Addressing the Cost of Public Higher Education in Virginia Report

- Virginia Tech has increased its research space productivity from fiscal year 2005 to 2012. While most schools in Virginia increased their research space at a faster pace than in research activity, Virginia Tech gained research productivity by using research space more effectively.

Research Institutions Increased Research Square Footage By 17%

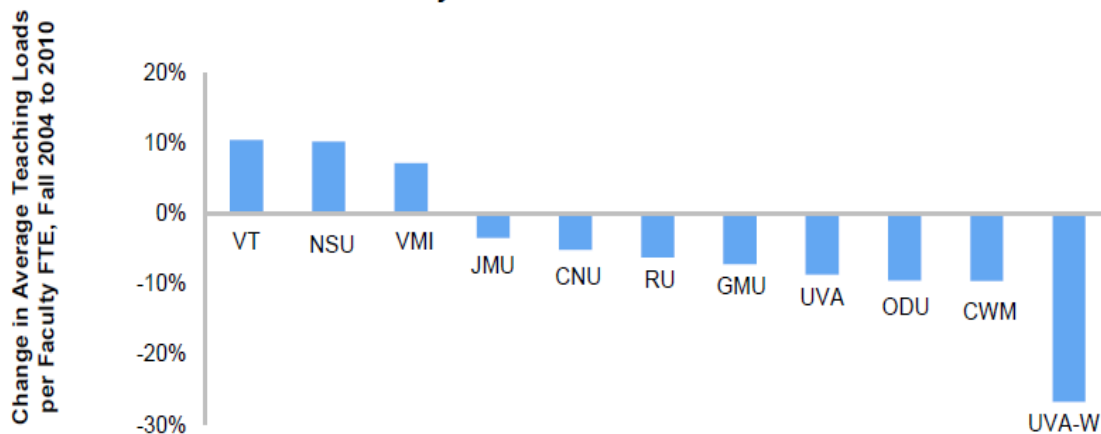


Note: FY 2005 to FY 2012

Source: JLARC Academic Spending and Workload Report

- Teaching loads for tenure and tenure-track faculty at Virginia Tech has increased by 10 percent from 2004 to 2010; conversely, the teaching loads decreased at all other Virginia doctoral institutions.

Tenured and Tenure-Track Faculty



Source: JLARC Academic Spending and Workload Report

Virginia Tech recognizes that the financial environment continues to be a challenging one despite the progress made by the university. The university's cost management goals include implementation of nuanced and well-thought strategies that do not adversely impact the academic quality and student support services. Such strategies should aim to achieve long-term efficiencies rather than short-term reductions.

Actions Plan for Upcoming Reports

The university understands and appreciates the Committee's interest in our cost containment activities, and we agree with the need to fully understand, monitor, track, and take appropriate action with regard to the management of our operating costs. Based on our current understanding of the Committee's focus, the university is currently developing an action plan to expand its analysis and reporting on university's operational costs. In addition, we plan to identify potential strategies to continue to improve cost effectiveness. The plan will include but is not limited to:

- Review benchmarking studies, metrics and industry best practices.
- Conduct longitudinal cost analyses from multiple perspectives to determine the productivity of operations. These efforts will look not only at the university-wide performance but will also examine unit costs and cost trends at the level of major operating units within the university.
- Identify potential cost containment strategies based on the activities described above.

We believe this will be an important and also time intensive activity. As a result, we envision working on this as an interactive effort with the Committee. As a result, we will commit to bringing updated and interim reports to the committee as this work proceeds. In this manner, modifications can be incorporated during the process to ensure we are achieving the Committee's goal with regard to monitoring cost containment activities at the university.



Financial Performance Report

Second Quarter 2014-15

Tim Hodge, Assistant Vice President for
Budget and Financial Planning

March 30, 2015



Overview

- The university continuously monitors financial performance
- Each quarter the university provides the Board with an update on financial performance
- The annual budget represents the university's projection of operations
 - The original budget is as reviewed with the Board in June
 - The adjusted budget is revised as new information becomes available



E&G Operating Budget

Key Annual Budget Changes

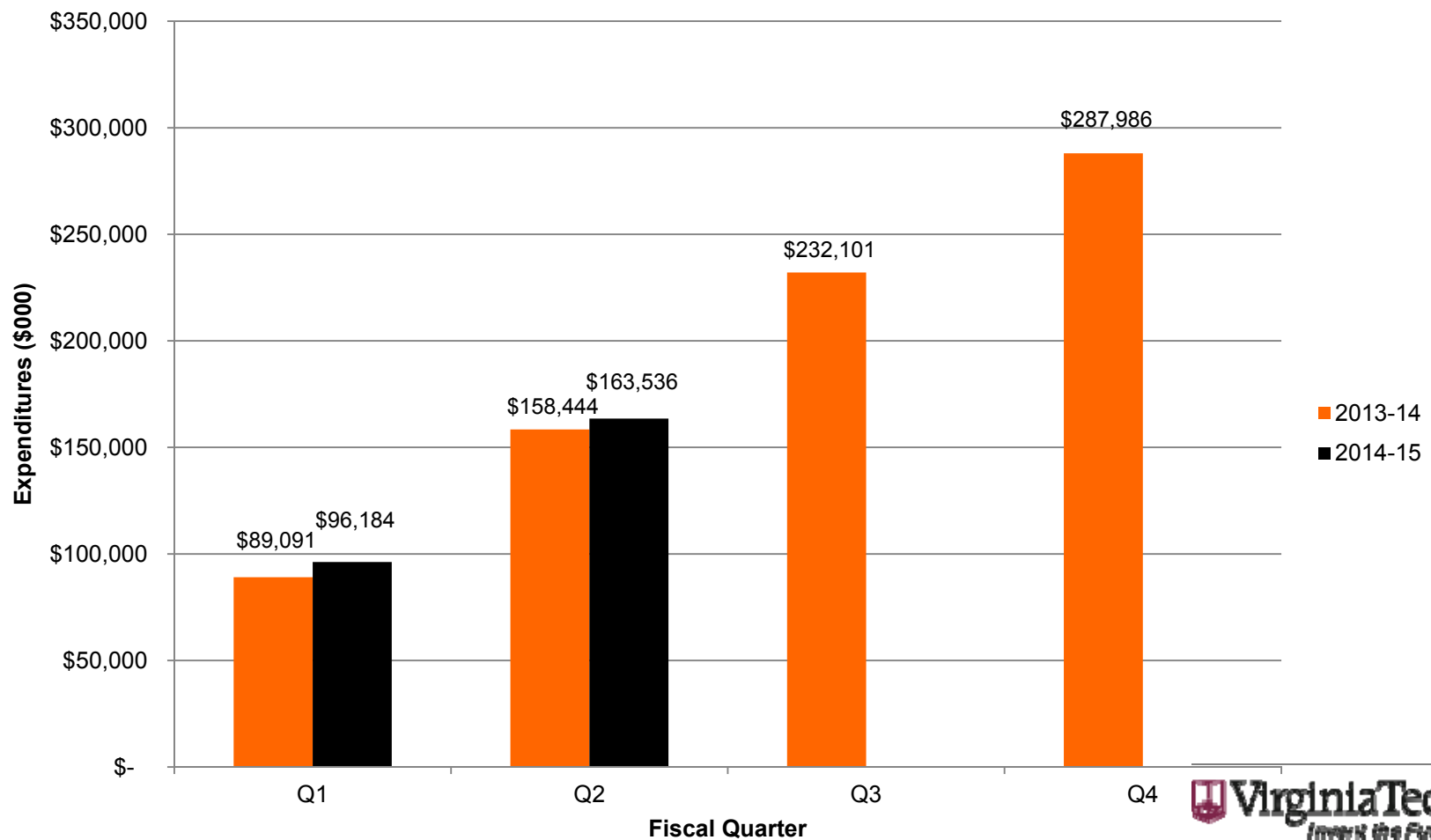
- Veterinary Medicine Teaching Hospital: \$500k budget increase for increased case loads
- General Fund: \$365k reduction for the central appropriation distribution

Performance

- 208 E&G
 - Normal timing variations
- CE/AES
 - Improvement in collections of Federal funds in agency 229
 - Delay of locality recoveries of \$1.2 million



Sponsored Programs Expenditures 2013-14 to 2014-15





Auxiliary Enterprises

Key Annual Budget Changes

- Athletics: \$4 million adjustment for bowl and operating activities

Performance

- Dorms and Dining: strong occupancy and dining sales
- Electric: lower than projected consumption through December
- Parking & Fleet: lower than projected permits and business volume
- Other activities are performing well



Capital Outlay

- **Total capital program level currently authorized**
 - \$642 million over several years
- **Cumulative program expenses**
 - \$391.5 million inception-to-date
- **Significant total program adjustments**
 - Classroom Building: The university worked with the state to increase the total project budget to \$42.652 million from \$40.852 million to reflect market pricing



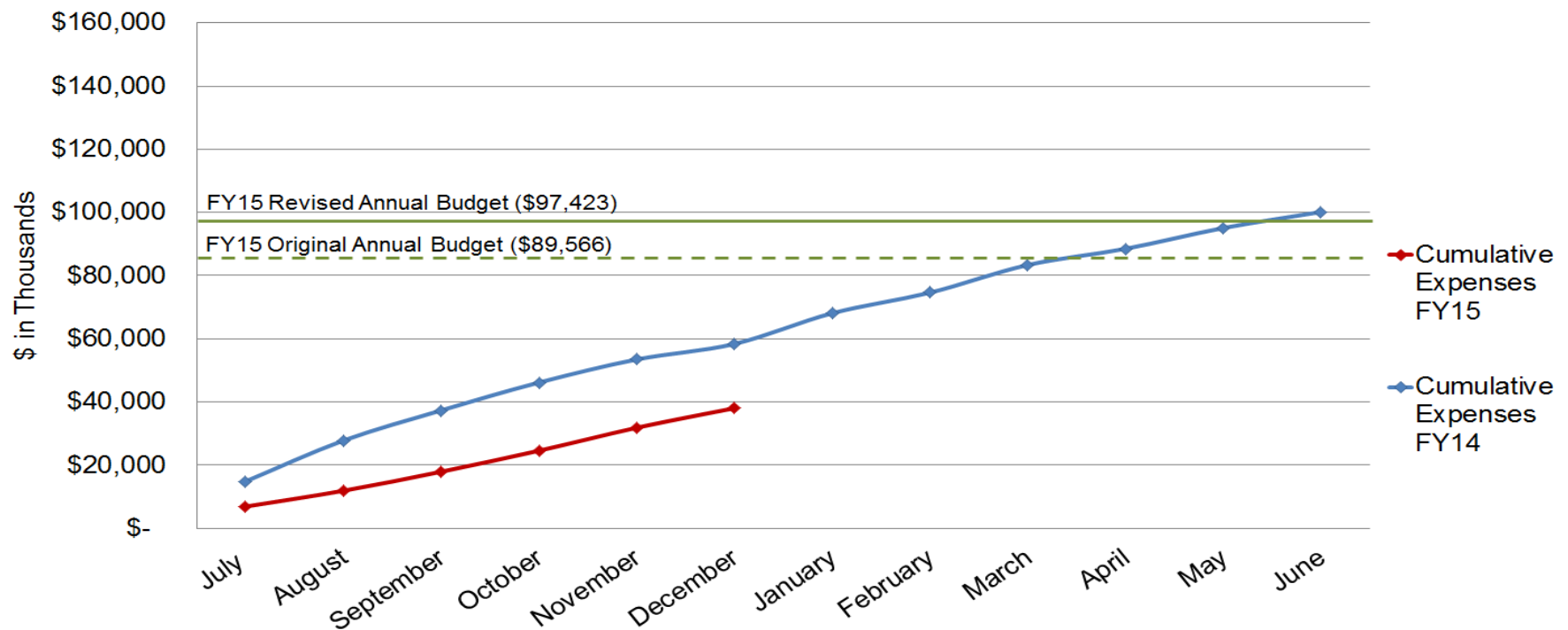
Capital Outlay

- **Annual capital budget as of second quarter**
 - \$97.4 million
- **Annual expenses as of second quarter**
 - \$38.1 million
- **Annual budget adjustments this quarter**
 - Total project budgets unchanged
 - ❖ Renovate Davidson Hall, Phase I \$1.2 million



Capital Outlay Trends: Annual Performance

CAPITAL PROGRAM ANNUAL PERFORMANCE
Cumulative Monthly Expenditures
Fiscal Year 2014 and Fiscal Year 2015





Capital Outlay

- **Major Construction Underway**
 - Classroom Building
 - Fire Alarm Systems and Access
 - Indoor Athletic Training Facility
 - Marching Virginians Practice Facility
 - South Recreation Field Surface Replacement
 - Upper Quad Residential Facilities



Questions ?

Proposed Tuition and Fee Rates for 2015-16

FINANCE AND AUDIT COMMITTEE

March 16, 2015

Development of 2015-16 Tuition and Fee Rates

The university has traditionally developed tuition and fee proposals in February and March of each year, with final rates submitted to the Board of Visitors in late March or April. This process allowed the university to incorporate into the tuition and fee proposals the impact of legislative actions taken during the General Assembly session. Finalizing these rates at the March Board of Visitors meeting helps students plan for the financial costs of the upcoming academic year and allows the University Scholarships and Financial Aid Office to deliver timely and effective financial aid award information to current and prospective students.

The 2015 General Assembly session adjourned on February 27, 2015, having sent a proposed budget to Governor McAuliffe for final approval. This has allowed the university to consider the amount of incremental General Fund support that the university will receive in 2015-16, as well as the nongeneral fund cost assignments that must be met with self-generated resources. With that understanding, the following tuition and fee recommendation is now proposed to address the university's 2015-16 resource needs.

History of Tuition Legislation in Virginia

The period of 1989 to the present has been one of significant change in the level of state support, tuition policies, and rates. The substantial growth in tuition continues to be a source of increasing concern to institutions of higher education, students, parents, and state officials.

During the period of 1989 to 1996, tuition increased dramatically across the Commonwealth due to the decline in General Fund support for higher education. At Virginia Tech, undergraduate tuition increased by 49 percent for resident students and 91 percent for nonresident students in the six-year period 1989-90 to 1995-96, a direct result of six rounds of reductions in state General Fund support.

In 1994 the Appropriation Act included language which established tuition rate growth caps of 3 percent for resident students and 7.5 percent for nonresident students for each year of the biennium. For 1996-97 through 1998-99, the Appropriation Act included language to freeze tuition for Virginia undergraduates at the 1995-96 level. The 1999 General Assembly approved a 20 percent reduction in tuition and mandatory Educational and General fees for Virginia undergraduate students and offset the reduction in revenue by providing new General Fund support. The 2000 Appropriation

Act included language to continue tuition and mandatory Educational and General fees at 1999-00 levels for Virginia undergraduate students during the 2000-02 biennium.

To address state revenue shortfalls, language in the 2002 Appropriation Act provided authority to increase tuition and mandatory Educational and General fees for Virginia undergraduate students by 9 percent. The 2003 General Assembly allowed for the annualization of the Spring 2003 tuition increases and limited increases in tuition and mandatory Educational and General fees for Fall 2003 for Virginia undergraduate students to 5 percent plus nongeneral fund cost assignments.

The authority granted by the 2004 General Assembly continues, and establishes that “The Board of Visitors . . . of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in the act.”

Effective July 1, 2006, the university entered into a management agreement with the Commonwealth of Virginia. A critical element of this agreement is the reaffirmation of the Board of Visitors’ authority to establish tuition and fee rates. This rate setting authority, coupled with the sum sufficient revenue authority to establish nongeneral fund appropriations as provided in the management agreement, provides a much more stable environment for planning and establishment of future tuition and fee rates.

For 2007-08, the 2007 General Assembly established a Tuition Incentive for allocation to institutions contingent upon limiting the increase of tuition and E&G fees for in-state undergraduate students to 6 percent plus in-state undergraduate financial aid. The 2008 General Assembly continued the incentive fund concept to encourage institutions to limit the in-state undergraduate tuition and E&G fee increases to 3 percent for E&G operations and 1 percent for student financial aid in 2008-09.

Language included in the 2009 budget, and continued in 2010, reiterated the intent of the federal American Recovery and Reinvestment Act of 2009 (ARRA) to “mitigate the need to raise tuition on in-state students at public colleges and universities.” As a result of this Act, the University division received over \$11 million in funding in 2009-10. This funding came along with an understanding, expressed verbally by state budget-writers, that higher education institutions would use ARRA funding to mitigate the need to increase tuition to Virginia residents beyond 5 percent.

The Governor’s Commission on Higher Education, Reform, Innovation, and Investment introduced the Higher Education Opportunity Act of 2011 at the start of the 2011 General Assembly. In this legislation, institutional tuition and fee-setting authority is retained by the Board of Visitors. However, total tuition and fee revenue is limited to the aggregate cost of education for all enrolled students, minus state General Fund support. The model does allow for exclusion of Virginia resident tuition and fee revenue directed towards financial aid, an institution’s nongeneral fund share of the state mandated

salary and fringe increases, improving faculty salary competitiveness, and unavoidable cost increases to ensure flexibility and inclusion of specific institutional characteristics, missions, and goals. The university is in compliance with this test; thus, the Board of Visitors retains the authority to set tuition and fee levels.

Tuition

The defined state process envisions utilizing the Six-Year Financial Plans that are developed in accordance with state guidelines and approved by the Board as the framework for the development of tuition and E&G fees, given certain assumptions about General Fund support provided by the General Assembly. However, development of tuition and fee recommendations for the coming year must consider the actual level of support from the commonwealth and nongeneral fund cost assignments when available. The university has worked to balance these criteria in developing the proposed 2015-16 rates shown below.

Full-Time Students

	<u>2014-15</u> <u>Charge</u>	<u>Proposed</u> <u>2015-16</u>
<u>Undergraduate</u>		
Resident	\$ 10,088	\$ 10,496
Nonresident	25,515	26,536
<u>Graduate</u>		
Resident On-Campus	11,656	12,127
Nonresident On-Campus	23,351	24,388
Resident Off-Campus	12,904	13,425
Nonresident Off-Campus	25,028	26,139

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

Impact of Student Financial Aid Programs

As reported to the Board in November 2014, the university maintains a robust student financial aid program to ensure access and affordability of the institutions programs. Consistent with this, it is important to remember that the proposed charges represent the gross amount assessed to students and may be offset by one of the university's various financial assistance programs, including the Funds For the Future program, which shelters returning undergraduate students from tuition increases at increasing levels dependent upon need.

Part-Time Students

Part-time tuition charges for all student categories are derived from the full-time rate and are directly related to the number of credit hours taken. For tuition calculation purposes, the full-time undergraduate semester rate is divided by 12 credit hours and the full-time graduate student semester rate is divided by nine hours. The proposed per hour charges for 2015-16 are:

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
<u>Undergraduate</u>		
Resident	\$420.25/hour	\$437.25/hour
Nonresident	1,063.25/hour	1,105.75/hour
<u>Graduate</u>		
Resident On-Campus	647.50/hour	673.75/hour
Nonresident On-Campus	1,297.25/hour	1,355.00/hour
Resident Off-Campus	717.00/hour	745.75/hour
Nonresident Off-Campus	1,390.50/hour	1,452.25/hour

Special Tuition Rates

Summer and Winter Session Rate

The Higher Education Opportunity Act of 2011 outlines several objectives that seek to expand access to and enhance the completion of degrees across the Commonwealth's higher education system. Increasing year-round utilization of facilities and advancing opportunities for degree completion during non-traditional academic time periods is an important strategy to supporting these objectives. To position the university for continued innovation in non-traditional session enrollment growth, in 2012-13 the university shifted the assessment of undergraduate tuition to a per credit hour basis at a 10 percent discount of the regular session hourly rates to those students enrolled on-campus in Summer 2013 on a pilot basis. For 2015-16, the university proposes to continue this assessment methodology for the Winter and Summer sessions. It is the university's belief that the combination of these actions not only position the university for improved year-round use of facilities, but also provide a financial incentive for students to complete their degree at an accelerated pace and offer improved flexibility for faculty to innovate academic offerings during these non-traditional sessions.

The proposed per hour charges for Winter and Summer 2016 are:

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
<u>Undergraduate On-Campus</u>		
Resident	\$378.00/hour	\$394.00/hour
Nonresident	957.00/hour	995.00/hour

Veterinary Medicine

When the Virginia-Maryland Regional College of Veterinary Medicine was formed, the two states agreed to provide equal contributions (per Virginia and Maryland student) to the instructional operating budget. It was also agreed that both Virginia and Maryland students would pay the same resident tuition rate. The tuition agreement has been sustained since the first class was admitted. Until 1996-97 only residents of Virginia and Maryland were admitted for study in the professional veterinary medicine curriculum.

Effective for the Fall 1996, the enrollment policy was modified to admit 10 nonresident students (i.e. non-Virginia and non-Maryland residents) per year until fully implemented in the Fall of 1999. This change did not affect the enrollment totals for Virginia or Maryland. For 2015-16, the enrollment plan envisions 40 nonresident students in the entering cohort.

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 2015-16. The current and proposed annual tuition rates are displayed below:

	2014-15 <u>Charge</u>	Proposed <u>2015-16</u>
Virginia-Maryland Students	\$ 19,269	\$ 19,855
Nonresident Students	44,773	45,803

Program Specific On-line Graduate Tuition Rates

Tuition is generally based upon a student's campus and program of study. Students on the virtual campus are assessed the extended campus tuition rates except where a program specific rate has been approved. For select programs with significant demand beyond the Commonwealth's borders and the capacity for growth, the university has developed single tuition rates to be applied to all students in each program that ensure coverage of the direct and indirect cost of instruction and satisfy state policy requiring that nonresident students be assessed at least the average cost of education. These students will be assessed the basic E&G fees (Library and Technology) yet be exempted from the Capital & Equipment assessment since these degrees are 100 percent online.

The programs currently approved for specific on-line tuition rate include the on-line Masters in Information Technology (MIT), on-line Masters in Natural Resources (MNR), Masters in Agriculture and Life Sciences (PSAL), and the on-line Graduate Certificate in Local Government Management (LGM). The proposed per credit hour rates for these programs are summarized below:

<u>Online Graduate Tuition</u>	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
MIT	\$900	\$900
MNR	\$850	\$850
PSAL and LGM	\$750	\$750

Special Tuition Rate for Elementary and Secondary School Personnel

The original policy regarding special tuition rates for elementary and secondary school personnel was approved in 1984 and allowed public school teachers to attend graduate classes at Virginia Tech on a reduced tuition schedule for purposes of recertification. Recertification is a statewide requirement that can strengthen the total education system. The original policy underscored the university's commitment to improving the quality of elementary and secondary education through the continued education of elementary and secondary school teachers.

In January 1989 the Board of Visitors approved a revised policy. Teachers, counselors, administrators, and supervisors employed by elementary and secondary school systems in the Commonwealth of Virginia could 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 became 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.

In 2015-16, the university is proposing a reduction of the current discount from 40 percent to 25 percent. The special tuition rate for elementary and secondary school personnel will be 75 percent of the corresponding campus tuition rates (excludes professional and executive programs).

The following table shows the proposed special rates for Elementary and Secondary School Personnel per credit hour for 2015-16 Virginia residents:

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
Undergraduate	\$252.00/hour	\$328.00/hour
Graduate		
Blacksburg Campus	389.00/hour	505.00/hour
Extended Campus	430.00/hour	559.00/hour

Special Tuition Rate for Study-Abroad Programs

Providing the opportunity for students to study abroad is an important strategy in strengthening the international programs of Virginia Tech. The Board of Visitors has previously approved a special tuition rate for students who participate in the various study-abroad programs operated by the university. The special tuition rate reflects instructional services that all students receive, but excludes the cost of on-campus services.

In 2008-09 the study abroad rate was 80 percent of the on-campus tuition rates. The university proposes to continue the special tuition rate for study-abroad programs. Consistent with prior years, the special tuition rate for study abroad would not apply for students studying at the Center for European Studies and Architecture.

The following table shows the proposed special rates for study-abroad programs per credit hour for 2015-16:

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
Undergraduates		
Resident	\$336.00/hour	\$350.00/hour
Nonresident	851.00/hour	885.00/hour
Graduates		
Resident	518.00/hour	539.00/hour
Nonresident	1,038.00/hour	1,084.00/hour

Educational and General Fees

Technology Service Fee

In accordance with the language in the 1998 Appropriation Act, the university implemented an Educational and General technology service fee effective with the 1998 fall semester. The fee is currently \$69 per academic year. Part-time students pay half the full-time rate. The technology service fee is paid by all students. An increase in the technology service fee of \$3 is recommended for 2015-16. For 2015-16, the technology service fee will be \$72 or \$36 per semester for full-time students.

Library Fee

Beginning in Fall 2014, the university instituted an annual fee to support a robust scholarly environment to advance academic achievement. The library fee supports comprehensive library resources and ensures online access to library resources for enrolled students. The fee is currently \$40 per year. An increase in the Library fee of \$20 per year is recommended for 2015-16. For 2015-16, the library fee will be \$60 per academic year or \$30 per semester for full-time students. Part-time students pay half of the full-time rate.

Commonwealth Facility and Equipment Fee (previously known as Commonwealth Capital and Equipment Fee)

The 2003 General Assembly required the establishment of a capital fee to be assessed to all nonresident students at institutions of higher education for 2003-04 to pay a portion of the debt service on bonds issued under the 21st Century Debt Program issued for construction of new facilities on campus. 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, 2009, and 2010. Part-time students pay one-half the full-time rate. The facility and equipment fee of \$604 is paid by all nonresident students. No change in the Commonwealth Facility and Equipment fee is proposed for 2015-16.

Average Cost of Education

The Commonwealth of Virginia has a well-established methodology for computing the per student educational cost for colleges and universities. This process identifies the average educational cost for all undergraduate and graduate students, including part-time and full-time students taking classes at both on-campus and off-campus locations. The Average Cost of Education does not include professional programs such as veterinary medicine.

Until 2004, the Average Cost of Instruction was utilized as the measure of per student instructional cost. The Average Cost of Instruction identified the instructional cost components within the Educational and General appropriation and computed an average instructional cost.

In 2004, a new state policy replaced the Average Cost of *Instruction* with the Average Cost of *Education*. The Average Cost of Education is the instructional funding need generated by the base budget adequacy model. The Average Cost of Education is not comparable to the Average Cost of Instruction due to the differences in methodology.

The Average Cost of Education now serves as the basis for ensuring that nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education as the General Assembly instructed colleges and universities in the 1991 legislative session. Nonresident tuition and mandatory E&G fee rates for the upcoming academic year are examined against the Average Cost of Education in the prior year to insure they cover 100 percent of the Average Cost of Education. Commonwealth policy continues to allow the university to recover the full cost from nonresidents as a group.

Because the State Council of Higher Education for Virginia does not compute the Average Cost of Education until July, the following table presents Virginia Tech's estimate of the Average Cost of Education and coverage percentages by student category for 2015-16. The Average Cost of Education is estimated to be \$16,797. The proposed Virginia Tech nonresident tuition and mandatory E&G fees are 155 percent of the Average Cost of Education and are in compliance with state tuition policy.

Average percentages of the Cost of Education by individual student category are summarized in the following schedule.

	<u>Amount*</u>	<u>% of Average</u>
Average Cost of Education	\$ 16,797	
<u>Undergraduates</u>		
Residents	10,628	63%
Nonresidents	26,668	159%
<u>Graduates</u>		
Residents	12,259	73%
Nonresidents	24,520	146%
<u>Residency</u>		
Residents		65%
Nonresidents		155%

*Amount includes proposed tuition, and E&G fees for 2015-16 (the nonresident facility and equipment fee is not comparable to the Average Cost of Education).

Excess Credit Hour Surcharge

The 2006 General Assembly (§ 23-7.4F Code of Virginia) required the establishment of a surcharge to be assessed to all resident undergraduate students beginning in the semester after 125 percent of credit hours required for baccalaureate degrees have been completed.

This applies to students entering on or subsequent to August 1, 2006. The surcharge amount is the difference between the Average Cost of Education and the in-state undergraduate tuition and mandatory E&G fees. In effect, the surcharge requires the student to pay the Average Cost of Education once they have exceeded 125 percent of degree requirements.

The following table displays the actual 2014-15 surcharge amount and an estimated surcharge amount for 2015-16 based on Virginia Tech's estimate of the Average Cost of Education for 2015-16 and the proposed 2015-16 tuition and mandatory E&G fees included in this package.

	2014-15 Charge	Estimated 2015-16*
Average Cost of Education	\$ 16,393	\$16,797
In State Undergraduate Tuition and E&G Fees	10,197	10,628
Surcharge-Annual	6,196	6,169
Surcharge Per Credit Hour	258	257

*The Average Cost of Education for 2015-16 is an estimated value pending SCHEV's computation in July 2015.

Comprehensive Fee

In 2014-15, students attending Virginia Tech paid a Comprehensive Fee totaling \$1,820 to support seven different services. The Student Activity Fee, the Health Service Fee, the Athletic Fee, the Transportation Services Fee (previously known as Bus Fee), the Recreational Sports Fee, the Student Services Fee, and the Arts Fee are consolidated into one fee in order to streamline the process for collecting and accounting for these charges. The Arts Fee was previously a component of the Student Activity Fee, but has been separated for 2015-16 and the 2014-15 fee amounts were restated in two separate parts. The \$1,820 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 \$2,042 to \$5,092. Individual descriptions and recommended amounts for 2015-16 are given below for each component of the Comprehensive Fee.

Student Activity Fee

Full-time students currently pay \$311 annually for the Student Activity Fee (restated to separate Arts fee as noted above), which covers the maintenance and operation of the student centers, student programs, and supports student activities as determined by the Student Budget Board. Part-time students pay one-half of this fee. An \$8 increase in the Student Activity Fee is recommended for 2015-16 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs support services, and increases in general operating costs. If approved, the current \$311 per year charge will be replaced by a \$319 annual, or \$159.50 per semester, charge in the 2015-16 academic year.

Health Service Fee

Full-time students currently pay \$388 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 \$1 increase in the Health Service Fee is recommended for 2015-16 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs support services, and increases in operating costs. If approved, the current \$388 per year charge will be replaced by a \$389 annual, or \$194.50 per semester, charge in the 2015-16 academic year.

Athletic Fee

Full-time students currently pay \$282 per year, to support a portion of the athletic program operations. Part-time students may elect to pay the Athletic Fee. A \$6 increase in the Athletic Fee is recommended for 2015-16 to cover adjustments to facility and maintenance costs, increased utility 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 \$282 per year charge will be replaced by a \$288 annual, or \$144 per semester, charge in the 2015-16 academic year.

Transportation Services Fee (previously known as 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 \$124 per year for unlimited ridership and for the services of the Office of Alternative Transportation. Part-time students pay one-half of the fee. An estimated three and a half million student trips on the Blacksburg Transit will occur in 2014-15. In addition to the convenience for students, the bus system and alternative transportation programs save the university

considerable resources by lowering requirements for on-campus parking. A \$10 increase in the Transportation Services Fee is recommended for 2015-16 to cover increases in general operating costs. If approved, the current \$124 per year charge will be replaced by a \$134 annual, or \$67 per semester, charge in the 2015-16 academic year.

Recreational Sports Fee

Full-time students currently pay \$282 annually for the Recreational Sports Fee, which supports debt retirement, maintenance, operations, intramural and extramural sports club programs, and recreational activities. Part-time students pay one-half of the full-time fee. A \$2 increase in the Recreational Sports Fee is recommended for 2015-16 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, facility maintenance, student affairs costs, as well as operating, wages, and equipment replacement. If approved, the current \$282 per year charge will be replaced by a \$284 annual, or \$142 per semester, charge in the 2015-16 academic year.

Student Services Fee

Full-time students currently pay \$258 annually for the Student Services Fee, which supports Career Services; non self-supporting student services components of the Hokie Passport Office, including the cost of new student IDs; the Division of Student Affairs; and the campus wireless network.

A \$1 increase for Career Services is recommended to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs support services, and increases in operating costs. A \$4 increase is recommended for the wireless network component to cover network infrastructure improvements. A \$1 decrease is recommended for the Office of Student Conduct component due to anticipated student enrollment. If approved, the current \$258 charge will be replaced with a \$262 annual, or \$131 per semester, fee in the 2015-16 academic year. Part-time students would pay one-half of this fee.

Arts Fee

The Arts Fee was previously a component of the Student Activity Fee. Full-time students currently pay \$175 annually for the Arts Fee, which supports the presence and practice of the arts across campus for all students, and provides free or greatly reduced admission to enrolled students. Part-time students pay one-half of this fee. A \$6 increase in the Arts Fee is recommended for 2015-16 to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, and increases in general operating costs. If approved, the current \$175 per year charge will be replaced by a \$181 annual, or \$90.50 per semester, charge in the 2015-16 academic year.

Summary of Comprehensive Fee

	2014-15 Charge Annual Fee	Proposed 2015-16 Annual Fee
Student Activity Fee ^(a)	\$ 311	\$ 319
Health Service Fee	388	389
Athletic Fee	282	288
Transportation Services Fee	124	134
Recreational Sports Fee	282	284
Student Services Fee	258	262
Arts Fee ^(a)	175	181
Total	\$1,820	\$1,857

(a) The Arts Fee was previously a component of the Student Activity Fee, the 2014-15 fee amounts were restated as separate components for comparability.

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 Oak Lane – Phase IV housing development; off-campus students may elect to participate in one of the meal plan programs.

Room Fees

An average 4.4 percent increase is proposed to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, the maintenance of facilities, and debt service and planning costs for major facility renovation projects and improvements.

The proposed room rates by location and room type are listed below:

	2014-15 Charge Annual Fee	Proposed 2015-16 Annual Fee
Upper Quad	\$4,486	\$4,688
New Residence Hall (Upper Quad)	N/A	6,662
Lower and Prairie Quad (Pre-1983)	4,762	4,972
Lee Hall inVenTs Living & Learning	4,862	5,074
Cochrane Hall	5,854	6,092
Special Purpose	5,870	6,108
Oak Lane IV	6,948	7,216

Payne Park		
Traditional - Single	7,012	7,280
Traditional - Double	5,210	5,432
Suite - Single	8,460	8,768
Suite - Double	6,216	6,464
Large Suite - Double	6,360	6,612
East & West Ambler Johnston Residential College		
Traditional – Double	6,110	6,354
Private Bath – Double	6,948	7,216
Efficiency – Double	7,032	7,302
Hillcrest		
Double	5,708	5,942
Single	7,654	7,940
Main Campbell		
Double	5,330	5,554
Single	7,134	7,406
Graduate Life Center at Donaldson Brown		
Double	6,498	6,754
Single	8,746	9,060
New Hall West		
Double	6,498	6,754
Single	8,746	9,060

Board Fees

Students living on-campus currently have a choice of three types of flexible meal plans. The Flex Plan operates like a debit account with a designated amount for the purchase of food in the dining facilities. Students are able to increase their Flex account balance during the year by depositing cash to their Flex accounts. Consistent with the purchasing power of traditional meal plans, the intent of annual rate changes for the Flex Plans is to hold overall purchasing power constant year-to-year.

A 2.9 percent increase is proposed for board fees to cover increased food costs, personnel costs, adjustments to fringe benefit rates, increased utility costs, student affairs costs, the maintenance of facilities, as well as operating and debt service costs. The proposed board rates by meal plan program are listed below:

	2014-15 Charge <u>Annual Fee</u>	Proposed 2015-16 <u>Annual Fee</u>
Major Flex Plan	\$3,162	\$3,254
Mega Flex Plan	3,388	3,486
Premium Flex Plan	3,624	3,730

Specialized Campus Fees

Specialized campus fees are designed to cover costs that are unique to a specific campus. These fees are charges established for a specific campus which are beyond regular tuition and fees and are equal for students, both resident and nonresident.

Northern Virginia Center Student Services Fee

The comprehensive fee, which supports a number of on-campus services, is not charged to off-campus students. However, students attending courses at the Northern Virginia Center benefit from several of these services including the infrastructure and use of the wireless network, as well as the issuance and use of student identification cards. Full-time students currently pay \$121 annually for the Northern Virginia Center Student Services Fee. A \$4 increase is recommended for the wireless network component to cover telecommunications network infrastructure improvements. If approved, the current \$121 charge will be replaced with a \$125 annual, or \$62.50 per semester, fee in the 2015-16 academic year. Part-time students would pay one-half of this fee.

Fee Rates for the Steger Center for International Scholarship

The Steger Center for International Scholarship (formerly known as the Center for European Studies and Architecture) in Riva San Vitale, 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 Steger Center for International Scholarship 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 Steger Center 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 2015-16 academic year and a \$162 decrease in the room and board fee based on the facility's operating costs; this represents a decrease of 2.2 percent. If approved, Steger Center students will pay a \$117 Student Activity Fee and \$7,210 per semester for room and board. The university proposes the following semester rates for Virginia Tech students:

	2014-15 Charge <u>Semester Rate</u>	Proposed 2015-16 <u>Semester Rate</u>
Steger Center Student Activity Fee	\$ 117	\$ 117
Steger Center Room & Board Costs	7,372	7,210

Supplemental 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, Supplemental Program Fees are charges established for a specific program which are beyond regular tuition and fees and are equal for students, both resident and nonresident.

Architecture + Design Supplemental Fee

Architecture, industrial design, interior design, and landscape architecture students in the School of Architecture + Design need access to appropriate studio equipment and technology. Since Fall 2008, the university has recognized this differential cost of instruction for students with majors in the School of Architecture + Design through a supplement program fee. This fee supports costs that are unique to Architecture + Design students including: the updating, equipment, and materials for instructional studios, student projects, and operational support of instructional studios. A \$78 change in the supplemental fee is recommended for 2015-16:

	2014-15 Charge <u>Annual Fee</u>	Proposed 2015-16 <u>Annual Fee</u>
Full-time	\$786	\$864
Part-time	393	432

Engineering Supplemental Fee

To ensure that engineering students continue to receive a state-of-the-art education in a quality learning environment, the university began recognizing the higher cost of instruction in the College of Engineering (COE) through the establishment of a supplemental fee in fall 2007. This fee supports costs that are unique to College of Engineering students including: the continuing need for modernization of instrumentation and materials for instructional laboratories and student projects, instructional space costs, effective maintenance of instrumentation and technology, and operation of the instructional laboratories. A \$3.50 per credit hour increase for undergraduate students and an \$87 annual increase for full-time graduate students is recommended for 2015-16, as displayed below:

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
<u>Undergraduate</u>	\$36/hour	\$39.50/hour
<u>Graduate</u>		
Full-time	871/year	958/year
Part-time	436/year	479/year

Pamplin College of Business Fee

Delivering a high-quality business education requires the resources to address costs unique to the Pamplin College of Business. To ensure continued excellence in the Pamplin College of Business, a per-credit hour fee was established in 2013-14 to provide dedicated resources to be utilized exclusively for the Pamplin College of Business. The fee began with the assessment of all 1000 level business courses in Fall 2013, 2000 level courses were added in Fall 2014, and the phase-in of 3000 level courses will begin with Fall 2015. The final implementation of 4000 level courses will be phased-in for the Fall 2016 academic year.

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>
1000, 2000, and 3000 Level Courses	\$25/hour	\$25/hour

Course Specific Charges

The university may establish course specific charges for study abroad costs, field trips, course materials, laboratory cost, or other extraordinary costs tied to individual courses. The university avoids establishing course charges for materials and laboratory charges in programs with specialized program fees.

Specialized Graduate Degree Program Fees

Specialized graduate degree programs provide a valuable service by meeting targeted educational and professional development needs. Because both the academic units and the university have added costs associated with providing high demand specialized graduate degree programs, specialized graduate program fees address these incremental college and university costs required to deliver high quality programs. To maintain the intent of the Commonwealth's funding policies regarding the collection and allocation of tuition revenues, Specialized Graduate Program Fees are charges established for a specific graduate program, potentially at a specific location, beyond regular tuition and fees and are equal for students, both resident and nonresident.

Veterinary Medicine Facility Fee

Capital improvements have enhanced the College of Veterinary Medicine instructional space. Increased and enhanced facilities were necessary for the recruitment and retention of high-quality faculty and students. All Veterinary Medicine students are assessed a facility fee. Proceeds from the facility fee will be used exclusively for College of Veterinary Medicine instructional space improvements. No increase in fee is proposed for 2015-16.

	2014-15 <u>Charge</u>	Proposed <u>2015-16</u>
Veterinary Medicine Facility Fee	\$1,250	\$ 1,250

Master of Public Health (MPH) Supplemental Fee

The MPH degree program was approved by the Virginia Tech Board of Visitors on June 1, 2009 and by the State Council of Higher Education for Virginia (SCHEV) on January 12, 2010. The MPH fee provides resources for program-specific course development, faculty and leadership support, and instructional needs. No increase in the fee is proposed for 2015-16. Part-time students will pay one-half of the fee.

	2014-15 <u>Charge</u>	Proposed <u>2015-16</u>
Full-time	\$525	\$525
Part-time	263	263

Master of Business Administration Supplemental Fee

At the November 2009 Board of Visitors meeting, a new program fee for the Master of Business Administration (MBA) program was approved. This fee, implemented in Fall 2010, more appropriately aligns pricing of the Virginia Tech MBA program and provides increased funding for the college's academic program, expanded recruitment efforts, and enhanced career placement services for students.

The fee is not assessed to Executive MBA or Professional MBA students (which have separate rate structures). On and off campus students pay this fee; part-time students will pay the fee on a per credit hour basis. The supplemental fee proposal for 2015-16, with no change recommended, is presented below:

	2014-15 <u>Charge</u>	Proposed <u>2015-16</u>
Full-time	\$3,900	\$3,900
Part-time	\$162.50/hour	\$162.50/hour

Executive Model Graduate Degree Program Fees

While similar to specialized graduate program fees, the industry standard for this type of professional education program is to be quoted in terms of a total cost, for the entire program period. A program period generally spans 18 months to two years. A new multi-year total cost is developed for each incoming cohort. The annual program fees are established as the difference between regular tuition and fees and the total cost during the cohort period. The program fee for a cohort's second year is established when tuition and fee rates are established for that year; this can be impacted by various factors including cost assignments by the General Assembly (such as the non-resident capital assessment), but are designed to honor the previously quoted total cost of the entire program period.

Professional Master of Business Administration (PMBA) Supplemental Fee

The PMBA program is intended for experienced working professionals to complete an MBA on a part-time basis in an accelerated format. The program is designed on the cohort model with face-to-face weekend classes (in Richmond and Roanoke) while leveraging online technology for supplemental instructional delivery to provide flexibility for busy working professionals to complete the program over a two year period. An 8 percent increase is proposed for the total program cost for Resident and Nonresident students entering in the Fall 2015 cohort. The charges for the Professional MBA program are presented in the table below:

	<u>Two-Year Program Cost</u>	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>	<u>Placeholder 2016-17</u>
<u>Fall 2014 Cohort</u>				
PMBA Total Cost – Resident	\$37,500	\$18,413	\$19,087	
Less: Off-campus Tuition & Fees		<u>(13,013)</u>	<u>(13,557)</u>	
PMBA Fee – 2014 Resident		5,400	5,530	
PMBA Total Cost – Nonresident	58,500	31,141	27,359	
Less: Off-campus Tuition & Fees		<u>(25,741)</u>	<u>(26,875)</u>	
PMBA Fee – 2014 Nonresident		5,400	484	
<u>Fall 2015 Cohort</u>				
PMBA Total Cost – Resident	40,500		19,857	20,643
Less: Off-campus Tuition & Fees			<u>(13,557)</u>	<u>TBD</u>
PMBA Fee – 2015 Resident		N/A	6,300	TBD
PMBA Total Cost – Nonresident	63,180		33,175	30,005
Less: Off-campus Tuition & Fees			<u>(26,875)</u>	<u>TBD</u>
PMBA Fee – 2015 Nonresident		N/A	6,300	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.

	<u>Two-Year Program Cost</u>	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>	<u>Placeholder 2016-17</u>
<u>Spring 2015 Cohort</u>				
XMNR Total Cost – Resident	\$42,000	\$20,663	\$21,337	
Less: Off-campus Tuition & Fees		<u>(13,013)</u>	<u>(13,557)</u>	
XMNR Fee – 2016 Resident		7,650	7,780	N/A
XMNR Total Cost – Nonresident	62,000	33,434	28,566	
Less: Off-campus Tuition & Fees		<u>(25,784)</u>	<u>(26,875)</u>	
XMNR Fee – 2016 Nonresident		7,650	1,691	N/A
<u>Spring 2016 Cohort</u>				
XMNR Total Cost – Resident	42,000		19,757	22,243
Less: Off-campus Tuition & Fees			<u>(13,557)</u>	<u>TBD</u>
XMNR Fee – 2015 Resident		N/A	6,200	TBD
XMNR Total Cost – Nonresident	62,000		33,075	28,925
Less: Off-campus Tuition & Fees			<u>(26,875)</u>	<u>TBD</u>
XMNR Fee – 2015 Nonresident		N/A	6,200	TBD

Parking Fee

The General Assembly directed institutions of higher education to organize parking services as an auxiliary enterprise operation in 1989. The expenditure of General Fund dollars for the maintenance or improvement of parking lots and facilities was prohibited. Accordingly, Virginia Tech established the Parking Services Auxiliary Enterprise at the beginning of fiscal year 1989-90 and instituted a fee for faculty, staff, and students who parked in campus lots. For 2014-15, the annual parking fee is \$260 for faculty and staff, \$250 for commuter/graduate students, and \$350 for resident students. The fee revenue covers the costs of operating, constructing, maintaining, and improving the parking lots and facilities. Annual student parking fees at other Virginia doctoral institutions for 2014-15 range from \$220 to over \$650 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 \$250 to \$262, resident students from \$350 to \$367, and faculty and staff from \$260 to \$284 for 2015-16. The increases are necessary to cover personnel costs, adjustments to fringe benefit rates, increased utility costs, facility and maintenance costs, operating, and debt service. The university also proposes to continue to provide a parking rate discount to encourage car-pooling in an effort to reduce the amount of vehicular traffic on campus.

Summary of Tuition and Fee Rates

A summary of the recommended tuition rates is shown on Schedules 1 and 2, and a summary of fees is attached on Schedules 3 and 4. Also, the total mandatory costs for students to attend Virginia Tech is detailed on Schedule 5 for undergraduate students and Schedule 6 for graduate students.

RECOMMENDATION:

That the proposed tuition and fee rates be approved, effective Fall Semester 2015.

Schedule 1

VIRGINIA TECH
2015-16 TUITION RECOMMENDATIONS
SUMMARY OF ANNUAL CHARGES

RECOMMENDATION

	2014-15 Charge	Proposed 2015-16	Rate Increase	
			\$	%
Undergraduate Students				
Resident	\$10,088	\$10,496	\$408	4.0%
Nonresident	25,515	26,536	1,021	4.0%
Graduate Students				
On-Campus Programs				
Resident	11,656	12,127	471	4.0%
Nonresident	23,351	24,388	1,037	4.4%
Off-Campus Programs				
Resident	12,904	13,425	521	4.0%
Nonresident	25,028	26,139	1,111	4.4%
Veterinary Medicine				
Virginia/Maryland	19,269	19,855	586	3.0%
Out-of-State Non-Maryland	44,773	45,803	1,030	2.3%

Presentation Date: March 30, 2015

Schedule 2

VIRGINIA TECH
2015-16 SPECIAL TUITION RATES
SUMMARY OF HOURLY RATES

	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
<u>Regular Part-Time Students (a)</u>				
<u>Undergraduate Students</u>				
Resident	\$420.25	\$437.25	\$17.00	4.0%
Nonresident	1,063.25	1,105.75	42.50	4.0%
<u>Graduate Students</u>				
<u>On-Campus Programs</u>				
Resident	647.50	673.75	26.25	4.1%
Nonresident	1,297.25	1,355.00	57.75	4.5%
<u>Off-Campus Programs</u>				
Resident	717.00	745.75	28.75	4.0%
Nonresident	1,390.50	1,452.25	61.75	4.4%
<u>Summer and Winter Sessions</u>				
<u>On-Campus Programs</u>				
Undergraduate Resident	378.00	394.00	16.00	4.2%
Undergraduate Nonresident	957.00	995.00	38.00	4.0%
<u>Special On-Line Graduate Rates</u>				
MIT Major	900.00	900.00	N/A	N/A
MNR	850.00	850.00	N/A	N/A
PSAL and LGM	750.00	750.00	N/A	N/A
<u>School Personnel</u>				
Undergraduate Resident	252.00	328.00	76.00	30.2%
<u>Graduate Resident</u>				
Blacksburg Campus	389.00	505.00	116.00	29.8%
Extended Campus	430.00	559.00	129.00	30.0%
<u>Study Abroad Programs (b)</u>				
Undergraduate Resident	336.00	350.00	14.00	4.2%
Undergraduate Nonresident	851.00	885.00	34.00	4.0%
Graduate Resident	518.00	539.00	21.00	4.1%
Graduate Nonresident	1,038.00	1,084.00	46.00	4.4%

(a) Part-time tuition charges for all student categories are derived from the full-time rate and are directly related to the number of credit hours taken. For tuition calculation purposes, the full-time undergraduate semester rate is divided by 12 credit hours and the full-time graduate student semester rate is divided by 9 hours.

(b) Special tuition rates for study abroad do not include students studying at the Steger Center for International Scholarship (formerly known as Center for European Studies and Architecture)

Presentation Date: March 30, 2015

Schedule 3

VIRGINIA TECH
2015-16 FEE RECOMMENDATIONS
SUMMARY OF ANNUAL CHARGES

	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
<u>Educational and General Fee</u>				
Technology Service Fee	69	72	3	4.3%
Library Fee	40	60	20	50.0%
Commonwealth Facility and Equipment Fee				
Resident	0	0	0	-
Nonresident	604	604	0	0.0%
<u>Comprehensive Fee</u>				
Student Activity Fee ^(a)	311	319	8	2.6%
Health Service Fee	388	389	1	0.3%
Athletic Fee	282	288	6	2.1%
Transportation Services Fee	124	134	10	8.1%
Recreational Sports Fee	282	284	2	0.7%
Student Services Fee	258	262	4	1.6%
Arts Fee ^(a)	175	181	6	3.4%
Total Comprehensive Fee	1,820	1,857	37	2.0%
Northern Virginia Center Student Services Fee	121	125	4	3.3%
<u>Room Fees (b)</u>				
Upper Quad	4,486	4,688	202	4.5%
New Residence Hall (Upper Quad)	N/A	6,662	N/A	N/A
Lower and Prairie Quad (Pre-1983 Dormitories)	4,762	4,972	210	4.4%
Lee Hall (iVenTs Living & Learning)	4,862	5,074	212	4.4%
Cochrane Hall	5,854	6,092	238	4.1%
Special Purpose Housing	5,870	6,108	238	4.1%
Oak Lane IV	6,948	7,216	268	3.9%
Payne Park				
Traditional - Single	7,012	7,280	268	3.8%
Traditional - Double	5,210	5,432	222	4.3%
Suite - Single	8,460	8,768	308	3.6%
Suite - Double	6,216	6,464	248	4.0%
Suite - Double (Large Suite)	6,360	6,612	252	4.0%
East & West Ambler Johnston Residential College				
Traditional Double	6,110	6,354	244	4.0%
Private Bath Double	6,948	7,216	268	3.9%
Efficiency Double	7,032	7,302	270	3.8%
Hillcrest				
Double Occupancy	5,708	5,942	234	4.1%
Single Occupancy	7,654	7,940	286	3.7%
Main Campbell & Newman				
Double Occupancy	5,330	5,554	224	4.2%
Single Occupancy	7,134	7,406	272	3.8%
Graduate Life Center at Donaldson Brown				
Double Occupancy	6,498	6,754	256	3.9%
Single Occupancy	8,746	9,060	314	3.6%
New Residence Hall West				
Double Occupancy	6,498	6,754	256	3.9%
Single Occupancy	8,746	9,060	314	3.6%
<u>Board Fees</u>				
Major Flex Plan	3,162	3,254	92	2.9%
Mega Flex Plan	3,388	3,486	98	2.9%
Premium Flex Plan	3,624	3,730	106	2.9%

^(a) The Arts Fee was previously a component of the Student Activity Fee, the FY15 fee amounts were restated to separate the two components.

Presentation Date: March 30, 2015

Schedule 4

VIRGINIA TECH

2015-16 SUPPLEMENTAL PROGRAM FEES

All charges are academic year unless otherwise noted.

	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
<u>Specialized Program Fees</u>				
Architecture + Design Supplemental Fee				
Full-time	\$786	\$864	\$78	9.9%
Part-time	393	432	39	9.9%
Engineering Supplemental Fee				
Undergraduate, per credit hour	36	39.50	3.50	9.7%
Graduate - Full-time	871	958	87	10.0%
- Part-time	436	479	43	9.9%
Pamplin College of Business Supplemental Fee				
1000, 2000 & 3000 level courses, per credit hour	25	25	0	0.0%
<u>Specialized Graduate Degree Programs</u>				
Veterinary Medicine Facility Fee	1,250	1,250	0	0.0%
Master of Public Health - Full-time	525	525	0	0.0%
- Part-time	263	263	0	0.0%
Master of Business Administration-Full-time	3,900	3,900	0	0.0%
- Part-time, per credit hour	162.50	162.50	0	0.0%
<u>Executive Model Graduate Degree Programs (a)</u>				
Professional MBA				
Fall 2014 Cohort - Resident	5,400	5,530	130	2.4%
- Nonresident	5,400	484	(4,916)	-91.0%
Fall 2015 Cohort - Resident	N/A	6,300	N/A	N/A
- Nonresident	N/A	6,300	N/A	N/A
Executive Master of Natural Resources				
Spring 2015 Cohort - Resident	7,650	7,780	130	1.7%
- Nonresident	7,650	1,691	(5,959)	-77.9%
Spring 2016 Cohort - Resident	N/A	6,200	N/A	N/A
- Nonresident	N/A	6,200	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: March 30, 2015

Schedule 5

VIRGINIA TECH
TOTAL COST TO STUDENTS
Comparison of 2014-15 and 2015-16 Annual Charges

UNDERGRADUATE STUDENTS

	<u>2014-15 Charge</u>	<u>Proposed 2015-16</u>	<u>Increase</u>	
			<u>\$</u>	<u>%</u>
<u>Resident</u>				
Tuition	\$10,088	\$10,496	\$408	4.0%
Educational and General Fee	109	132	23	21.1%
Subtotal Tuition and E & G Fee	<u>10,197</u>	<u>10,628</u>	<u>431</u>	<u>4.2%</u>
Comprehensive Fee	<u>1,820</u>	<u>1,857</u>	<u>37</u>	<u>2.0%</u>
Total All Residents	<u>12,017</u>	<u>12,485</u>	<u>468</u>	<u>3.9%</u>
Room (Pre-1983 Dorms)	4,762	4,972	210	4.4%
Board (Flex Plan)	<u>3,162</u>	<u>3,254</u>	<u>92</u>	<u>2.9%</u>
Subtotal Room and Board	<u>7,924</u>	<u>8,226</u>	<u>302</u>	<u>3.8%</u>
Total Cost for Residents Living on Campus	<u>19,941</u>	<u>20,711</u>	<u>770</u>	<u>3.9%</u>
<u>Nonresident</u>				
Tuition	25,515	26,536	1,021	4.0%
Educational and General Fee	<u>713</u>	<u>736</u>	<u>23</u>	<u>3.2%</u>
Subtotal Tuition and E & G Fee	<u>26,228</u>	<u>27,272</u>	<u>1,044</u>	<u>4.0%</u>
Comprehensive Fee	<u>1,820</u>	<u>1,857</u>	<u>37</u>	<u>2.0%</u>
Total All Nonresidents	<u>28,048</u>	<u>29,129</u>	<u>1,081</u>	<u>3.9%</u>
Room (Pre-1983 Dorms)	4,762	4,972	210	4.4%
Board (Flex Plan)	<u>3,162</u>	<u>3,254</u>	<u>92</u>	<u>2.9%</u>
Subtotal Room and Board	<u>7,924</u>	<u>8,226</u>	<u>302</u>	<u>3.8%</u>
Total Cost for Nonresidents Living on Campus	<u>35,972</u>	<u>37,355</u>	<u>1,383</u>	<u>3.8%</u>

Presentation Date: March 30, 2015

Schedule 6

VIRGINIA TECH
TOTAL COST TO STUDENTS
Comparison of 2014-15 and 2015-16 Annual Charges

	2014-15 Charge	Proposed 2015-16	Increase	
			\$	%
<u>GRADUATE STUDENTS</u>				
On-Campus Programs				
<u>Resident</u>				
Tuition	\$11,656	\$12,127	\$471	4.0%
Educational and General Fee	109	132	23	21.1%
Subtotal Tuition and E & G Fee	11,765	12,259	494	4.2%
Comprehensive Fee	1,820	1,857	37	2.0%
Total Cost for Residents	<u>13,585</u>	<u>14,116</u>	<u>531</u>	<u>3.9%</u>
<u>Nonresident</u>				
Tuition	23,351	24,388	1,037	4.4%
Educational and General Fee	713	736	23	3.2%
Subtotal Tuition and E & G Fee	24,064	25,124	1,060	4.4%
Comprehensive Fee	1,820	1,857	37	2.0%
Total Cost for Nonresidents	<u>25,884</u>	<u>26,981</u>	<u>1,097</u>	<u>4.2%</u>
Off-Campus Programs				
<u>Resident</u>				
Tuition	12,904	13,425	521	4.0%
Educational and General Fee	109	132	23	21.1%
Subtotal Tuition and E & G Fee	13,013	13,557	544	4.2%
Northern Virginia Center Student Services Fee	121	125	4	3.3%
Total Cost for Residents	<u>13,134</u>	<u>13,682</u>	<u>548</u>	<u>4.2%</u>
<u>Nonresident</u>				
Tuition	25,028	26,139	1,111	4.4%
Educational and General Fee	713	736	23	3.2%
Subtotal Tuition and E & G Fee	25,741	26,875	1,134	4.4%
Northern Virginia Center Student Services Fee	121	125	4	3.3%
Total Cost for Nonresidents	<u>25,862</u>	<u>27,000</u>	<u>1,138</u>	<u>4.4%</u>
<u>VETERINARY MEDICINE</u>				
Virginia/Maryland Students				
Tuition	19,269	19,855	586	3.0%
Educational and General Fee	109	132	23	21.1%
Comprehensive Fee	1,820	1,857	37	2.0%
Vet Med Facility Fee	1,250	1,250	0	0.0%
Total Cost for Virginia/Maryland Students	<u>22,448</u>	<u>23,094</u>	<u>646</u>	<u>2.9%</u>
Out-of-State Students				
Tuition	44,773	45,803	1,030	2.3%
Educational and General Fee	713	736	23	3.2%
Comprehensive Fee	1,820	1,857	37	2.0%
Vet Med Facility Fee	1,250	1,250	0	0.0%
Total Cost for Out-of-State Students	<u>48,556</u>	<u>49,646</u>	<u>1,090</u>	<u>2.2%</u>

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2014 to December 31, 2014

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and the annual budgets which are also recorded in the university accounting system. The actual accounting data reflect the modified accrual basis of accounting, which recognizes revenues when received rather than when earned and the expenditures when obligated rather than when paid. The Original Budget was approved by the Board of Visitors at the June meeting. The Adjusted Budget reflects adjustments to incorporate actual experience or changes made during the fiscal year. These changes are presented for review and approval by the Finance and Audit Committee and the Board of Visitors through this report. Where adjustments impact appropriations at the state level, the university coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to December 2014-15 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.

1. Tuition and Fee revenues are slightly behind historical projections due to the timing of collections.
2. All Other Income is higher than projections due to increased program revenue in the Language and Culture Institute within the Continuing Education Program.
3. Academic Program expenditures are ahead of historical projections due to the timing of continuing education program expenditures.
4. Support Program expenditures exceed projections due to the timing of litigation costs. A reimbursement of a portion of those litigation costs is pending.
5. 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/Agriculture Experiment Station Division was greater than the projected budget due to the timing of a draw that was requested in 2013-14, but received in 2014-15. Expenditures are temporarily exceeding projections due to the timing of recoveries from localities.
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 research revenues and expenses are less than projected, but sponsored research revenues are ahead of 2013-14 activity levels.
8. Revenues and Expenses for All Other Programs were less than projected due to lower than budgeted interest earnings and timing of surplus property expense activity.
9. The General Fund revenue budget has been increased by \$28,896 for the Virtual Library of Virginia distribution costs and \$4,500 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program. It has been decreased by \$4,806,037 for finalization of the state budget on June 23rd, by \$6,133,525 for the September General Fund reduction, and by \$365,368 for the Central Appropriation Distribution. The corresponding expenditure budgets have been adjusted accordingly.
10. The annual budget for Tuition and Fees has been decreased by \$654,706 for the finalization of the budgets for tuition, E&G fees, and Veterinary Medicine capitation. It was increased by \$6,125,405 for strong fall enrollment. The corresponding expenditure budgets have been adjusted accordingly.
11. The All Other Income revenue budget for the University Division has been decreased by \$270,000 for the commonwealth's capture of interest earnings, by \$30,000 for sales and services, and by \$110,354 for reduced Virginia racing revenue. The revenue budget was increased by \$34,952 for earmarked revenues, \$120,000 for continuing education, and by \$500,000 for higher than projected activity in the Veterinary Teaching Hospital. The corresponding expenditure budgets have been adjusted accordingly.
12. The General Fund revenue budget has been decreased by \$622,096 for finalization of the state budget on June 23rd, and by \$98,012 for actual state central fund distribution for the state share of fringe benefit changes. The corresponding expenditure budgets have been adjusted accordingly.
13. The Federal revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$2,500,000 for the carryover of unexpended federal funds and revised calculations of other federal formula funds. The corresponding expenditure budgets have been adjusted accordingly.
14. The revenue and expense budgets for Sponsored Programs were reduced by \$3,200,000 for finalization of the state budget on June 23rd.
15. The projected year-end revenue and expense budgets for Student Financial Assistance were decreased by \$271,420 for the Graduate Fellowships program and increased by \$33,975 for the VA Military Survivors and Dependent Program and by \$154,500 for the two-year College Transfer Grant. A revenue and expense budget of \$4,500 was transferred from Student Financial Assistance to the Education & General program in support of internships and graduate assistantships.
16. The projected annual budgets for All Other Programs were increased \$77,370 to finalize various budgets. The expense budget was increased \$304,722 for outstanding 2013-14 commitments that were initiated but not completed before June 30, 2014.

OPERATING BUDGET
2014-15

Attachment S

Dollars in Thousands

	July 1, 2014 to December 31, 2014			Annual Budget for 2014-15		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
<u>University Division</u>						
<u>Revenues</u>						
General Fund	\$83,117	\$83,117	\$0	\$158,805	\$147,533	\$-11,272 (9)
Tuition and Fees	240,989	242,786	-1,797 (1)	410,277	415,748	5,471 (10)
All Other Income	21,273	20,223	1,050 (2)	39,344	39,588	244 (11)
Total Revenues	\$345,379	\$346,126	\$-747	\$608,426	\$602,869	\$-5,557
<u>Expenses</u>						
Academic Programs	\$-186,354	\$-184,810	\$-1,544 (3)	\$-377,224	\$-374,155	\$3,069 (9,10,11)
Support Programs	-106,094	-103,276	-2,818 (4)	-231,202	-228,715	2,487 (9,10,11)
Total Expenses	\$-292,448	\$-288,086	\$-4,362	\$-608,426	\$-602,869	\$5,557
NET	\$52,931	\$58,040	\$-5,109	\$0	\$0	\$0
<u>CE/AES Division</u>						
<u>Revenues</u>						
General Fund	\$35,514	\$35,514	\$0	\$68,100	\$67,379	\$-721 (12)
Federal Appropriation	12,759	10,515	2,244 (5)	14,483	16,983	2,500 (13)
All Other Income	439	463	-24	865	865	0
Total Revenues	\$48,712	\$46,492	\$2,220	\$83,448	\$85,227	\$1,779
<u>Expenses</u>						
Academic Programs	\$-43,372	\$-42,534	\$-838 (5)	\$-76,620	\$-78,399	\$-1,779 (12,13)
Support Programs	-3,745	-3,460	-285	-6,828	-6,828	0
Total Expenses	\$-47,117	\$-45,994	\$-1,123	\$-83,448	\$-85,227	\$-1,779
NET	\$1,595	\$498	\$1,097	\$0	\$0	\$0
Auxiliary Enterprises						
Revenues	\$166,258	\$164,950	\$1,308 (6)	\$294,243	\$298,611	\$4,368 (6)
Expenses	-150,816	-155,355	4,539 (6)	-289,602	-299,471	-9,869 (6)
Reserve Drawdown (Deposit)	-15,442	-9,595	-5,847 (6)	-4,641	860	5,501 (6)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Sponsored Programs						
Revenues	\$148,792	\$160,196	\$-11,404 (7)	\$339,968	\$336,768	\$-3,200 (14)
Expenses	-163,536	-186,133	22,597 (7)	-339,968	-336,768	3,200 (14)
Reserve Drawdown (Deposit)	14,744	25,937	-11,193 (7)	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
Student Financial Assistance						
General Fund	\$9,945	\$9,945	\$0	\$19,977	\$19,890	\$-87 (15)
Expenses	-9,883	-10,062	179	-19,977	-19,890	87 (15)
Reserve Drawdown	0	0	0	0	0	0
NET	\$62	\$-117	\$179	\$0	\$0	\$0
All Other Programs *						
Revenue	\$3,146	\$3,546	\$-400 (8)	\$6,631	\$6,709	\$78 (16)
Expenses	-3,304	-3,747	443 (8)	-6,631	-7,013	-382 (16)
Reserve Drawdown (Deposit)	158	201	-43 (8)	0	304	304 (16)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Total University						
Revenues	\$722,232	\$731,255	\$-9,023	\$1,352,693	\$1,350,074	\$-2,619
Expenses	-667,104	-689,377	22,273	\$-1,348,052	-1,351,238	-3,186
Reserve Drawdown (Deposit)	-540	16,543	-17,083	\$-4,641	1,164	5,805
NET	\$54,588	\$58,421	\$-3,833	\$0	\$0	\$0

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

1. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated housing occupancy and Dining self-generated revenue. Expenses are lower than projected due to the timing of operating and project expenses.
2. Revenues and expenses in Parking and Transportation Services are lower than projected due to lower than forecasted Fleet Services business volume and Parking Services permit sales.
3. Revenues for the University Services System are higher than projected due to higher than forecast student fee revenue. Expenses are lower than projected due to the timing of expenses.
4. Revenue and expenses for the Electric Service auxiliary are lower than projected due to lower than anticipated electricity consumption. Expenses are also lower than projected due to lower than forecasted total cost of purchased electricity as well as the timing of electrical projects.
5. Revenues for Other Enterprise Functions are higher than projected due to higher than forecasted business volume in the New Student Programs, Software Sales, and Printing Services. Expenses are lower than projected due to timing of operating expenses and one-time projects.
6. The projected annual revenue, expense, and reserve budgets for Residence and Dining Halls were adjusted for increased housing occupancy, increased orientation and summer school revenue, and increased planned maintenance expenses.
7. The projected annual expense budget for Auxiliary Enterprises was adjusted for \$10.1 million in outstanding 2013-14 commitments and projects that were initiated but not completed before June 30, 2014. This amount includes \$3.1 million for Athletics, \$2.7 million for Residence Halls, and \$0.9 million in Telecommunication Service commitments and projects. The remainder is spread across the other auxiliary programs.
8. The projected annual expense and reserve budgets for the Auxiliary Enterprise were adjusted to reduce the placeholder budgets for compensation and fringe benefit final amounts.
9. The projected annual revenue, expense, and reserve budgets for Parking and Transportation were decreased for business volume in Parking Services and Fleet Services, and increased for transportation equipment maintenance expenses. The projected annual expense and reserve budgets for Transit were adjusted for the Multi-Modal Transit Facility project.
10. The projected annual revenue and expense budgets for the University Services System were adjusted for increased career fair revenue and expenses in Career Services.
11. The projected annual revenue budget for Intercollegiate Athletics was adjusted \$4.0 million to accommodate increased revenue from conference allocation and private gifts, basketball guarantees, licensing and the Military Bowl. These increases were offset by decreased revenue from student football tickets and women's basketball tickets. Annual expense and reserve draw budgets were adjusted \$2.9 million to accommodate the Military Bowl expenses, personnel actions, Student Athlete Academic Support Services support, ongoing operational needs, one-time athletic facility projects and ticket sales expenses.
12. The projected annual revenue and expense budgets for Electric Service were decreased to accommodate for revised 2014-15 cost of wholesale electricity and reduced customer rates.
13. The projected annual expense and reserve budgets for the Inn at Virginia Tech and Skelton Conference Center were adjusted for decreased one-time project expenses.
14. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for increased business volume in New Student Programs, Library Photocopy, licensing contracts in Software Sales, the establishment of the Child Play Group, equipment purchases in Hokie Passport, timing of clearing accounts, and increased personnel and scholarship expenses in Licensing and Trademarks.

**UNIVERSITY DIVISION
AUXILIARY ENTERPRISES**

Attachment S

Dollars in Thousands

	July 1, 2014 to December 31, 2014			Annual Budget for 2014-15		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	\$59,553	\$58,604	\$949 (1)	\$105,084	\$106,043	\$959 (6)
Expenses	-51,206	-52,521	1,315 (1)	-102,045	-105,623	-3,578 (6,7,8)
Reserve Drawdown (Deposit)	-8,347	-6,083	-2,264 (1)	-3,039	-420	2,619 (6,7,8)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Parking and Transportation						
Revenues	\$7,368	\$7,552	\$-184 (2)	\$13,107	\$12,767	\$-340 (9)
Expenses	-6,772	-6,897	125 (2)	-13,537	-13,304	233 (7,8,9)
Reserve Drawdown (Deposit)	-596	-655	59 (2)	430	537	107 (7,8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications Services						
Revenues	\$10,038	\$9,880	\$158	\$18,804	\$18,806	\$2
Expenses	-8,884	-8,931	47	-18,615	-19,340	-725 (7,8)
Reserve Drawdown (Deposit)	-1,154	-949	-205	-189	534	723 (7,8)
Net	\$0	\$0	\$0	\$0	\$0	\$0
University Services System						
Revenues	\$23,912	\$23,701	\$211 (3)	\$41,565	\$41,620	\$55 (10)
Expenses	-22,477	-23,509	1,032 (3)	-40,357	-40,610	-253 (7,8,10)
Reserve Drawdown (Deposit)	-1,435	-192	-1,243 (3)	-1,208	-1,010	198 (7,8)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Intercollegiate Athletics						
Revenues	\$37,355	\$37,030	\$325	\$57,798	\$61,831	\$4,033 (11)
Expenses	-34,140	-34,285	145	-56,421	-62,277	-5,856 (7,8,11)
Reserve Drawdown (Deposit)	-3,215	-2,745	-470	-1,377	446	1,823 (7,8,11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Electric Service						
Revenues	\$16,039	\$16,754	\$-715 (4)	\$36,853	\$36,721	\$-132 (12)
Expenses	-18,112	-18,917	805 (4)	-36,040	-36,646	-606 (7,8,12)
Reserve Drawdown (Deposit)	2,073	2,163	-90 (4)	-813	-75	738 (7,8)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	\$5,417	\$5,475	\$-58	\$10,876	\$10,876	\$0
Expenses	-6,234	-6,355	121	-11,544	-11,633	-89 (7,8,13)
Reserve Drawdown (Deposit)	817	880	-63	668	757	89 (7,8,13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Other Enterprise Functions						
Revenues	\$6,576	\$5,954	\$622 (5)	\$10,156	\$9,947	\$-209 (14)
Expenses	-2,991	-3,940	949 (5)	-11,043	-10,038	1,005 (7,8,14)
Reserve Drawdown (Deposit)	-3,585	-2,014	-1,571 (5)	887	91	-796 (7,8,14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AUXILIARIES						
Revenues	\$166,258	\$164,950	\$1,308	\$294,243	\$298,611	\$4,368
Expenses	-150,816	-155,355	4,539	-289,602	-299,471	-9,869
Reserve Drawdown (Deposit)	-15,442	-9,595	-5,847	-4,641	860	5,501
Net	\$0	\$0	\$0	\$0	\$0	\$0

* University Services System includes Health Services, VT Rescue Squad, Career Services, Student Centers & Activities, Student Organizations, Recreational Sports, and the Center for the Arts.

CAPITAL OUTLAY BUDGET**Educational and General Projects**

1. The current year and total project budget amounts reflect the balance of maintenance reserve appropriation carried forward from fiscal year 2014 and the state's fiscal year 2015 allocation of \$8.021 million of Maintenance Reserve funds.
2. This project will renovate the 5,900 gross square foot, 560 seat McBryde 100 Classroom and restore the space to a state-of-the-art learning environment for the benefit of undergraduate education. Preliminary design work is complete and the project is out for bid. Construction is expected to start late spring 2015 to ensure the classroom building is ready for use by the fall 2015 academic semester. The annual budget was adjusted in the first quarter to reflect the project's approval to move forward at the June 2014 Board of Visitors meeting.
3. This project will plan the renovation of three academic buildings located in the core of main campus bordering the Drillfield: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. Preliminary Design work is complete, and the project is awaiting construction funding from the state. The state has authorized a total project cost of \$30.5 million based on preliminary design. Because construction funding was not included in the state's fiscal year 2015 budget, the university has requested construction funding for fiscal year 2016.
4. The instructional components of the Dairy Science program are being relocated to Kentland through a project with the Virginia Tech Foundation. This project is for planning the relocation of six remaining agricultural facilities with three new facilities. The new facilities include a metabolism research laboratory, an applied reproduction facility, and a building for animal demonstration, handling, and holding spaces. Because construction funding was not included in the state's fiscal year 2015 budget, the university has requested construction funding for fiscal year 2016. Preliminary Design work is underway.
5. This project will support progress on fire alarm systems and accessibility improvements for several E&G buildings including Randolph Hall, War Memorial Hall, Food Science and Technology Building, Norris Hall, Newman Library, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex, and Wallace Annex. The implementation plan calls for improvements to be executed in multiple packages, and construction funding will be released on a package-by-package basis. Construction for the first four subprojects; including the Food Science and Technology Building, Architecture Annex, Wallace Annex, and War Memorial Hall is underway.
6. This project is for a 73,400 gross square foot classroom building to meet the university's instructional classroom and laboratory needs. The state approved at revised total project budget of \$42.65 million inclusive of \$3.65 million of equipment on November 12, 2014. Construction is underway with substantial completion expected in July 2016.
7. This project will construct a facility to accommodate the practice needs of the Marching Virginians. The project envisions three components: a facility, a covered open air pavilion, and an artificial turf field. Construction is underway. The project schedule has been revised for completion of the field by spring 2015 and completion of the building remains summer 2015.
8. The project is complete and has been occupied since August 2012 with a total anticipated cost of \$44.3 million. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
9. The project is complete and has been occupied since July 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
10. The project is complete and has been occupied since January 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
11. The project is complete and has been occupied since October 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
12. The project is complete and has been occupied since June 2014. The state approved a revised total project budget of \$32 million in August 2014 inclusive of \$884,360 supplement related to soil contamination and schedule extension. The annual budget was adjusted in the second quarter to reflect this revised funding approval. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
13. The project is complete and has been occupied since June 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
14. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a \$3.5 million authorization to initiate planning for a Sciences Laboratory Building that has been on hold.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF December 31, 2014

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Educational and General Projects									
<u>Educational and General Maintenance Reserve</u>									
Maintenance Reserve	6,975	9,196	3,937	9,196	0	0	0	9,196	3,937 (1)
<u>Design Phase</u>									
McBryde 100 Classroom Renovation	0	500	156	0	0	2,800	0	2,800	156 (2)
Planning: Academic Buildings Renewal	542	542	42	0	0	1,889	0	1,889	1,353 (3)
Planning: Improve Kentland Facilities	530	530	66	0	0	1,500	0	1,500	195 (4)
<u>Construction Phase</u>									
Address Fire Alarm Systems and Access	1,700	1,700	29	5,501	0	0	0	5,501	341 (5)
Classroom Building	14,400	14,400	386	42,652	0	0	0	42,652	3,031 (6)
Marching Virginians Practice Facility	3,300	3,300	516	0	0	4,750	0	4,750	705 (7)
<u>Close-Out</u>									
Academic and Student Affairs Building	491	491	81	0	0	0	45,153	45,153	43,939 (8)
Chiller Plant, Phase I	220	220	10	12,059	0	400	7,639	20,098	19,530 (9)
Human & Agricultural Biosciences Building I	621	621	606	53,759	0	0	0	53,759	53,056 (10)
Performing Arts Center	810	810	621	27,387	0	32,565	40,135	100,087	99,114 (11)
Renovate Davidson Hall, Phase I	392	1,593	985	32,003	0	0	0	32,003	31,395 (12)
Signature Engineering Building	16,000	16,000	6,687	47,609	0	18,650	28,959	95,218	82,512 (13)
<u>On Hold and Not Funded</u>									
Blanket: E&G Research Projects	0	0	0	0	0	3,500	0	3,500	547 (14)
TOTAL	45,981	49,903	14,122	230,166	0	66,054	121,886	418,106	339,810

CAPITAL OUTLAY BUDGET (Continued)

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise budgeting process. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2015. The outstanding balance is committed to a five year forward looking maintenance plan to ensure sufficient resources are available for major maintenance repairs. The auxiliary maintenance reserve program covers 104 assets with a total replacement value of \$1.1 billion.
2. This project will plan a 3,000 gross square feet one-story addition to the east wing of McComas Hall and a renovation of 1,700 gross square feet to an interior portion of the existing Schiffert Health Center. A design team has been selected and planning work is underway.
3. This project will build a new field house to increase the availability of indoor training time for the football program and other athletic programs. The construction phase is underway with substantial completion expected in August 2015. The total cost is expected to be \$21.3 million and the authorization will be underspent.
4. This project will replace the natural turf of the south recreation field surface with a synthetic turf playing surface. A multi-purpose area will be created that may be arranged as six flag football fields, or six soccer fields, or four 300-foot softball fields. The improvements will include fencing, lighting, and a nine-foot asphalt path around the field to allow for maintenance vehicle traffic and to create a jogging/walking path. The total expected costs are \$4.6 million and this project is anticipated to be complete in summer 2015. The annual budget was adjusted in the first quarter to reflect construction approval.
5. This project includes improvements to four complementary communication infrastructure components. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The total expected costs are \$16.5 million and this project is anticipated to be complete in fall 2016.
6. This project replaces Rasche and Brodie with two new residential facilities and razes Thomas and Monteith. The construction phase is underway with total expected costs of \$91 million. This project is anticipated to be complete by fall semester 2016 based on a three-year construction schedule.
7. The subproject is complete, the 36 bed house is occupied, and the financial accounts will be closed when final payments are processed. The subproject was delivered under a Public-Private Partnership Agreement.
8. This project envisioned a new residence hall of approximately 250 beds. Cost estimates exceed the project budget and the project is on hold while the university explores alternatives. Funding for the project may be considered pending a program plan and financial plan.
9. The purpose of this unfunded parking blanket authorization balance is to complete future improvements and repair projects for the parking system as specific needs are identified and as funding becomes available.
10. This is the remaining unallocated authorization of the original \$23.5 million Oak Lane Community, Phase IV project. The outstanding Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with program and financing plans.

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									
<u>Auxiliary Maintenance Reserve</u>									
Maintenance Reserve	7,000	7,000	4,545	0	0	18,526	0	18,526	4,545 (1)
<u>Design Phase</u>									
Health Center Improvements	190	190	1	0	0	0	200	200	1 (2)
<u>Construction Phase</u>									
Indoor Athletic Training Facility	18,900	18,900	9,164	0	0	21,300	3,700	25,000	10,383 (3)
South Recreation Field Surface Replacement	165	4,100	89	0	0	0	4,600	4,600	123 (4)
Unified Communications & Network Renewal	2,809	2,809	568	0	0	7,705	8,803	16,508	11,917 (5)
Upper Quad Residential Facilities	14,400	14,400	9,563	0	0	25,309	66,691	92,000	18,661 (6)
<u>Close-Out</u>									
Phase IV of Oak Lane Community (House 1)	121	121	0	0	0	6,002	0	6,002	5,881 (7)
<u>On Hold and Not Funded</u>									
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (8)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (9)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	17,498	17,498	0 (10)
TOTAL	43,585	47,520	23,931	0	0	78,843	145,039	223,882	51,694
GRAND TOTAL	<u>\$ 89,566</u>	<u>\$ 97,423</u>	<u>\$ 38,053</u>	<u>\$ 230,166</u>	<u>\$ -</u>	<u>\$ 144,897</u>	<u>\$ 266,925</u>	<u>\$ 641,987</u>	<u>\$ 391,504</u>

RECOMMENDATION:

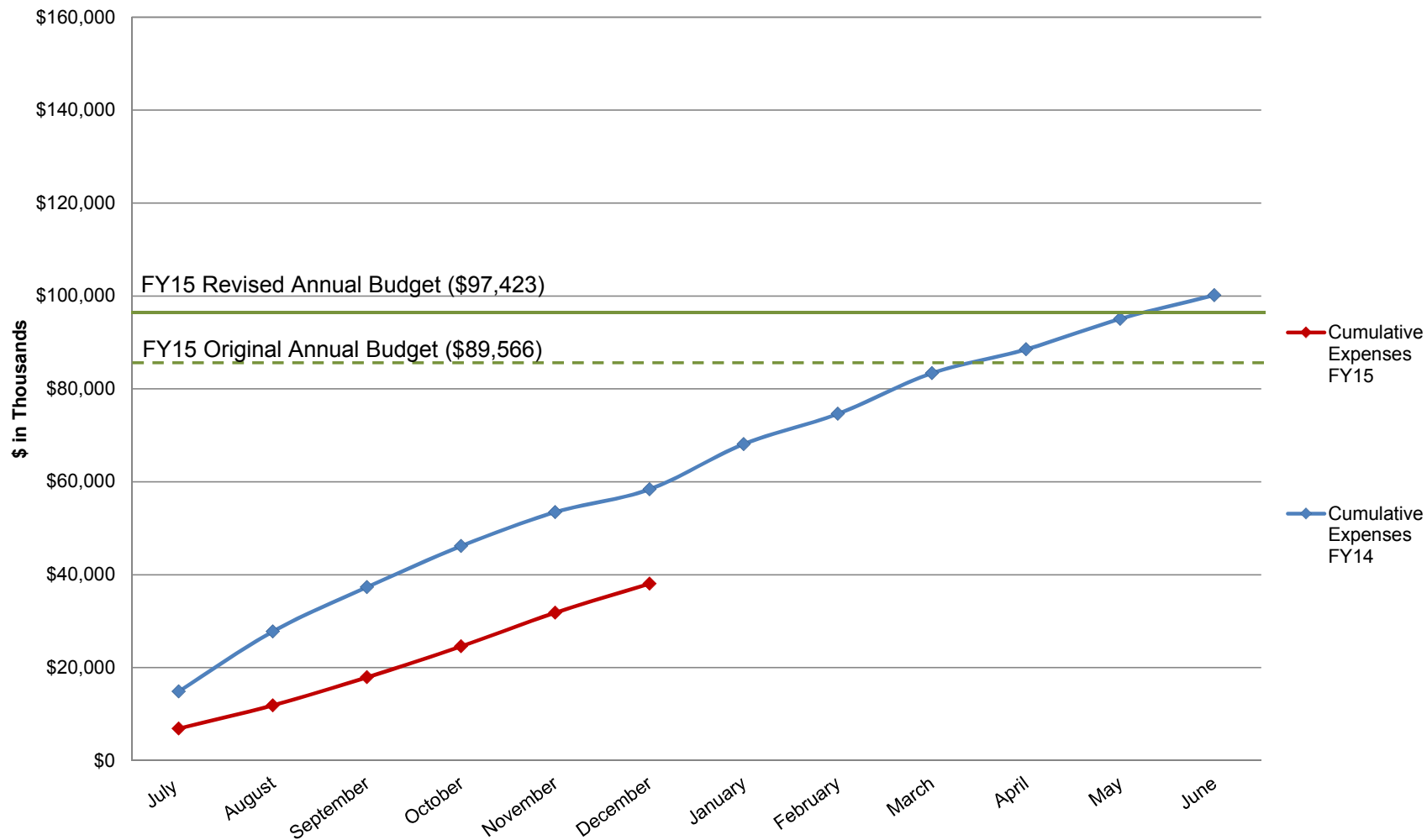
That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2014 through December 31, 2014 and the Capital Outlay report be accepted.

March 30, 2015

CAPITAL PROGRAM ANNUAL PERFORMANCE

Cumulative Monthly Expenditures

Fiscal Year 2014 and Fiscal Year 2015



2015-16 Compensation for Graduate Assistants

FINANCE AND AUDIT COMMITTEE

March 3, 2015

Background

Graduate students who work as graduate assistants while pursuing their 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 total compensation package are a stipend, tuition assistance, and health insurance benefit.

Graduate Stipends

One of the primary goals of Virginia Tech during the 1980's was to build a graduate compensation program that was competitive with those offered by comparable institutions. Across the campus, graduate assistants have a variety of responsibilities. To recognize the differences in services performed by these students, the university created a stipend scale that defines ranges of stipend amounts, providing academic and administrative units flexibility in compensating graduate assistants. The levels within the stipend table have been adjusted over the years to remain competitive.

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 of Visitors. The revision better positioned Virginia Tech departments as compared to their national peers and reflected the minimum stipend levels authorized by the National Science Foundation at the time. The Fall 2004 stipend scale added 10 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. These ranges provide flexibility in situations where a defined level of resources does not exactly match one of the existing steps, and allow for an actual stipend to be established within the range of a step.

In 2011-12, an academic year fixed dollar supplement was added to the graduate stipend scale to help offset university assigned costs such as the health fee. As a result, the graduate assistant stipend is currently comprised of two components: 1) a base stipend and 2) a fixed supplement. For administrative efficiency and processing, the two components are combined into the traditional stipend scale. As of January 2015, the current average monthly stipend for full-time graduate assistants is \$1,904 per month, which falls within step 12 of the 2014-15 scale.

Tuition Assistance

In the 1990's, the university developed a more comprehensive program of tuition remission for graduate students serving on assistantships. The tuition program is financed by four sources including: the General Fund appropriation for graduate student financial assistance, a tuition remission program in the Educational and General budget, tuition payments planned in the budgets of externally sponsored grants and contracts, and private funds. The tuition remission program for graduate students on assistantship includes the remission of tuition, mandatory E&G fees (excluding the state assigned Commonwealth Capital and Equipment Fee), and non-executive graduate program fees.

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 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. In 2011-12, the university reached the goal of supporting 90 percent of the graduate health insurance program.

In order to qualify for health insurance, 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. In 2014-15, the university provided 90 percent of the \$1,871 annual premium cost of the plan to 2,170 graduate students. The plan provided for a \$300 annual deductible, a \$3,000 out-of-pocket maximum, a \$25 co-pay for in-network doctors' visits (\$10 with a Schiffert Health Center referral), and an unlimited maximum benefit. Students can obtain optional dental benefits for an additional cost.

Proposed Graduate Assistant Compensation Plan for 2015-16

The university proposes the following actions:

- Advancing the stipend scale by providing a total stipend increase of 2 percent, effective August 10, 2015. Consistent with prior years, the proposed minimum and maximum stipends for a full assistantship are displayed on the attached table.
- Finally, the university proposes continuing the graduate assistant health insurance coverage at 90 percent, based upon the university's current estimate of the cost increase.

RECOMMENDATION

That the graduate assistant compensation program for 2015-16 be approved.

2015-16 Full-Time Graduate Monthly Stipend Compensation

Effective August 10, 2015

Step	2015-16										
	Components			Total Stipend							
	Monthly Base		AY Supplement	Monthly		9 Month		12 Month			
Step 1	\$ 1,343	- \$ 1,343	\$400	\$ 1,387	- \$ 1,387	\$ 12,483	- \$ 12,483	\$ 16,644	- \$ 16,644		
Step 2	\$ 1,344	- \$ 1,397	\$400	1,388	- 1,441	12,492	- 12,969	16,656	- 17,292		
Step 3	\$ 1,398	- \$ 1,448	\$400	1,442	- 1,492	12,978	- 13,428	17,304	- 17,904		
Step 4	\$ 1,449	- \$ 1,499	\$400	1,493	- 1,543	13,437	- 13,887	17,916	- 18,516		
Step 5	\$ 1,500	- \$ 1,550	\$400	1,544	- 1,594	13,896	- 14,346	18,528	- 19,128		
Step 6	\$ 1,551	- \$ 1,604	\$400	1,595	- 1,648	14,355	- 14,832	19,140	- 19,776		
Step 7	\$ 1,605	- \$ 1,654	\$400	1,649	- 1,698	14,841	- 15,282	19,788	- 20,376		
Step 8	\$ 1,655	- \$ 1,708	\$400	1,699	- 1,752	15,291	- 15,768	20,388	- 21,024		
Step 9	\$ 1,710	- \$ 1,758	\$400	1,754	- 1,802	15,786	- 16,218	21,048	- 21,624		
Step 10	\$ 1,759	- \$ 1,812	\$400	1,803	- 1,856	16,227	- 16,704	21,636	- 22,272		
Step 11	\$ 1,813	- \$ 1,861	\$400	1,857	- 1,905	16,713	- 17,145	22,284	- 22,860		
Step 12	\$ 1,863	- \$ 1,911	\$400	1,907	- 1,955	17,163	- 17,595	22,884	- 23,460		
Step 13	\$ 1,914	- \$ 1,966	\$400	1,958	- 2,010	17,622	- 18,090	23,496	- 24,120		
Step 14	\$ 1,967	- \$ 2,017	\$400	2,011	- 2,061	18,099	- 18,549	24,132	- 24,732		
Step 15	\$ 2,018	- \$ 2,069	\$400	2,062	- 2,113	18,558	- 19,017	24,744	- 25,356		
Step 16	\$ 2,070	- \$ 2,120	\$400	2,114	- 2,164	19,026	- 19,476	25,368	- 25,968		
Step 17	\$ 2,121	- \$ 2,172	\$400	2,165	- 2,216	19,485	- 19,944	25,980	- 26,592		
Step 18	\$ 2,173	- \$ 2,225	\$400	2,217	- 2,269	19,953	- 20,421	26,604	- 27,228		
Step 19	\$ 2,226	- \$ 2,276	\$400	2,270	- 2,320	20,430	- 20,880	27,240	- 27,840		
Step 20	\$ 2,277	- \$ 2,327	\$400	2,321	- 2,371	20,889	- 21,339	27,852	- 28,452		
Step 21	\$ 2,329	- \$ 2,380	\$400	2,373	- 2,424	21,357	- 21,816	28,476	- 29,088		
Step 22	\$ 2,381	- \$ 2,429	\$400	2,425	- 2,473	21,825	- 22,257	29,100	- 29,676		
Step 23	\$ 2,430	- \$ 2,481	\$400	2,474	- 2,525	22,266	- 22,725	29,688	- 30,300		
Step 24	\$ 2,482	- \$ 2,534	\$400	2,526	- 2,578	22,734	- 23,202	30,312	- 30,936		
Step 25	\$ 2,535	- \$ 2,586	\$400	2,579	- 2,630	23,211	- 23,670	30,948	- 31,560		
Step 26	\$ 2,587	- \$ 2,636	\$400	2,631	- 2,680	23,679	- 24,120	31,572	- 32,160		
Step 27	\$ 2,637	- \$ 2,691	\$400	2,681	- 2,735	24,129	- 24,615	32,172	- 32,820		
Step 28	\$ 2,692	- \$ 2,741	\$400	2,736	- 2,785	24,624	- 25,065	32,832	- 33,420		
Step 29	\$ 2,742	- \$ 2,792	\$400	2,786	- 2,836	25,074	- 25,524	33,432	- 34,032		
Step 30	\$ 2,793	- \$ 2,845	\$400	2,837	- 2,889	25,533	- 26,001	34,044	- 34,668		
Step 31	\$ 2,846	- \$ 2,895	\$400	2,890	- 2,939	26,010	- 26,451	34,680	- 35,268		
Step 32	\$ 2,896	- \$ 2,947	\$400	2,940	- 2,991	26,460	- 26,919	35,280	- 35,892		
Step 33	\$ 2,949	- \$ 2,999	\$400	2,993	- 3,043	26,937	- 27,387	35,916	- 36,516		
Step 34	\$ 3,000	- \$ 3,051	\$400	3,044	- 3,095	27,396	- 27,855	36,528	- 37,140		
Step 35	\$ 3,052	- \$ 3,102	\$400	3,096	- 3,146	27,864	- 28,314	37,152	- 37,752		
Step 36	\$ 3,103	- \$ 3,154	\$400	3,147	- 3,198	28,323	- 28,782	37,764	- 38,376		
Step 37	\$ 3,155	- \$ 3,206	\$400	3,199	- 3,250	28,791	- 29,250	38,388	- 39,000		
Step 38	\$ 3,207	- \$ 3,258	\$400	3,251	- 3,302	29,259	- 29,718	39,012	- 39,624		
Step 39	\$ 3,259	- \$ 3,311	\$400	3,303	- 3,355	29,727	- 30,195	39,636	- 40,260		
Step 40	\$ 3,312	- \$ 3,361	\$400	3,356	- 3,405	30,204	- 30,645	40,272	- 40,860		
Step 41	\$ 3,362	- \$ 3,415	\$400	3,406	- 3,459	30,654	- 31,131	40,872	- 41,508		
Step 42	\$ 3,416	- \$ 3,465	\$400	3,460	- 3,509	31,140	- 31,581	41,520	- 42,108		
Step 43	\$ 3,466	- \$ 3,516	\$400	3,510	- 3,560	31,590	- 32,040	42,120	- 42,720		
Step 44	\$ 3,517	- \$ 3,569	\$400	3,561	- 3,613	32,049	- 32,517	42,732	- 43,356		
Step 45	\$ 3,570	- \$ 3,619	\$400	3,614	- 3,663	32,526	- 32,967	43,368	- 43,956		
Step 46	\$ 3,620	- \$ 3,674	\$400	3,664	- 3,718	32,976	- 33,462	43,968	- 44,616		
Step 47	\$ 3,675	- \$ 3,723	\$400	3,719	- 3,767	33,471	- 33,903	44,628	- 45,204		
Step 48	\$ 3,724	- \$ 3,776	\$400	3,768	- 3,820	33,912	- 34,380	45,216	- 45,840		
Step 49	\$ 3,777	- \$ 3,827	\$400	3,821	- 3,871	34,389	- 34,839	45,852	- 46,452		
Step 50	\$ 3,828	- \$ 3,879	\$400	3,872	- 3,923	34,848	- 35,307	46,464	- 47,076		

Capital Project for Airplane Hangar Replacement

JOINT FINANCE AND AUDIT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 14, 2015

The university's Six-Year Capital Outlay Plan approved by the Board of Visitors at its September 9, 2013 meeting includes a project to construct a new airplane hangar at the Virginia Tech/Montgomery Executive Airport to replace the existing hangar. The existing hangar, built in 1940, is in significant need of repair and a portion of the building sits in the approved pathway of the planned runway extension. The Federal Aviation Administration (FAA) runway extension project includes a requirement for the existing hangar to be removed, which is anticipated to initiate in calendar year 2017.

The university has worked collaboratively as a member of the Virginia Tech/Montgomery Regional Airport Authority (Authority) to identify a site, size, and general design concept for a replacement hangar. The proposed hangar project will design, construct, install necessary utilities, and equip a 14,000 gross square foot building with the capacity to house two planes and to provide interior office spaces for pilots. The existing hangar will be razed at a later time as part of the future runway extension project. To ensure a replacement hangar is operational prior to the demolition of the existing hangar, the university is requesting to initiate the hangar project in April 2015.

The project costs inclusive of design, construction, utilities, equipment, and any underlying land lease is \$2.52 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 funding plan calls for the use of entirely nongeneral fund resources from the Transportation Auxiliary reserves with repayment over time. This fund source is sufficient to cover the proposed project costs. With the scope, schedule, cost, and funding plan established, the university is ready to move forward with the project.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, issuance of debt, and overall funding of nongeneral fund capital outlay projects. This request is for a \$2.52 million authorization to move forward with the Airplane Hangar Replacement project.

RESOLUTION ON CAPITAL PROJECT FOR AIRPLANE HANGAR REPLACEMENT PROJECT

WHEREAS, the existing airplane hangar, built in 1940, is in significant need of repair and a portion of the building sits in the approved pathway of a planned Federal Aviation Administration (FAA) runway extension project; and,

WHEREAS, the FAA requires that the existing hangar be removed as part of the runway extension project, which is anticipated to initiate in calendar year 2017; and,

WHEREAS, Virginia Polytechnic Institute and State University's (Virginia Tech) Six-Year Capital Outlay Plan approved by the Board of Visitors at its September 9, 2013 meeting includes a project for an airplane hangar to replace the existing hangar; and,

WHEREAS, the proposed project will design, construct, install necessary utilities, and equip a 14,000 gross square foot hangar to house two planes and office space for pilots; and,

WHEREAS, the replacement hangar will be located at the Virginia Tech/Montgomery Executive Airport; and,

WHEREAS, the total project costs inclusive of design, sitework, construction, utilities, and equipment is \$2.52 million; and,

WHEREAS, Virginia Tech has developed a 100 percent nongeneral fund resource plan for the project; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, issuance of debt, and overall funding of nongeneral funded major capital outlay projects;

NOW, THEREFORE BE IT RESOLVED, that Virginia Tech be authorized to move forward with the Airplane Hangar Replacement project and to complete any land leases or other instruments as necessary to locate the facility at the Virginia Tech/Montgomery Executive Airport with a total project cost amount not to exceed \$2.52 million.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to complete the Airplane Hangar Replacement project and to complete any land leases or other instruments as necessary to locate the facility at the Virginia Tech/Montgomery Executive Airport project be approved.

March 30, 2015

Capital Project for Residential Hall Connectivity Project

JOINT FINANCE AND AUDIT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 14, 2015

The existing service model and infrastructure for connectivity in the residence halls was developed when computing and communications devices were designed to be tethered to the wall with capacity to support a single device per student. Since implementing the existing wired service model, technology and software advances have changed the device landscape and shifted service demand and expectations to a wireless environment capable of supporting multiple devices per student. In particular, students are calling for Wi-Fi service to support multiple devices which are becoming an integral part of a data-driven, networked academic program. Many of the current generation devices used by students for academic work such as laptops, tablets, smartphones, printing devices, and media devices are almost exclusively equipped with Wi-Fi, and many do not have a wired network interface. Two residence halls have wall-to-wall access wireless service, including Wi-Fi, the remaining halls have access only in the common areas.

A team from Network Infrastructure and Services (NI&S) and the Division of Student Affairs (DSA) collaborated to develop a service model to provide comprehensive, high-performance, wireless network service in Virginia Tech's residence halls. The plan developed by the team will ensure the expectations expressed by the students will be addressed and will align the university with peers that have or are in the process of installing wireless service in their residence halls. The proposed implementation strategy calls for installing necessary components for wireless network transmission speeds up to 850 megabits per second through approximately 2,000 wireless access points in 38 residence halls. The project would also update the residential wired network infrastructure to accommodate the increased demand on the network from wireless devices.

The estimated project costs inclusive of design, materials, and installation is \$4 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 funding plan calls for a mix of cash from auxiliary reserves that will be restored over time and temporary short-term debt to provide flexibility for managing cash flows. This fund source is sufficient to cover the proposed project costs. With the scope, schedule, cost, and funding plan established, the university is ready to move forward with the project.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, issuance of debt, and overall funding of nongeneral fund capital outlay projects. This request is for a \$4 million project authorization to move forward with the Residential Hall Connectivity project.

RESOLUTION ON CAPITAL PROJECT FOR RESIDENTIAL HALL CONNECTIVITY PROJECT

WHEREAS, the existing communications service model and infrastructure for residential hall connectivity was developed when computing and communications devices were designed to be tethered to the wall with capacity to support a single device per student; and,

WHEREAS, since implementing the existing wired service model, technology and software advances have changed the device landscape and shifted service demand and expectations to a wireless environment capable supporting multiple devices per student; and,

WHEREAS, many of the current generation devices used by students for academic work such as laptops, tablets, smartphones, printing devices, and media devices are almost exclusively equipped with Wi-Fi, and many do not have a wired network interface; and,

WHEREAS, students are calling for service in the residence halls to support the multiple Wi-Fi devices which are becoming an integral part of a data-driven, networked academic program; and,

WHEREAS, the proposed solution calls for installing necessary components and infrastructure for wireless network transmission throughout the residential hall system of facilities; and,

WHEREAS, the proposed solution will ensure the expectations expressed by students for Wi-Fi will be addressed and will align Virginia Polytechnic Institute and State University's (Virginia Tech) with peers that have or are in the process of installing wireless service in their residence halls; and,

WHEREAS, the estimated project cost inclusive of design, materials, and installation for the residential connectivity project is \$4 million; and,

WHEREAS, Virginia Tech has developed a 100 percent nongeneral fund resource plan that can successfully support the \$4 million of project costs; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral funded major capital outlay projects;

NOW, THEREFORE BE IT RESOLVED, that Virginia Tech be authorized to move forward with the Residential Hall Connectivity project with a total project cost amount not to exceed \$4 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 \$4 million total project costs, plus related issuance costs and financing expenses.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to complete the Residential Hall Connectivity project be approved.

March 30, 2015

Capital Project for Planning Women's Softball and Track and Field Facility Improvements

JOINT FINANCE AND AUDIT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 14, 2015

Proper facilities are a critical element for meeting the training and competition needs of successful collegiate athletics programs. Upon completion of the new Indoor Field House project which is under construction, the top priority for athletic facility improvements is to address the need for a Women's Softball hitting facility and to address the need for improvements to the indoor track and field programs housed in Rector Field House.

Rector Field House, built in 1971 with various improvements over the years, has served as the primary indoor facility for the track and field programs and a practice facility for other sports. The building has incurred deferred maintenance including mechanical system repairs over the years, is becoming outdated, and does not accommodate the practice needs of throwing events. Routine and major maintenance efforts are sustaining the serviceability of the asset in the mid-term period; however, they are not sufficient as a long term solution for serviceability and do not address the Athletics program needs for space for softball hitting practice or throwing event practice.

The purpose of this planning request is for the Athletics program to develop a permanent solution for softball hitting practice and a long-term solution for Rector Field House serviceability for the track and field programs, including accommodating throwing event practice. The planning authorization will cover establishing a scope, schedule, delivery method, preliminary design efforts, cost, and funding plan for a complete solution. Upon completion of the planning work, the university may return with a request for construction activity.

The cost of this planning request is \$500,000. As with all self-supporting projects, the university has developed a financing plan to provide assurance regarding the financial feasibility of the planning work. The funding plan for the \$500,000 planning authorization calls for the use of cash from the Athletics auxiliary reserves which will be repaid over time. This fund source is sufficient to cover the proposed planning project costs.

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 overall funding of nongeneral fund capital outlay projects. This request is for a \$500,000 planning authorization for Planning Women's Softball and Track and Field Facility Improvements project. A subsequent request for construction funding may be submitted after a firm scope, cost, and funding plan are determined.

RESOLUTION ON CAPITAL PROJECT FOR PLANNING WOMEN'S SOFTBALL AND TRACK AND FIELD FACILITY IMPROVEMENTS

WHEREAS, proper facilities are a critical element for meeting the training and competition needs of successful collegiate athletics programs; and,

WHEREAS, upon completion of the new Indoor Field House project which is under construction, the top priority for athletic facility improvements is to address the need for a Women's Softball hitting facility and to address the need for improvements to the indoor track and field programs housed in Rector Field House; and,

WHEREAS, the purpose of this planning request is for the Athletics program to develop a permanent solution for softball hitting practice and a long-term solution for Rector Field House serviceability for the track and field programs, including accommodating throwing event practice; and,

WHEREAS, the planning authorization will cover establishing a scope, schedule, delivery method, preliminary design efforts, cost, and funding plan for a complete solution; and,

WHEREAS, the cost of this planning request is \$500,000 and Virginia Tech has developed a 100 percent nongeneral fund resource plan to support the costs; and,

WHEREAS, upon completion of the planning work, Virginia Tech may return with a request for construction activity; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, and overall funding of nongeneral funded major capital outlay projects;

NOW, THEREFORE BE IT RESOLVED, that Virginia Tech be authorized to move forward with the authorization for the Planning Women's Softball and Track and Field Facility Improvements project with an amount not to exceed \$500,000.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Planning Women's Softball and Track and Field Facility Improvements project be approved.

March 30, 2015

List of Projects for the 2016-2022 Capital Outlay Plan

JOINT FINANCE AND AUDIT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 15, 2015

Background:

The university prepares an updated Six-Year Capital Outlay Plan (Plan) every two years as part of its normal planning and budgeting processes. The Plan is a critical component of positioning the university for state support of major Educational and General capital projects and for advancing high priority projects that may be funded entirely with nongeneral fund resources. The next state capital outlay plan will be for the 2016-2022 period and will be established in the 2016 budget session. Traditionally, the state requires each institution to submit a capital plan as part of their process in the spring and summer of the year before a new biennium begins. Based on that timetable, a plan from the university for the 2016-2022 will be due in the spring or summer of 2015. At this time, the state has not yet provided instructions or specific guidance for the development of a plan.

In order to be prepared for the submission of the 2016-2022 Plan to the state, the university began work during summer 2014 on the identification and evaluation of potential projects for inclusion in the Plan. Each dean, vice president, and research institute director maintains a list of capital outlay proposals ranked by priority. The unit leaders present their proposals to executive management, and the proposals are consolidated into a comprehensive list of capital outlay requests grouped by major program (instruction, research, infrastructure, support services, and student life) and ranked based on unit priorities.

At present, this comprehensive list includes 95 capital proposals for internal consideration for the planning period. The overall number of projects and dollar value of the comprehensive list of requests exceeds anticipated resource capacity for the six-year planning period. Therefore, a subset of the highest priority projects is recommended for potential advancement for the upcoming six-year period. The projects are selected because these programs are consistent with the university strategic plan and related facility needs during the planning period.

The subset includes projects for both agencies of Virginia Tech grouped by items requesting General Fund support and projects that call for entirely nongeneral fund support. The list of projects is shown in Attachment A.

General Fund Requests:

The highest priority projects requesting General Fund resources are listed under each division of Virginia Tech in alphabetical order. The total dollar value of the listed projects exceeds projected resources likely to be allocated to Virginia Tech from the state during the planning period. However, including a variety of high priority needs in the listing ensures the university has some flexibility to adapt to various state capital funding programs that may emerge over the upcoming 12 months.

The state requires that an institution's Board of Visitors review and approve projects prior to their submission in the state budget process. The state typically requests the capital plan submissions in May or June. Since the submission date to the state for the capital budget may occur before the June 2015 Board of Visitors meeting, the university is seeking the review and approval of the list of potential projects for inclusion in its submission to the state, as shown in Attachment A. When guidance and instructions are received from the state, the university will prepare and submit its capital budget items based upon the projects included in the list. A final list with projects ranked in priority order as submitted to the state will be brought back to the Board of Visitors for review and ratification at a future meeting.

Nongeneral Fund Projects:

In conjunction with the General Fund requests, Attachment A lists the highest priority projects that call for entirely nongeneral fund resources in their budget. This section of the list covers the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs.

Under the university's Management Agreement for Capital Projects, the state has authorized the Board of Visitors to approve and implement projects supported 100 percent by nongeneral funds. Each project must be individually approved by the Board of Visitors and, with the exception of extraordinary circumstances, is to come from the approved list. Under this authority, the Board of Visitors may authorize these projects independent of the state budget process. When the university is prepared to initiate a project supported entirely with nongeneral funds, including a financing plan, the university submits a capital project resolution to the Board of Visitors for consideration. Auxiliary enterprise projects with a financing plan that calls for an increase of student fees depends on Board of Visitors approval of the rates as part of the Tuition and Fee package.

Project Costs:

Aside from construction requests which have preliminary design cost estimates, the costs shown on Attachment A reflect total project estimates based on campus historical experience, industry trends, and benchmarking of unit cost for the program description (e.g. dollars per square foot, dollars per bed, dollars per linear foot of pipe) and scope of the proposed facility. These total project value estimates are used to develop amounts for planning projects that are authorized on a case-by-case basis and in turn establish final project amounts to justify a total project authorization. The estimates reflect current (February 2015) prices escalated to a mid-point of construction three years out.

Debt Financing:

Projects with nongeneral fund support, including portions of some gift campaigns, may use external debt to finance a portion of the project. 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 the unit's operations. The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy or debt management practices, which sets a maximum limit of a five percent ratio of total annual debt service to total operating expenses. This evaluation is projected six-years out and includes anticipated issuances for projects in the Plan. The Board of Visitors reviews and approves an annual report of debt capacity and debt ratio and authorizes individual debt packages prior to an issuance. These practices provide an important set of controls to ensure the institution's debt obligations do not become a point of inflexibility in reaching the operational goals of the institution and to ensure the university is holding sufficient debt capacity for its highest priorities.

RECOMMENDATION:

That the list of projects shown on Attachment A be approved for the university to submit in the state's capital budget process in accordance with future guidance from the state.

Attachment A
Six-Year Capital Outlay Plan for 2016-2022
as of February 15, 2015

	Budget in Millions			
	General Fund	Nongeneral Fund Cash	Nongeneral Fund Debt	Total
General Fund Projects¹				
<u>University Division</u>				
Business Learning Community	\$ 90	\$ 6	\$ 24	\$ 120
Central Chiller Plant, Phase II	39		5	44
Corps Leadership and Military Science Building	20	6	14	40
Derring Hall Renovation, Phase I	49		10	59
Health and Safety Improvements	12			12
Holden Hall Renovation and Expansion	55		11	66
Library Storage Facility Addition	3			3
Nanoscience and Geoscience Laboratory	41	15		56
Randolph Hall Replacement	112		23	135
Translational Medicine Center, Phase I	17	3		20
Undergraduate Science Laboratory Building	64			64
University Data Center	20		6	26
VTCRI Vivarium and Research Addition	22	11	11	44
	544	41	104	689
<u>Cooperative Extension / Agriculture Experiment Station Division</u>				
Human Agriculture and Bioscience Building II	65			65
Renew Animal Production and Livestock Facilities I	20			20
Renew Animal Production and Livestock Facilities II	20			20
	105	-	-	105
Total for General Fund Projects	\$ 649	\$ 41	\$ 104	\$ 794

Nongeneral Fund Projects¹

Educational & General

Center Woods Complex	4		4
Center for Molecular Medicine and Infectious Disease Renovation	2	2	4
Falls Church Land Purchase Option	3		3
Manufacturing Prototype and Demonstration Facility	4		4
Myers Lawson School of Construction Expansion	5	8	13
Olivia Ferrari Pavilion	5		5
Virginia Bioinformatics Institute Data Center Improvements		6	6
Virginia Bioinformatics Institute, Phase III	36		36
Virginia Tech Transportation Institute, Phase IV		4	4
Virginia Tech Transportation Institute, Phase V		10	10
	-	59	89

Attachment A
Six-Year Capital Outlay Plan for 2016-2022
as of February 15, 2015

	Budget in Millions			Total
	General Fund	Nongeneral Fund Cash	Nongeneral Fund Debt	
<u>Auxiliary Enterprises</u>				
<u>Comprehensive Fee</u>				
Renovate War Memorial Hall			50	50
Student Center (Campus Commons)			80	80
	-	-	130	130
<u>Residential & Dining Fees</u>				
Business Learning Community Resident Hall			26	26
Electronic Door Access for Residential System		5		5
O'Shaughnessy Renovation			19	19
Owens Renovation			17	17
Slusher Renovation			35	35
Wireless Service for Residential System		4		4
	-	9	97	106
<u>Athletics self-generated resources</u>				
Baseball Field Press Box and Restrooms		3		3
Softball and Indoor Track Facility Improvements		6		6
	-	9	-	9
<u>Sales and Services</u>				
Airplane Hanger			3	3
Electric Service Substation		2	4	6
	-	2	7	9
<u>Cooperative Extension / Agriculture Experiment Station Division</u>				
Eastern Shore Multipurpose AREC		1		1
Middleburg Equine Arena		3		3
	-	4	-	4
Total for Nongeneral Fund Projects	\$ -	\$ 83	\$ 264	\$ 347
Grand Total of Capital Plan for 2016-2022	\$ 649	\$ 124	\$ 368	\$ 1,141

¹ Projects shown in alphabetical order

Committee Minutes

Committee on Research

**Solitude Room
The Inn at Virginia Tech and Skelton Conference Center
4:45-6:00 p.m.**

March 29, 2015

Committee Members Present:

Mr. John C. Lee, IV
Dr. Nancy Dye
Dr. J. Thomas Ryan
Mr. Mehul Sanghani

Guests:

Dr. Timothy Sands, Dr. Mark McNamee, Mr. Dwight Shelton Jr., Mr. James L. Chapman, Ms. Sue Chapman, Dr. Mr. William D. Fairchild III, Mr. Cordel L. Faulk, Mr. B. Keith Fulton, Ms. Deborah Petrine, Mr. Martin Daniel, Mr. Bien Doung, Mr. Srinath Ekkad, Dr. William Devenport, Ms. Kay Heidbreder, Mr. Tim Hodge, Dr. William Hopkins, Ms. Elizabeth Hooper, Dr. Steven McKnight, Mr. John Pastor, Dr. Steve McKnight, Dr. Scott Midkiff, Ms. Kim O'Rourke, Mr. Michael J. Quillen, Mr. J. Scot Ransbottom, Rev. Wayne Robinson, Ms. Savita Sharma, Mr. Stephen Sturgis, Mr. Dennis H. Treacy, Mr. Horatio Valerias, Dr. Sherwood Wilson, and Ms. Beth Tranter.

1. **Opening Remarks and Approval of November 9, 2014 Minutes.** Mr. Lee called the meeting to order and welcomed those in attendance. The minutes were unanimously approved.
2. **Remarks from the President.** Dr. Sands welcomed those in attendance, and introduced Dr. Dennis Dean, Director of the Fralin Life Science Institute who has also been serving as Interim Vice President for Research since February 1, 2015. Dr. Sands announced that research expenditures for fiscal year 2014 have surpassed the half-billion dollar mark for the first time, totaling \$513 million. Dr. Sands noted that in addition to continuing the focus on research expenditures, the university will also increase focus on the output metrics such as citations. The university will also focus on supporting the innovation ecosystem.
3. **Resolution for the Approval of Appointments to the Virginia Coal and Energy Research and Development Advisory Board.** Dr. Dean reviewed a proposed appointment to the Virginia Coal and Energy Research and Development Advisory Board. The resolution was unanimously approved.

4. **Global Change Center Overview:** Dr. William Hopkins presented an overview of the Global Change Center, recently approved and chartered as a new Center within the Fralin Life Science Institute. This Center is focused on correlating the expanding human population, consumption of natural resources and globalization. The interactions of these threats represent an important frontier in global change science, while bringing together significant faculty expertise in each area. The mission of the Global Change Center is to address the challenges to the environment and society resulting from global change by providing a framework that encourages, facilitates, and rewards interdisciplinary research, education, and outreach across the intellectual landscape of Virginia Tech.
5. **Advanced Propulsion and Power Lab:** Due to time constraints, Dr. Srinath Ekkad's presentation on the Advanced Propulsion and Power Laboratory was postponed to the June 2015 meeting.

Adjournment.

There being no further business, the meeting adjourned at 6:00 p.m.



The Global Change Center at Virginia Tech

William A. Hopkins, Professor & Director

Five Global Threats



- Correlates of expanding human population, consumption of natural resources, and globalization
- Virginia Tech has tremendous expertise in each area
- *Interactions* of these threats represents an important frontier in global change science

Five Global Threats



The Global Change Center at Virginia Tech

- Integrate existing and emerging strengths in *both basic and applied aspects* of global change science
- Capitalize on strengths in these five areas, and use their interfaces to facilitate collaboration

The Global Change Center at Virginia Tech

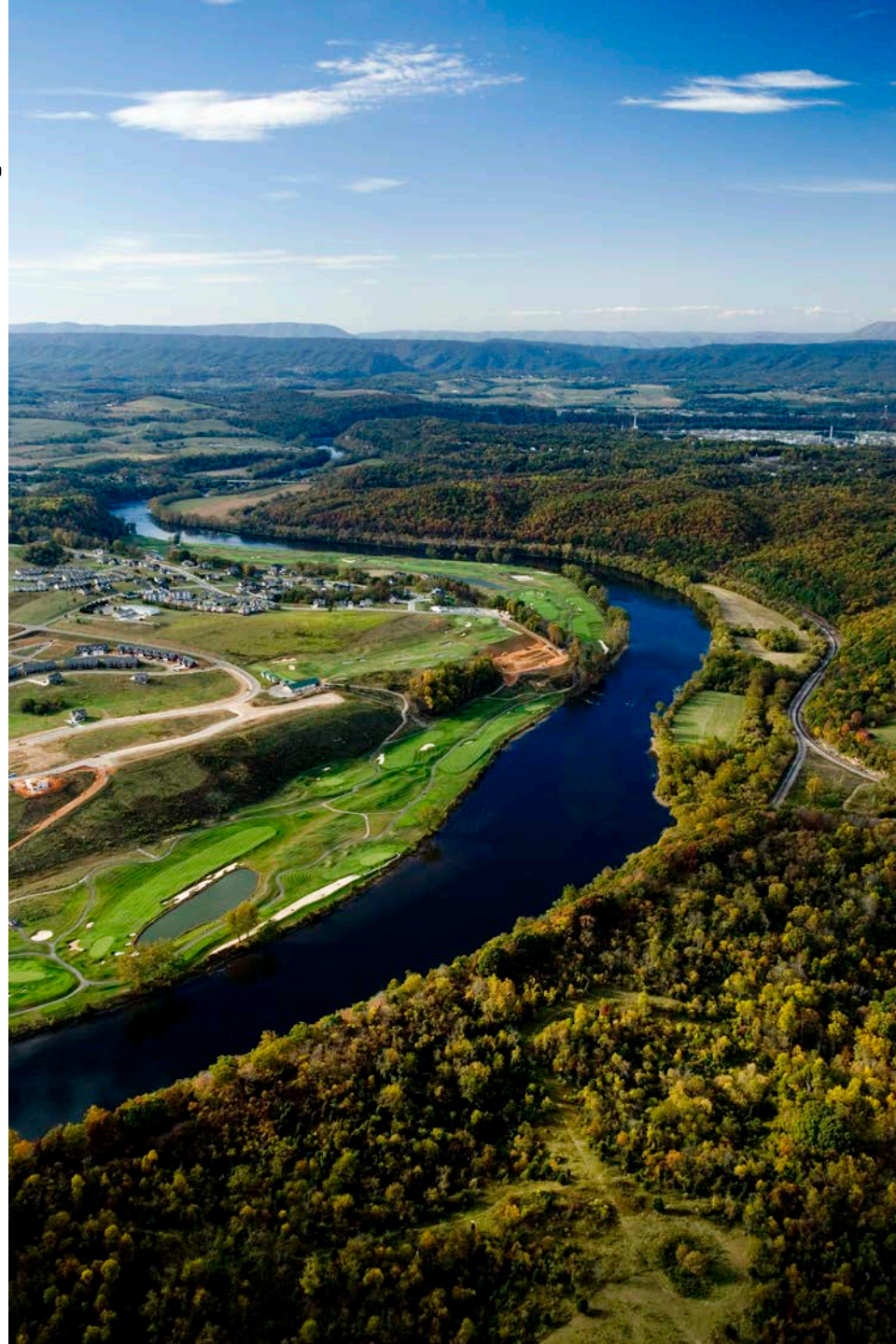
Our Mission

To address the challenges to the environment and society resulting from global change *by providing a framework that encourages, facilitates, and rewards interdisciplinary research, education, and outreach across the intellectual landscape of Virginia Tech*



VirginiaTech

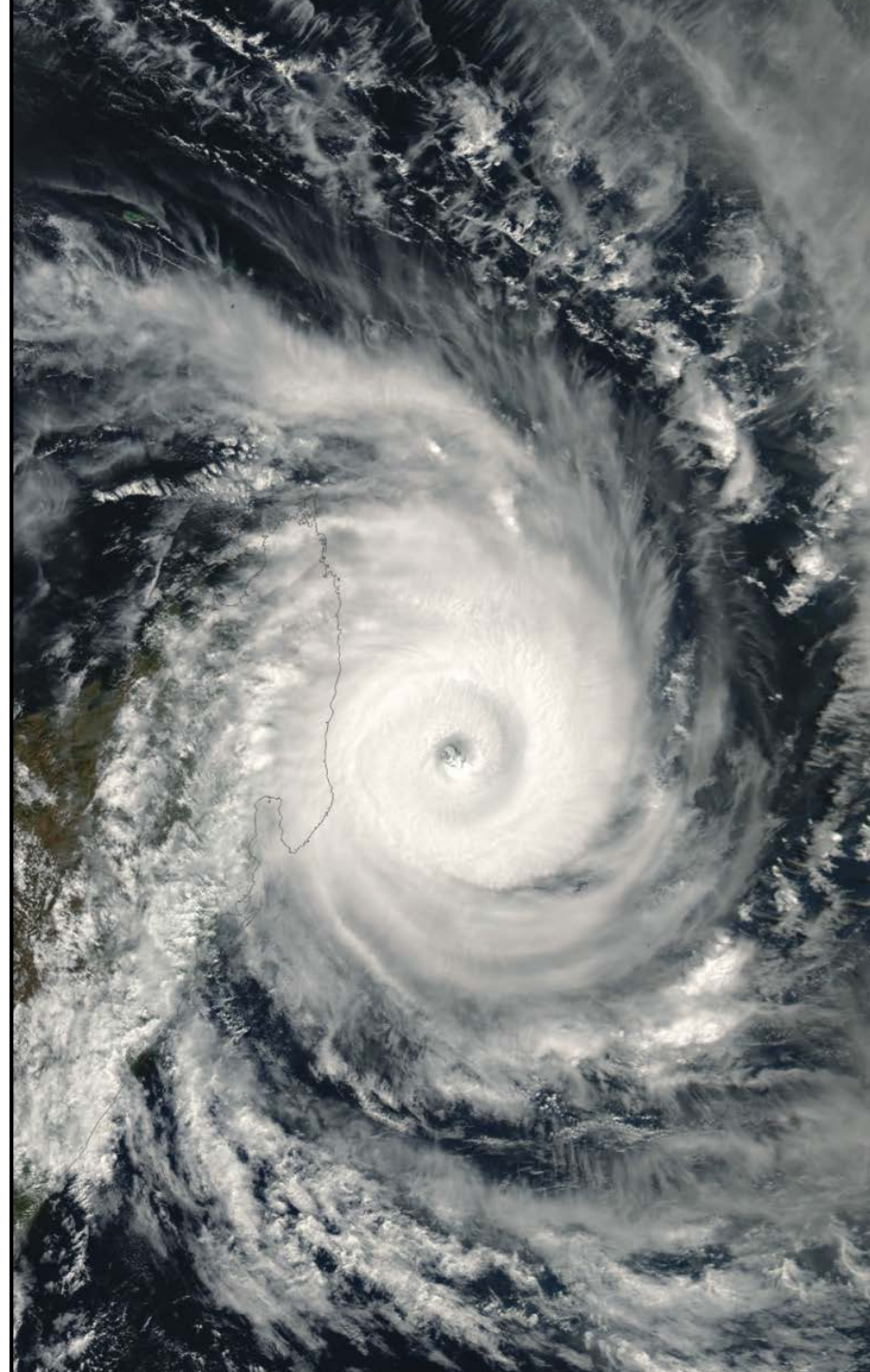
Fralin Life Science Institute





Overarching Goals

- **Foster Interdisciplinary Interactions**
- **Provide Unique Training Opportunities**
- **Generate Resources/External Funding**
- **Develop Science-Based Solutions that Can Inform Policy**
- **Create International Reputation and Recognition**
- **Attract Faculty and Students**



Where do we fit in?

Within Virginia Tech , The Region, & The Nation



Virginia Tech Strategic Plan

- ✓ Increase programs of recognition
 - Focus on fields with growth potential
- ✓ Emphasize translational research
- ✓ Build upon existing and emerging strengths
 - Set long term priorities
- ✓ Create new academic organizational frameworks to foster synergies
- ✓ Create new graduate programs
- ✓ Increase undergraduate research



Complementary Strengths

VA Water Resources Research Center

Sustainability Initiatives

**Institute of Critical Technology
& Applied Science Initiatives**

Science & Technology Studies

Resiliency

National Capital Region

Other Interdisciplinary Programs

- Remote Sensing**
- Water**
- Sustainable Nanotechnology**





VirginiaTech

Fralin Life Science Institute

Major Objective

**Become an internationally
recognized leader in global
change research**

Berkeley
UNIVERSITY OF CALIFORNIA

Global Change Biology



MIT JOINT PROGRAM ON THE
SCIENCE AND POLICY
of **GLOBAL CHANGE**

 **Cary Institute**
of Ecosystem Studies

[the science behind environmental solutions]

Department of
GLOBAL ECOLOGY
at Stanford-Carnegie



Yale University
Institute for Biospheric Studies



VirginiaTech

Fralin Life Science Institute

- Focused on *global* change, not just *climate* change
- Highly interdisciplinary
- Unique training for graduate AND undergraduate students
- Policy, social science, & communication components
- Proximity to Washington D.C. & Richmond

Berkeley
UNIVERSITY OF CALIFORNIA

Global Change Biology



MIT JOINT PROGRAM ON THE
SCIENCE AND POLICY
of GLOBAL CHANGE

 Cary Institute
of Ecosystem Studies

[the science behind environmental solutions]

Department of
GLOBAL ECOLOGY
at Stanford-Carnegie

Yale University
Institute for Biospheric Studies



Substantial Momentum



THE GLOBAL CHANGE CENTER

CURRENT PARTICIPATING COLLEGES & DEPARTMENTS

- College of Natural Resources & Environment
- College of Science
- College of Engineering
- College of Agriculture & Life Sciences
- College of Liberal Arts & Human Sciences
- College of Architecture & Urban Studies
- *Fish and Wildlife Conservation*
- *Forest Resources & Environmental Conservation*
- *Biological Sciences*
- *Geosciences*
- *Statistics*
- *Biological Systems Engineering*
- *Civil and Environmental Engineering*
- *Entomology*
- *Plant Pathology, Physiology & Weed Sciences*
- *Horticulture*
- *Crop and Soil Environmental Sciences*
- *History*
- *Urban Affairs and Planning*
- *Virginia Water Resources Research Center*
- *Virginia Bioinformatics Institute*
- *The Brosnan Center*



VirginiaTech
Invent the Future

| Fralin Life Science Institute



2013 Interfaces of Global Change Graduate Program Core Faculty





2014 Core Faculty Global Change Center



Influence on Recruitment



Cayelan Carey

Biological Sciences
College of Science



Quinn Thomas

*Forest Resources &
Environmental Conservation*
College of
Natural Resources & Environment



David Haak

*Plant Pathology, Physiology &
Weed Science*
College of
Agriculture & Life Sciences

1st SEED Grant Competition

~ \$20K Award

Interdisciplinary Team

Biological Sciences, COS

Geoscience, COS

Fish & Wildlife Conservation, CNRE

Forest Res. & Environ Cons., CNRE

Civil Engineering, COE

Photo: NOAA



VirginiaTech

Fralin Life Science Institute

The Interfaces of Global Change Program

at Virginia Tech



An Interdisciplinary Graduate Education Program at Virginia Tech

- **Now in year 2; 15 Ph.D. fellows**
- **Cross campus initiative, 15 departments and 6 colleges**
- **Provides students with novel training and a diverse community**

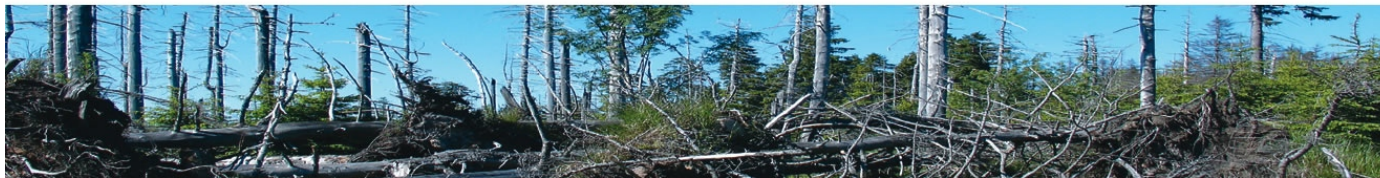
globalchangephd.com



SCIENCE



SOCIETY



POLICY



Meet our Global Change Ph.D. Fellows



Tony Timpano



Heather Govenor



Cordie Diggins



Daniel Medina



Tamara Feters



Cathy Jachowski



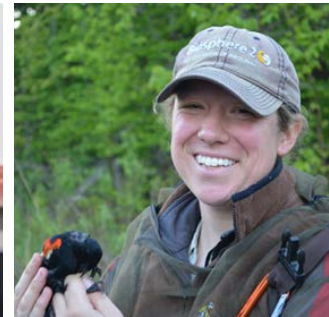
Jennifer Wagner



Jon Doubek



Leah Novak



Laura Schoenle



Zach Martin



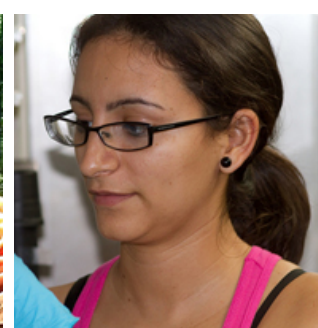
Maya Wilson



David Millican



Ben Vernasco



Angie Estrada

Interfaces of Global Change Ph.D. Fellows

- NSF Graduate Research Fellowship
- EPA STAR Fellowship
- Cunningham Scholarships
- Institute of Critical Technology
& Applied Science Scholars



INTERFACES OF
**GLOBAL
CHANGE**



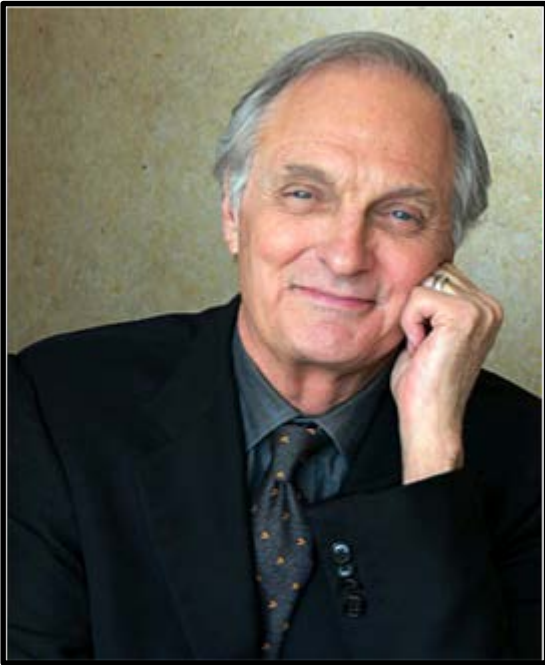
Cordie Diggins is featured in Nature Conservancy Magazine

Advisor: Dr. W. Mark Ford
Dept. of Fish and Wildlife Conservation
USGS Virginia Cooperative Research Unit



The Alan Alda Center for Communicating Science

October 30, 2015



“Scientists have a responsibility to share the meaning and implications of their work, and an engaged public encourages sound public decision-making”

Community Engagement



Distinguished Lecture Series

Open & Free to the Public

OUTREACH
Passport to Discovery
Blacksburg Nature Center





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 legislation 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 appointment is: Kevin J. Craig

WHEREAS, The Honorable Kevin J. Craig currently serves as the Executive Vice President-Coal at Natural Resource Partners L.P. and served as Vice President of Business Development for nine years at this company; has an additional nine years of experience with CSX Transportation Inc. in positions ranging from Senior Economic Analyst to District Superintendent for the West Virginia Coal Fields; was elected to the West Virginia House of Delegates seven times between the years of 2000 and 2012, in which capacity he served as Chairman of the Committee on Natural Resources and the Committee on Energy and served on the West Virginia Council for Community and Economic Development; holds an MBA in finance from Georgia Southern University; contributes to his community by serving on the board of directors of the West Virginia Chamber of Commerce and the Huntington Regional Chamber of Commerce; and in addition was a commissioned officer in the United States Army; therefore, the Hon. Mr. Craig is abundantly qualified to serve on the Advisory Board of the Virginia Center for Coal and Energy Research, representing the coal, transportation, and regional development interests of the southern Appalachian coalfields region.

NOW, THEREFORE, BE IT RESOLVED that Kevin J. Craig be appointed a member of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2015-2019.

RECOMMENDATION:

That Kevin J. Craig be appointed as a member of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2015-2019.

March 30, 2015

Committee Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE

**Smithfield Room, The Inn at Virginia Tech
8:00 a.m.**

March 30, 2015

Board Members Present:

Cordel Faulk (Chair)
Austin Larrowe (Undergraduate Student Representative)
Wayne Robinson
Steve Sturgis

Guests:

Beth Armstrong, Whit Babcock, Suzie Baker, Cynthia Bonner, Tom Brown, Matt Chan, Wanda Dean, Joe Edens, Sam Erwin, Ted Faulkner, Bill Foy, Ashley Francis, Randy Fullhart, Martha Glass, Hunter Gresham, Hikmet Gursoy, Byron Hughes, Justin Johnson, Kathy Kaplan, Frances Keene, Elizabeth Lazor, Megan Nguyen, Rebecca Paulson, Susan Pedigo, Patty Perillo, Daniel Pierce, Greg Purdy, Karen Sanders, Anthony Scott, Ro Settle, Frank Shushok, Tricia Smith, Morgan Sykes, Tom Tillar, Rachel Tulley, Beth Umberger, and Jaime Williams

The meeting was called to order at 8:04 a.m.

Open Session

1. Introductions, Opening Remarks and Approval of November 10, 2014 Minutes.

Cordel Faulk, committee chair, allowed for introductions, provided opening remarks, and submitted the minutes of the November 10, 2014, meeting to the committee for review and acceptance.

A motion was made and passed unanimously to approve the minutes as written.

- 2. Updates from the Division of Student Affairs:** Dr. Patty Perillo, vice president for student affairs, provided a quarterly update on the division of student affairs. She acknowledged the numerous searches underway within the division of student affairs, specifically highlighting the positions of director of Strengths-Based Learning, an assistant vice president for student affairs overseeing the health and wellness areas, and a director of well-being initiatives (formal title to be confirmed). Dr. Perillo went on to note that the university has continued its collaboration with Gallup to launch surveys to undergraduate alumni and current students, respectively. She also highlighted strategic living learning community planning for the future that is underway including the relocation of Innovate (entrepreneurial focus), an international community, and an

arts-based community. She concluded her update by reviewing the provost-commissioned task force report, titled “The Virginia Tech Student Experience: Virginia Tech’s Next 20 Years.”

3. **Intercollegiate Athletics Report:** Mr. Whit Babcock, director of Athletics, offered a robust presentation featuring a fall 2014 academic update, budget review, and his vision and planned initiatives for 2015. Academic highlights include 52% of student-athletes having earned a 3.0 or greater semester GPA, with 49% maintaining a 3.0 or greater cumulative GPA. 141 of 504 active student-athletes are fall 2015 dean’s list members. Mr. Babcock reviewed the Virginia Tech Athletics mission statement and founding principles, and then proceeded to highlight key initiatives. He reviewed the ever-evolving NCAA landscape and “Power 5” autonomy structure, with specific focus on scholarships and cost of attendance. In January, NCAA legislation was adopted raising the maximum allowable value of an athletics scholarship to cost of attendance, resulting in increased scholarship costs of almost \$1 million for 2015-2016. Key initiatives include the Pylons of Promise, focused on overarching themes of integrity, service, honor, excellence, and strong together. In reference to the student experience task force that Dr. Perillo mentioned in her quarterly review, Mr. Babcock turned the discussion to recruitment and the student-athlete experience, focusing on the interior of athletic facilities and his hopes for making those more vibrant, engaging, and representative of the quality athletic program Virginia Tech maintains. He moved then to a review of premium seating opportunities in Cassell Coliseum and Lane Stadium, as well as the evolution and future hopes for the Hokie Club and athletics fundraising. Mr. Babcock concluded his presentation with a highlight of some initial planning related to the bricks and mortar planning for the future, his strong desire to maintain Virginia Tech at the forefront of student-athlete development, and his continued commitment to CAPS.

4. **2014-15 Year in Review Updates from the leadership of the Student Government Association (SGA), the Commission on Student Affairs (CSA), and the Graduate Student Assembly (GSA):** Ms. Elizabeth Lazor, president of the Student Government Association (SGA); Mr. Joe Edens, chair of the Commission on Student Affairs (CSA); and, Mr. Greg Purdy, Mr. Matt Chan, and Ms. Sam Erwin, president, vice president, and vice president of programs, respectively, of the Graduate Student Assembly (GSA), will each provide a year in review update on events and accomplishments during the 2014-15 academic year. SGA highlighted areas of success including on-campus polling, a Q&A visit by Senator Mark Warner, Hokie Effect t-shirt sales, the SGA/Order of the Gavel reunion, the White House Round Table, sustainability efforts, Virginia 21, Hokie Day, community initiatives including Three Days of Downtown, and partnerships with academic affairs. Mr. Edens reviewed topics of focus across this academic year, as well as sharing the desired implementation of standing subcommittees focused on areas such as childcare, university policy, student budget board, InclusiveVT, campus technology, and liability concerns associated with student organizations. GSA offered updates related to their organizational structure, as well as their commitment to improving the graduate community through dedicated attention toward childcare initiatives, parking improvements, inclusion and diversity, and dental insurance.

5. **Stop Abuse: Title IX at Virginia Tech:** Dr. Frank Shushok, senior associate vice president for student affairs and deputy Title IX coordinator, offered a historical review of Title IX as a comprehensive federal law and its implications and relevance, specifically, to students at Virginia Tech. With increasing legislative focus on student safety and, more recently, an intense focus on campus sexual assault, the responsibilities of and on institutions of higher education are significant. Dr. Shushok showed a video titled, *Know Your IX*, and reviewed the definition of consent, as well as lack of consent. Student on student sexual misconduct cases have increased in recent years, noting 43 cases in academic year 2014 to date (compared to 35 cases in 2013-2014 overall). Virginia Tech is taking specific steps to increase awareness about campus sexual assault through the new “Stop Abuse” website, which offers information, education, resources, and active bystander involvement.
6. **Multicultural Programs and Services (MPS), InclusiveVT Initiatives within the Division of Student Affairs, and Support for Veterans at Virginia Tech:** Ms. Tricia Smith, director of multicultural programs and services, and Mr. Anthony Scott, associate dean of students, shared the division’s commitment to serving marginalized populations within Virginia Tech, as well as the vision of building a community where all Hokies belong and feel valued. Ms. Smith discussed the work of Multicultural Programs and Services, including their tri-mission of advocacy, advising, and awareness. As well, Ms. Smith reviewed the division of student affairs’ strategic initiatives (centering on human resources, intergroup dialogue, and intercultural competence) toward the InclusiveVT initiative. Mr. Scott concluded our meeting with an overview of the specific support and services offered for veterans at Virginia Tech.

Adjournment. With no further business, the meeting was adjourned at 11:59 p.m.

Intercollegiate Athletics
Report to the Student Affairs &
Athletics Committee of the Board of
Visitors

March 30, 2015

Agenda

- I. Fall 2014 Academic Update
- II. Budget Snapshot
- III. Where are we headed? Vision & initiatives for 2015
 1. One step back before two steps forward. Our Foundation, Our Mission & Core Values.
 2. New and Evolving NCAA Landscape, “Power 5” Autonomy, and Cost of Attendance

Agenda (cont.)

- III. (cont) Where are we headed? Vision & initiatives for 2015
 - 3. Our Response to the Changing Landscape – Our Pylons of Promise
 - 4. Recruiting and the Student-Athlete Experience
 - 5. Premium Seating Opportunities in Cassell and Lane
 - 6. Fundraising, Development and the evolution of the Hokie Club
 - 7. Bricks & Mortar for the Future 5, 10, 15 Year Master Plan
 - 8. Keeping VT at the forefront in Student-Athlete Development
 - 9. C.A.P.S.





**I. Fall 2014
Academic Update**

Fall Semester 2014

- 52% Student-Athletes earned a semester 3.0 or > GPA
- 49% maintained a cumulative 3.0 or > GPA
- 18 Student-Athletes earned a 4.0 semester GPA
- 6 Student-Athletes maintained a 4.0 cumulative GPA
- Average Overall Fall Semester GPA: 2.92
- Average Overall Cumulative GPA: 2.94
- 11 teams (55%) achieved a 3.0 or > semester GPA
- 11 teams (55%) maintained a 3.0 or > cumulative GPA

141 Dean's List Members

Total of 504 Active Student-Athletes

Data Source: IRE Census Data, Fall Semester 2014

Fall Semester Academic Comparisons

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Avg. Overall Semester GPA	2.81	2.80	2.81	2.80	2.87	2.85	2.91	2.92
Avg. Overall Cumulative GPA	2.90	2.88	2.89	2.86	2.90	2.88	2.94	2.94
# of Teams > 3.0 Semester	8	9	9	6	11	10	11	11
# of Teams > 3.0 Cumulative	12	11	9	6	8	9	11	11
% of Students < 2.0 Semester	12.36% (57)	12.22% (60)	13.04% (66)	11.90% (59)	12.81% (67)	12.12% (63)	9.77% (50)	9.52% (48)
% of Students < 2.0 Cumulative	5.86% (27)	3.87% (19)	2.17% (11)	3.02% (15)	3.63% (19)	3.27% (17)	3.91% (20)	2.98% (15)

Data Source: IRE Census Data, Fall Semester 2014

Fall Semester 2014 GPAs by Team

Men's Sports	Mean Semester GPA	Mean Cumulative GPA
Baseball	3.06	3.02
Basketball	2.78	2.93
Cross Country	3.34	3.27
Football	2.46	2.59
Golf	3.30	3.24
Soccer	2.78	2.78
Swimming & Diving	2.94	2.93
Track & Field	3.05	3.01
Tennis	3.27	3.30
Wrestling	2.64	2.68

Women's Sports	Mean Semester GPA	Mean Cumulative GPA
Basketball	2.81	2.85
Cross Country	3.44	3.21
Golf	-	-
Lacrosse	3.18	3.02
Softball	3.05	2.96
Soccer	3.39	3.39
Swimming & Diving	3.36	3.29
Track & Field	2.86	2.97
Tennis	2.94	3.03
Volleyball	3.23	3.30

Totals 504 2.92 2.94

Data Source: IRE Census Data, Fall Semester 2014

II. Budget Snapshot for Fiscal Year 2014-2015

Budget Snapshot

Revenues

ACC allotment	\$24,515,572	32.8%
Football and Basketball Revenue	21,608,831	28.9%
Virginia Tech Athletic Fund/Endowments	12,643,930	16.9%
Student fees	7,866,883	10.5%
Multi-media contract with IMG College, Gatorade	5,220,000	7.0%
Concessions	645,000	0.9%
Pouring rights	485,000	0.6%
NCAA opportunity and academic enhancement	473,326	0.6%
Facility rental, university lease agreement	393,450	0.5%
Football away guarantees	350,000	0.5%
Hokie Kids Club, Nike, Tennis Center	278,103	0.4%
Trademark and licensing (25% of university net earnings)	239,622	0.3%
Men's/Women's Basketball away guarantees	7,500	0.0%
	<hr/> \$74,727,217	<hr/> 100%

Budget Snapshot

Expenses

Salaries and benefits	\$26,759,101	36.4%
Scholarships	12,303,930	16.7%
Facilities/utilities	5,585,585	7.6%
Debt payments	5,318,488	7.2%
Team/recruiting travel	4,447,158	6.1%
University administrative fees	4,119,300	5.6%
Administrative costs	2,992,207	4.1%
Game operations (includes officials)	2,407,525	3.3%
Projects: stadium concessions, Rector study, MV Field, MR	2,119,928	2.9%
Reserve loan payback for indoor practice facility	1,736,497	2.4%
Football home game guarantees	1,108,984	1.5%
Play and practice equipment	932,120	1.3%
Student-athlete medical and insurance	815,861	1.1%
SAASS transfer	730,007	1.0%
Reserve loan payback for Lane/Cassell video equipment	675,000	0.9%
Men's/Women's Basketball home game guarantees	522,000	0.7%
Team meals	497,637	0.7%
Bowl Budget	418,903	0.6%
	<u>\$73,490,231</u>	<u>100%</u>

Budget Snapshot

Revenues	<u>\$74,727,217</u>
Expenses	<u>\$73,490,231</u>
Surplus/(Deficit)	<u>\$1,236,986</u>

III. Where are we headed? Vision & Initiatives for 2015

1. OUR FOUNDATION

MISSION STATEMENT

Virginia Tech Athletics is committed to excellence, both academically and athletically, and to the personal development of our student-athletes. In the spirit of *Ut Prosim*, we stand together to serve and represent our university and community with integrity and respect.



VIRGINIA TECH ATHLETICS





2. New and Evolving NCAA Landscape, “Power 5” Autonomy, and Cost of Attendance

2015 NCAA Convention

LEGISLATION ADOPTED THROUGH THE AUTONOMY GOVERNANCE STRUCTURE

For athletics scholarships beginning after August 1, 2015, the maximum scholarship value permitted will be the “cost of attendance” as determined by each school’s Financial Aid office within federal guidelines. In addition to tuition, fees, room, board, and books, scholarships can also include expenses such as academic-related supplies, transportation, miscellaneous personal expenses, and other similar items. The value of these additional benefits will differ from campus to campus.

IMMEDIATE IMPACT TO VT: Projected scholarship cost increase of \$850-950K for 2015-16.

For athletics scholarships beginning after August 1, 2015, scholarships cannot be reduced, cancelled, or non-renewed for athletics reasons, at any point during the calendar year. This does not make multi-year scholarships mandatory. This does not mean that a scholarship is “guaranteed.”

IMMEDIATE IMPACT TO VT: Each sport must finish drafting its written team rules; rules must be clear and robust. The verbiage included on financial aid award letters will require minor modifications.

2015 NCAA Convention

LEGISLATION ADOPTED THROUGH THE AUTONOMY GOVERNANCE STRUCTURE

Beginning with the 2015-16 academic year, more stringent concussion management requirements will take effect, including submission of concussion protocols to a new Concussion Safety Protocol Committee for approval. Plans that do not require medical personnel to make return-to-play decisions will not be approved.

IMMEDIATE IMPACT TO VT: Sports Medicine staff time demands related to concussion management will increase as they provide required information to the committee and implement protocols.

Beginning August 1, 2015, student-athletes will be permitted to borrow against future earnings to obtain loss-of-value insurance.

IMMEDIATE IMPACT TO VT: Negligible.

A resolution was also approved, laying out the autonomy agenda for the next two years. Among other items, this resolution included a commitment to address the following topics:

- Student-athlete time demands;
- Additional benefits associated with competition and the competitive experience;
- Greater flexibility for student-athletes to obtain career-related insurance products;
- Interaction with agents and advisors;
- Rules governing transfer eligibility; and,
- The NCAA enforcement process.

NCAA DIVISION I ATHLETICS SCHOLARSHIPS AND “COST OF ATTENDANCE”

- For more than 40 years, the maximum allowable NCAA Division I athletics scholarship covered tuition, fees, room, board, and books ... but not the incidental costs of attending college. Beginning August 1, 2015, that will all change.
- In January, NCAA legislation was adopted raising the maximum allowable value of an athletics scholarship to “cost of attendance.”
- Cost of attendance (COA) is an estimate of expenses designed to represent a student’s projected cost to attend a specific college or university.

NCAA DIVISION I ATHLETICS SCHOLARSHIPS AND “COST OF ATTENDANCE”

- Each school’s financial aid office determines COA within broad federal guidelines originating from the Higher Education Act of 1965.
- The COA number serves as a limit, and comprises only those expenses – estimated and/or actual – that are directly related to college attendance (e.g. tuition, fees, room, board, books, transportation, and miscellaneous personal expenses).
- A student’s COA sets his/her budget for a specific period of time (a semester, quarter, or academic year), and is the cornerstone for establishing “financial need,” which is necessary to determine eligibility for most grants and loans.

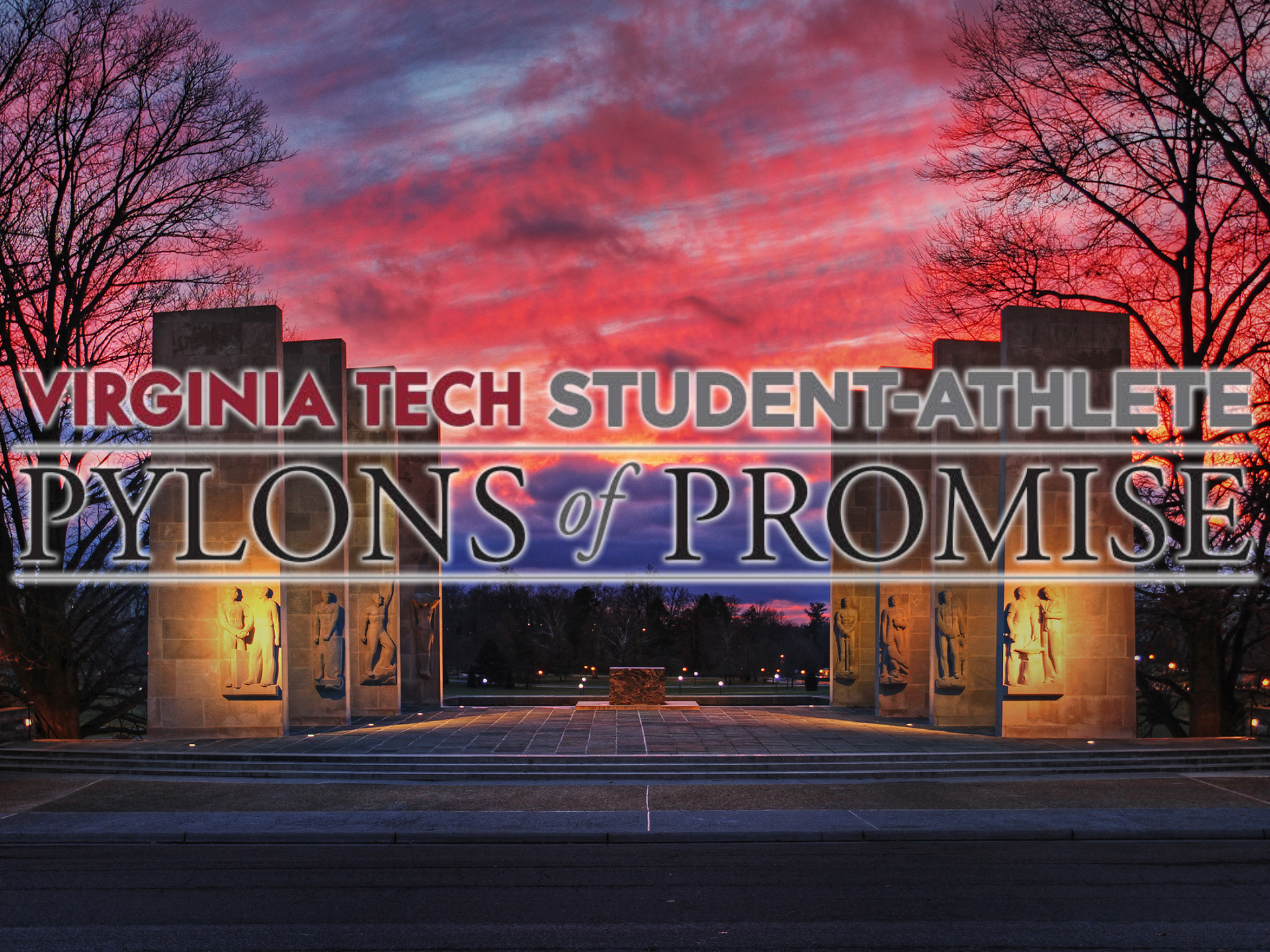
NCAA DIVISION I ATHLETICS SCHOLARSHIPS AND “COST OF ATTENDANCE”

- At Virginia Tech, the difference between the current full scholarship and the new full scholarship is projected to be approximately \$3,400. To successfully honor our commitment to our student-athletes and maintain our level of competitive investment, Virginia Tech will incur increased scholarship costs of approximately \$950,000 for 2015-16.

➤ Based on figures distributed by the ACC staff last summer, VT's cost of attendance "gap" was right at the conference average, and slightly above the conference media.

School	Gap Amount in Dollars
Miami	4890
Louisville	4356
Clemson	4280
Florida State	4124
North Carolina	3686
Pittsburgh	3150
Virginia Tech	2870
Duke	2820
Virginia	2816
Wake Forest	2400
NC State	2024
Notre Dame	1950
Georgia Tech	1600
Syracuse	1596
Boston College	1200

3. Our Response to the Changing Landscape – Our Pylons of Promise



VIRGINIA TECH STUDENT-ATHLETE
PYLONS *of* PROMISE

VIRGINIA TECH STUDENT-ATHLETE --- PYLONS *of* PROMISE ---

- Cost of Attendance Awards
- Four-Year Scholarship Commitment
- Excellence in Academic and Athletics
- Support and Career Development
- Loss of Value Insurance
- Continued Commitment to Landmark Concussion Research
- \$425,000 Student Assistance Fund Annually

VIRGINIA TECH STUDENT-ATHLETE --- PYLONS *of* PROMISE ---

The Virginia Tech Student-Athlete Pylons of Promise sets forth our commitment to our student-athletes during their time at Virginia Tech and beyond.¹ This Promise is based on the ideals emblazoned on the eight pylons at the Virginia Tech War Memorial Court and our athletics department's guiding principles of INTEGRITY, SERVICE, HONOR, EXCELLENCE, STRONG TOGETHER.

Our shared commitments with our Virginia Tech student-athletes are as follows:



INTEGRITY

COST OF ATTENDANCE

When earned, full athletics scholarships pay all costs of a student-athlete's undergraduate education, including tuition, fees, room, board and books. Effective August 1, 2015, as part of our athletics-grants-in-aid, Virginia Tech will provide the full allowable miscellaneous expense allowance of approximately \$3,400² per year to cover the full cost of attendance for all sports.

Equivalency scholarships pay for specific elements (books, for example) and/or percentage of costs.³ While non-scholarship student-athletes do not receive full or equivalency scholarships, they receive all non-scholarship-related benefits provided to all student-athletes.

INTEGRITY

FOUR-YEAR SCHOLARSHIP COMMITMENT

Athletics scholarships may be awarded on an annual or multi-year basis. Four-year scholarships are available for full equivalency scholarship student-athletes entering Virginia Tech. All scholarships set forth in writing the amount of the scholarship, the duration and any conditions of the award. Scholarship terms will be honored unless the student-athlete voluntarily leaves the team, renders himself or herself ineligible, or violates NCAA, ACC, university or department policies. Any reduction of a scholarship's terms may be appealed to an independent panel. Scholarship terms will not be reduced because of a student-athlete's injury, illness, or physical or mental condition which prevents or limits participation in athletics, nor on the basis of a student-athlete's athletics ability or athletics performance.



Woody Baron | Football Student-Athlete

“Integrity is the bedrock on which we choose to build our house of accomplishments. Structures built on the foundation of integrity cannot easily be torn down. They will weather the storms of time. Accomplishments built without integrity will easily fall. When harsh weather comes, they will be but feathers in the wind.

As a representative of this great institution, I try to build my legacy on a rock that will endure the tests of time. My preference is Hokie Stone.”

SERVICE

LEADERSHIP DEVELOPMENT

Virginia Tech is committed to developing leaders. The Department of Athletics provides our student-athletes with a comprehensive, multi-faceted leadership development program which includes:

- Leadership assessment and development curriculum;
- International service-learning opportunities designed to promote global leadership skills; and
- A targeted student-athlete career development program to help facilitate a student-athlete's transition to their professional aspirations. Upon successful completion of this program, each student-athlete will be provided with a complimentary interview suit to launch their career after their playing days at Virginia Tech are complete.



Jared Allison | Men's Track & Field Student-Athlete & Vice President, Virginia Tech SAAC

“Service is a big part of the Virginia Tech Athletic community. We are all blessed with an incredible opportunity of being Division I student-athletes so it is our duty to give back. No matter if it is a canned food drives or visiting children's hospitals we are all Hokies, and we will always serve our community.”



A CULTURE OF TRUST AND RESPECT

With service and honor at our core, Virginia Tech develops student-athletes to be the best men and women they can be in an environment of trust and respect with a commitment to compliance. Virginia Tech follows the letter and spirit of NCAA, ACC and institutional rules. Through the Virginia Tech Principles of Community, we acknowledge the importance of diversity and inclusion and the extent to which they enhance the lives of student-athletes and the university. We encourage a healthy environment, free of prejudice and discrimination including demeaning language and physical, verbal and emotional abuse.



Jordan Coburn | Women's Soccer Student-Athlete

“As members of the Virginia Tech athletic community, we pride ourselves on our ability to treasure and protect the opportunity to compete day in and day out with honor. Our department has built a culture of trust and honor that reaffirms the pylons at War Memorial that VT has upheld for years.”



EXCELLENCE

ACADEMIC SUPPORT

Virginia Tech provides quality academic support that aims to meet the unique needs of each student-athlete through the services and programming provided by Student-Athlete Academic Support Services (SAASS). Inclusive in this support is:

- Tutoring;
- Mentoring;
- Facilitated study hall;
- Learning assistance and disability support services;
- Study skill programming;
- Academic advising;
- Individualized degree completion planning aimed at meeting educational and career goals;
- Technology assistance; and
- A laptop computer for all full scholarship student-athletes.

COMMITMENT TO CONCUSSION RESEARCH

Virginia Tech will follow all NCAA concussion protocol and continue its landmark study of the topic. In 2014, Virginia Tech and two other schools were awarded a \$30 million Department of Defense grant to study the effects of concussions and ways to combat them.

COMPREHENSIVE ATHLETIC SUPPORT

Virginia Tech assists all student-athletes in maximizing their athletic potential. This comprehensive support includes, (but is not limited to):

- Nationally recognized coaching and training;
- Proud partnership with Nike since 2007 and contracted through 2022; and
- Top quality practice, competition, and strength and conditioning related facilities.

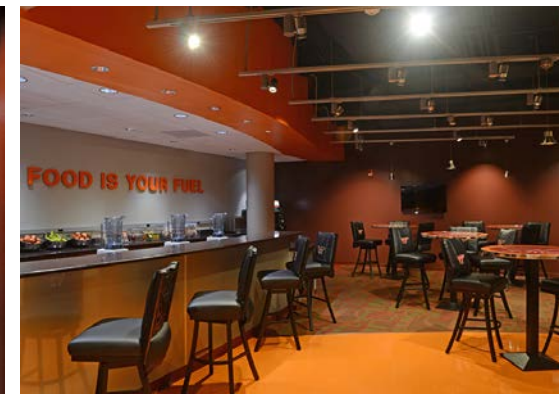


EXCELLENCE

COMPREHENSIVE HEALTH, SAFETY, AND WELLNESS

Virginia Tech is committed to protecting and enhancing the health, safety, and wellness of all of our student-athletes. These commitments include, (but are not limited to) access to:

- A comprehensive athletic performance program dedicated to providing the most efficient and effective broad-based care for Virginia Tech student-athletes incorporating sports medicine, sports psychology, and performance, strength and conditioning services;
- High-quality medical, dental, vision, psychological, rehabilitation, preventative and related healthcare services for all student-athletes;
- Assistance for student-athletes to purchase loss-of-value insurance based on their future earnings as professional athletes, consistent with the athletics department's protocol for disability insurance;
- A comprehensive sports nutrition program and state-of-the-art Nutrition Oasis, fueling stations, Gatorade hydration options, and training table providing optimal nutrition for student-athletes before, during, and after training;
- Quality transportation, housing, meals and per diem to all student-athletes traveling to away competitions; and
- No. 1 nationally ranked on-campus dining options.



A photograph of the Virginia Tech Memorial Arch at dusk. The arch is a series of tall, rectangular stone pillars, each featuring a relief sculpture of a person. The pillars are illuminated from below, casting a warm glow. The sky is a vibrant mix of orange, red, and purple, suggesting a sunset or sunrise. The word "EXCELLENCE" is overlaid in large, bold, orange letters with a slight 3D effect, centered across the middle of the image. The foreground shows a paved walkway leading towards the arch, and some trees are visible on the sides.

EXCELLENCE

STUDENT ASSISTANCE FUND

Virginia Tech will provide student-athletes the opportunity to use the Student Assistance Fund annually to enhance their collegiate experience. This fund of approximately \$425,000 annually is used to cover a wide range of student-athlete personal expenses within NCAA, ACC, and university guidelines.



A COLLECTIVE VOICE

At Virginia Tech, student-athletes have a united voice that is recognized and valued by the athletics department. This voice is known as the Student-Athlete Advisory Committee (SAAC). Through SAAC, Virginia Tech student-athletes are expected to provide input on issues impacting student-athletes and their experiences on the campus, conference and national level.

Each team is assigned a sport administrator who will provide another resource for student-athletes. The sport administrator helps ensure the Virginia Tech student-athlete experience is positive, productive and adheres to these guiding principles.

STRONG TOGETHER

A SHARED RESPONSIBILITY

As highly visible members of the Virginia Tech community, student-athletes are expected to conduct themselves, both on and off campus, in a manner which respectfully represents their family, team and Virginia Tech. They should at all times demonstrate good judgment and ethical behavior and are expected to adhere to the policies stated within the Hokie Handbook.

It is a privilege to represent Virginia Tech. Our student-athletes, coaches and staff share in this privilege and are expected to act with honor and respect in all that we do.



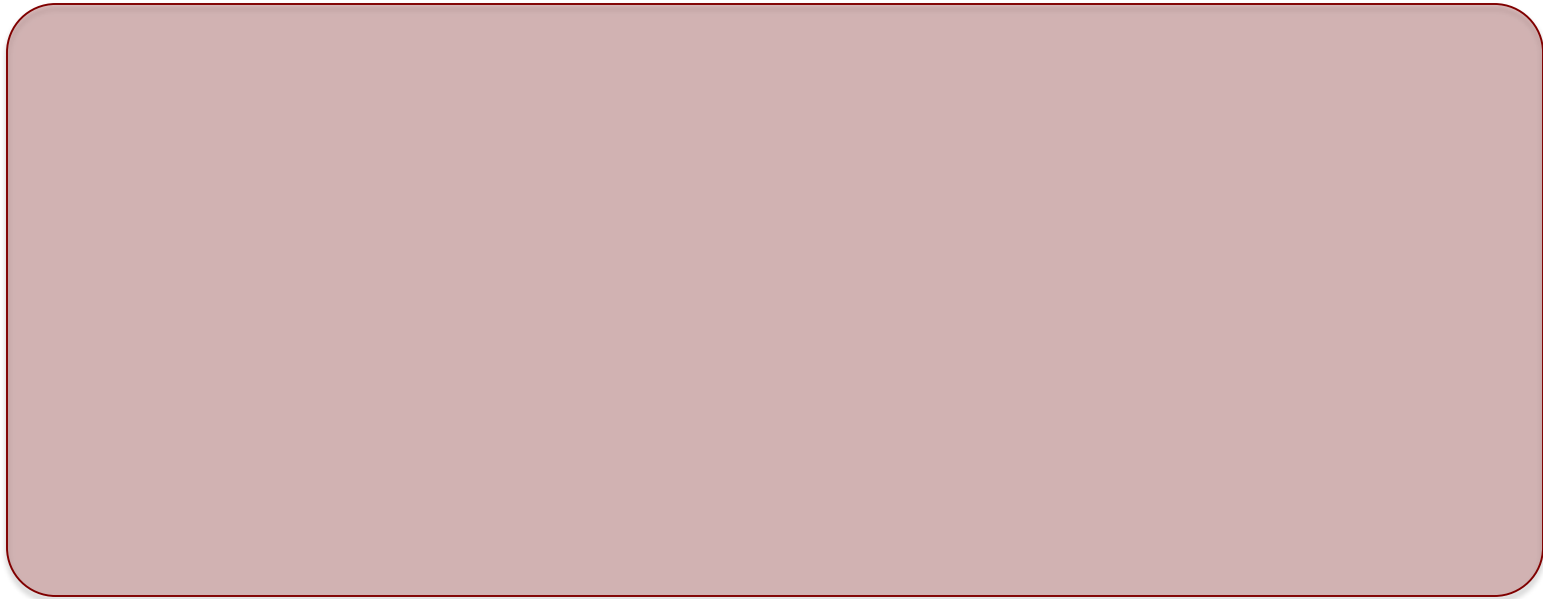
Meghan Macera | Women's Lacrosse Student-Athlete

“The Virginia Tech athletic community is stronger together not only because there is strength in numbers but because of what this community represents as the Hokie Nation. Individually, we are not as physically strong as the collective community of student-athletes because the whole is always greater than the sum of its parts. The department has built and instilled this tradition which thrives off our sense of strong together.”

4. Recruiting and the Student-Athlete Experience



Learning from the Past to Guide our Future







SUPER BOWL
REBELS











Alabama



Georgia



Florida



Oregon Football Facility Wall Texture



Memphis Entrance







University of Virginia McCue Center



University of Missouri Mizzou
Athletics Training Complex



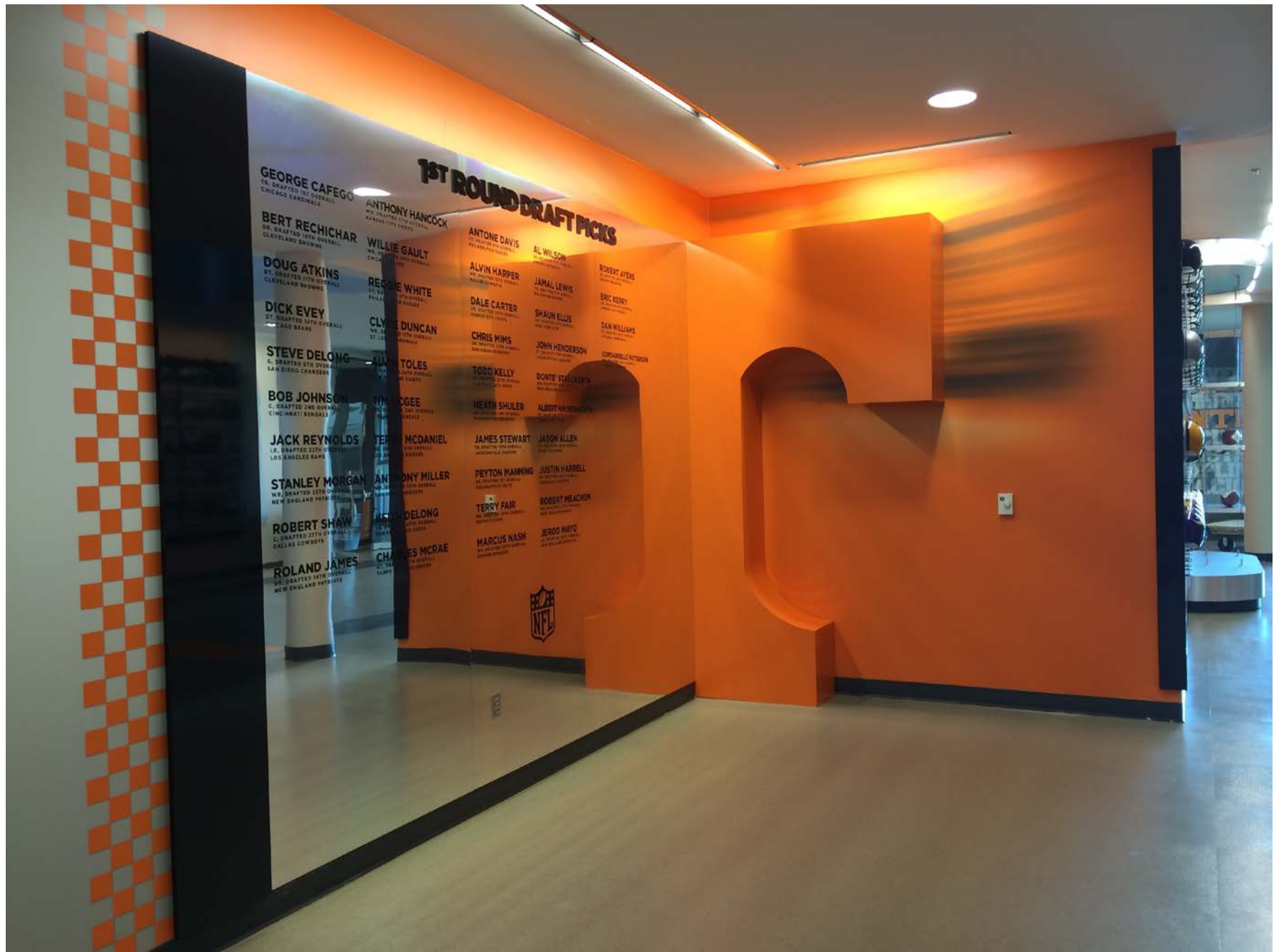
Oklahoma – Barry Switzer Center



Stanford University Football Facility



Stanford Football Lounge





BOWL CHAMPIONSHIP SERIES

BOWL APPEARANCES

<p> HCS TITLE GAME: 3 SUGAR: 14 ORANGE: 8 COTTON: 7 ROSE: 6 LIBERTY: 4 SUN: 3 BLUEBONNET: 2 GATOR: 2 </p>	<p> MUSIC CITY: 8 INDEPENDENCE: 8 ALPHA: 1 BLOOMINGTON: 1 CITRUS: 1 HALL OF FAME: 1 VERTA: 1 OUTBACK: 1 CAPITAL ONE: 1 </p>
--	--







A

GAME ON



The University of Utah athletics program in partnership with Infinite Scale (brand and graphics integration) and Rainier Sports (fabrication and installation) recently completed construction on a world-class 150,000^{sq} football training facility. To learn more about this and other exciting projects, visit us online.

A WINNING TEAM



INFINITE SCALE

www.utahutes.com | www.rainiersport.com | www.infinitescale.com



When communicating your brand, our job is to separate you from the competition.

412.678.0100 | www.experience49.com | twitter.com/49_experience

EXPERIENCE DESIGN

FOOD IS YOUR FUEL



The image shows a contemporary lounge or bar. On the left, a long bar counter is equipped with various beverages, including water pitchers and glasses, and some snacks. Above the bar, the words "FOOD IS YOUR FUEL" are displayed in large, bold, orange letters. The bar is surrounded by black leather bar stools, some of which feature an orange "T" logo. The floor is a bright orange color. In the background, there are several round tables with black leather chairs, also featuring the orange "T" logo. The walls are a warm orange color, and the ceiling is white with multiple track lighting systems. A television is mounted on the back wall.









Home of the
HOKIES



EXIT





EXIT







25
THE HALLWAY
The Hallway is a common area
where people can walk
to the restrooms
and the elevator.
Please do not smoke.

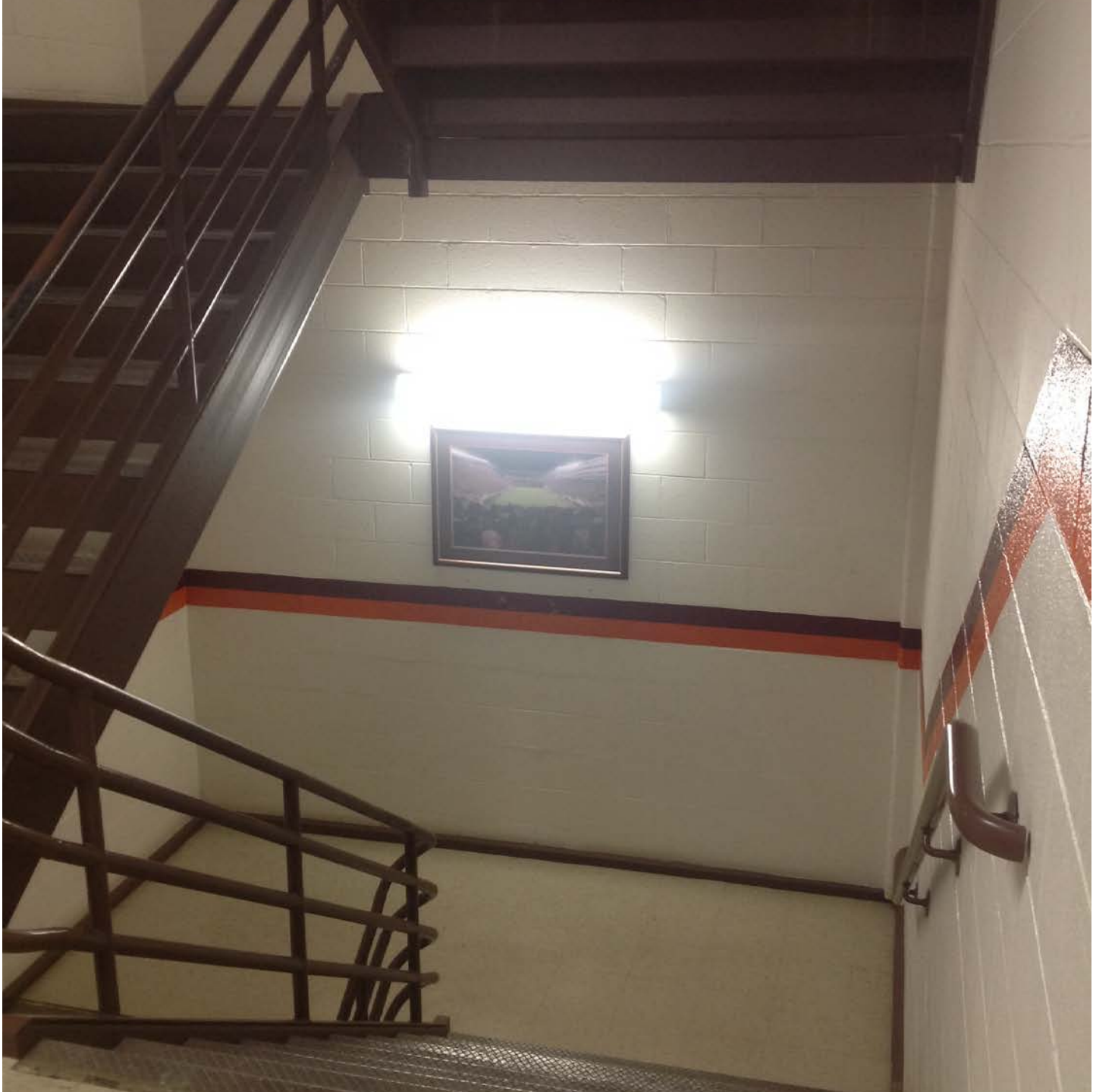


278









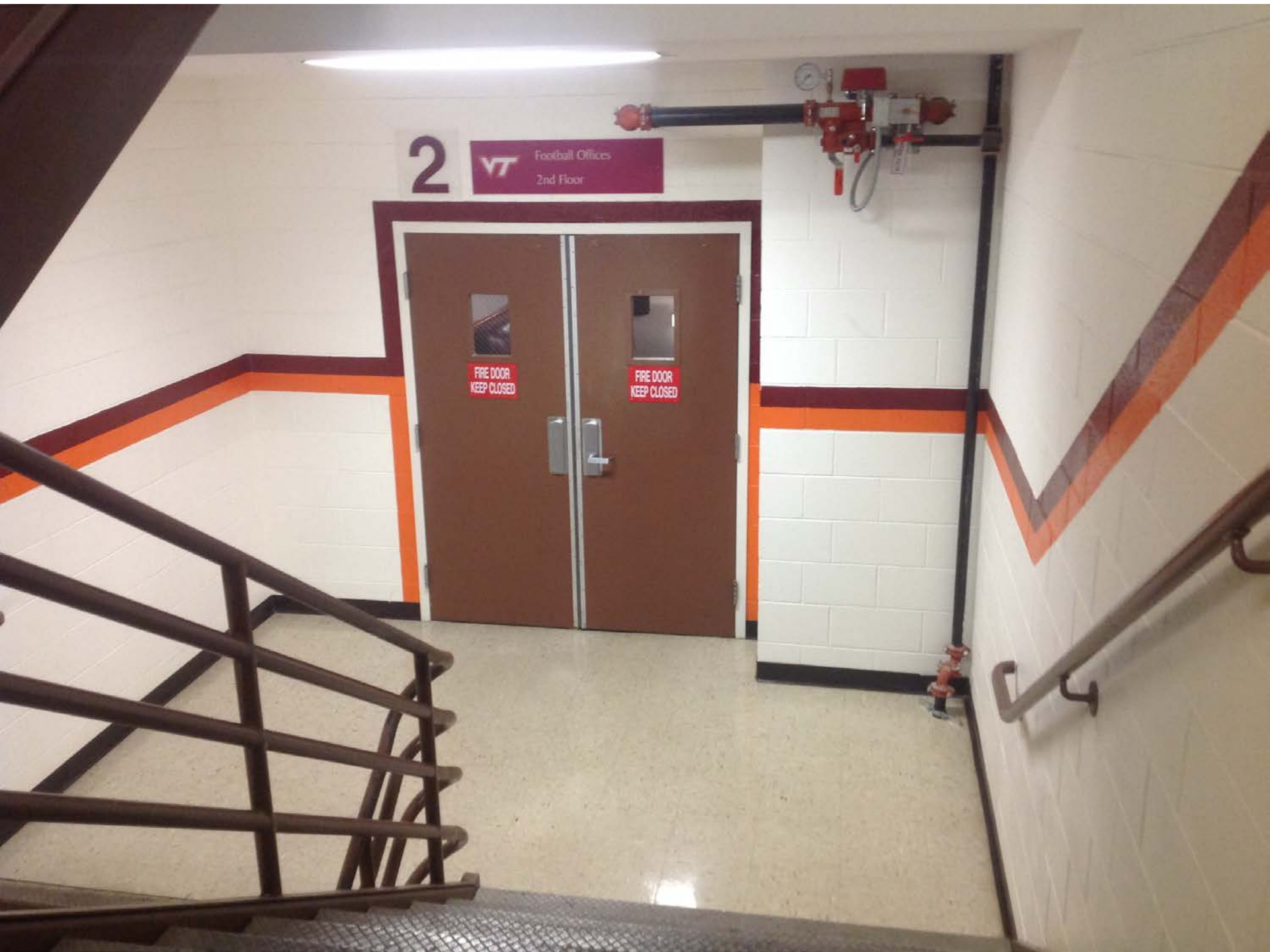
2

VT

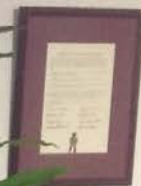
Football Offices
2nd Floor

FIRE DOOR
KEEP CLOSED

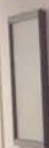
FIRE DOOR
KEEP CLOSED

















R
SED

FIRE HOSE

366





 **Virginia Tech.**
Invent the Future

Performance & Sports Medicine

Athletic Performance

Strength and Conditioning
Nutrition
Sport Psychology

Sports Medicine

Team Physicians
Athletic Training
Physical Therapy
Chiropractic

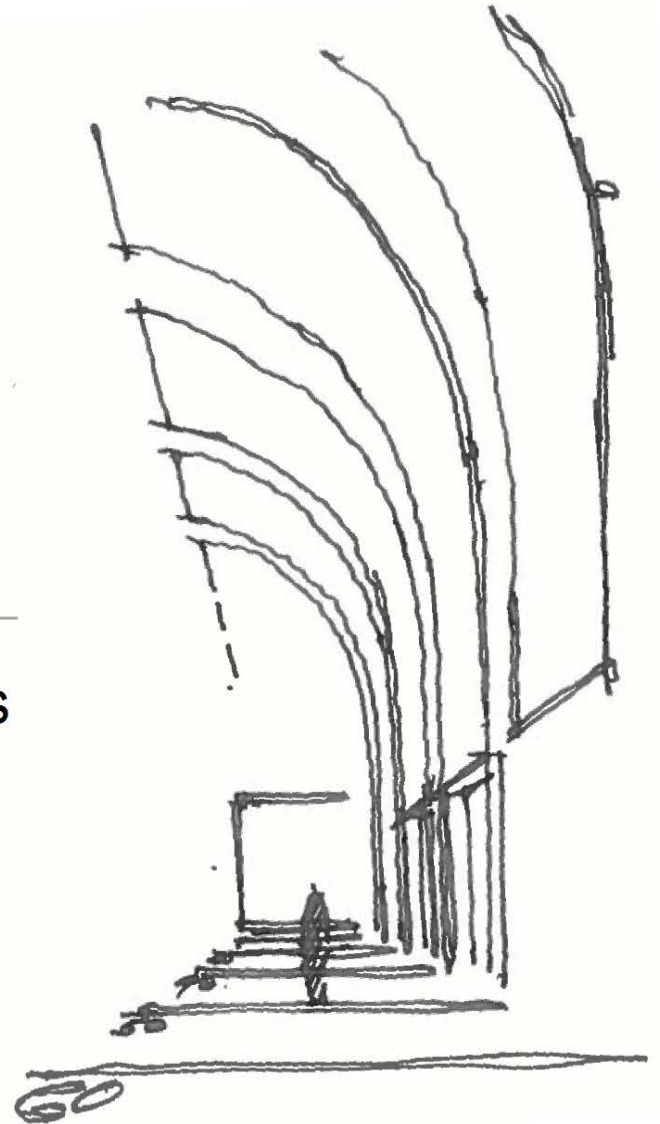




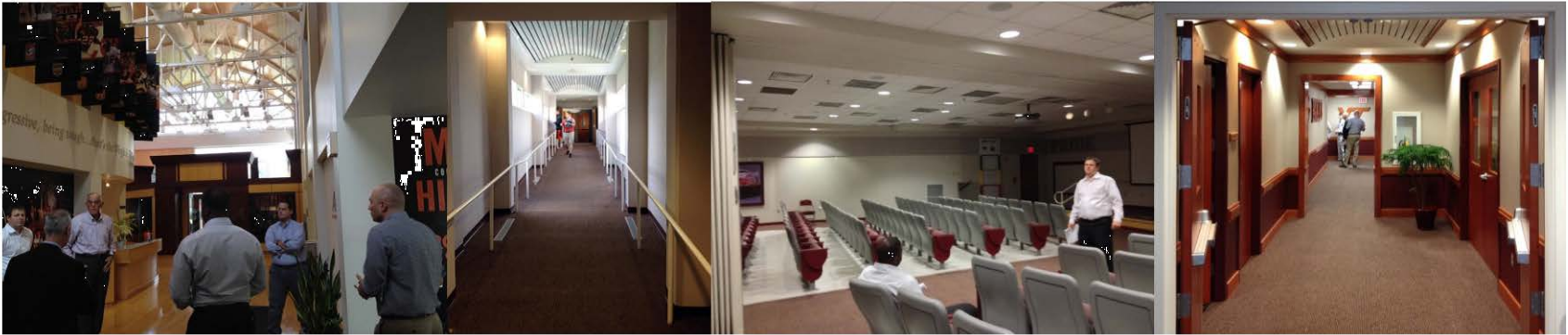




Athletic Department Interior Concepts



EXISTING CONDITIONS



Main Hall

Ramp

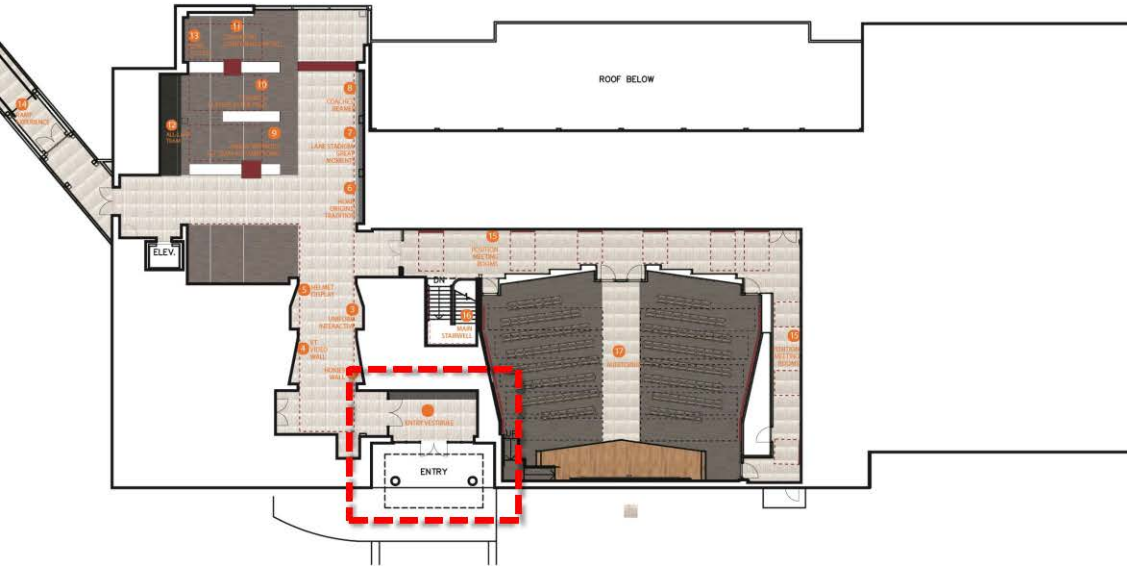
Auditorium

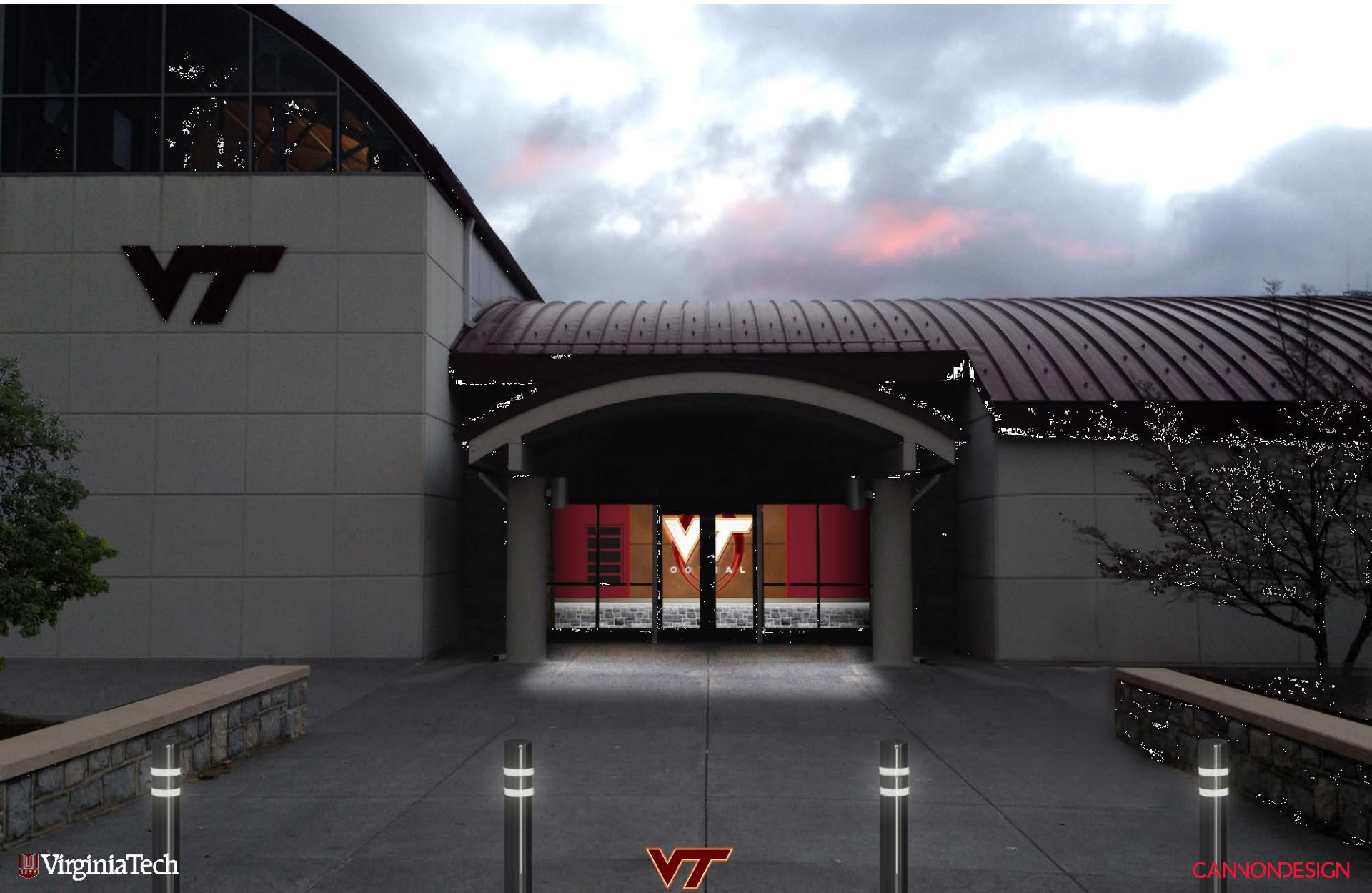
Coaches' Hall

1. EXHIBIT HALL
2. AUDITORIUM & CORRIDOR MTG AREA
3. STAIR
4. RAMP
5. HOKIE LEGEND CORRIDOR
6. COACHES' CORRIDOR
7. ALL SPORTS ENTRY HALL
8. ALL SPORTS TRAINING CORRIDOR
9. WELLNESS CENTER GRAPHICS

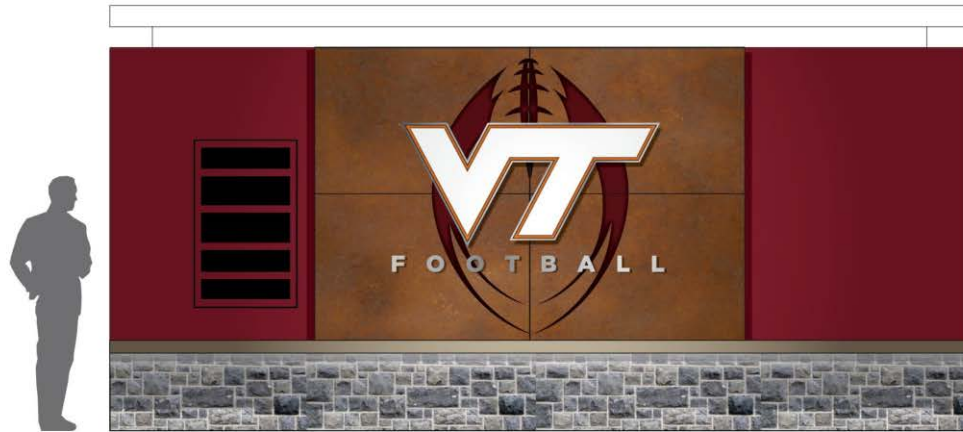


1. ENTRY VESTIBULE



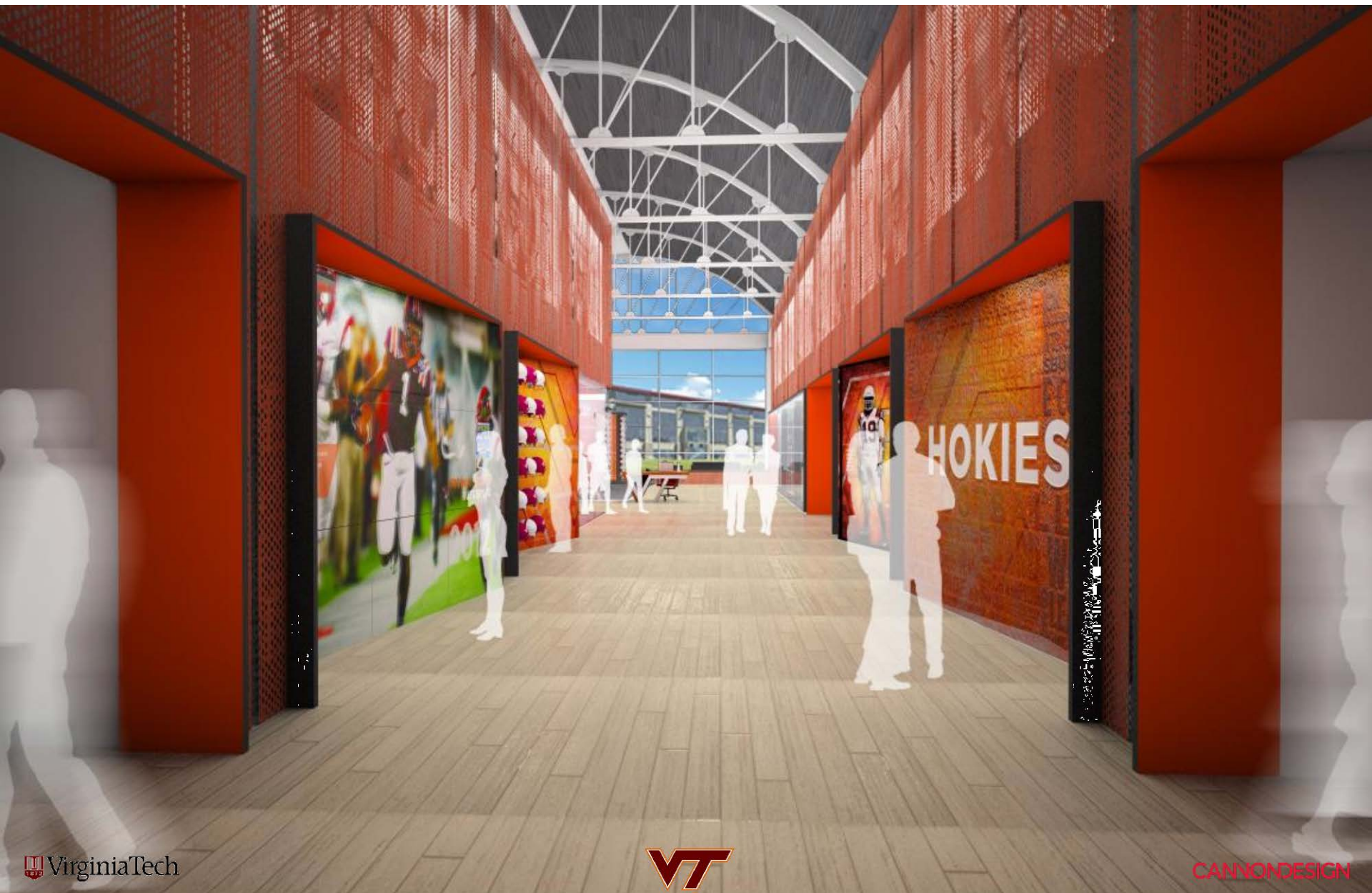


1. ENTRY VESTIBULE

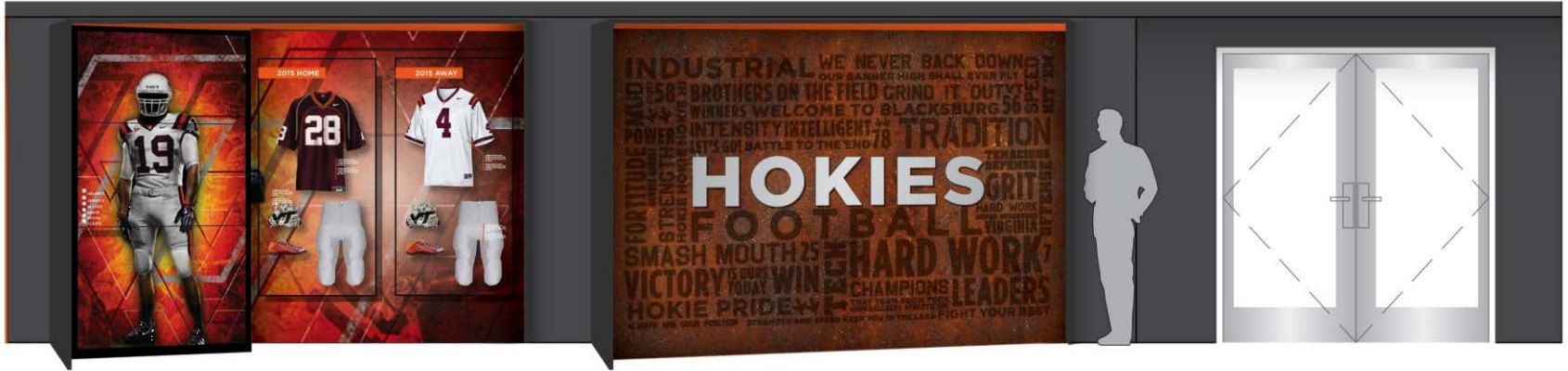


2. MAIN HALL

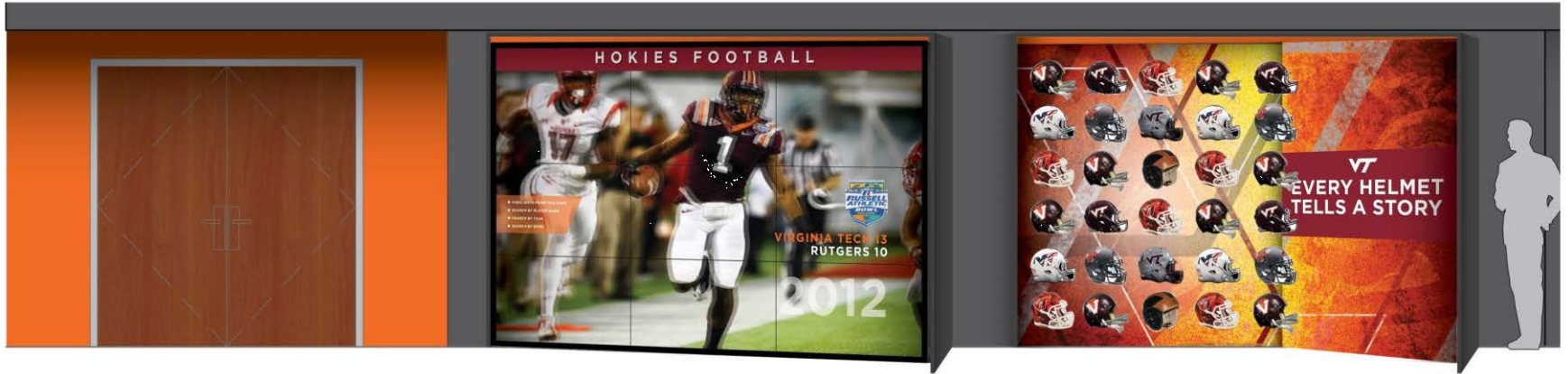




2. MAIN HALL

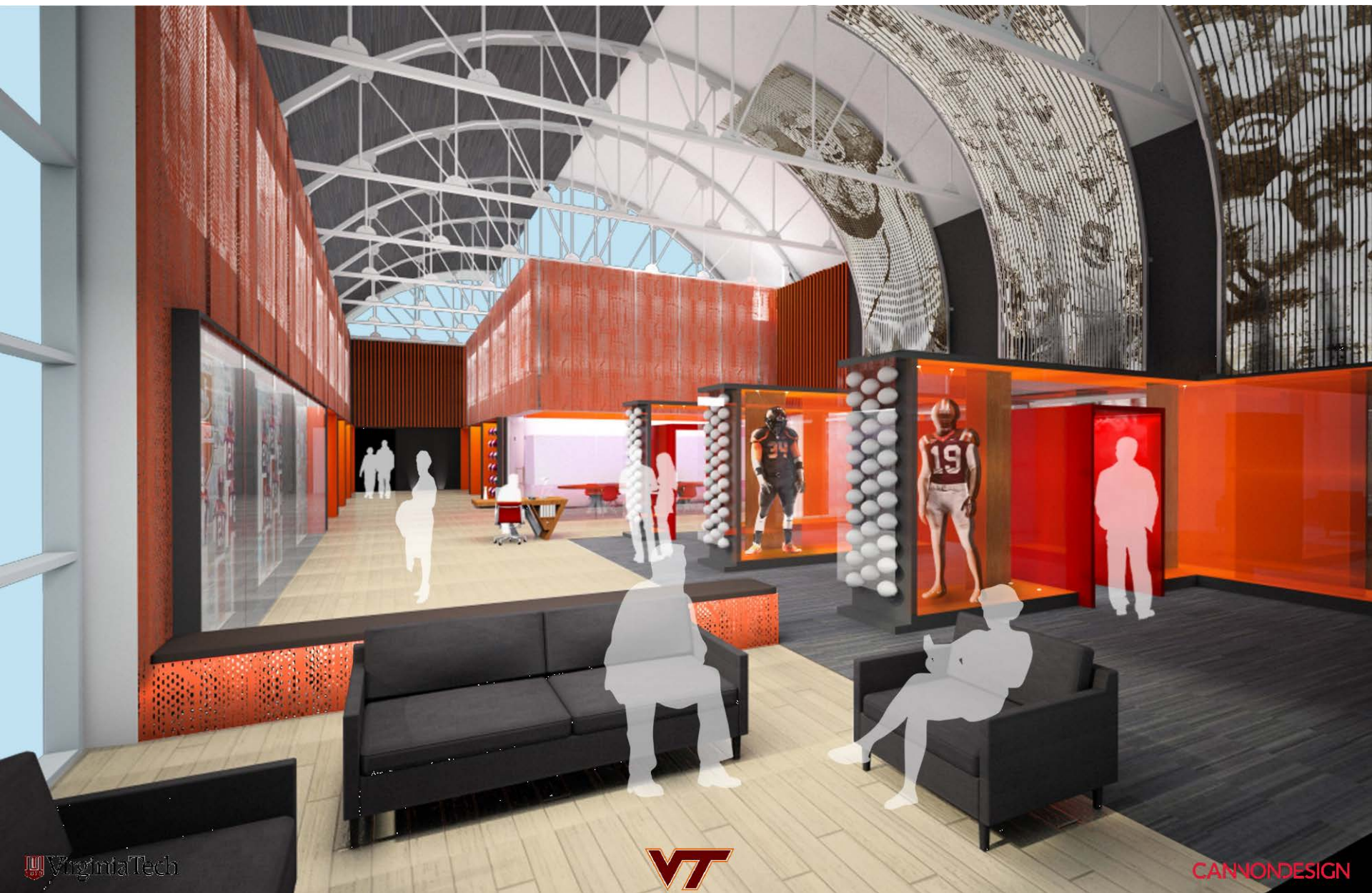


2. MAIN HALL

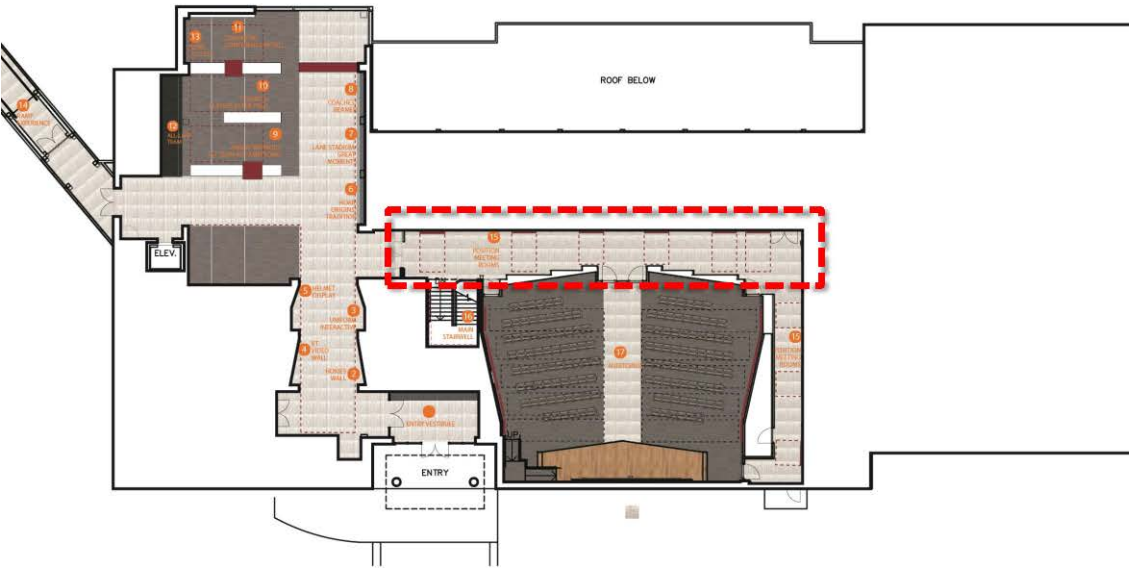


3. HALL OF LEGENDS

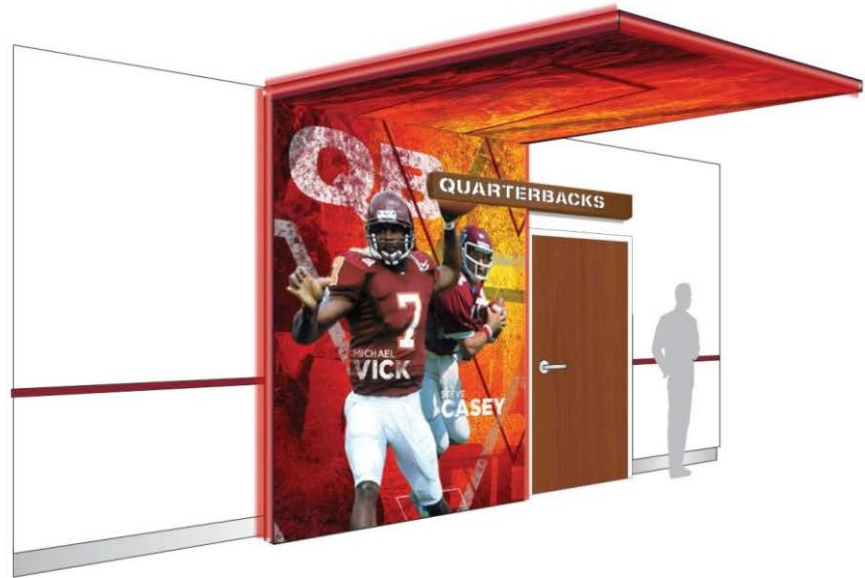
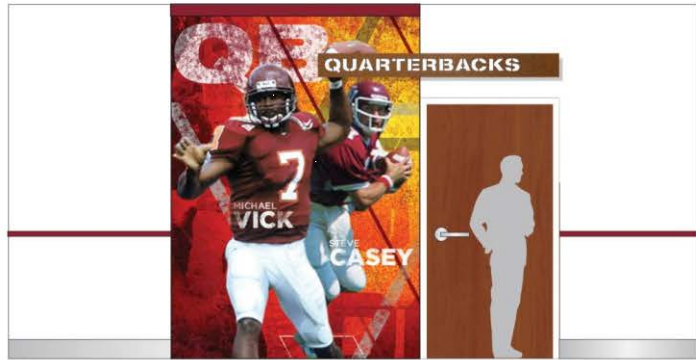




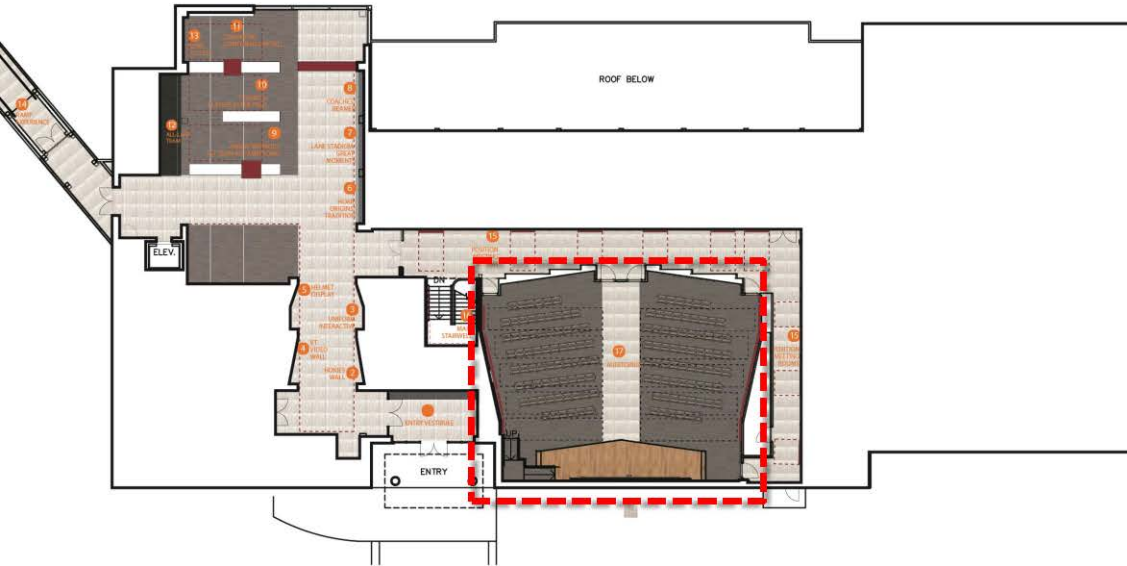
5. POSITION MEETING ROOMS



5. POSITION MEETING ROOMS

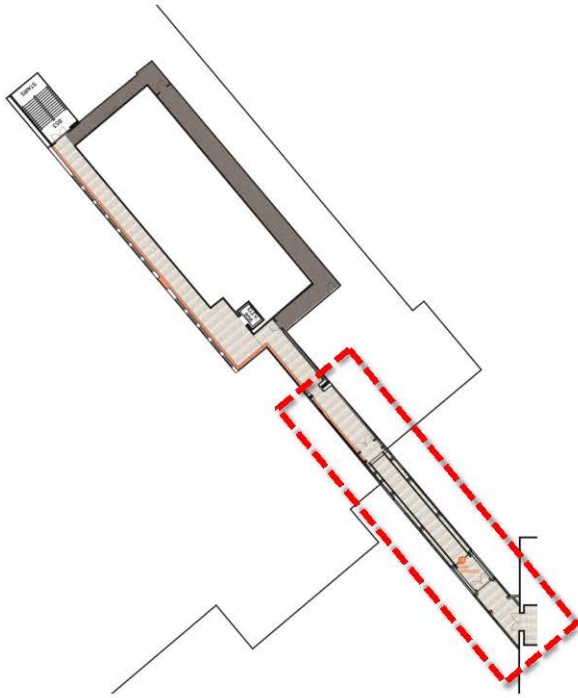


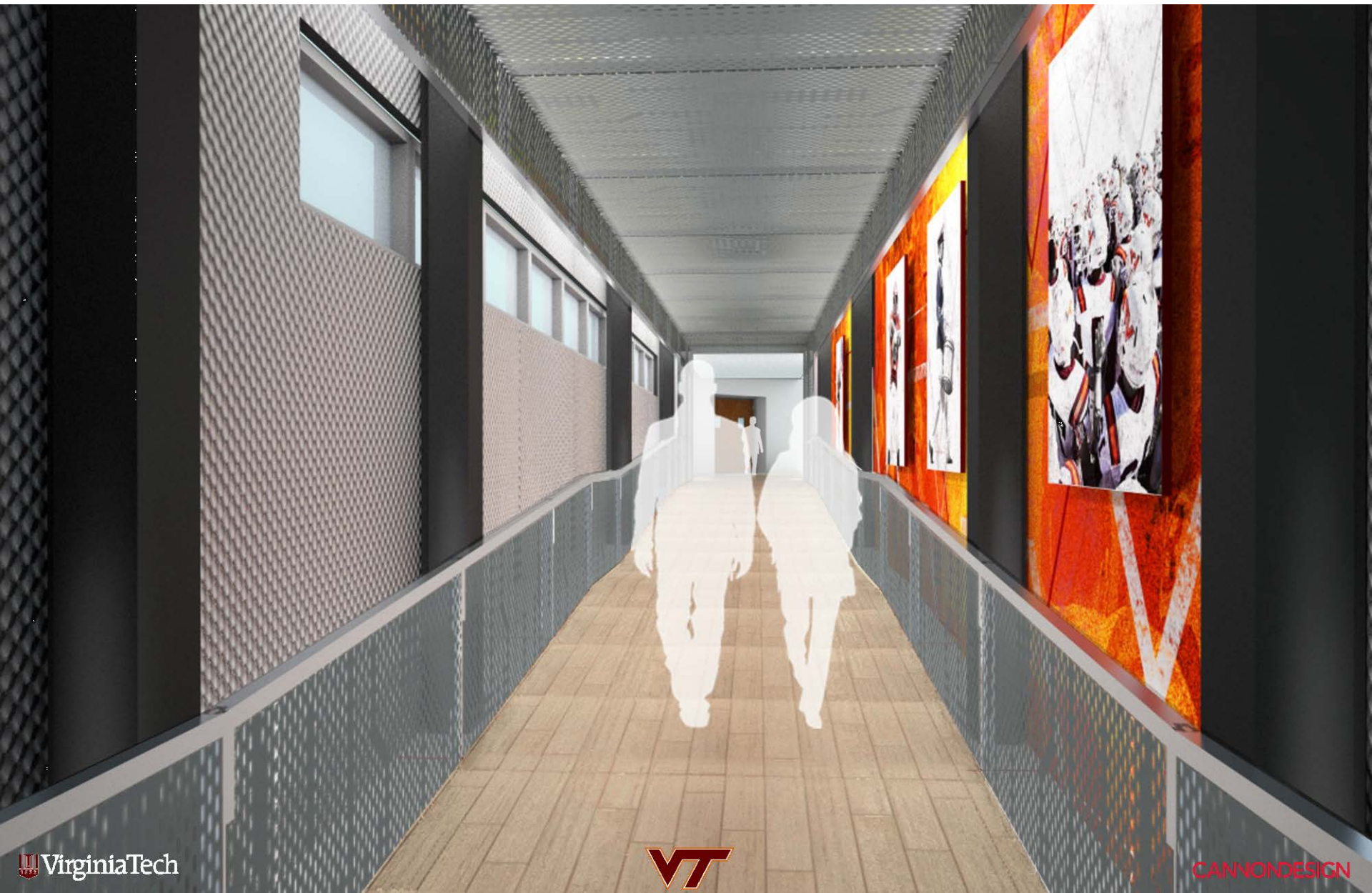
6. AUDITORIUM



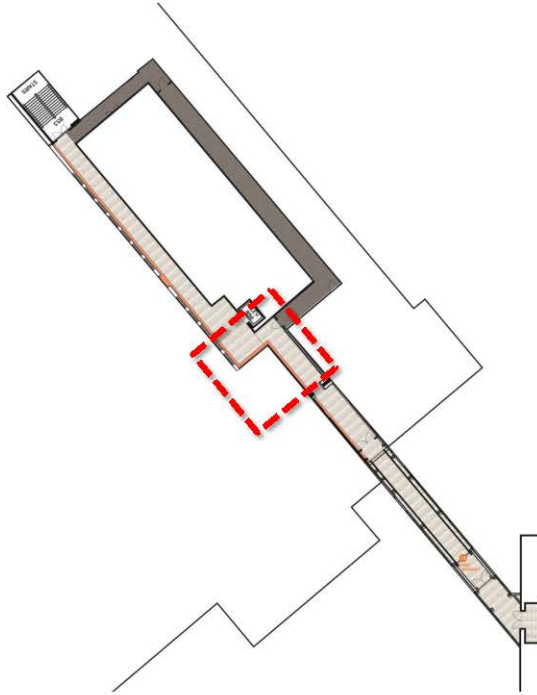


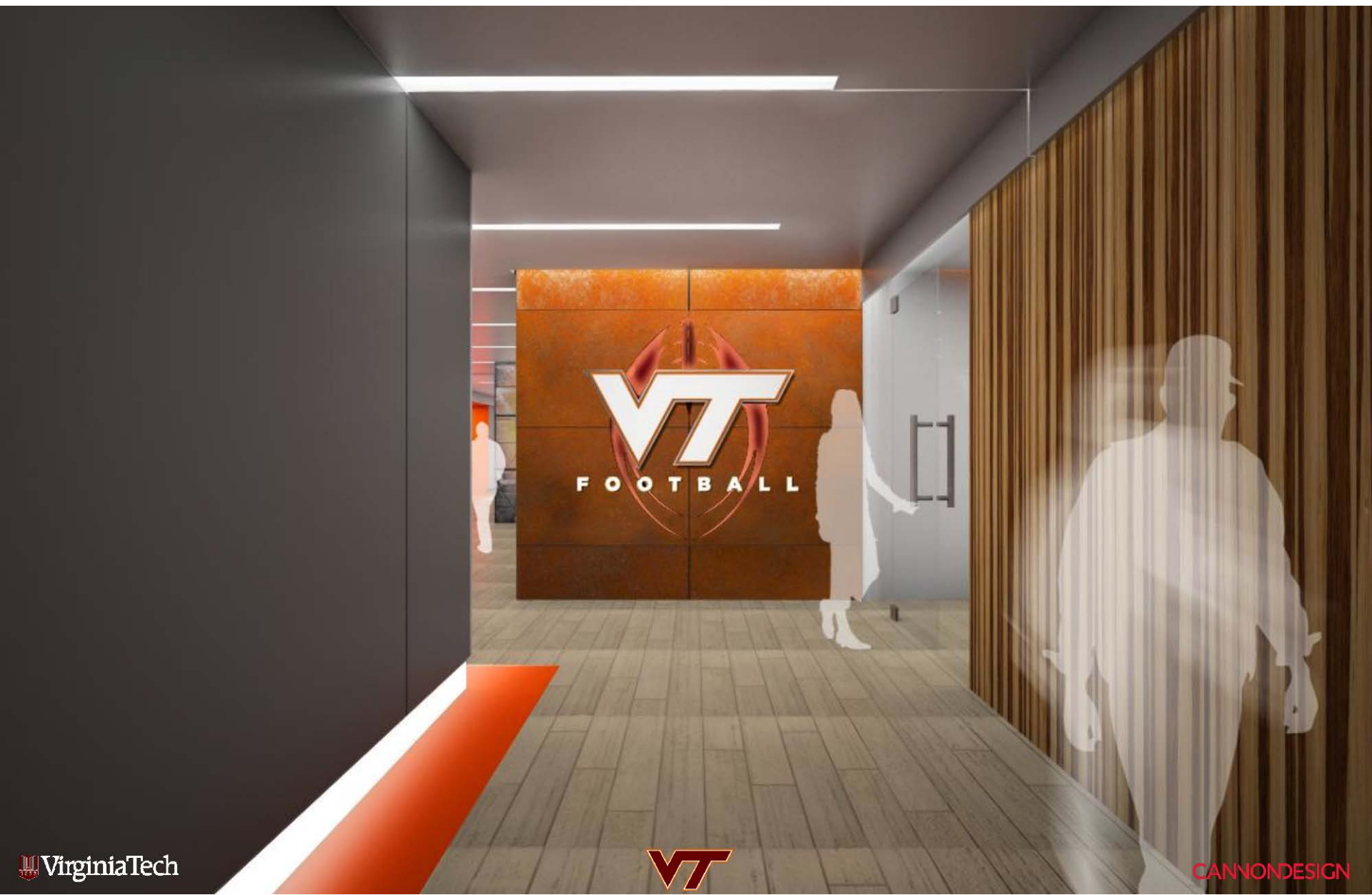
7. RAMP



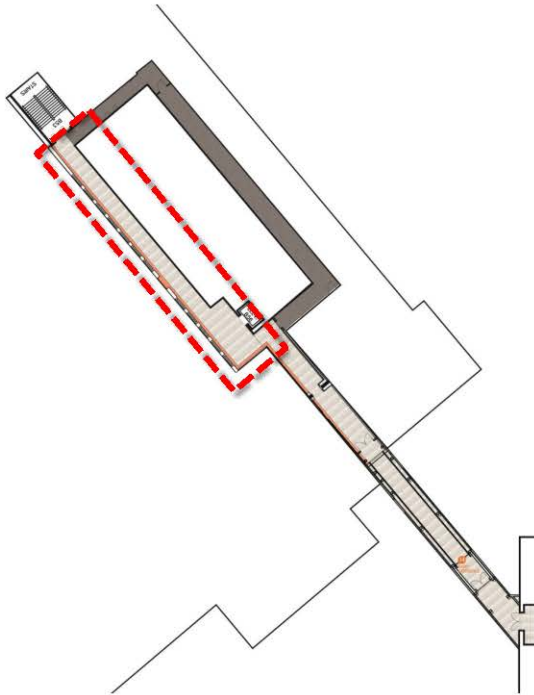


8. COACH'S ENTRANCE



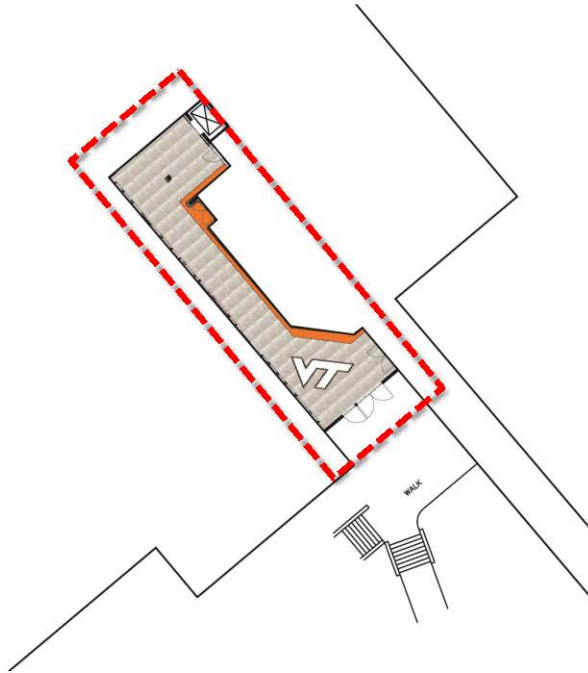


9. COACH'S CRR IDOR

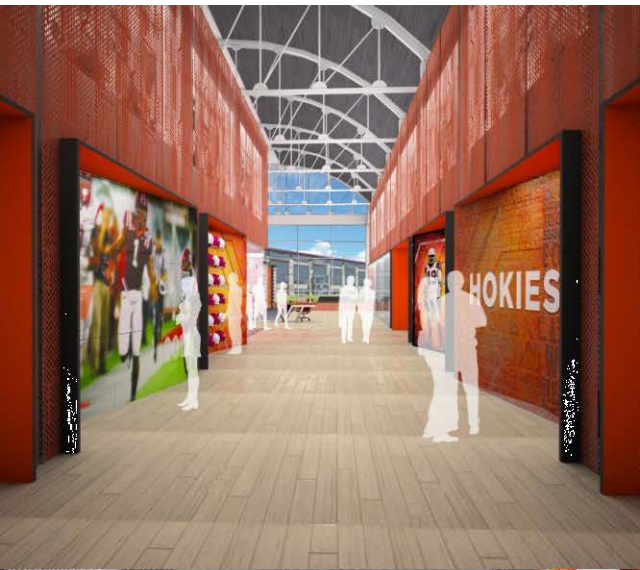




10. OLYMPIC SPORTS





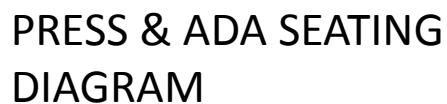


5. Premium Seating Opportunities in Cassell and Lane

VIRGINIA TECH ATHLETICS

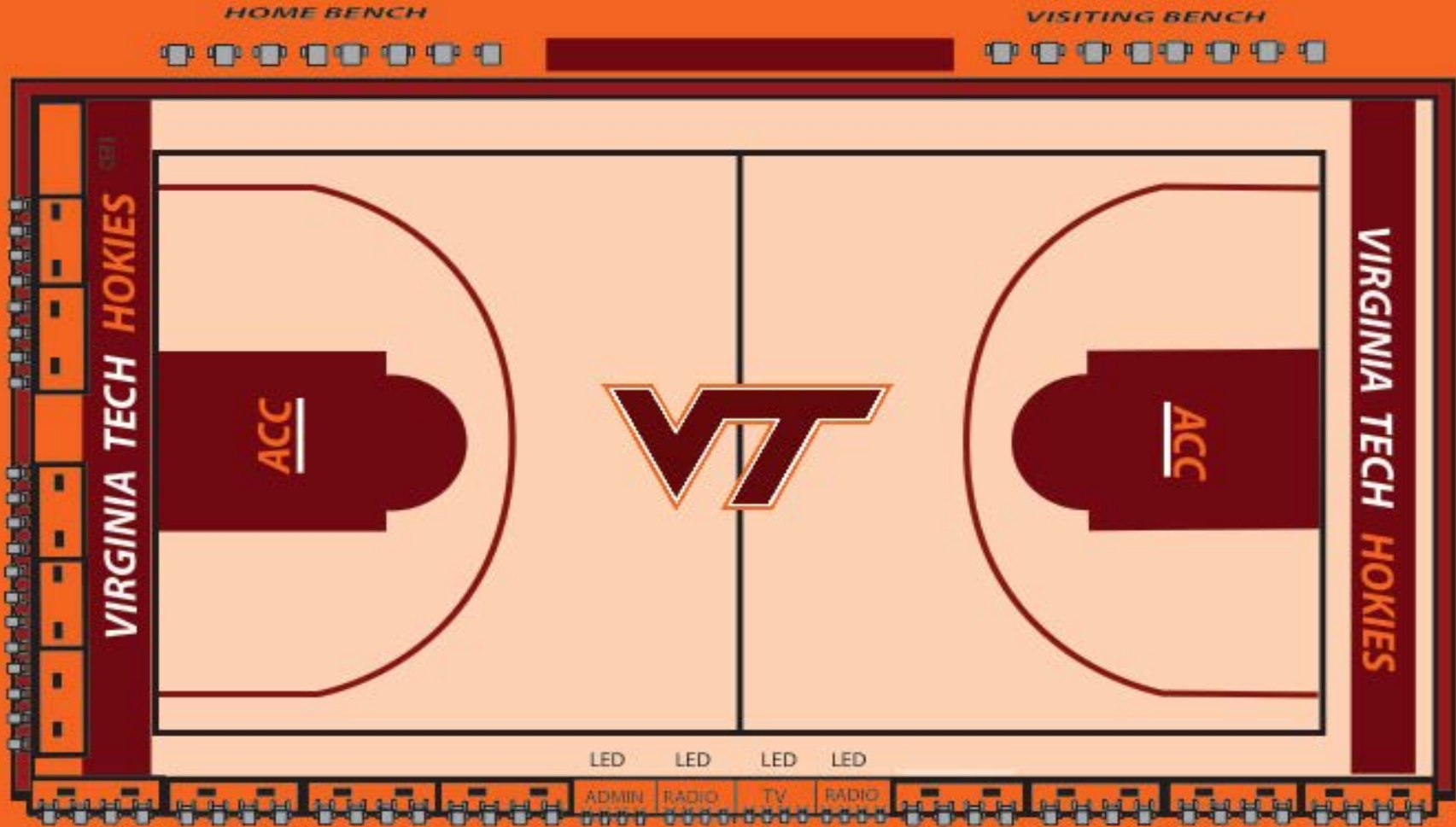


PRESS & ADA SEATING



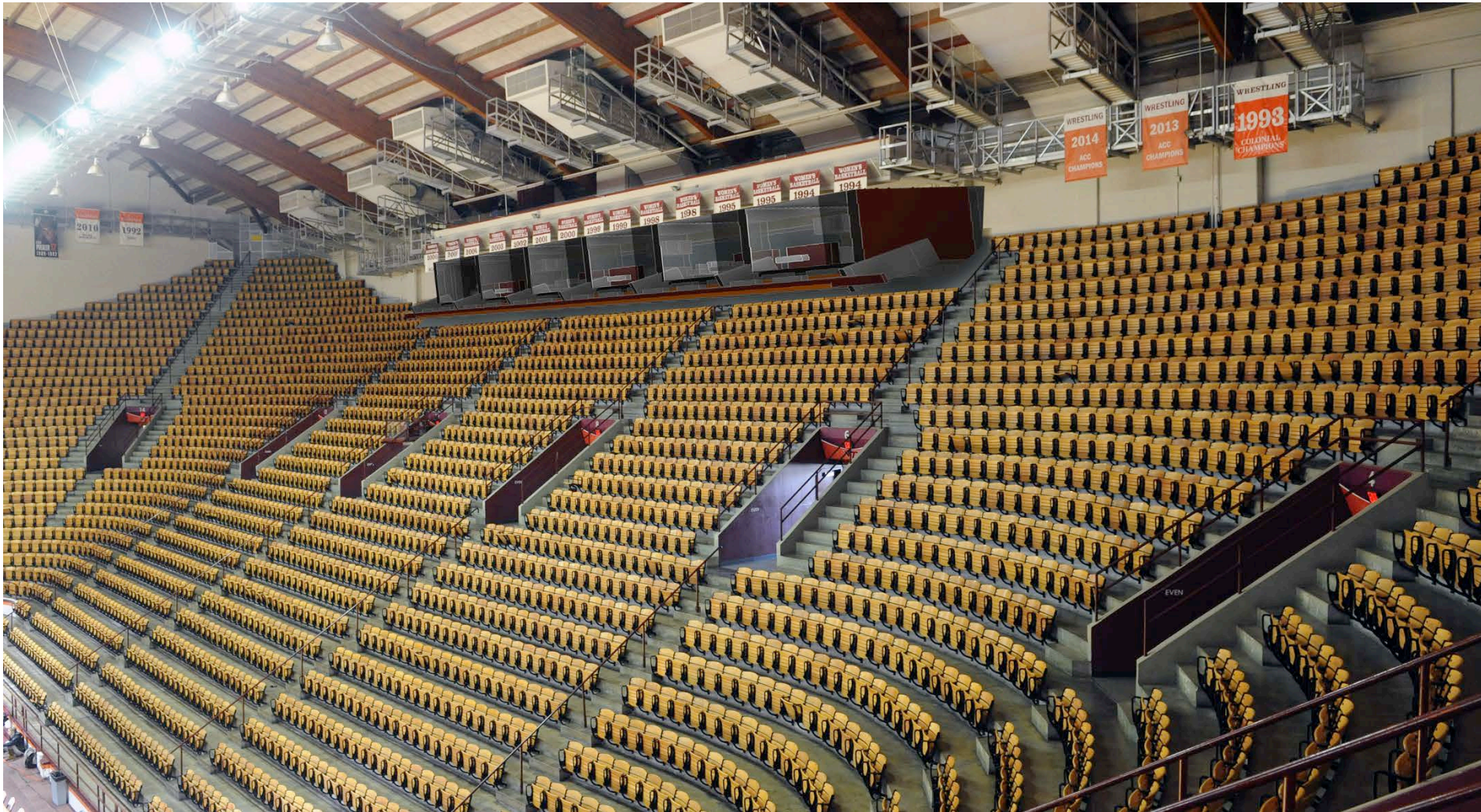


VIRGINIA TECH ATHLETICS



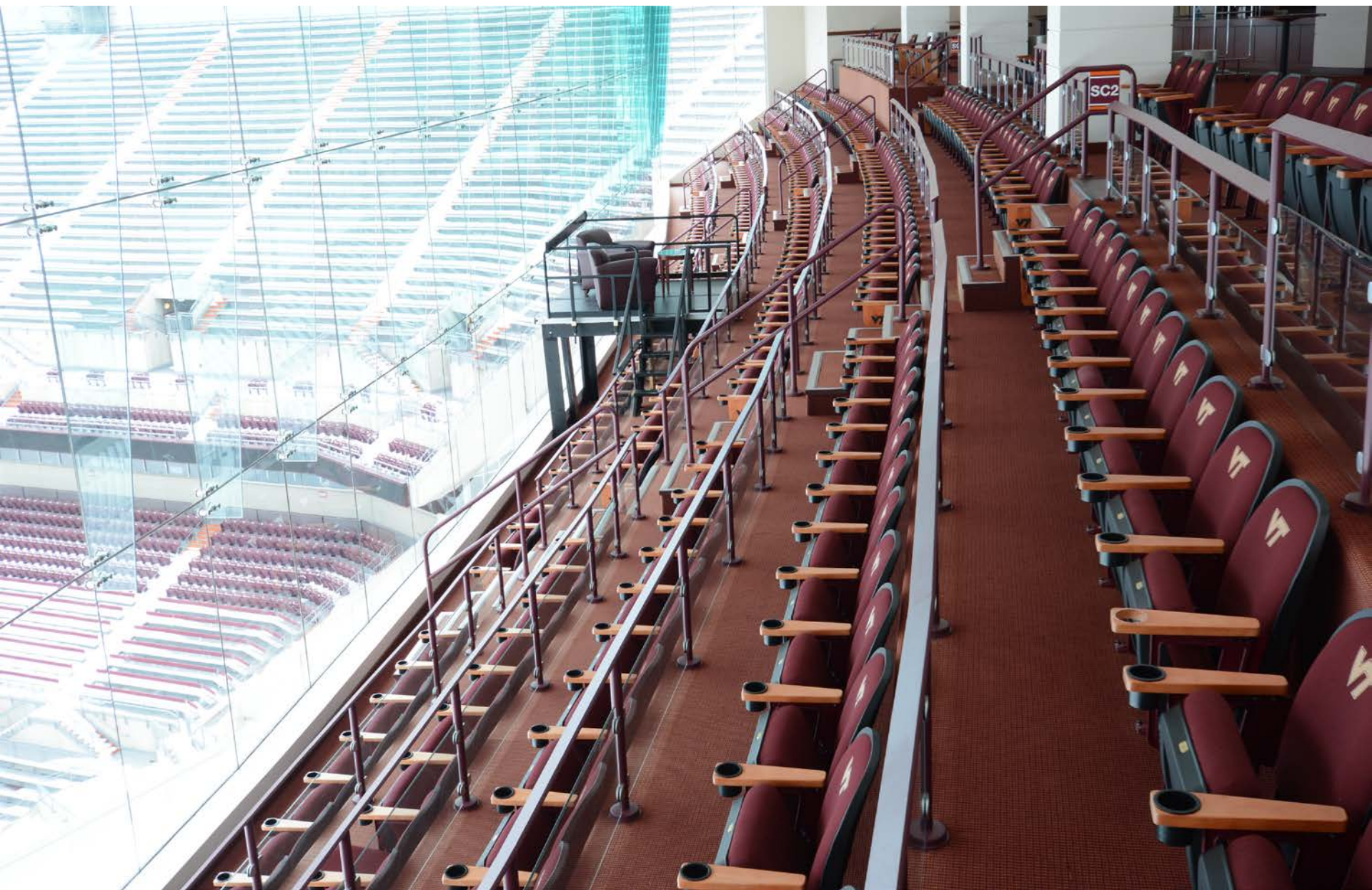
FLOOR SEATING AND
LED SCREENS

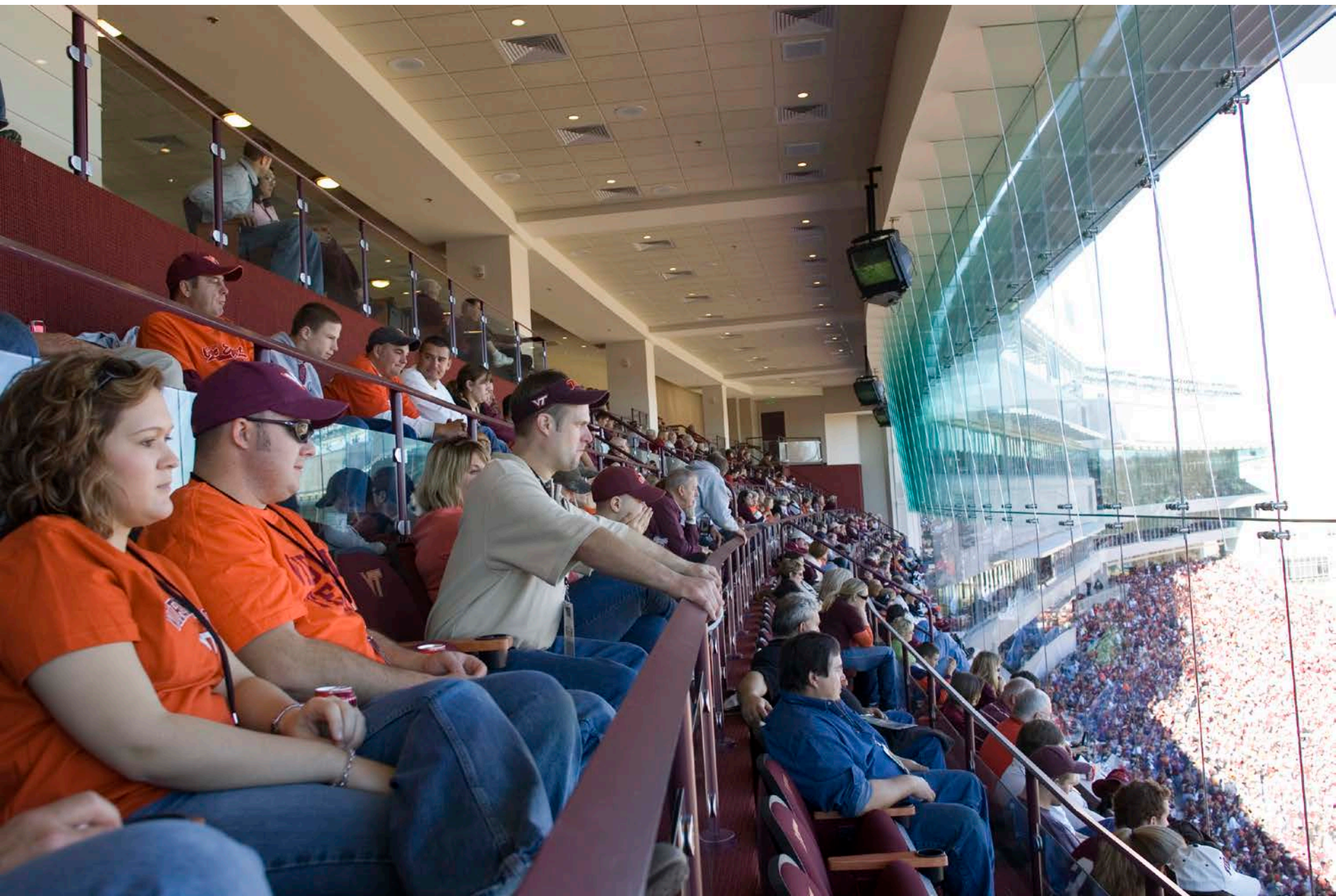
VIRGINIA TECH ATHLETICS



CASSELL LUXURY SUITES
CONCEPT









6. Fundraising, Development and the evolution of the Hokie Club



7. Bricks & Mortar for the Future 5, 10, 15 Year Master Plan

- Softball
- Track & Field (Rector Fieldhouse)
- Baseball
- Tennis
- Cassell

8. Keeping VT at the forefront in Student-Athlete Development

- Leadership Institute



9. C.A.P.S.

**Compliance, Academics,
Performance, Support**

**Thank You
and Go Hokies!**





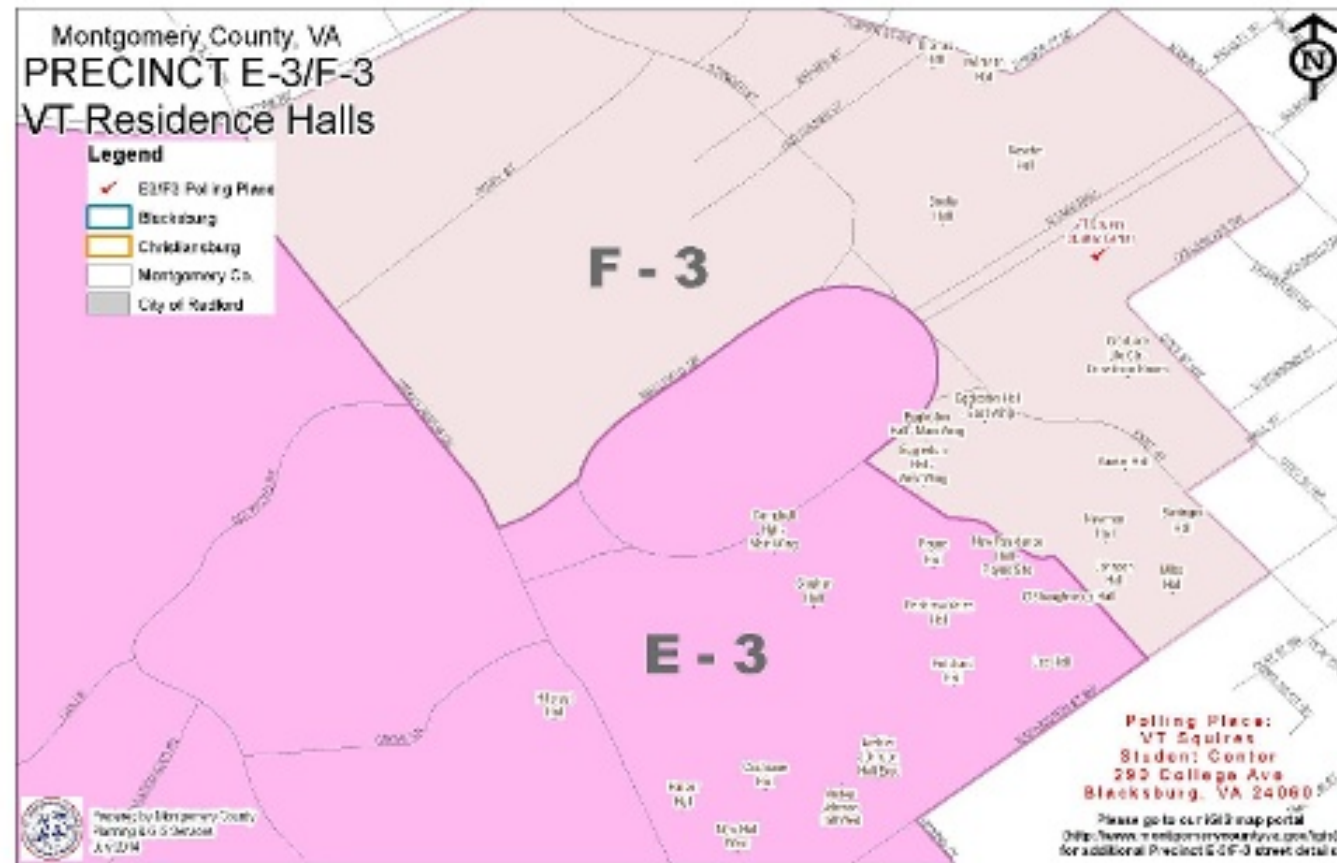
STUDENT GOVERNMENT ASSOCIATION

Elizabeth Lazor, President

UPDATE SINCE LAST PRESENTATION



ON CAMPUS POLLING PLACE



SEN. MARK WARNER Q&A



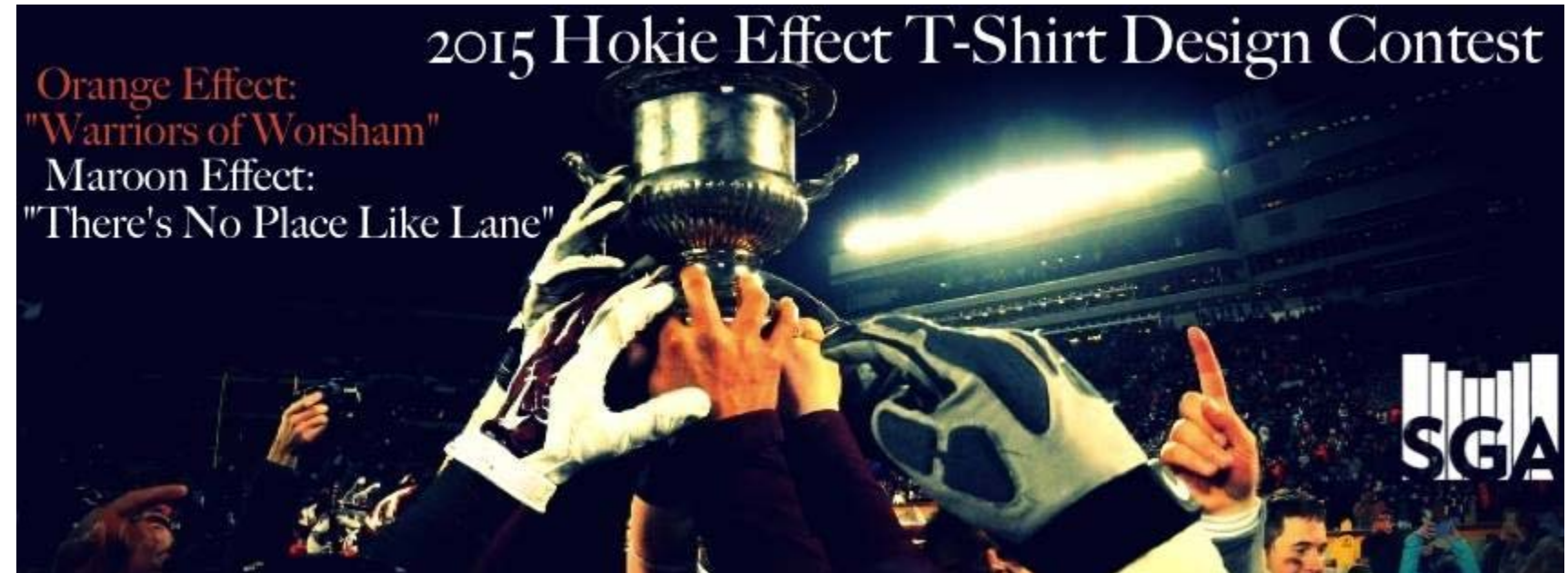
HOKIE EFFECT



HOKIE EFFECT



*Note this is not an actual representation of your t-shirt. Image is not intended for proof purposes. Size, color and location will vary.
style: G500 color: Black imprint colors: 2/3



SGA/ORDER OF THE GAVEL REUNION



WHITE HOUSE ROUND TABLE



SUSTAINABILITY

teens **turning**
green
a way of life

COMING TO
WEST END MARKET
THIS FALL!



Take part in West End Market's
Reusable To-Go Container Program
and help us move towards
a foam-free Virginia Tech.



farmsandfields.wordpress.com
Follow us at @VTGreenDining
and help create a #FoamFreeVT.



 **VirginiaTech**
Division of Student Affairs

COMMUNITY INITIATIVES



Three Days of Downtown helps students explore Blacksburg

Posted: Oct 07, 2014 6:03 PM EDT

Updated: Oct 07, 2014 8:09 PM EDT

By Bethany Teague, New River Valley Reporter [CONNECT](#)



FRESHMAN LEADERSHIP EXPERIENCE





VIRGINIA 21



College students ask Governor McAuliffe to stop education budget cuts



HOKIE DAY 2015



ACADEMIC AFFAIRS

join
READING DAY WITH SGA
DECEMBER 11TH & 12TH FROM 10AM-9PM
+SQUIRES COMMONWEALTH BALLROOM



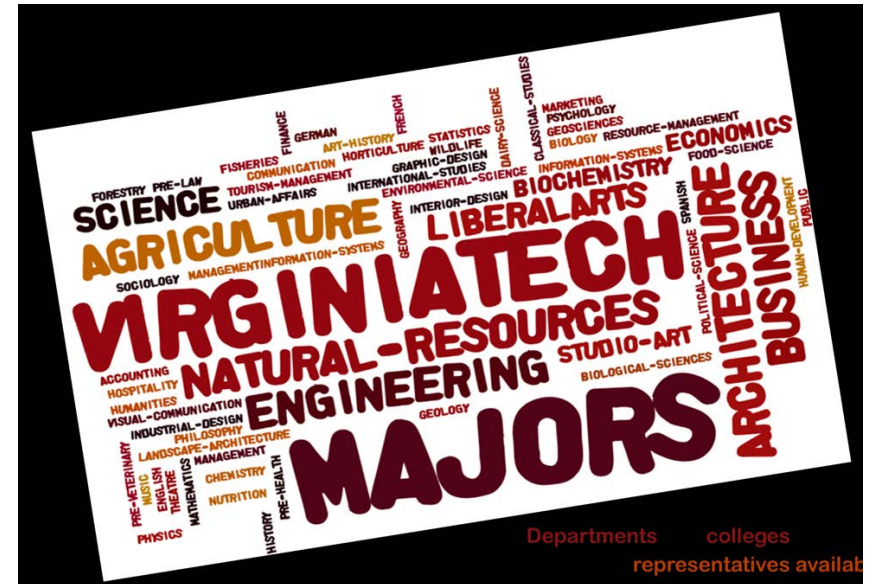
Find out more at: lib.vt.edu



VTLibraries



@VTLibraries
#openedweek



Departments colleges
representatives available



ADDITIONAL UPDATES

- The SGA worked with the University Curriculum Committee for Liberal Education to provide a formal letter of feedback on the proposed general education requirement changes. The updated proposal was then officially passed at the Commission on Undergraduate Studies and Policies on January 26, 2015.
- Senators representing students enrolled in the Pamplin College of Business conducted student forums to address concerns regarding academics or student life.
- The SGA created a “Busing and Biking Knowledge” flier to promote awareness about alternative transportation on campus.
- Senators from the College of Architecture and Urban studies presented student concerns on the Adobe contract adopted this fall by the college.
- The SGA ran a “My Culture is Not a Costume” campaign to promote cultural awareness on campus.

INTERNAL

The SGA focused on internal affairs to ensure the organization maintained a positive culture and focus.

- An organizational retreat was held August 22, 2014 to discuss goals for the year, innovative ways to collaborate with student organizations, and new ideas for initiatives.
- An all-branch committee has been assembled to rewrite legislation to create a unicameral legislative body in order to promote efficiency within the legislative branch.
- Students are serving on University Council, 10 commissions and nine committees to ensure the lines of communication remain open between the SGA and other university governance bodies.
- The SGA adopted a new financial cloud system to help streamline all financial activity in the organization.
- The SGA website transferred to a Wordpress system to promote independence when updating information and to make a more user-friendly webpage.
- The SGA sponsored seven student leaders within the organization to attend the Tech Entrepreneurship Conference (TEC) on November 14, 2014.

QUESTIONS?

Thanks for listening!





Graduate Student Assembly

2014-2015 Year in Review



Organizational Updates

- Vast improvements over previous years with engaging graduate students outside of their academic endeavors
- Full graduate student representation to all university committees and commissions
- Over 128 students in the delegate body from almost all departments

Organizational Improvements

- Executive board identified a need for future sustainability
- Complete constitutional replacement
- Guarantee administrative director position for GSA
- Look for opportunities for stronger relationship with DSA through GSA advisor

Issues and Topics of Note

- Childcare initiatives
- Potential parking improvements
- Inclusion and diversity (Inclusive VT)
- Student Budget Board policy revisions
- Dental insurance for graduate students
- Student involvement culture shift



Improving Graduate Community

- Graduate and Professional School Fair
 - Over 110 different schools
 - More than 500 students attended
- GSA Annual Welcome Back BBQ
 - Approximately 1,000 attendees
 - President Sands came to visit

Improving Graduate Community

- 31st Annual Research Symposium
 - 90 participants for both poster and oral presentations
 - Nearly 100 faculty judges
 - March 25th, 2015 - Graduate Life Center



Funding Programs

- Travel Fund Program
 - Record applications for Fall Semester
 - Claims were \$188,000 from 165 applicants
 - Average award amount was \$150
- Graduate Research Development Program
 - Fall semester awarded \$12,500 to 24 different student research projects

Future Directions

- Continue organizational restructuring for sustainability
- Increase Travel Fund Program from \$50,000 to \$100,000 a year
- Graduate student specific career fair
- Find ways to affect a cultural shift at the University to value involvement outside of academic endeavors

Commission on Student Affairs Spring 2015 Update



Subcommittees

Subcommittee on University Childcare

Subcommittee on University Policy

Subcommittee on Student Budget Board

Subcommittee on InclusiveVT

Subcommittee on Campus Technology

Subcommittee on Student Organizations

Subcommittee Areas of Focus

Topic	Actionable Item(s)	Commission Subcommittee
Childcare	Joint Letter from SGA/GSA/CSA	SC on University Childcare
Parking increases/reduction in spots	Visit from SGA Transport Dir. & Parking Services	SC on University Policy
Hokie Handbook Committee Recommendations	Review draft of recommendations	SC on University Policy
GLC Alcohol Use Policy	Hokie Handbook	SC on University Policy
Student Budget Board Policy Review	Meet with SBB Representatives	SC on Student Budget Board
Bias Response	Website evaluation	SC on InclusiveVT

Subcommittee Areas of Focus

Topic	Actionable Item(s)	Commission Subcommittee
Principles of Community Award for Students	Work with CEOD to draft application criteria	
Web Platforms (e.g. Scholar)	Working group with CEOD	SC on Campus Technology
Campus Wireless Access		SC on Campus Technology
Training for specialized equipment for events	Meet with SCA Advisory Board	SC on Student Organizations
Policy Issues re: student orgs and building permits	Meet with RHF Representative	SC on Student Organizations
Classification of Student Organizations (UCSOs)		SC on Student Organizations
Liability insurance availability for student organizations		SC on Student Organizations

 **QUESTIONS?**





VirginiaTech®

Division of Student Affairs

**BOARD OF VISITORS MEETING
STUDENT AFFAIRS & ATHLETICS COMMITTEE
MARCH 30, 2015**

Frank Shushok Jr.

Senior Associate Vice President for Student Affairs

Deputy Title IX Coordinator

WHO'S WHO?

Pam White

Executive Director for
Equity and Access

Title IX Coordinator

pdwhite@vt.edu

540-231-8771

Employee, minor,
unaffiliated with VT
respondents

Frank Shushok Jr.

Senior Associate Vice
President, Student Affairs

Deputy Title IX Coordinator

fshushok@vt.edu

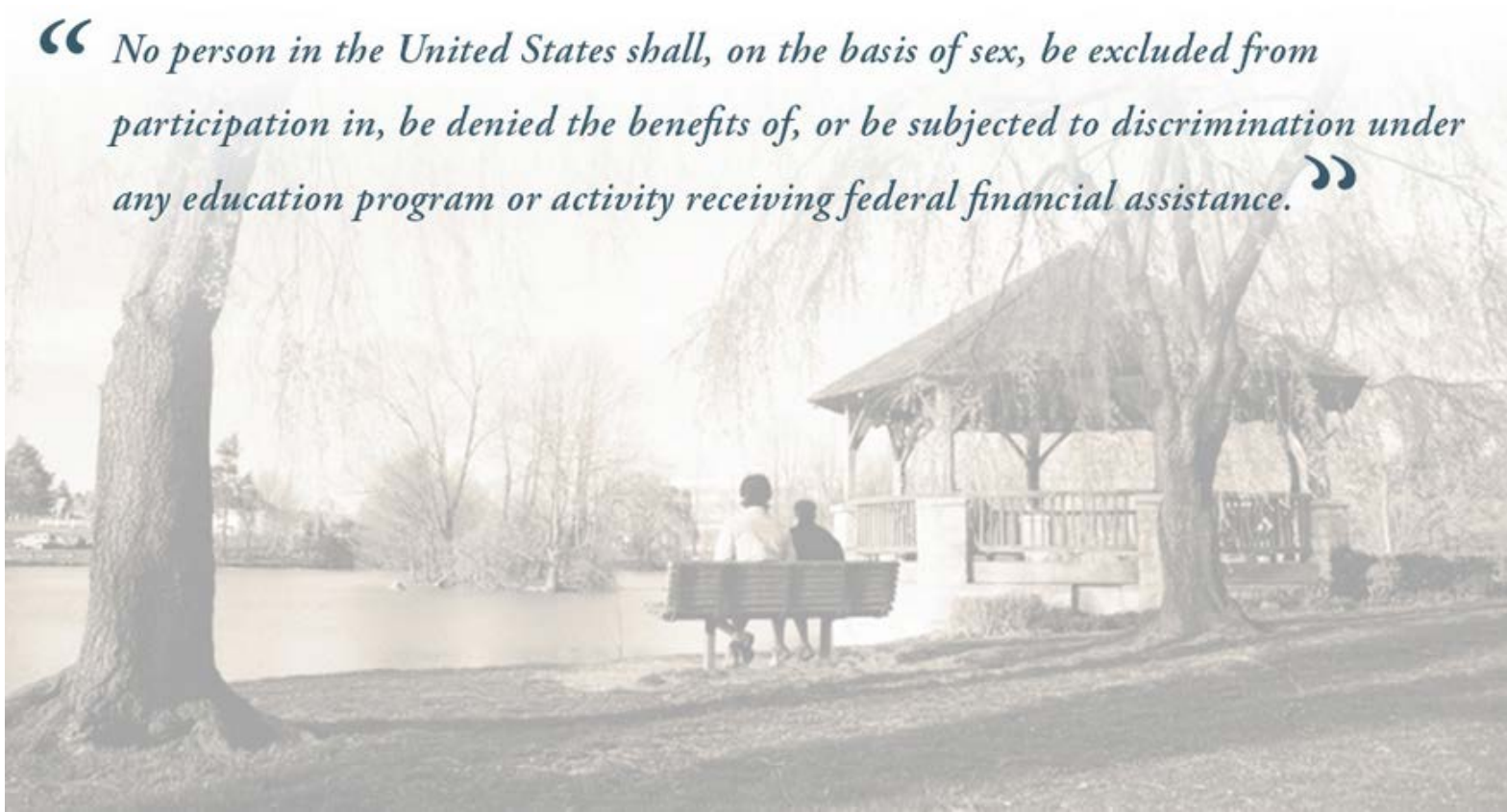
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Student respondents

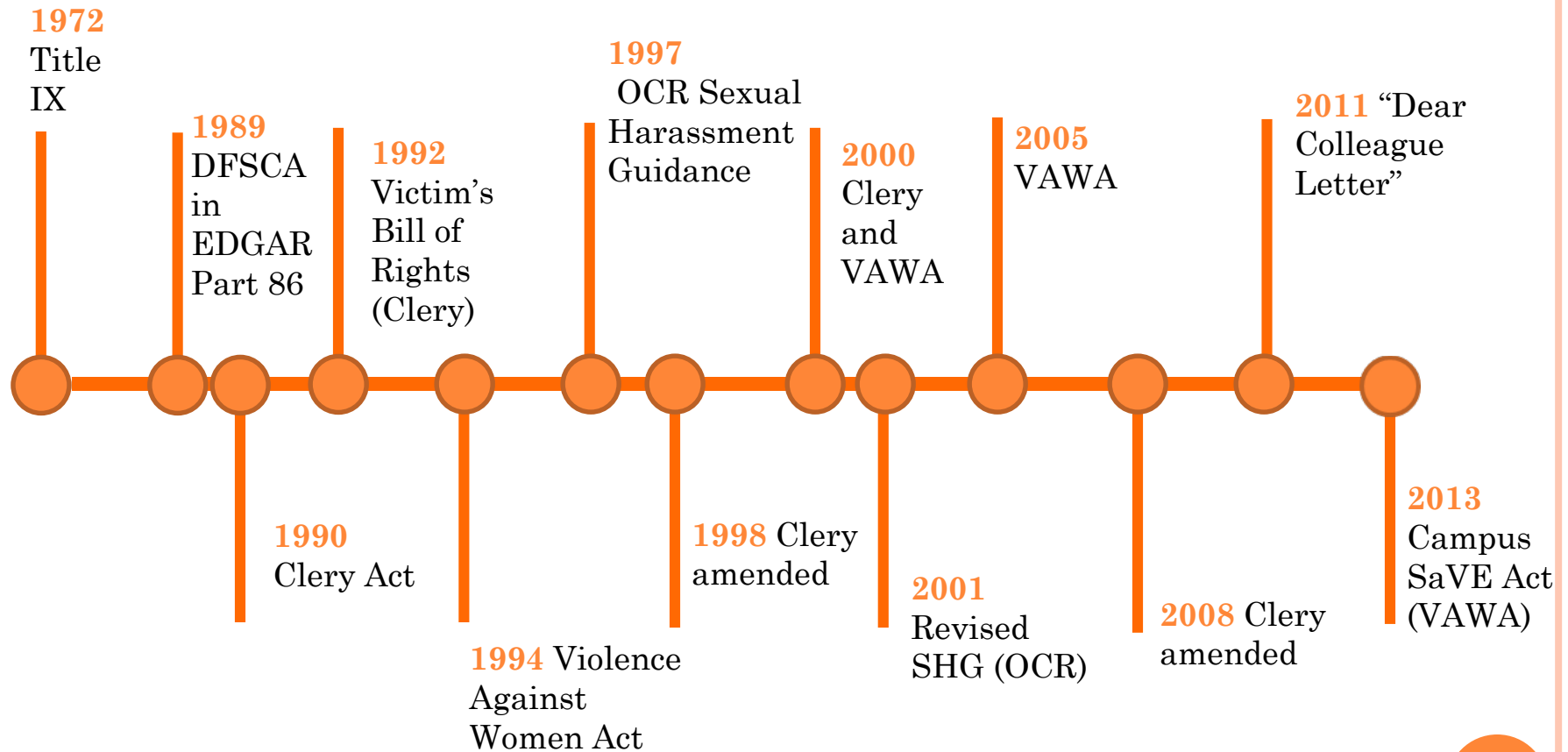


TITLE IX 1972

“ No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance. ”



INCREASING LEGISLATIVE FOCUS ON STUDENT SAFETY



INCREASING LEGISLATIVE FOCUS ON STUDENT SAFETY



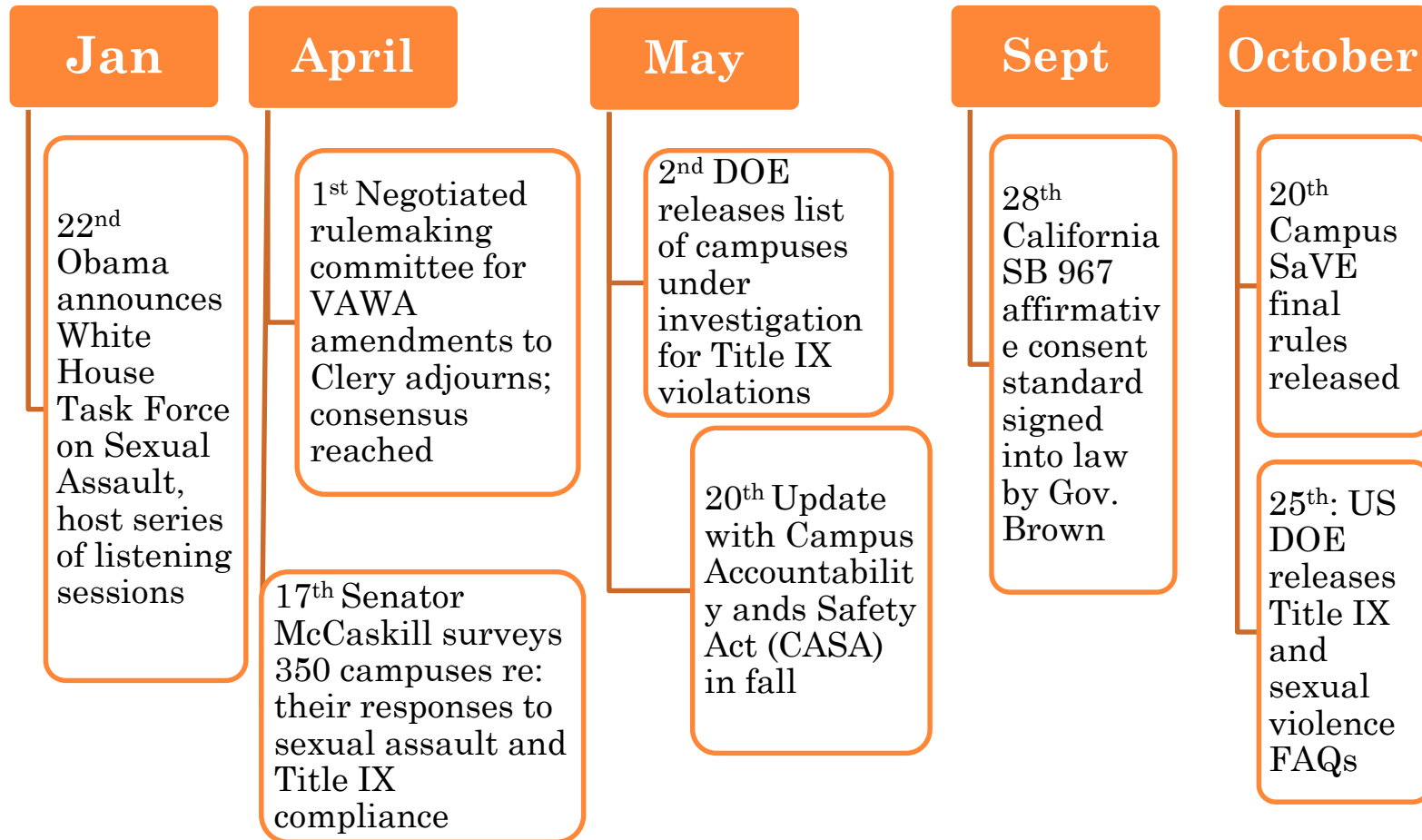
What we are
required to
do



Doing the
best possible
work



2014: INTENSE FOCUS ON CAMPUS SEXUAL ASSAULT



RESPONSIBILITIES OF INSTITUTIONS OF HIGHER EDUCATION UNDER TITLE IX

- Promptly investigate incidents of which the college or university knows or reasonably should have known
- Take appropriate and responsible disciplinary action against those who commit violations, with required due process protections
- End any hostile environment for involved students or employees, prevent its recurrence, and remedy its effects



WHY DOES TITLE IX EXTEND TO SEXUAL VIOLENCE?

- Title IX initial focus on admissions, then athletics
- Title IX prohibition on gender discrimination extends to sexual harassment
- Sexual violence, including sexual assault, is a form of sexual harassment
- Sexual violence includes sexual assault, sexual harassment, intimate partner violence, stalking, exploitation



KNOW YOUR IX – WWW.KNOWYOURIX.ORG



CONSENT

- Defined as clear, knowing, and voluntary which is active, not passive
 - Silence is passive
- Can be given by words or actions, as long as those words and actions create mutually understandable clear permission
- Consent to one form of sexual activity does not imply consent to other forms
- Prior consent does NOT imply consent to future sexual acts



LACK OF CONSENT

- Occurs when the acts are committed by force, intimidation, or by taking advantage of the person's mental incapacity or physical helplessness
- Incapacitation includes: being asleep, unconscious, drugged, or intoxicated
- Consent can not be compelled or coerced
- Coercion is any attempt to cause another person to act in a certain way by use of threats and/or intimidation




WHAT IS CONSENT?



TITLE IX AT VIRGINIA TECH

- Student on Student sexual misconduct:
 - 2012-2013– 30 cases
 - 2013-2014– 35 cases
 - 2014 to date– 43 cases

 - Cases that were investigated and went to Student Conduct
 - 2012-2013– 15 cases
10 responsible, 5 not responsible: 1 deferred suspension, 7 suspensions, 1 withholding of degree, 1 dismissal
 - 2013-2014– 9 cases
5 responsible, 4 not responsible: 4 suspensions, 1 withholding of degree
 - 2014- date– 6 cases
4 responsible, 2 not responsible: 3 suspensions, 1 deferred suspension
- 

QUICKLINKS

Home

Title IX 101

Get Help

Get Educated

Get Involved



VT & TITLE IX
YOU HAVE THE RIGHT TO:
SAFETY

Virginia Tech commits to working toward ending abuse and violence on campus;
supporting the abused; and holding perpetrators accountable.

GET HELP >

Instantly find available resources if you, or someone you know, needs help.

GET EDUCATED >

Learn the facts about sexual harassment, sexual assault, relationship violence, and stalking.

GET INVOLVED >

How to help a friend, be an active bystander or join others in stopping abuse.



CONFIDENTIAL AND PRIVATE RECOURSES

 **VirginiaTech**
Invent the Future[®]

Stop Abuse at Virginia Tech

● People ● Pages
Search Virginia Tech GO
▶ A to Z Index ▶ Directory

QUICKLINKS ▶

HomeTitle IX 101Get HelpGet EducatedGet Involved



If you or a friend have been a victim of sexual harassment, sexual assault, relationship violence or stalking, Virginia Tech wants you to know what choices are available when seeking help or reporting the incident.

Virginia Tech encourages you to report abuse and to get any help you need. You have options for reporting abuse and/or finding support for you or a friend. It is important to know your resources. This page includes resources which are confidential or private, on and off campus.

CONFIDENTIAL RESOURCE:

Confidential resources *cannot* share identifying information about you without your written consent. Exceptions can be made in response to court orders, when child or elder abuse is involved, or if there are serious threats to hurt one's self or others.

PRIVATE RESOURCE:

Private resources *are required* to report incidences to the Virginia Tech Title IX Coordinator. Other university departments may also be involved as a means to help survivors or protect the campus community.

Among Virginia Tech's offices and departments, *most offer privacy, NOT confidentiality*, to those who report abuse.

See listings below for confidential and private resources.

Visit the Get Educated link in the navigation above for more extensive information about different types of abuse.

For more information about resources and reporting an incident visit the links below.

[Title IX Coordinator](#)

[Women's Center](#)

[Office of Student Conduct](#)

[Human Resources - Sexual Harassment and Discrimination](#)

[KNOW YOUR IX - Reporting to your school](#)

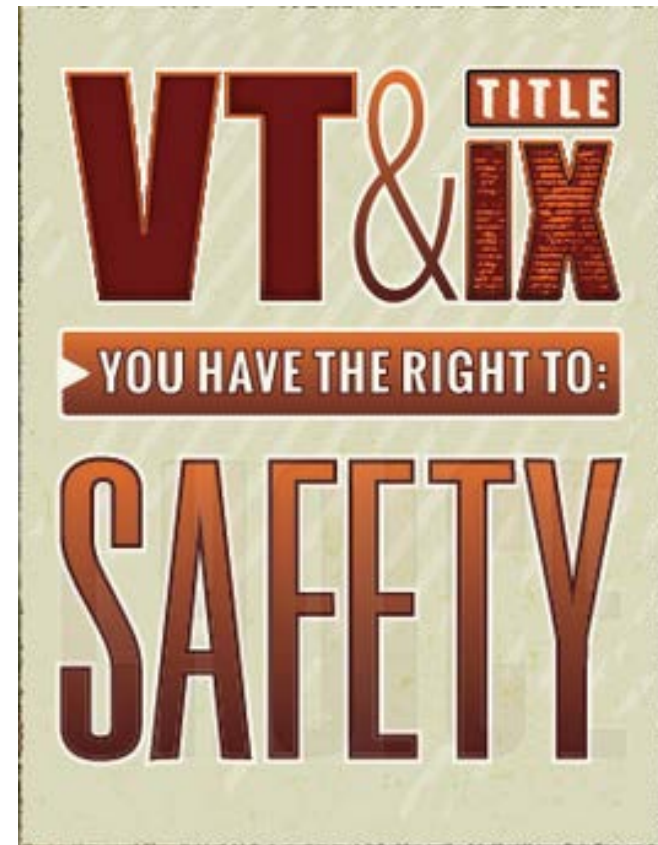
REPORTING OPTIONS

UNIVERSITY

POLICE

KNOW YOUR RIGHTS

- Get Help
 - Confidential Resources
 - Private Resources
- Get Educated
 - Sexual Harassment
 - Sexual Assault
 - Stalking
 - Intimate Partner Violence
- Get Involved
 - Active Bystander



STOP ABUSE



**NASPA**Student Affairs Administrators
in Higher Education[\(/\)](#)[HOME \(/\)](#) / [RPI \(/RPI\)](#) / [POSTS](#) / [OPEN-LETTER-ON-CAMPUS-SEXUAL-ASSAULT](#)

An open letter on campus sexual assault to elected leaders in all 50 states

POSTED ON FEBRUARY 19, 2015 BY ANDREW MORSE

Within legislative chambers across the country, the recent debate about the appropriate course of policy action related to campus sexual assault has risen to a crescendo. Tasked with both a moral duty to prevent and end such violence as well as the responsibility to ensure statutory and regulatory compliance on their campuses, higher education leaders are critical voices to shape the contours of policy. They are joined by victim advocacy organizations in leading the nation-wide discussion about how colleges and universities can and should be responding to campus sexual assault, and both groups are committed to serving as strong advocates for safe, equitable and inclusive campus environments.

As elected state leaders deliberate on proposed legislation that would change how professionals work to address sexual assault and gender-based violence at our colleges and universities, it is critical for higher education professionals and victim advocates to raise our voices and ensure the safety and well-being of our students and campus communities. In an [open letter](http://www.naspa.org/images/uploads/main/joint_omnibus_bill_statement_letterhead.pdf) (http://www.naspa.org/images/uploads/main/joint_omnibus_bill_statement_letterhead.pdf) to elected leaders across the United States, NASPA and its joining associations and organizations share deep concern with bills pending before at least nine state legislatures: Iowa, Virginia, Texas, Maryland, New Jersey, Rhode Island, California, South Carolina, and North Dakota.

In some states, [proposed legislation](http://mgaleg.maryland.gov/2015RS/bills/sb/sb0578F.pdf) (<http://mgaleg.maryland.gov/2015RS/bills/sb/sb0578F.pdf>) would require colleges and universities to refer all reports of sexual assault the institution receives from victims to local law enforcement, essentially turning all reports of sexual assault to the university into a report to law enforcement. If enacted, state lawmakers would place campuses in


conflict with certain provisions of federal laws, including [Title IX \(http://www2.ed.gov/about/offices/list/ocr/docs/tix_dis.html\)](http://www2.ed.gov/about/offices/list/ocr/docs/tix_dis.html), the [Clery Act \(http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&sid=d90f92a7bd72ee3f684f2cc6952d56aa&rgn=div5&view=text&node=34:3.1.3.1.34&idno=34\)](http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&sid=d90f92a7bd72ee3f684f2cc6952d56aa&rgn=div5&view=text&node=34:3.1.3.1.34&idno=34), and the [Violence Against Women Act \(http://clerycenter.org/article/vawa-amendments-clery\)](http://clerycenter.org/article/vawa-amendments-clery). Mandatory referral requirements would obstruct a victims' right to an equal educational environment by increasing the likelihood that victims who do not want to report to law enforcement will not report to anyone and thereby be unable to access their federally protected rights. These bills would make it more difficult for victims to access the full range of reporting options guaranteed under federal law by restricting confidentiality in the reporting process, as well as perpetuating stereotypical and discriminatory attitudes towards victims.

[Legislation proposed \(http://www.scstatehouse.gov/sess121_2015-2016/bills/3453.htm\)](http://www.scstatehouse.gov/sess121_2015-2016/bills/3453.htm) in other states would create rights for accused students, but not victims, to be represented by attorneys in internal student disciplinary proceedings, to petition state courts for judicial review of disciplinary proceedings, and to get a court to award monetary damages if it finds in favor of the accused student in such judicial review proceedings. Providing these rights to accused students alone leads to inequality between students that makes it virtually impossible for colleges and universities to protect their students' rights to equal educational opportunities under Title IX.

On behalf of tens of thousands of college and university administrators, law enforcement professionals, and victim advocates nationwide, NASPA and our joining associations and organizations encourage policymakers to reconsider legislation that would increase the difficulty for campuses to prevent and end this violence and its devastating effects on victims' lives. And although we applaud the aim to assist institutions of higher education to improve upon the response to sexual and other forms of gender-based violence, an aim we all share, we encourage our elected leaders to collaborate with campus professionals and victim advocacy organizations to identify a course of action that responds effectively to this critically important issue.

SHARE THIS WITH OTHERS

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 [Share on Facebook](#)

 [Share on LinkedIn](#)



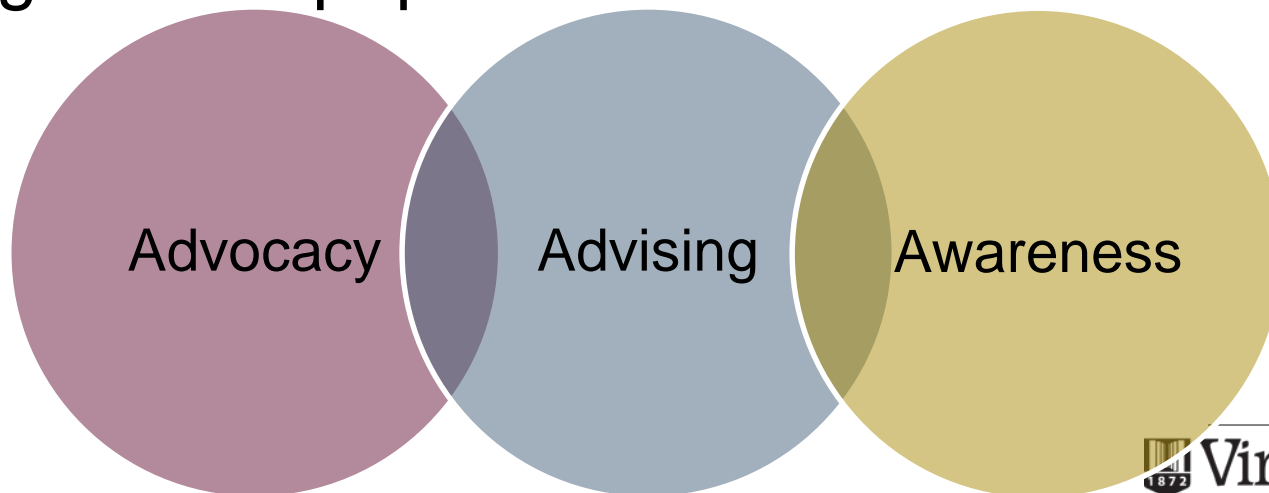
Multicultural Programs & Services

Tricia S. Smith, Director



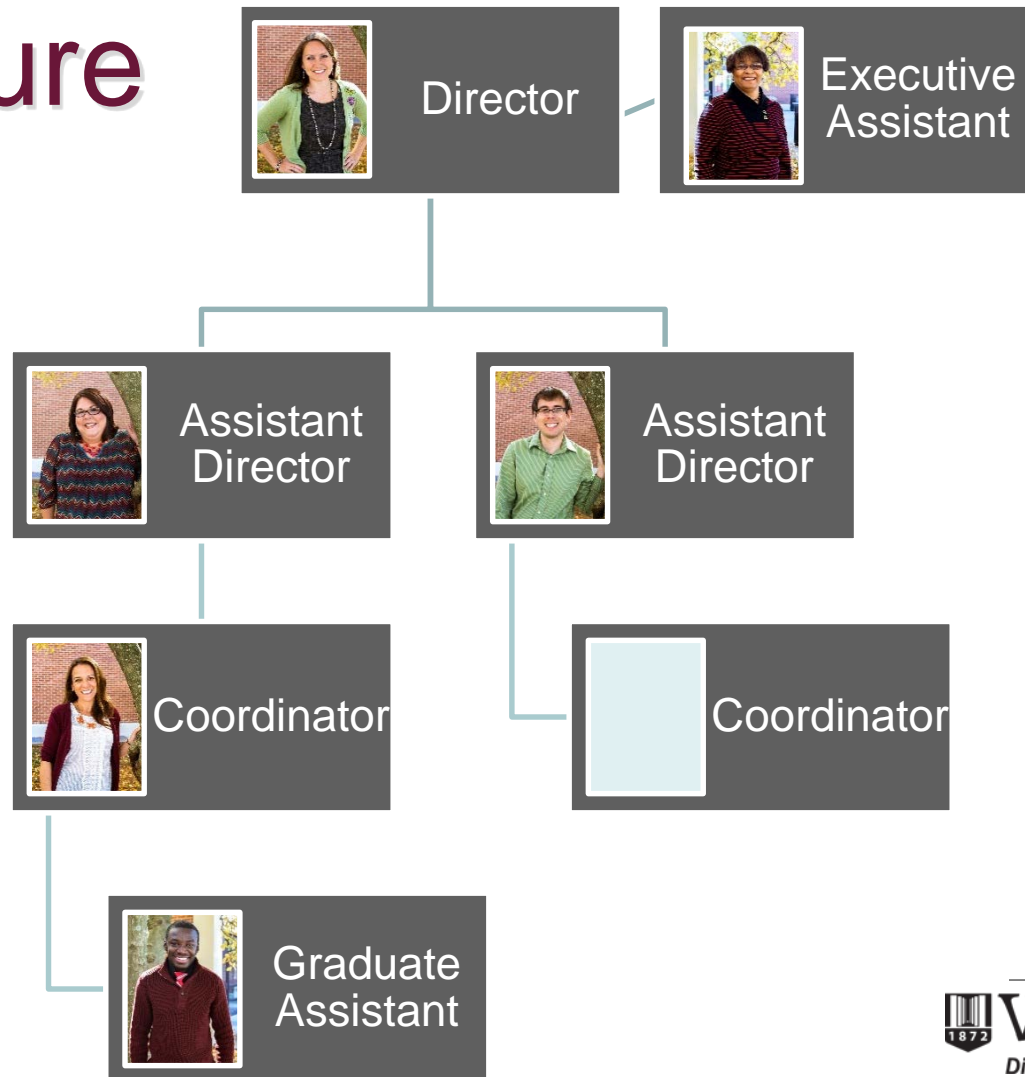
Mission

The mission of Multicultural Programs and Services is to promote the academic, personal, and social success of all students, particularly those from under-represented and historically marginalized populations.





Structure





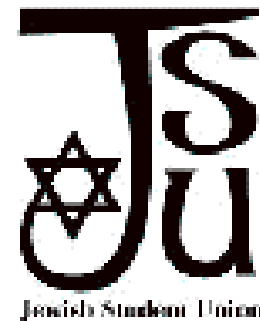
Advocacy



Intergroup Dialogue



Advising



Diversity Agents of Change



Awareness





Awareness





Awareness

Hispanic-Latino Heritage Month

LGBT History Month

American Indian Heritage Month

Black History Month

Jewish Cultural Month

Asian Pacific American Heritage Month





Awareness



Thursday, May 14, 2015

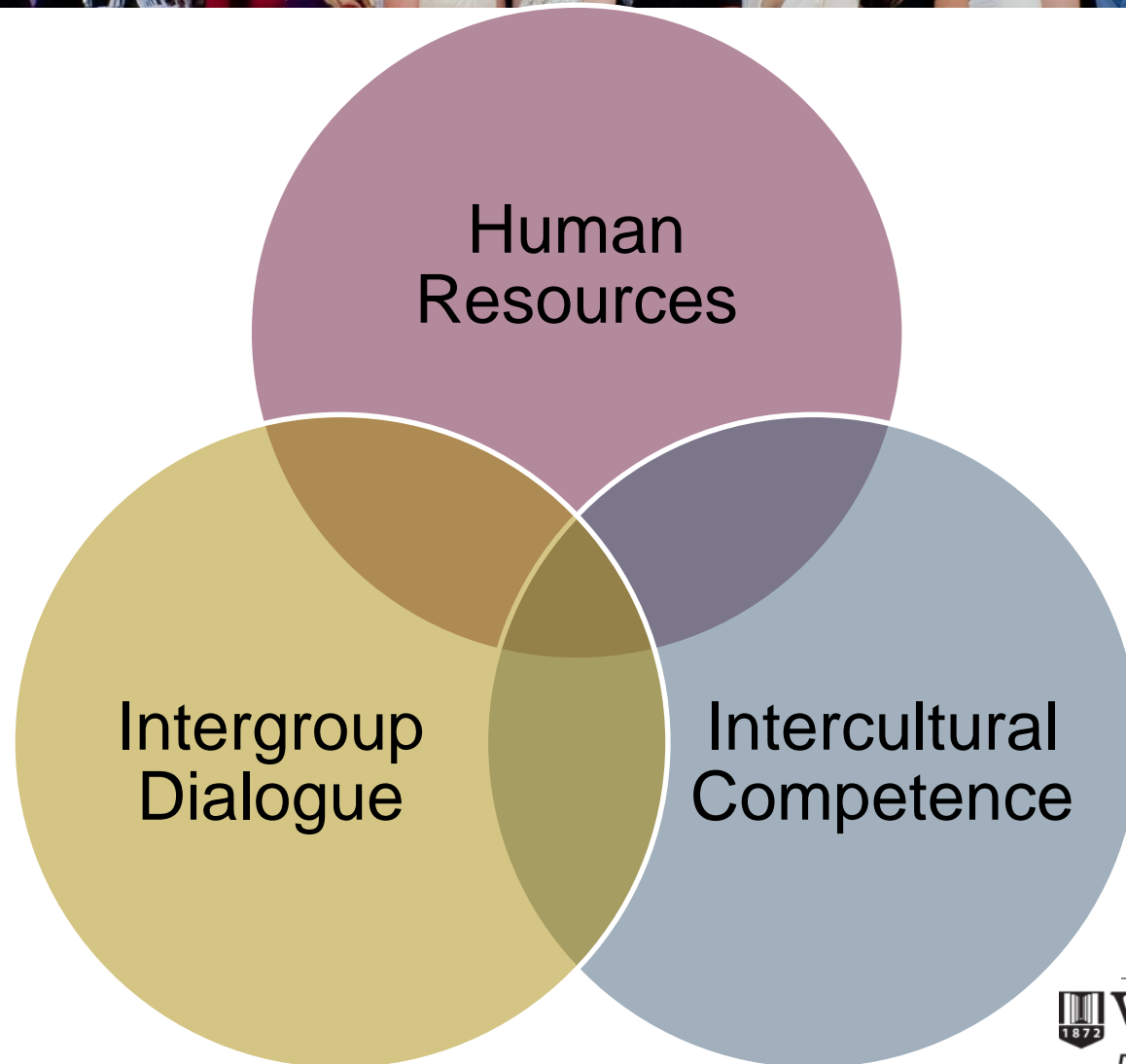
9am	Aliyah Ceremony	Colonial Hall
11am	Lavender Ceremony	Old Dominion Ballroom
2pm	Donning of the Kente	Commonwealth Ballroom
5pm	Hispanic/Latino Ceremony	Old Dominion Ballroom

Multicultural Peer Education



InclusiveVT Initiatives

Tricia Smith, Inclusion Coordinator





Human Resources

Recruit and retain a diverse, multicultural workforce in the division.

- Exit interview process
- Advanced diversity training for search committees
- Candidate liaison role



Intergroup Dialogue

Students will expand their appreciation, understanding, and respect for others who are different than themselves.

“...*facilitated*, face-to-face meetings between students from two or more social identity groups that have a history of conflict or potential conflict.”

Zuniga, Ximena. (n.d.) *Fostering Intergroup Dialogue on Campus: Essential Ingredients*. Retrieved from <http://www.diversityweb.org/Digest/W98/fostering.html>



Intercultural Competence

Division employees will develop the multicultural competencies to address relevant issues and to offer meaningful services to a diverse student population.

- 12 faculty/staff per cohort
- 3 year commitment
- Awareness, knowledge, skills



Veterans@VT

Anthony Scott, Dean of Students Office



Veterans as Inclusion Leaders

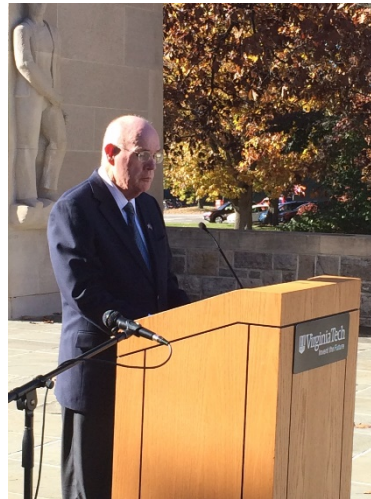
Benefits of Veteran Demographics

- Age
- Maturity
- World Views
- Practical Diversity and Inclusion Experience



Student Veteran Activities

- National Roll Call (Veterans Day)





Student Veterans Activities

- Black History Month





Student Veterans Activities

- Women's History Month



Women in Business
Leadership Lecture Series



Campus Salute to Female
Veterans





Student Veterans Activities

- Statewide Veterans Conference



Student Veterans Activities

- Asian American and Pacific Islander Heritage Month (May)
- Hispanic Heritage Month (September)
- Veterans Day (November 11)
- Veterans in Society Conference – Race and Reconciliation (November 2015)



Thank You!

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT
October 23, 2014 through March 15, 2015

Reason for Conflict	External Entity	Owner	Principal Investigator	Co - P.I.'s	College	Period of Performance	Award Amount	Project Description
Faculty Owned Business	AVEC, Inc.	Ricardo Burdisso	William Devenport		VT Wind Tunnel	TBD	\$300,700 estimated cost	Dr. Devenport, on behalf of the VT Wind Tunnel research group, has requested to make a sole source procurement from AVEC for the custom design and manufacture of a specialty piece of equipment. This was determined to fall under the R&D exemption of the Virginia COI law and was approved for purchase through the VT Procurement Office.
Faculty Owned Business	Power Fingerprinting	Jeffrey Reed	Louis Beex	Chao Wang	Electrical & Computer Engineering (Wireless@VT)	TBD	\$229,359	Virginia Tech is a subcontractor on a proposed NSF STTR Phase II project. The work involves developing a new software tool which could speed up the characterizing of power fingerprints. Dr. Reed, equity owner, is not involved in the VT research project.
Faculty Owned Business	PhenoCHIP	Rafael Davalos	Rafael Davalos	Eva Schmelz Stefan Duma (Administrative Oversight role)	Biomedical Engineering & Mechanics (Davalos & Duma) Human Nutrition, Foods & Exercise (Schmelz)	TBD	\$270,000	This project is funded by the Virginia Biosciences Health Research Corp. (VBHRC) VBHRC guidelines require a small business and two VA universities partner on research. This work involves the further development of intellectual property to provide a method for rare cell separation for cancer screening, drug testing and other diagnostics.
Faculty Owned Business	FirstString Research, Inc.	Robert Gourdie	Robert Gourdie		VT Carilion Research Institute	TBD	\$300,000 (Blanket Approval)	Dr. Gourdie holds an equity interest in this company which seeks to engage in research with VT. This blanket request will cover several projects through June 30, 2015. Currently FirstString is providing cost share funds on a VA CIT project for \$100,000. Dr. Sheng has submitted a proposal to the company to work with them on an NIH SBIR project. This work is estimated to be \$75,000. Any projects funded under this blanket approval will have a management plan filed to document Dr. Gourdie's involvement.
			Zhi Sheng		VT Carilion Research Institute	TBD		
Faculty Owned Business	HealthSim LLC	Warren Bickel	Warren Bickel		VT Carilion Research Institute	TBD	\$25,000	Dr. Bickel requested to purchase the TES software to use on a research project. The HealthSim software was determined to meet the R&D exemption requirement under VA law. This was approved for purchase through the VT Procurement Office. This is a commercially available software at standard prices.



Student-Athlete Academic Experience Advisory Review

Department of Internal Audit
March 29, 2015

Background and Scope

Review completed at the request of President Sands included:

- Policies, procedures, and practices surrounding the student-athlete (S-A) academic experience
- S-A academic data (10 years since Fall 2004)
- University-wide aggregate course data (last 3 AYs)
- University-wide seat-based versus virtual aggregate course data (10 years since Fall 2004)
- Data compiled as part of a proactive program review of independent study courses initiated by the Vice Provost for Enrollment and Degree Management
- Interviews with key personnel

Student-Athlete

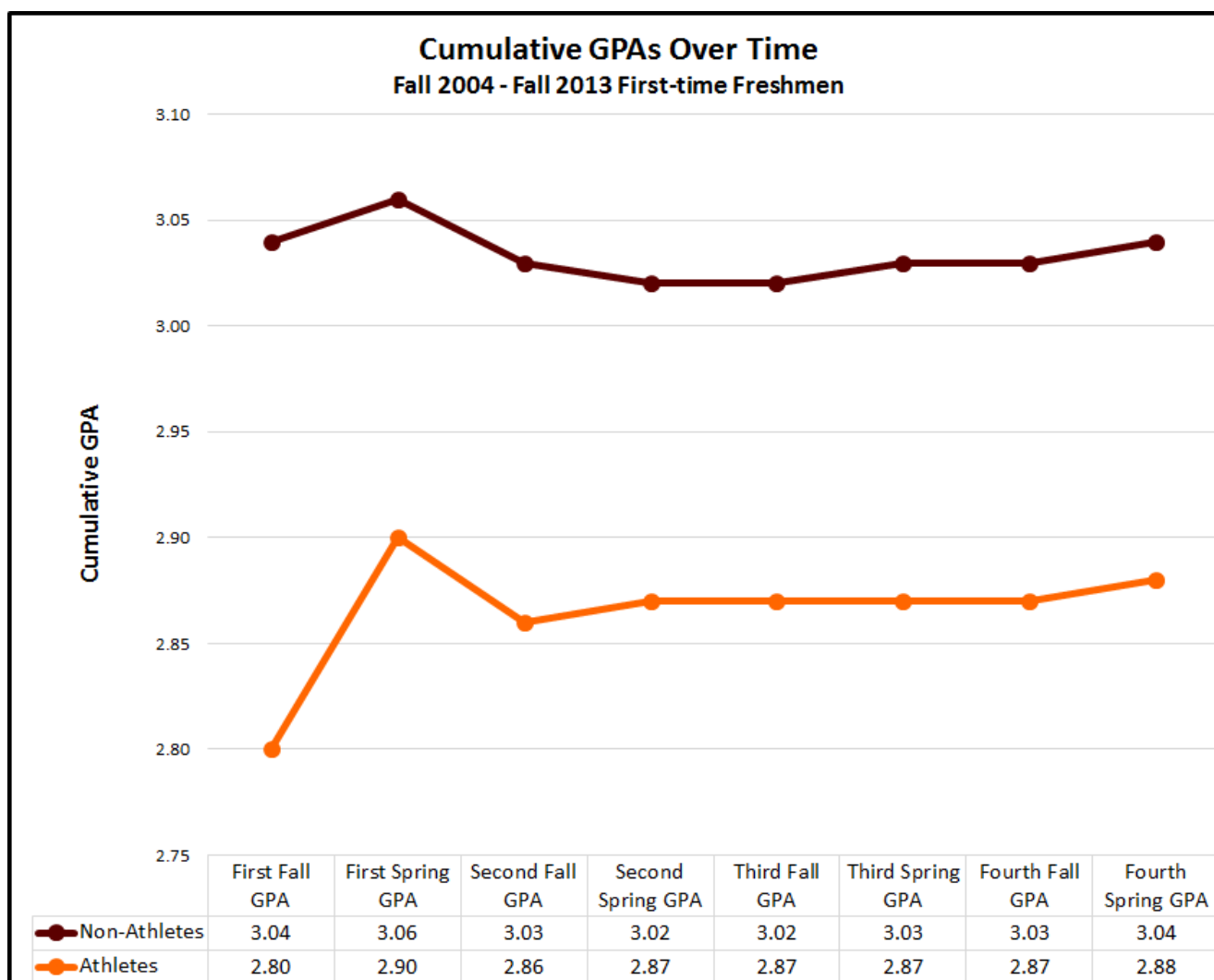
Academic Experience

- Student Athlete Academic Support Services (SAASS)
- Student-Athlete Tutoring
- Study Hall for Student-Athletes
- Learning Assistance Program
- Mentor Program
- Assessment
- Student-Athlete Development

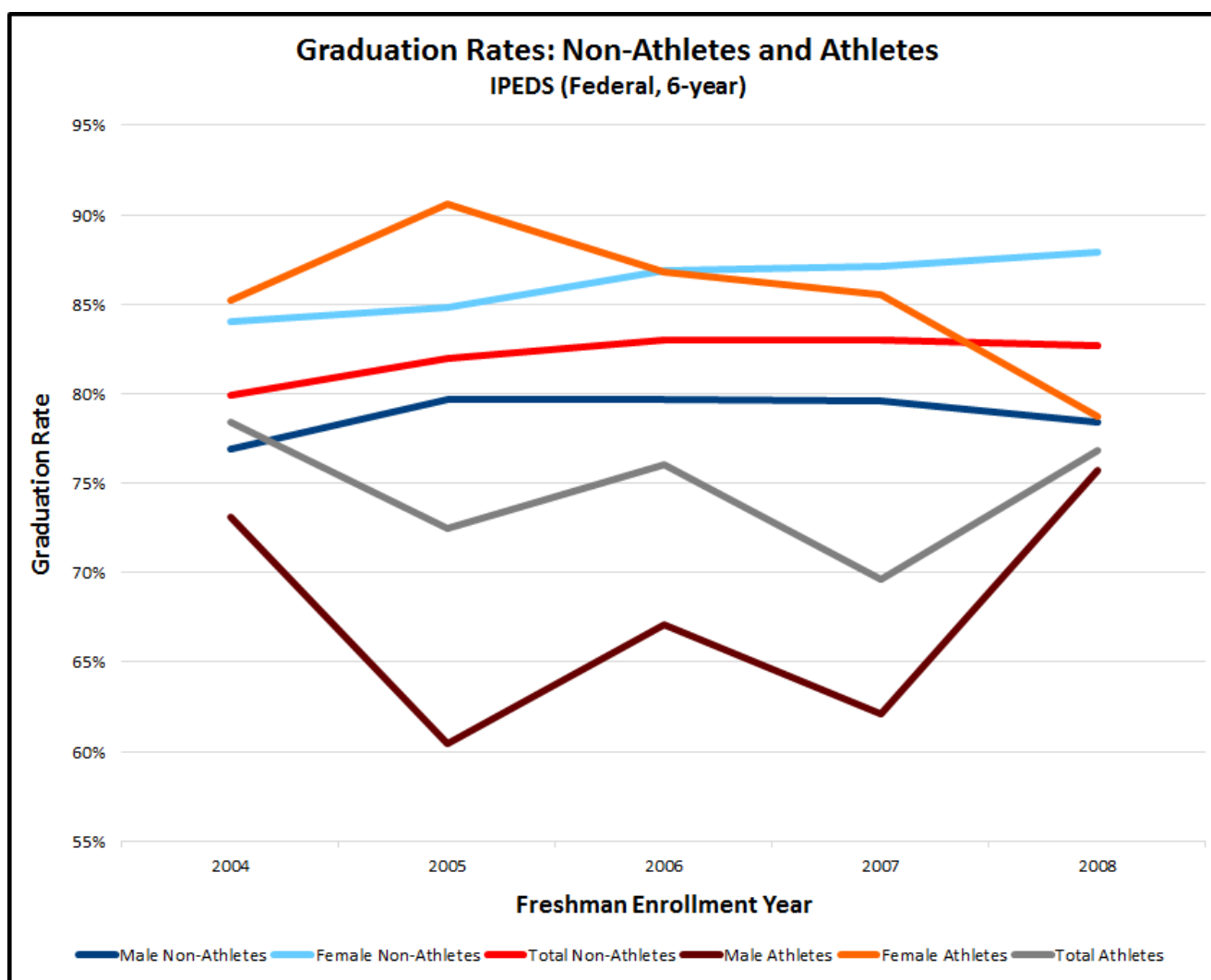
Academic Oversight

- Faculty Athletics Representative (FAR)
- The University Athletics Committee (UAC)
- Commission on Undergraduate Studies and Policies (CUSP)

Academic Trends and Analysis



Academic Trends and Analysis



Academic Trends and Analysis

Top 10 Degrees Awarded
AY 2004 – 2014

Overall Student Population		
Rank	Major	Major Description
1	BIOL	Biology
2	PSYC	Psychology
3	ME	Mechanical Engineering
4	FIN	Finance
5	MKTG	Marketing Management
6	COMM	Communication
7	HNFE	Human Nutr., Foods, & Exer.
8	MGT	Management
9	CE	Civil Engineering
10	ACIS	Accounting & Info. Systems

Student-Athlete Population		
Rank	Major	Major Description
1	AHRM	Appl, Housing, Resources Mgt
2	HNFE	Human Nutr., Foods, & Exer.
3	SOC	Sociology
4	PSYC	Psychology
5	FIN	Finance
6	COMM	Communication
7	MKTG	Marketing Management
8	MGT	Management
9	HD	Human Development
10	BIOL	Biology

Note: Degree information reported by IRE includes first and second majors.

Recommendations

- Enhance reporting on the S-A admission profile and academic progress of S-As granted admission on appeal
- Periodic monitoring of academic trends, including major clustering, most common courses taken by S-As, classes with high concentrations of S-As, etc.
- Review and communication of policies and procedures surrounding independent study courses, course syllabi requirements, and submission of grades
- Formalize SAASS Tutor training and evaluation programs
- Enhance governance through implementation of periodic FAR evaluations and reappointment, and broaden UAC composition with regard to academic oversight

Conclusions

- No indication of systemic academic integrity concerns related to student-athletes at Virginia Tech
- Control environment reasonably effective at preventing or detecting academic and administrative malfeasance
- Management proactively identified some of these concerns and had initiated actions meant to tighten the control environment or otherwise improve operations
- Virginia Tech has created a culture that supports the academic success of its student-athletes with robust services and programs
- We experienced a high level of cooperation and commitment to sustained student-athlete academic success and integrity

Personnel Involved with the Review

Audit Team	
Name	Title
Alisha M.J. Royal	Auditor-in-Charge
David W. Crotts	Senior IT Auditor
William G. Abplanalp	Audit Manager
Brian J. Daniels	Associate Director of Internal Audit
Sharon M. Kurek	Director of Internal Audit

Key Management Contacts	
Name	Title
Wanda Hankins Dean	Vice Provost for Enrollment and Degree Management
Karen Eley Sanders	Associate Vice Provost for Undergraduate Academic Affairs
Mildred R. Johnson	Associate Vice Provost for Enrollment Management and Director of Undergraduate Admissions
Kristen H. Bush	Assistant Provost, Institutional Research and Effectiveness
Rebecca J. Perez	Research Analyst, Institutional Research and Effectiveness
Whit Babcock	Director of Athletics
Joseph G. Tront	Faculty Athletics Representative and Professor, ECE

RESOLUTION NAMING FLOORS WITHIN THE NEW CORPS OF CADETS RESIDENCE HALLS

WHEREAS, Virginia Tech is currently building two new residence halls to house members of the Virginia Tech Corps of Cadets, which will replace four current dormitories: Rasche Hall, Brodie Hall, Monteith Hall, and Thomas Hall; and

WHEREAS, of the millions of men and women who have served in the U.S. armed forces throughout history, only about 3,400 have received the Medal of Honor, America's highest award for valor. This is particularly significant considering that a little more than half of the nation's medals were awarded during the Civil War, before Virginia Tech's founding, and among those few subsequently awarded are seven Virginia Tech alumni; and

WHEREAS, Antoine Gaujot, Class of 1901, received the medal for actions as an Army corporal at the Battle of San Mateo in 1899 during the Philippine Insurrection, for making persistent effort under heavy enemy rifle fire to locate a ford to help his unit cross the swollen river to attack. Unable to accomplish this, he swam with a companion again under fire and against a dangerous current across the river to the enemy side, securing an enemy canoe and returning it to the friendly side of the river; and

WHEREAS, Julien Gaujot, Class of 1894, received the medal for actions on the Mexican Border in 1911, being the only soldier awarded the medal for peacekeeping actions. In Douglas, AZ, stray bullets from fighting among Mexican rebels and government troops caused American casualties, and Gaujot crossed the border and moved between the two groups of belligerents for an hour under heavy fire, thereby securing the safe passage of the Mexican soldiers and American prisoners over the border to the United States, and saving five Americans taken prisoner by the Mexicans, 25 Mexican soldiers, plus Americans and Mexican rebels who would have died in continued fighting; and

WHEREAS, Earle D. Gregory, Class of 1923, received the medal for actions as an Army sergeant during the Meuse Argonne Offensive along the Western Front in World War I. Considered the first Virginia veteran from World War I to receive the medal, he often was called the "Sergeant York of Virginia." Armed with a rifle and a mortar shell used as a hand grenade, Gregory single-handedly captured a machine gun and three enemy soldiers, and by continuing his advance, he captured a howitzer and 19 enemy soldiers; and

WHEREAS, Herbert J. Thomas, Jr., Class of 1944, received the medal for action on Bougainville Island in the South Pacific in World War II while a Marine Corps sergeant. Through dense jungle and severe machine gun fire, Thomas led his men in destroying two enemy machine gun positions. Halted by a third enemy machine gun, he positioned his men to rush the enemy after he threw a hand grenade, only to have the jungle vines drop it back among his men. Seeing the danger to his men, he jumped on the grenade, saving their lives with the sacrifice of his own; and

WHEREAS, Jimmie W. Monteith, Jr., Class of 1944, received the medal for actions as an Army lieutenant at D-Day during World War II. Without regard for his own safety, he led the assault over exposed beach to the cover of a narrow ledge. Leaving cover, he moved toward two tanks and being exposed to intense artillery and machine gun fire, he led them through a minefield and directed the tank fire, destroying several enemy positions. He then returned to his men and led them in the capture of an advantageous position. Against vicious enemy counterattacks, he repeatedly crossed open terrain under heavy fire to strengthen his unit's defense until he was killed; and

WHEREAS, Robert E. Femoyer, Class of 1944, enlisted in the Army Air Force during World War II and is the only navigator awarded the Medal of Honor. On a bombing mission over Germany, he was wounded by enemy aircraft fire, which seriously damaged his B-17 bomber. Despite extreme pain and great loss of blood, he refused morphine to keep his mental faculties clear. For two-and-a-half hours, he guided the lone bomber through six changes in course around enemy anti-aircraft concentrations. As the crippled aircraft crossed safely over the English Channel, Femoyer died of his wounds thirty minutes after landing; and

WHEREAS, Richard Shea, Class of 1948, received the medal for actions as an Army first lieutenant at Pork Chop Hill during the Korean War. While fighting outnumbered, he voluntarily proceeded to the area most threatened to organize and lead a counterattack. During the bitter fighting, he killed two enemy soldiers with his trench knife. In more than 18 hours of heavy fighting, he moved among the defenders of Pork Chop Hill to ensure a successful defense. Leading a counterattack, he killed three enemy soldiers single-handedly. Although wounded, he refused evacuation. He was last seen fighting hand-to-hand during yet another counterattack; and

WHEREAS, Col. William Mayo Brodie was a professor of mathematics and former first assistant commandant of cadets who worked at Virginia Agricultural and Mechanical College and Polytechnic Institute (now Virginia Tech) from 1901 to 1932. An alumnus of the class of 1901 with a bachelor's degree in mechanical engineering and a master of engineering, as well as a master of science in mathematics, he worked as the college librarian and a mathematics instructor before working his way through the ranks to become head of the mathematics department. For 32 years he was a beloved and respected member of the faculty; and

WHEREAS, Bosco Rasche began his affiliation with Virginia Tech as a student in 1893. He joined the teaching staff two years later as an assistant in mechanical drawing and although never obtained a degree, he moved through the faculty ranks, eventually becoming head of the Department of Graphics and Mechanism. Rasche knew his subject and attained an international reputation in the field of kinematics, or pure motion. He invented a new gear-testing device; wrote a book that was used by other institutions, including MIT; and became a consulting engineer on gear trains for General Motors;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service of each of the above named individuals to Virginia Tech and the nation, and to honor their legacy to generations of cadets, each will be honored with a floor in one of the new cadet residence halls named in his honor and will have a plaque erected in his honor on the respective named floor.

RECOMMENDATION:

That the above resolution naming nine floors in the new Virginia Tech Corps of Cadets residence halls for the nine aforementioned Medal of Honor recipients and distinguished faculty be approved.

March 30, 2015

**RESOLUTION ON NAMING THE PLAYING SURFACE (FIELD) OF THE NEW
FOOTBALL INDOOR PRACTICE FACILITY IN MEMORY OF PATRICK D. CUPP**

WHEREAS, Patrick D. Cupp was a member of the Virginia Tech class of 1962; and

WHEREAS, Patrick D. Cupp explored a breadth of studies including engineering, business, English, social sciences, math, and history, ultimately receiving his bachelor of science degree in sociology from Virginia Tech; and

WHEREAS, Patrick Cupp also participated in extracurricular campus activities, such as running track, writing for the former *Virginia Tech* publication (now *Collegiate Times*), and participating in Phi Sigma fraternity; and

WHEREAS, Pat Cupp possessed multiple interests and exceptional business acumen, from managing and partial ownership of Triangle Lanes Bowling Alley to a successful career in real estate, becoming one of the leading realtors in the New River Valley ; and

WHEREAS, Pat Cupp was a distinguished supporter of Virginia Tech and was recognized as a member of the Ut Prosim Society, the university's most prestigious donor recognition society; and

WHEREAS, Mrs. Sandra Cupp Davis and Mr. William C. "Jack" Davis have made a leadership pledge to Intercollegiate Athletics of \$1,000,000 to the New Field House Campaign in memory of Patrick D. Cupp;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Mrs. Sandra Cupp Davis and Mr. William C. "Jack" Davis for their generosity towards Virginia Tech and the Department of Athletics, and in recognition of the great legacy of Patrick D. Cupp, that the playing surface (field) in the New Football Indoor Practice Facility be named The Patrick D. Cupp Memorial Field.

RECOMMENDATION:

That the above resolution naming the Patrick D. Cupp Memorial Field be approved.

March 30, 2015

**RESOLUTION ON NAMING THE OLIVIO AND LUCY FERRARI LIBRARY AT
THE STEGER CENTER FOR INTERNATIONAL SCHOLARSHIP**

WHEREAS, the late Olivio Ferrari, Professor Emeritus in Architecture, had a long and celebrated career at Virginia Tech, beginning in 1965 until his death in 1994; and

WHEREAS, Lucy S. Ferrari, along with her husband, Professor Emeritus Olivio Ferrari, are respected for their vital assistance with the founding and early leadership of the Virginia Tech Steger Center for International Scholarship (formerly the Center for European Studies and Architecture - CESA) at the Villa Maderni in Riva San Vitale, Switzerland; and

WHEREAS, Lucy Ferrari has been recognized as a member of the Ut Prosim Society for her philanthropy to the university to include support for the Lucy & Olivio Ferrari Annual Scholarship, and the Ferrari Study Abroad Award, with considerable support provided to the Steger Center through the donation of the Ferrari Library books; and

WHEREAS, Lucy Ferrari has also made generous contributions to the College of Architecture & Urban Studies, through endowments and traveling scholarships; and

WHEREAS, Lucy Ferrari wishes to honor the memory of her husband, Professor Emeritus Olivio Ferrari; and

WHEREAS, Lucy Ferrari has been, and continues to be, a valued member of the university community and beloved mentor to generations of architecture alumni;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service and generosity of Olivio and Lucy Ferrari and in recognition of past and future benefits to the university, the library of the Steger Center for International Scholarship will be known as the Olivio and Lucy Ferrari Library.

RECOMMENDATION:

That the above resolution naming the Olivio and Lucy Ferrari Library be approved.

March 30, 2015

**RESOLUTION ON NAMING THE GRADUATE PROGRAM IN STATISTICS FOR
DR. JEAN DICKINSON GIBBONS '62**

WHEREAS, Dr. Jean Dickinson Gibbons graduated from Virginia Tech in 1962 with a doctorate in Statistics; and

WHEREAS, Dr. Jean Dickinson Gibbons is an active proponent of enhancing the reputation of Virginia Tech and its Statistics Program as one of the best in the nation, and enabling the program to recruit and retain the brightest and most elite graduate students in the nation; and

WHEREAS, Dr. Jean Dickinson Gibbons has made extremely generous provisions in her estate plans to provide outstanding support to the Department of Statistics and the Graduate Program in Statistics through her establishment of the Jean Dickinson Gibbons Graduate Statistics Award endowment; and

WHEREAS, Dr. Jean Dickinson Gibbons has been recognized in the President's Circle of the Ut Prosim Society, the university's most prestigious donor recognition society; and

WHEREAS, Jean Dickinson Gibbons has been and continues to be a valued member of the university community;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service and generosity of Jean Dickinson Gibbons, and in recognition of past and future benefits to the university, the Graduate Program in Statistics will be known as the Jean Dickinson Gibbons Graduate Program in Statistics; and

BE IT FURTHER RESOLVED that this resolution supersedes the original resolution passed by the Board of Visitors on August 27, 2007.

RECOMMENDATION:

That the above resolution naming the Jean Dickinson Gibbons Graduate Program in Statistics be approved.

March 30, 2015

**Resolution Naming
The Jean Dickinson Gibbons Graduate Program in Statistics**

Whereas Dr. Jean Dickinson Gibbons graduated from Virginia Tech in 1962 with a doctorate in Statistics; and

Whereas Dr. Jean Dickinson Gibbons is an active proponent of enhancing the reputation of Virginia Tech and its Statistics Program as one of the most best in the nation, and enabling the program to recruit and retain the brightest and most elite graduate students in the nation; and

Whereas Dr. Jean Dickinson Gibbons has made extremely generous provisions in her estate plans to provide outstanding support to the Department of Statistics and the Graduate Program in Statistics through her establishment of the Jean Dickinson Gibbons Graduate Statistics Award endowment; and

Whereas Jean Dickinson Gibbons has been and continues to be a valued member of the university community;

Now, therefore, be it resolved that in acknowledgement of the service and generosity of Jean Dickinson Gibbons, and in recognition of past and future benefits to the university, upon receipt of funding for the Jean Dickinson Gibbons Graduate Statistics Award, the Graduate Program in Statistics will be known as the

Jean Dickinson

Graduate Program in Statistics

**This resolution passed by the Board of Visitors
on August 27, 2007, is superseded by a
subsequent resolution passed by the BOV
on March 30, 2015.**

Recommendation:

That the above resolution naming the Jean Dickinson Gibbons Graduate Program in Statistics be approved.

**RESOLUTION NAMING THE SECOND FLOOR LABORATORY (ROOM 232)
IN GOODWIN HALL
FOR WENDY AND NORRIS E. MITCHELL '58**

WHEREAS, Norris E. Mitchell graduated from Virginia Tech in 1958 with a Bachelor of Science degree in Aerospace Engineering; and

WHEREAS, Norris E. Mitchell has had a successful and respected career in the real estate industry, and with the participation and full support of his wife, Wendy Mitchell, an extensive volunteer career to include service as a member of the President's Council Membership Committee, Regional Campaign Committee, Hokies for Higher Education, the 1958 Reunion Planning Committee, the Engineering Committee of 100, and the Academy of Engineering Excellence; and

WHEREAS, Norris and Wendy Mitchell have been recognized as President's Circle members of the Ut Prosim Society for their philanthropy to the university to include support for the College of Engineering, the Mitchell Endowed Professorship, the Aeronautical Engineering Class of 1958 Scholarship, the Mitchell Memorial Scholarship, and considerable support provided to the College of Engineering's Goodwin Hall; and

WHEREAS, Norris and Wendy Mitchell have been, and continue to be, valued members of the university community;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service and generosity of Norris and Wendy Mitchell and in recognition of past and future benefits to the university, the second-floor laboratory (Room 232) of Goodwin Hall will be known as the Wendy and Norris E. Mitchell '58 Laboratory.

RECOMMENDATION:

That the above resolution naming the Wendy and Norris E. Mitchell '58 Laboratory be approved.

March 30, 2015

ALUMNI DISTINGUISHED PROFESSORS (2)

Alumni Distinguished Professors (ADPs) are recognized for “extraordinary academic citizenship and distinguished service within the Virginia Tech community.” While Alumni Distinguished Professors also have an enviable record of scholarship and service to their disciplines, they are selected in particular for their contributions to the instructional program and their influence on the lives of generations of Virginia Tech students.

Two Alumni Distinguished Professor appointments (initial ten-year appointments) are to reach their completion this spring. In following with the established procedures, invitations were issued to Drs. Ezra “Bud” Brown and E. Scott Geller to seek reappointment. Both submitted personal statements and updated curricula vitae detailing their contributions and accomplishments as ADPs. These materials were reviewed by a selection of current ADPs, and recommendations forwarded to the Senior Vice President and Provost for consideration.

Senior Vice President and Provost Mark G. McNamee recommends the reappointment as Alumni Distinguished Professors of Dr. Ezra “Bud” Brown and Dr. E. Scott Geller. These reappointment recommendations have received the endorsement of the vice president for alumni relations and the executive committee of the Alumni Association Board of Directors. The reappointments are for a period of ten years and carry with them a salary supplement provided by the endowment and an annual operating account for use by the professor.

ALUMNI DISTINGUISHED PROFESSOR

Dr. Ezra “Bud” Brown, Alumni Distinguished Professor of Mathematics, is a truly gifted scholar, educator, speaker, and mentor, recognized within and well beyond the university for his passion for sharing mathematics insight enthusiastically with broad and varied audiences.

Since his initial appointment as Alumni Distinguished Professor ten years ago, Dr. Brown has been recognized with several prestigious awards, including the first-ever Sister Helen Christensen Service Award (2014) given for outstanding service to the profession by the Maryland-DC-Virginia Section of the Math Association of America, the 2013 Carl B. Allendoerfer Award for Excellence in Expository Writing for “Why Ellipses Are Not Elliptical Curves,” the 2010 Allendoerfer Award for “Kirkman’s Schoolgirls Wearing Hats and Walking Through Fields of Numbers,” and the 2006 George Polya Award for Excellence in Expository Writing, for “Phoebe Floats!” – all awarded by the Math Association of America.

Dr. Brown has maintained an impressive teaching portfolio, having taught 45 courses over the past ten years with very positive feedback from students on the “Student Perception of Teaching” surveys. Additionally, he has provided advising and mentoring for six master of science students in mathematics, participated in teacher development, mentored a number of student scholars and student research projects, and has made numerous contributions in departmental, college, and university service as well as being active in the local community.

Dr. Brown has published scholarly works at an increased rate over the past ten years, with 22 publications in refereed journals to his credit in addition to having authored a book chapter (“What I Wish They’d Told Me: Notes from the Trenches of Academe,” 2007), co-edited a book (“Biscuits of Number Theory,” 2009), and co-authored a book (“The Unity of Combinatorics,” in preparation for publication).

A treasured and compelling speaker, Dr. Brown has given ten invited talks at a variety of professional events, conferences, and workshops and has made more than two dozen presentations to alumni and other university groups. Beyond the normal scope of his role as an Alumni Distinguished Professor, he is also a consulting mathematician for Project NExT (New Experiences in teaching), and to organizations in Washington, D.C. and Princeton, N.J. He contributes professional service through roles in the Mathematical Association of America, Upsilon Pi Epsilon National Computer Science Honor Society, and Pi Mu Epsilon National Mathematics Honor Society. Additionally, he serves on the editorial board of “Integers – The Electronic Journal of Combinatorial Number Theory,” and has refereed or reviewed over 60 papers.

Dr. Brown continues to be recognized among peers and university scholars as exceling in his scholarship and making ongoing contributions of excellence in the key areas of teaching, mentoring, and outreach.

RECOMMENDATION:

That Dr. Ezra “Bud” Brown be reappointed as Alumni Distinguished Professor effective March 30, 2015 for a period of ten years.

March 30, 2015

ALUMNI DISTINGUISHED PROFESSOR

Dr. E. Scott Geller, Alumni Distinguished Professor of Psychology, continues to be recognized for his impeccable record of scholarship, teaching, and service to the university and beyond. His research and scholarship productivity over the past ten years, since initial appointment as an Alumni Distinguished Professor, has been at its highest level in terms of both quality and quantity.

Since his initial appointment, Dr. Geller has been recognized with numerous awards, including the Outstanding Faculty Award from the State Council of Higher Education for Virginia (2005), Faculty Appreciation Day Students' Choice Award for Outstanding Faculty Leadership (2005, 2006, 2007), the Lifetime Achievement Award from the Organizational Behavior Management Network of the Association for Behavior Analysis International (2007), the American Psychological Foundation Gold Medal Award for Lifetime Achievement in Psychology in the Public Interest (2009), the Outstanding Applied Research Award from the American Psychological Association, Division 25 (2010), the Mentorship Award from the Association for Behavioral Analysis International (2013), and was named one of *EHS Today's* 50 Most Influential Leaders in Safety and Health (2010, 2013).

With regard to scholarly work, publications, and professional speaking, Dr. Geller has made outstanding contributions. Over the past decade, he has edited three books and authored or co-authored 12 books, 27 book chapters, 51 research articles in refereed professional journals, and 85 magazine articles. He has given 134 keynote addresses at professional conferences, universities, or industrial sites, 46 research-based workshops at professional conferences or organizations, and helped to procure over \$900,000 in extramural funding as the principal or co-principal investigator on seven grants or contracts. With direct impact to the scholarly and professional development of students, Dr. Geller has chaired 15 symposia at professional psychology conferences in the past ten years, each symposium providing four to five students with the opportunity to give a professional presentation.

Further noting contributions to the education, support, and development of students, every co-author of a book, book chapter, or research article listed on Dr. Geller's vita over the past ten years is a former or current Virginia Tech student, having provided these students unique teaching and learning experiences through participation in leading-edge research and scholarship. Further, Dr. Geller has advised and mentored ten master of science students and 11 Ph.D. students in psychology over the past decade.

Dr. Geller continues to direct the Center for Applied Behavior Systems, which provides undergraduate and graduate students with hands-on, real-world experience in research projects combining the technology of applied behavioral science with theories from experimental, social, and applied psychology. In the past academic year alone, the center has 121 professional presentations to its credit, the majority of which were given by Virginia Tech students.

Dr. Geller is also noted for his contributions and service in developing and disseminating an Actively Caring For People (AC4P) movement. With a variety of tools, communication strategies, training, and resources, the AC4P program has students promoting the sharing of AC4P stories and scholarly resources, having traveled throughout the Commonwealth of Virginia and the state of Ohio to deliver AC4P workshops to teachers, staff, and students in public middle and high schools.

Across all of his professional and scholarly work, Dr. Geller is lauded for exemplifying the university motto: *Ut Prosim* (*That I May Serve*) through his teaching, research, scholarship, and outreach activities.

RECOMMENDATION:

That Dr. E. Scott Geller be reappointed as Alumni Distinguished Professor effective March 30, 2015 for a period of ten years.

March 30, 2015

UNIVERSITY DISTINGUISHED PROFESSOR

The University Distinguished Professorship (UDP) is Virginia Tech's pre-eminent faculty rank bestowed by the Board of Visitors upon members of the university faculty whose scholarly attainments have attracted national and/or international recognition. An extensive nomination and vetting process involves department and college honorifics committees, a specially convened university committee, the senior vice president and provost, and the president. This professorship is held by no more than one percent of the total full-time faculty as stated in the Faculty Handbook.

Following the established protocol, and consistent with the recommendations received from a university committee and the senior vice president and provost, President Sands recommends the appointment of Dr. Karen A. Roberto as University Distinguished Professor. Dr. Roberto is a truly exceptional scholar and leader whose achievements have been recognized nationally and internationally. The appointment carries with it an annual operating account for use by the professor.

UNIVERSITY DISTINGUISHED PROFESSOR

Dr. Karen A. Roberto is currently a professor in the Department of Human Development and director of the Center for Gerontology in the College of Liberal Arts and Human Sciences. She also serves as director of Virginia Tech's Institute for Society, Culture, and Environment.

Appointed to the faculty at Virginia Tech in 1996, she is nationally and internationally recognized as a foremost leader in social gerontology, a field that considers the impact that various physical features of aging (including cognitive and physiological impairments) may have on the social aspects of life for the aged and their families. Dr. Roberto's research is truly multidimensional and translational in nature, crossing traditional disciplinary boundaries to create new knowledge and understanding in ways that have created changes in policy and practice worldwide. She has a prolific record of publication in highly prestigious journals and books and an impressive record of continuous funding for her research. The impact her work has had on the field of social gerontology is exceptional, as is her professional leadership in mentoring students and faculty across the social sciences.

The importance and excellence of Dr. Roberto's work has been recognized most recently by her election as a Fellow of the American Psychological Association (2014). Additionally, in the last few years, she has been recognized with several honors and invitations to share her expertise internationally. Dr. Roberto gave a keynote address at the 20th International Association of Gerontology and Geriatrics World Congress in Seoul, Korea (2013), and was the Andrews Visiting Fellow of the Australian Association for Gerontology (2012), giving presentations at conferences in six universities. She has been a visiting scholar at Queensland University of Technology in Brisbane and has provided plenary addresses for conferences in Turkey, Ireland, Costa Rica, Canada, and Australia. Also a Fellow in the World Demographic Association, the National Council on Family Relations, and the Gerontological Society of America, her record clearly shows that Dr. Roberto has been a pioneer in bridging disciplines and connecting areas of expertise to advance her field.

Dr. Roberto has been continuously funded for her research since 1986. In total, she has secured \$5.7M in research funding from the National Institutes of Health and other federal agencies, national organizations and foundations, state and local government agencies, multiple universities, and industry. Dr. Roberto's record – in terms of the amount and consistency of funding, the breadth of funding sources, and distinguished record of scholarly publication – is noteworthy for any scholar, but especially for a social scientist. Her research results include 11 books and textbooks (edited or authored), 127 articles, and a significant number of invited book chapters and keynote presentations. Her scholarly publications have garnered nearly 2,800 citations internationally. The impact of Dr. Roberto's work on how scholars, policy-makers, and practitioners address important and previously hidden health conditions of aging people and their families was highlighted by all internal and external letter writers in support of her nomination for this appointment.

Dr. Roberto's outstanding achievements as director of the Institute for Society, Culture, and Environment (ISCE) demonstrate her leadership skills as well as her ability to energize and shepherd projects. Charged with strengthening the university's competitive position in the social sciences, humanities, and arts, ISCE has developed targeted scholarship foci that reflect expertise on campus and priority areas for Virginia Tech. Dr. Roberto's talents for sparking collaboration around cutting-edge topics for research, articulating research interests of faculty into priorities of funding agencies and other entities, and supporting

creativity are noted across the university and have produced demonstrable successes. She has established the Center for Peace Studies and Violence Prevention, the Center for Public Health Practice and Research, and the Applied Ethics Initiative, contributing also to the Virginia Tech Center for Autism Research, the Metropolitan Institute, and the D.C. Initiative. As the first director of ISCE, she created programs to foster research development, including establishing fellowship programs and an affiliate network with more than 45 research centers, laboratories, and programs across Virginia Tech.

Dr. Roberto has also served as the director of the Center for Gerontology since joining the Virginia Tech faculty in 1996. Her leadership of the center reflects her own research accomplishments as well as her collaborative scholarly vision across the university and the commonwealth, with partnerships in liberal arts and human sciences, engineering, science, and architecture and urban studies. There are currently more than 70 faculty members identified as affiliates of the center, more than double the number in place when she came to Virginia Tech.

A highly sought-after graduate advisor, Dr. Roberto has chaired the committees of eight Ph.D. and seven master's students, and has served as a member of more than 80 graduate committees for students in several colleges. Additionally, she received the 2012 Distinguished Mentoring Award from the Behavioral and Social Sciences section of the Gerontological Society of America. She has published and continues professional relationships with many former students, including those in practice and in academe. Dr. Roberto's work has further supported the teaching mission of the university in non-traditional ways as evidenced by the nearly 100 students from majors across the university and non-degree professionals who have completed the Graduate Certificate in Gerontology. Her service and outreach activity is also noteworthy as she actively serves within and outside the university in a variety of leadership, teaching, speaking, service, and outreach roles.

RECOMMENDATION:

That Dr. Karen A. Roberto be appointed University Distinguished Professor effective April 10, 2015.

March 30, 2015

RESOLUTION TO APPROVE ALTERNATIVE EVALUATION PROCESS FOR UNIVERSITY DISTINGUISHED PROFESSOR

WHEREAS, The University Distinguished Professorship (UDP) is Virginia Tech's pre-eminent rank bestowed by the Board of Visitors upon faculty members who have achieved national or international recognition; and

WHEREAS, the performance and salary recommendations for UDPs are made by the president; and

WHEREAS, the Board of Visitors has approved the appointment of Dr. Karen A. Roberto as University Distinguished Professor effective March 30, 2015; and

WHEREAS, in her role as director of the Center for Gerontology in the College of Liberal Arts and Human Sciences, Dr. Roberto has responsibility for evaluating the performance of Dr. Laura Sands; and

WHEREAS, Dr. Laura Sands is the spouse of President Timothy Sands; and

WHEREAS, it is recommended that an alternative evaluation and salary recommendation process be established for Dr. Roberto;

NOW, THEREFORE BE IT RESOLVED, that Dr. Karen Roberto's performance evaluations and salary recommendations will be conducted by the senior vice president and provost.

RECOMMENDATION:

That the resolution establishing alternative evaluation process for Dr. Karen Roberto be approved.

March 30, 2015

Summary

Emeritus Faculty Resolutions (7)

March 30, 2015

College of Agriculture and Life Sciences

Kathleen A. Jamison	Professor Emerita, Extension Specialist, 4-H Youth Development
Loke T. Kok	Professor Emeritus of Entomology

College of Engineering

Thomas E. Cousins	Professor Emeritus of Civil and Environmental Engineering
Kamal B. Rojiani	Associate Professor Emeritus of Civil and Environmental Engineering
William H. Tranter	Professor Emeritus of Electrical and Computer Engineering

College of Science

Frank Quinn	University Distinguished Professor Emeritus of Mathematics
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Pamplin College of Business

John Lawrence French	Associate Professor Emeritus of Management
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RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 2000 and continuing for 14 years, Kathleen A. Jamison, Ph.D., faithfully served Virginia Tech as a faculty member with Virginia Cooperative Extension in the Virginia 4-H Department; and

WHEREAS, she made significant contributions through her work in positive youth development focusing on curriculum development and science, technology, engineering, and math programs for youth ages five to 19; and

WHEREAS, she ably served the community as an advocate for youth of the commonwealth; and

WHEREAS, she provided leadership for the development of high-quality national and state science, technology, engineering, and math curricula as well as national theatre arts curricula; and

WHEREAS, with dedication, she has provided leadership for the Virginia 4-H Curriculum and Learning Process, working with faculty across the university and throughout the state to design age appropriate, innovative programming resulting in the positive development of 4-H members; and

WHEREAS, she has led the Virginia 4-H Military Program establishing a network to support military youth from all military branches, and securing grants to support this effort providing life-skill development for military youth; and

WHEREAS, she has been recognized as a national leader and has provided many years of distinguished contributions to Virginia Cooperative Extension, the College of Agriculture and Life Sciences, and the university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Kathleen A. Jamison, Ph.D. for her distinguished service to the university with the title Professor Emerita, Extension Specialist, 4-H Youth Development.

RECOMMENDATION:

That the above resolution recommending Kathleen A. Jamison, Ph.D. for emerita status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1972 and continuing for 43 years, Loke T. Kok, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Entomology in the College of Agriculture and Life Sciences; and

WHEREAS, he made significant contributions to the field of biological control, which focused on the use of natural enemies to help control the populations and spread of numerous non-native weed and insect pest species; and

WHEREAS, he directed or co-directed 17 master's and 21 doctoral students, and served on twice as many graduate committees; and

WHEREAS, he authored or co-authored over 200 refereed journal articles, book chapters, and reviews; and

WHEREAS, with dedication, he served as head of the Department of Entomology for 10 years and interim dean of the College of Agriculture and Life Sciences for seven months; and

WHEREAS, he held leadership positions in professional organizations, including serving as president of the Eastern Branch of the Entomological Society of America; and

WHEREAS, he received many professional honors and awards, including Fellow of the Entomological Society of America, L.O. Howard Distinguished Achievement Award, Eastern Branch of the Entomological Society of America, and Virginia Tech's Alumni Award for Research Excellence;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Loke T. Kok, Ph.D. for his distinguished service to the university with the title Professor Emeritus of Entomology.

RECOMMENDATION:

That the above resolution recommending Loke T. Kok, Ph.D. for emeritus status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1996 and continuing for 18 years, Thomas E. Cousins, Ph.D. faithfully served Virginia Tech as a faculty member in the Charles E. Via, Jr. Department of Civil and Environmental Engineering in the College of Engineering; and

WHEREAS, he made significant contributions to the field of civil engineering through his work in the general area of structural engineering, and in the specific area of behavior of concrete and pre-stressed concrete bridges; and

WHEREAS, with dedication, he developed and taught undergraduate and graduate courses, including required undergraduate structural engineering courses and numerous graduate level courses; and

WHEREAS, he contributed significantly to the service missions of the department, college, university and profession through his regular participation in key committees and organizations, including the American Concrete Institute, the Virginia Department of Transportation Bridge Research Advisory Committee, serving as coordinator of the Structural Engineering and Materials Program, director of the Murray Structural Engineering Laboratory, and on the Faculty Senate Committee on Faculty Ethics; and

WHEREAS, he served as the founding director of the Virginia Cooperative Center for Bridge Engineering, jointly administered by Virginia Tech and the Virginia Center for Transportation Innovation and Research (VCTIR); and

WHEREAS, he served as an outstanding advisor for graduate students having served as advisor or co-advisor for 12 doctoral students and 37 masters students; and

WHEREAS, he made outstanding contributions to bridge engineering through his participation in over \$12.8M in funded research at Virginia Tech;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Thomas E. Cousins, Ph.D. for his distinguished service to the university with the title Professor Emeritus of Civil and Environmental Engineering.

RECOMMENDATION:

That the above resolution recommending Thomas E. Cousins, Ph.D. for emeritus status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1978 and continuing for 37 years, Kamal B. Rojiani, Ph.D. faithfully served Virginia Tech as a faculty member in the Charles E. Via, Jr. Department of Civil and Environmental Engineering (CEE) in the College of Engineering; and

WHEREAS, with dedication, he taught and lectured in 20 different undergraduate and graduate courses in civil and environmental engineering as well as other engineering departments; and

WHEREAS, he served as the founding director of the Civil and Environmental Engineering Computer Laboratory and was instrumental in bringing computing skills to CEE students; and

WHEREAS, his contributions to engineering computing education included authorship of two textbooks in the field that have been adopted at over 60 universities; and

WHEREAS, his teaching was recognized with a College of Engineering Certificate of Teaching Excellence on two different occasions; and

WHEREAS, his research in structural safety and reliability contributed in significant ways to the civil engineering profession, including the development of load factor design criteria for highway bridge foundations; and

WHEREAS, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees, including the Engineering Faculty Organization, the Faculty Senate, the Commission on Faculty Affairs, and the University Council;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Kamal B. Rojiani, Ph.D. for his distinguished service to the university with the title Associate Professor Emeritus of Civil and Environmental Engineering.

RECOMMENDATION:

That the above resolution recommending Kamal B. Rojiani, Ph.D. for emeritus status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1997, William H. Tranter, Ph.D. faithfully served Virginia Tech for 17 years in the College of Engineering; and

WHEREAS, as a member of the faculty in the Bradley Department of Electrical and Computer Engineering, he was a dedicated teacher of a wide range of courses from the sophomore to the advanced graduate level; and

WHEREAS, he advised and counseled numerous undergraduate and graduate students during his career in the Department of Electrical and Computer Engineering and served as the graduate advisor for nine master's degree students and five Ph.D. students; and

WHEREAS, he was a pioneer in the field of communications and simulation. He contributed chapters to a number of books, published over 75 research journal and conference papers, and secured external research funding in excess of \$3M; and

WHEREAS, he co-authored a number of widely used undergraduate textbooks in the communications area. His first book (with R. E. Ziemer) *Principles of Communications Systems: Systems, Modulation and Noise* was first published in 1976 and is now in its seventh edition. His second book (with R. E. Ziemer and D. R. Fannin) *Signals and Systems: Continuous and Discrete* was one of the first undergraduate textbooks to cover both analog and digital systems in a single volume. He also developed novel computer simulation programs that now set the standard for computer usage in the curriculum; and Wireless Personal Communications (with Woerner, Reed, and Rappaport).

WHEREAS, he is a Fellow of the Institute of Electronics and Electrical Engineers (IEEE) and was very active in professional societies. He served as chair of a number of technical committees within the IEEE Communications Society, as Editor-in-Chief of the *IEEE Journal on Selected Areas in Communications*, as director of Journals for the Communications Society, and was elected to the Board of Governors. He also served on the IEEE Awards Board, served as chair of the Alexander Graham Bell Award Committee, and was elected vice-president-Technical Activities of the IEEE Communications Society. He received an IEEE Centennial Medal in 1984, a Millennium Medal in 2000, the Donald McLellan Meritorious Service Award from the IEEE Communications Society in 2000, and the Publications Exemplary Service Award in 2001.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes William H. Tranter, Ph.D. for his service to the university with the title of Professor Emeritus of Electrical and Computer Engineering.

RECOMMENDATION:

That the above resolution recommending William H. Tranter, Ph.D. for emeritus status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1977 and continuing for 37 years, Frank Quinn, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Mathematics, including thirteen years as a University Distinguished Professor; and

WHEREAS, he made creative, deep contributions to the understanding of the topology of manifolds and related areas of topology; and

WHEREAS, he published his research in the leading journals in mathematics and discussed it as an invited speaker at an International Congress of Mathematicians and in a Conference Board of the Mathematical Sciences lecture series; and

WHEREAS, his service to the profession included organization of many conferences and special sessions, service on five committees of the American Mathematical Society, service on the Council of the American Mathematical Society, editorial roles with the Bulletin of the American Mathematical Society, and membership on a national K-12 mathematics standards panel; and

WHEREAS, he wrote educational software that was used by thousands of Virginia Tech students and that implemented his distinctive, original insights into learning; and

WHEREAS, he engaged many of the best mathematicians of the late twentieth century in a stimulating, high-profile dialogue about the direction of the profession; and

WHEREAS, his contributions to research and the profession were recognized by a Virginia Tech Alumni Award for Research Excellence, a Virginia Outstanding Faculty Award, a Virginia Tech University Distinguished Professorship, selection as a Fellow of the American Mathematical Society, and selection as a Fellow of the American Association for the Advancement of Science;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Frank Quinn, Ph.D. for his distinguished service to the university with the title University Distinguished Professor Emeritus of Mathematics.

RECOMMENDATION:

That the above resolution recommending Frank Quinn, Ph.D. for emeritus status be approved.

March 30, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1987 and continuing for 27 years, John Lawrence French, Ph.D. 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 the field of management through his work in human resource management and international business focusing in particular on child labor in developing economies; and

WHEREAS, he brought international visibility to Virginia Tech through his work in global business ethics and social and economic problems in emerging economies such as Brazil; and

WHEREAS, he ably served the community as an international ambassador of goodwill through his research and teaching in Brazil, Portugal, and several other countries and his promotion of international faculty and student exchanges; and

WHEREAS, he effectively supported the teaching, research, and outreach missions of the Department of Management and Pamplin College of Business in the National Capital Region; and

WHEREAS, with dedication, he taught a wide variety of undergraduate and graduate courses ranging across the management curriculum, placing strong emphasis on standards and student learning; and

WHEREAS, he advised numerous students on master's theses and doctoral dissertations and helped them develop successful careers in both academic and industrial settings; and

WHEREAS, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes John Lawrence French, Ph.D. for his distinguished service to the university with the title Associate Professor Emeritus of Management.

RECOMMENDATION:

That the above resolution recommending John Lawrence French, Ph.D. for emeritus status be approved.

March 30, 2015

Summary

Endowed Chairs, Professorships, or Fellowships Resolutions (3)

March 30, 2015

College of Engineering

Donald G. Baird	Alexander F. Giacco Professor of Chemical Engineering
Ranga Pitchumani	George R. Goodson, Jr. Professor of Mechanical Engineering

College of Liberal Arts and Human Sciences

Frederick M. D'Aguiar	Clifford A. Cutchins III Professor of English
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ENDOWED PROFESSORSHIP
The Alexander F. Giacco Chair in Chemical Engineering

The Alexander F. Giacco professorship is funded through the Alexander F. Giacco Endowed Presidential Chair Fund, which was initiated by a donation from Hercules Incorporated to honor the many contributions to business and education by Alexander F. Giacco, former president of Hercules and alumnus of the Virginia Tech Department of Chemical Engineering.

Richard Benson, Ph.D., Dean of the College of Engineering, has nominated Donald G. Baird, Ph.D. to hold the Alexander F. Giacco Chair in the Department of Chemical Engineering, concurring with the College of Engineering Honorifics Committee. The nomination is likewise recommended by the Honorifics Committee of the Department of Chemical Engineering, as well as by chemical engineering department head, David Cox, Ph.D.

Donald Baird has an exemplary scholarly record. He is internationally known for his expertise, research, and teaching in the field of polymer rheology and its application to polymer, biopolymer, and polymer composite processing. His research approach utilizes both theoretical and experimental tools and he continues to find ways to apply these tools to new areas of research, including fuel cells and bio-materials. Over the past 36 years, he has been the principal or co-principal investigator on research funding totaling more than \$39M. He has authored more than 178 refereed publications, including four major review articles, 133 refereed preprints, 53 other publications, 11 book chapters, and a major textbook. He has given 123 invited lectures at universities, companies, and technical meetings, of which 24 have been keynote or plenary lectures. He has mentored 43 Ph.D. students, 16 master's students, 12 postdoctoral researchers, and two scientists.

Donald Baird is an active member of many major technical societies and has served on the executive committees of several professional organizations. He has won numerous awards for both his research and teaching, including the International Award from the Society of Plastic Engineers (the highest award presented by the society), the Jack Breslin Award from Michigan State University, the Dean's Award for Excellence in Research, the Dean's Award for Excellence in Teaching, and the DuPont Young Faculty Award.

RECOMMENDATION:

That Donald G. Baird, Ph.D. be reappointed as the Alexander F. Giacco Professor of Chemical Engineering, effective April 10, 2015 with a salary supplement and annual operating budget provided by the endowed funds of the Alexander F. Giacco Endowed Presidential Chair Fund and if available, with funds from the eminent scholars match program.

March 30, 2015

ENDOWED PROFESSORSHIP
George R. Goodson Mechanical Engineering Professorship

The George R. Goodson Professorship in Mechanical Engineering was established in 1988. This professorship was created to be awarded to an outstanding professor within the Department of Mechanical Engineering for a renewable term of five years. Dean Richard Benson has nominated Ranga Pitchumani, Ph.D. as the George R. Goodson Professor of Mechanical Engineering based on the recommendations of the interim head of the Department of Mechanical Engineering and the Department of Mechanical Engineering's Honorifics Committee.

Ranga Pitchumani has made significant contributions to research and scholarship in the areas of energy conversion and energy storage technologies, advanced materials processing (polymer, composite, nano-composite and ceramic materials), microsystems and microfabrication, uncertainty quantification, micro and nanoscale transport processes, and bio-transport phenomena. He has received external grants worth \$6.7M from the Air Force Office of Scientific Research, Army Reserve Office, Department of Energy, National Aeronautics Space Administration, National Science Foundation, Office of Naval Research, and industries. He has authored over 190 articles in archival journals and refereed conference proceedings. He has also edited eight book volumes and six book chapters and is an inventor on two patents or disclosures. He has supervised or is presently supervising seven postdoctoral fellows and 30 graduate students on their doctoral or master's dissertations.

Ranga Pitchumani has received many awards including the Young Investigator Award from the Office of Naval Research (one of 34 awarded nationally in all fields) in recognition of his scholarship. He is a Fellow of the American Society of Mechanical Engineers and is an elected member of the Connecticut Academy of Science and Engineering. He served as the associate department head for research from 2009-2013, leading a number of departmental initiatives to enhance research and productivity. In 2011, Ranga was invited by the Energy Secretary, Dr. Steven P. Chu, to direct the Concentrating Solar Power and the Systems Integration programs in the Department of Energy-SunShot initiative. In this role, he has set the science and technology directions for the programs, established funding priorities, and overseen the solar research and development programs at the Industry, National Laboratories and Universities, aimed at bringing the cost of solar-generated electricity down to grid parity. During his tenure, he has been responsible for launching of over \$200M in new initiatives and providing leadership and direction to the energy security of the nation. Ranga has been and will continue to be a great asset to the department, college, and university and richly deserves to be honored with the George R. Goodson Professorship.

RECOMMENDATION:

That Ranga Pitchumani, Ph.D. be appointed as the George R. Goodson Professor of Mechanical Engineering effective for a period of five years beginning April 10, 2015, with a salary supplement and operating budget provided by the endowment and if available, with funds from the eminent scholars match program.

March 30, 2015

ENDOWED PROFESSORSHIP
Clifford A. Cutchins III Professor of English

The Clifford A. Cutchins III Professorship in English was established by a generous gift of the Sovran Financial Corporation in honor of Clifford A. Cutchins III in 1989. The purpose of this professorship is to attract and retain eminent scholars in the field of English at Virginia Tech. Elizabeth Spiller, dean of the College of Liberal Arts and Human Sciences, nominates Mr. Frederick D'Aguiar as the Clifford A. Cutchins III Professor.

Fred D'Aguiar is a professor of English in the College of Liberal Arts and Human Sciences. He is a highly accomplished creative writer. He came to Virginia Tech as a professor in 2003 and held the Gloria D. Smith Professorship in Africana Studies from 2006 to 2012. His record of creative scholarship includes six novels, seven collections of poetry, four plays, six short stories, and twenty-six essays. He has twice won the Phi Beta Kappa Sturm Award for Excellence in the Creative Arts. His work is recognized internationally, particularly throughout the British Commonwealth. He is the recipient of honorary doctorates from the University of Kent and the University of London in the United Kingdom.

Within the university, Fred is well respected by colleagues, has advised five Master of Fine Arts theses in creative writing, served on over 20 Master of Fine Arts committees, and is a committed teacher of undergraduate students. He served as a co-director of the Creative Writing Program from 2003 to 2006. He is a strong teacher and does considerable service for the Department of English, the College of Liberal Arts and Human Sciences, and the university. He is also generous with his time as a judge for numerous creative writing contests and frequently engages with the Blacksburg school system to teach students about creative writing and how to read poetry.

RECOMMENDATION:

That Frederick D'Aguiar be appointed as the Clifford A. Cutchins III Professor of English effective for a period of five years beginning June 1, 2015, with a salary supplement and operating budget as provided by the endowment and if available, with funds from the eminent scholars match program.

March 30, 2015

**RESOLUTION TO APPROVE 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, Alan Weinstein serves as associate professor in the School of Performing Arts (Music area), and his spouse, Professor Patricia Raun, is serving as director of the School of Performing Arts; and

WHEREAS, the dean of the College of Liberal Arts and Human Sciences has recommended alternative evaluation and supervision procedures so that Professor Raun will not participate in, nor have influence over, decisions related to her spouse's annual evaluation, recommendation for merit increase, or other personnel-related decisions;

NOW, THEREFORE BE IT RESOLVED, that under the oversight of the dean, Professor Weinstein will be evaluated using the school's usual process; however, his final evaluation will be reviewed and approved by the dean's designee rather than the school's director; and

BE IT FURTHER 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 of Professor Weinstein by persons other than his 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 of Professor Weinstein during the time in which his spouse serves as director of the School of Performing Arts.

March 30, 2015

Summary

Faculty Research Leaves (76)

2015 – 2016

Study Research Leave (18) (one-half salary for up to one year)

College of Agriculture and Life Sciences (1)

College of Architecture and Urban Studies (1)

College of Engineering (8)

College of Liberal Arts and Human Sciences (4)

College of Natural Resources and Environment (1)

College of Science (2)

Pamplin College of Business (1)

Research Assignment (58) (full salary for one semester)

College of Agriculture and Life Sciences (5)

College of Architecture and Urban Studies (5)

College of Engineering (18)

College of Liberal Arts and Human Sciences (11)

College of Natural Resources and Environment (5)

College of Science (10)

Pamplin College of Business (2)

Virginia-Maryland Regional College of Veterinary Medicine (1)

University Libraries (1)

FACULTY RESEARCH LEAVES 2015 – 2016

Virginia Tech provides tenured faculty, and faculty on continued appointment, with opportunities that include paid leave for intensive study or research that advances the individual's profession and contributions to the university.

The following faculty members are requesting study-research leave (one-half salary for up to one year) for the purpose and period of time specified:

College of Agriculture and Life Sciences (1)

Jiang, Honglin, professor, Department of Animal and Poultry Sciences, fall 2015: to conduct collaborative research on the role of microRNAs in liver metabolism and skeletal muscle development in chickens (Changshu Institute of Technology, Jiangsu, China).

College of Architecture and Urban Studies (1)

Roberts, Patrick, associate professor, Center for Public Administration and Policy, School of Public and International Affairs, 2015-2016: to research and analyze the International Atomic Energy Agency, collect new data about the capacity and performance of the agency, and to write a book (Virginia Tech, Blacksburg, VA).

College of Engineering (8)

Charney, Finley, professor, Department of Civil and Environmental Engineering, 2015-2016: to conduct research and teach at institutions in South America on the design and analysis of building structures under extreme loads (Chile; Ecuador).

Kasarda, Mary, associate professor, Department of Mechanical Engineering, 2015-2016: to conduct research on instructional health monitoring and cyber physical systems utilizing data from the Goodwin Ital Vibration Network (Virginia Tech, Blacksburg, VA).

Knott, Tamara, associate professor, Department of Engineering Education, 2015-2016: to investigate new areas of study, meet with experts in the fields of assessment and institutional research, conduct data analysis on existing data from engineering programs, and meet with new engineering hires to gain understanding of their experiences (Virginia Tech, Blacksburg, VA)

Lai, Jih-Sheng, professor, Department of Electrical and Computer Engineering, 2015-2016: to visit Nanyang Technological University to participate in a large scale research project on renewable energy, electric vehicles, marines, and aerospace electronics associated with the Renewable Energy Integration Demonstrator project (Nanyang Technological University, Singapore).

Manteghi, Majid, associate professor, Department of Electrical and Computer Engineering, 2015-2016: to conduct research on the theoretical aspects of antennas, electromagnetic related signal processing, and low power transceiver systems to improve the art lab on chip technology (Virginia Tech, Blacksburg, VA).

Martin, Thomas, professor, Department of Electrical and Computer Engineering, 2015-2016: to explore intellectual tools and underlying theoretical frameworks to support interdisciplinary design of pervasive computing systems based upon intelligent materials, to transfer the outcomes of prior research to industry, and to develop collaborations with two international colleagues (Institute of Creativity, Arts and Technology, Virginia Tech, Blacksburg, VA; University of South Australia, Adelaide, South Australia; Royal Institute of Technology, Stockholm, Sweden).

Paretti, Marie, associate professor, Department of Engineering Education, 2015-2016: to analyze data sets collected over the past 10 years that have the potential to provide transformative pedagogies and faculty development efforts, to publish journal articles and related outreach activities, and to develop and submit grant proposals that build on current research (Virginia Tech, Blacksburg, VA).

Shukla, Sandeep, professor, Department of Electrical and Computer Engineering, fall 2015: to conduct research on the application of embedded systems, renewable energy, complex networks in a percolating local self-sustained economy to scale to larger regions establishing a resilient, self-sufficient economy with the help of technological innovations (Indian Institute of Technology at Kanpur, India).

College of Liberal Arts and Human Sciences (4)

Downey, Gary, Alumni Distinguished Professor, Department of Science and Technology in Society, 2016: to work collaboratively to complete the first draft of a book that explores the meanings that engineers attribute to competitiveness and globalization in France, Germany, Great Britain, Japan, and the United States (Taipei, Taiwan; Darmstadt, Germany).

Gumbert, Heather, associate professor, Department of History, 2015-2016: to conduct research on an intellectual and cultural history of television and broadcasting in the West in the postwar period (Virginia Tech, Blacksburg, VA).

Mollin, Marian, associate professor, Department of History, 2015-2016: to complete the research for and write a full draft of a biography of Maryknoll Sister, Ita Ford one of the four North American churchwomen murdered by the El Salvadoran military in 1980 (Virginia Tech, Blacksburg, VA; Maryknoll Mission Archives, Ossining, NY).

Reed, Wornie, professor, Department of Sociology, 2015-2016: to complete a book on the status and trends in several areas of black American life in Virginia and to finish conducting interviews with the goal of completing a book on African American

participation in the early days of data processing in computers (United States Bureau of Census, Washington, DC; Public Health TV, Inc., Cleveland, OH).

College of Natural Resources and Environment (1)

Day, Susan, associate professor, Department of Forest Resources and Environmental Conservation and Department of Horticulture, 2015-2016: to conduct research on urban soil quality and how it interacts with urban vegetation to influence critical urban ecosystem services such as stormwater mitigation and regulation (James Hutton Institute, Aberdeen, Scotland).

College of Science (2)

Borggaard, Jeff, professor, Department of Mathematics, spring 2016: to continue research in effective model reduction methods for nonlinear problems and to work on variational methods for parameter estimation (University of Minnesota, Minneapolis, MN).

Haller, Hans, professor, Department of Economics, fall 2015: to conduct collaborative research on multi-member household formation, composition, stability and decision making. (Swiss Federal Institute of Technology, Zurich, Switzerland).

Pamplin College of Business (1)

Seth, Anju, professor, Department of Management, 2015-2016: to conduct collaborative research and publish journal articles on corporate diversification, acquisitions, alliances, and social entrepreneurship (Virginia Tech, Blacksburg, VA).

The following faculty members are requesting research assignment (full salary for one semester) for the purpose and period of time specified:

College of Agriculture and Life Sciences (5)

Eick, Matthew, professor, Department of Crop and Soil Environmental Science, fall 2015: to explore field based research techniques, revise existing current courses, create an on-line version of environmental soil chemistry courses, and to travel to other institutions to explore teaching techniques related to the biogeochemistry of trace elements (Virginia Tech, Blacksburg; Roanoke, VA).

Hodges, Steven, professor, Department of Crop and Soil Environmental Science, fall 2015: to review the literature on challenges for agriculture, develop a series of system dynamics models addressing these challenges, and use models to generate course notes, articles, and preparation for new grants (Virginia Tech, Blacksburg, VA).

Scott, Durelle, associate professor, Department of Biological Systems Engineering, spring 2016: to expand modeling capabilities to explore future water quantity and quality issues, develop relationships with scholars outside of Virginia Tech, and to apply for seed

funding through United States Department of Agriculture and the National Institute of Health to explore future water sustainability issues within river networks (Virginia Tech, Blacksburg, VA).

You, Wen, associate professor, Department of Agriculture and Applied Economics, fall 2015: to research programs in food and health economics, establish research collaborations, and complete big data analysis pertaining to spatial econometrics (Research Triangular Institute, Duke University, Durham, NC; University of North Carolina at Chapel Hill, Chapel Hill, NC; Leonard Davis Institute, University of Pennsylvania, Philadelphia, PA).

Zoellner, Jamie, associate professor, Department of Human Nutrition, Foods, and Exercise, 2015-2016: to conduct collaborative research for the development and submission of three National Institute of Health grant applications that are aimed at behavioral approaches to reduce sugar-sweetened beverage consumption (Appalachian School of Law, Grundy, VA; University of Dayton, Dayton, OH; University of West Virginia, Morgantown, WV).

College of Architecture and Urban Studies (5)

Mosely-Christian, Michelle, associate professor, School of Visual Arts, fall 2015: to research special collections, archival resources, and foreign language publications that are not available in the United States for a manuscript about women in early modern Northern Europe (The Netherlands Institute for Art History; University of Amsterdam, Amsterdam, Netherlands).

Dull, Matthew, associate professor, Center for Public Administration and Policy, spring 2016: to complete a book manuscript about measurement and reform in American government, drafting concluding sections, and collecting and analyzing new case material data (School of Public and International Affairs, Virginia Tech, Alexandria, VA; Washington, DC).

Gartner, Scott, associate professor, School of Architecture and Design, fall 2015: to write a book proposal and monograph on the history of architecture in the United States and its interpretation in the context of American culture (Virginia Tech, Blacksburg, VA).

Sanchez, Thomas, professor, Center for Public Administration and Policy, spring 2016: to conduct research on understanding bodies of scholarship and to create a framework that can be utilized by academic departments to understand the productivity and scholarly impact of faculty members (School of Public and International Affairs, Virginia Tech, Blacksburg, VA).

Thabet, Walid, professor, Department of Building Construction, spring 2016: to research digital construction technology and to understand the current usage of Building Information Modeling technologies across the faculty life cycle and within industry (Roanoke, VA; Virginia Tech, Blacksburg, VA).

College of Engineering (18)

Battaglia, Francine, professor, Department of Mechanical Engineering, fall 2015: to focus research efforts on energy utilization and fuel production including building energy and efficient energy utilization, turbulent multiphase and reacting flows, and combustion and to complete manuscripts on completed works (Virginia Tech, Blacksburg, VA).

Bish, Ebru, associate professor, Department of Industrial and Systems Engineering, spring 2016, to develop stronger research collaborations with Carillion Clinic, Virginia Tech Carillion School of Medicine, American Red Cross, and Renown Health by leading two large-scale research projects on improving the safety of healthcare delivery (American Red Cross, Maryland; Carillion Clinic and Virginia Tech Carillion School of Medicine, Roanoke, VA; Renown Health, Nevada).

De Vita, Raffaella, associate professor, Department of Biomedical Engineering and Mechanics, fall 2015: to further develop research on the biomechanics of pelvic floor soft tissues and establish new collaborations with lead experts in continuum mechanics, soft tissues, and pelvic floor medicine and reconstructive surgery (University of Pittsburgh, Pittsburgh, PA, Walter Reed National Military Medical Center, Bethesda, MD; Sapienza University of Rome, Rome; Politecnico di Milano, Italy; University of Strathclyde, Glasgow, United Kingdom).

Gregg, Michael, associate professor, Department of Engineering Education fall 2015: to develop, implement, teach and assess a pre-engineering course at Floyd County High School (Floyd County High School, Floyd, VA).

Liu, Y. A., Alumni Distinguished Professor, Department of Chemical Engineering, spring 2016: to complete two textbooks and develop new industrial research partnerships and outreach programs in process system engineering (Beijing, Peoples Republic of China, Taipei, Taiwan).

Lu, Chang, associate professor, Department of Chemical Engineering, spring 2016: to conduct research and establish collaborations with biologists on the study of alter epigenetics and how epigenetic assays are used in molecular biological assays (Massachusetts Institute of Technology, Cambridge, MA).

Murray-Tuite, Pamela, associate professor, Department of Civil and Environmental Engineering, spring 2016: to complete several publications including an interdisciplinary effort that bridges transportation engineering and social science and to focus on writing a book due to press by September 2016 (Virginia Tech, Blacksburg, VA).

Ng, Wing, professor, Department of Mechanical Engineering, spring 2016: to lecture at several universities and research centers to develop research collaborations with Chinese Universities and research institutes (Xian Jiaotong University, Shaanxi, China; Tsinghua University, Beijing, China).

Park, Jung-Min, associate professor, Department of Electrical and Computer Engineering, spring 2016: to collaborate with the Federal Communications Commission and National Telecommunications and Information Administration on research in wireless networks and cyber security, specifically cognitive radio networks, related technologies for spectrum sharing, and their security implications (Virginia Tech, Blacksburg, VA).

Poon, Ting-Chung, professor, Department of Electrical and Computer Engineering, fall 2015: to conduct research in the area of digital holography with potential to three-dimensional microscopy and display as well as optical holographic remote sensing (Shanghai University and Shanghai Institute of Optics and Fine Mechanics, and Chinese Academy of Sciences, China).

Roan, Michael, associate professor, Department of Mechanical Engineering, fall 2015: to develop research proposals for spatial sound, hearing, large scale ambisonic systems and large data visualization/exploration (Virginia Tech, Blacksburg, VA).

Ruohoniemi, J. Michael, associate professor, Department of Electrical and Computer Engineering, spring 2016: to conduct collaborative research on the Super Dual Auroral Radar Network to develop shared technical and scientific applications of the radar data to study space weather in the Earth's near-space environment (Dartmouth College, Hanover, NH; University of Alaska, Fairbanks, AK; Johns Hopkins University Applied Physics Laboratory, Baltimore, MD).

Sturges, Robert, professor, Department of Industrial and Systems Engineering, fall 2015: to focus on new transformative research projects for the development of prototypes and initial studies in support of grant applications in the area of industrial engineering automation and manufacturing processes (Virginia Tech, Blacksburg, VA).

Sultan, Cornel, associate professor, Department of Aerospace and Ocean Engineering, spring 2016, to expand network of collaborations and to improve courses taught at Virginia Tech on advanced vehicle dynamics and control by creating a more research-based educational platform for courses (West Virginia University, Morgantown, WV; University of Maryland, Baltimore, MD; University of Pittsburg at Johnstown, Johnstown, PA).

Tront, Joseph, professor, Department of Electrical and Computer Engineering, spring 2016: to study advanced pedagogical practices in the use of educational technologies, specifically the use of electronic textbooks, in the engineering classroom (Microsoft Research, Redmond, WA; University of California Berkeley, Berkeley, CA).

Widdowson, Mark, professor, Department of Civil and Environmental Engineering, spring 2016: to enhance research competencies in the area of forecast models related to sustainable water resources and develop collaborative research proposals (Virginia Tech, Blacksburg, VA).

Wyatt, Christopher, associate professor, Department of Electrical and Computer Engineering, spring 2016: to engage in research with faculty members at the Virginia Tech Carillion Research Institute on the application of neuroscience to cybernetics and active inference (Virginia Tech Carillion Research Institute, Roanoke, VA).

Yao, Danfeng, associate professor, Department of Computer Science, spring 2016: to collaborate and build security software for managing the internet and personal space by using natural language processing, machine learning, and program analysis techniques (Massachusetts Institute of Technology, Cambridge, MA).

College of Liberal Arts and Human Sciences (11)

Austin, Elisabeth, associate professor, Department of Foreign Languages and Literatures, spring 2016: to conduct research and write two chapters of a book project on how literature processed scientific theory and envisioned modernity in Spanish America (Virginia Tech, Blacksburg, VA).

Giovanni, Nikki, University Distinguished Professor, Department of English, spring 2016: to complete a new volume of poetry under contract with William Morrow (Fisk University, Nashville, TN).

Harrison, Anthony, associate professor, Department of Sociology, fall 2015: to complete a book manuscript on ethnography under contract for December 2015 (Virginia Tech, Blacksburg, VA).

Hausman, Bernice, professor, Department of English, spring 2016: to write and submit two research articles on vaccination controversy and to complete outlines and identify historical sources on a book about vaccination and vaccines (Virginia Tech, Blacksburg, VA).

Heaton, Matthew, associate professor, Department of History, spring 2016: to conduct research and write a book manuscript on the history of the Nigerian pilgrimage to Mecca in the twentieth century (Virginia Tech, Blacksburg, VA).

Hicks, David, associate professor, School of Education, spring 2016: to conduct research in history and social science education, student learning, and the use of digital technologies (Virginia Tech, Blacksburg, VA).

Hughes, Michael, professor, Department of Sociology, fall 2015: to develop a collaborative program for a series of comparative studies using epidemiological data on ethnicity and mental health in the United States and the United Kingdom (University of Manchester, Oxford Manchester, United Kingdom; University of Michigan, Ann Arbor, MI).

Moore, Wayne, associate professor, Department of Political Science, fall 2015: to research and write on the topic of variable constitutional authority with a focus on the United States Constitution during the modern era (Virginia Tech, Blacksburg, VA).

Pitt, Joseph, professor, Department of Philosophy, fall 2015: to complete a book manuscript on the impact of technological innovation on scientific change, concentrating on telescopes and microscopes from Galileo to the invention of the electron microscope (Virginia Tech, Blacksburg, VA).

Stephens, Robert, associate professor, Department of History, fall 2015: to complete a book on addictions that examines Hollywood, drugs, and the politics of addiction (Virginia Tech, Blacksburg, VA).

Wilkins, Jesse, professor, School of Education, spring 2016: to develop tasks for the measurement of children's development of fractions knowledge and multiplication concepts, develop tasks for children's additive learning, and to collect new data to further validate the measurement instruments (Virginia Tech, Blacksburg, VA).

College of Natural Resources and Environment (3)

Kelly, Marcella, associate professor, Department of Natural Resources and Environment, fall 2015: to develop a proposal for the National Science Foundation grant and to develop a National Institute of Health proposal for new research concerning muscle and bone metabolism and possible implications for human health (Virginia Tech, Blacksburg, VA; University of Belize, Belmopan, Central America; Colorado State University, Fort Collins, CO).

Loferski, Joseph, professor, Department of Natural Resources and Environment, fall 2015: to conduct research on sustainable biomaterials, wood science, and technology focused on the preservation and conservation of historic wood objects such as buildings, musical instruments, and small craft (University of Pennsylvania, Philadelphia, PA; Brown University, Providence, RI; Washington State University, Pullman, WA).

McGee, John, associate professor, Department of Forest Resources and Environmental Conservation, spring 2016: to identify effective program models among the existing geospatial communities of practice, to develop curriculum to support national geospatial community engagement programs, and to participate in training opportunities (Virginia Tech, Blacksburg, VA).

Murphy, Brian, professor, Department of Fish and Wildlife Conservation, spring 2016: to participate in fieldwork related to spring-spawning fishes in the Yangtze River and develop a teaching practice workshop (Chinese Academy of Sciences Wuhan, China; Virginia Tech, Blacksburg, VA).

Pineda, Henry J. Quesada, associate professor, Department of Sustainable Biomaterials, fall 2015: to conduct research in the feasibility of computerized method for identification of wood species and potential of probabilistic procedures for pattern recognition of wood anatomical features (Radcliffe Institute for Advanced Study, Harvard University, Cambridge, MA).

College of Science (10)

de Sturler, Eric, professor, Department of Mathematics, fall 2015: to conduct research in stochastic and probabilistic algorithms, data analysis, compressed sensing, and tensor methods (Georgia Institute of Technology, Atlanta, GA; Tufts University, Medford, MA).

Etzkorn, Felicia, professor, Department of Chemistry, fall 2015: to write a textbook for upper level undergraduate green chemistry courses and to work towards inventing a greener catalyst for the reduction of amides (Virginia Tech, Blacksburg, VA).

Friedman, Bruce, associate professor, Department of Psychology, spring 2016: to work on two National Institute of Health grant proposals in the areas of psychophysiology and autism spectrum disorders and to prepare manuscripts related to these projects (Virginia Tech, Blacksburg, VA).

Hong, Yili, associate professor, Department of Statistics, spring 2016: to work on developing new reliability prediction methodology via integration of massive datasets containing system operation environmental and maintenance information (University of Arizona, Tucson, AZ; Tsinghua University, Beijing, China).

Iliescu, Traian, professor, Department of Mathematics, fall 2015: to develop a research program in reduced order modeling of engineering, biomedical, and geophysical flows (University of North Carolina, Chapel Hill, NC; University of Miami, Miami, FL).

Lin, Tao, professor, Department of Mathematics, spring 2016: to expand research on developing and analyzing numerical methods for solving interface problems of differential equations (Virginia Tech, Blacksburg, VA; The Hong Kong Polytechnic University, University of Southern California, Los Angeles, CA; Harbin Institute of Technology, Harbin, Heilongjiang, China).

Scarola, Vito, associate professor, Department of Physics, fall 2015: to collaboratively organize future workshops and conferences in the area of experimental condensed and topological quantum matter, to increase the visibility of the department, and to foster collaborative research grants (University of Illinois, Urbana-Champaign, IL).

Scarpa-Friedman, Angela, associate professor, Department of Psychology, spring 2016: to further research on autism, to complete multi-disciplinary grant-writing, work on a funded grant, edit a journal on autism, and prepare manuscripts for publication (Virginia Tech, Blacksburg, VA).

Smith, Eric, professor, Department of Statistics, spring 2016: to conduct research on large data related to sensor data and to continue to develop materials for the Computational Modeling and Data Analytics courses (University of California, Berkley, CA).

Zietsman, Lizette, associate professor, Department of Mathematics, fall 2015: to continue research in computational methods for control on network models (University of Minnesota, Minneapolis, MN).

Pamplin College of Business (2)

Belanger, France, professor, Department of Accounting and Information Systems, spring 2016: to advance current research by collecting data, writing journal articles, and engaging in new research on mobile technology addiction (Virginia Tech, Blacksburg, VA).

Khansa, Lara, associate professor, Department of Business Information Technology, spring 2016: to conduct research on the drivers behind knowledge contribution and retention of members of online health communities in a social internet society (Virginia Tech, Blacksburg, VA).

Virginia-Maryland Regional College of Veterinary Medicine (1)

Yuan, Lijuan, associate professor, Department of Biomedical Science and Pathobiology, fall 2015: to conduct research on rotavirus pathogenesis using cell biology tools (University of Melbourne, Melbourne, Australia).

University Libraries (1)

Kennelly, Tamara, associate professor, University Libraries, spring 2016: to progress on the writing of a book-length manuscript on how memorialization, resilience, and community inform recovery after school violence and to write an article about the Virginia Tech LGBTQ Oral History Project (Virginia Tech, Blacksburg, VA).

RECOMMENDATION:

That the above study-research and research assignment leaves be approved as requested.

March 30, 2015

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

Quarter ending December 31, 2014

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and for administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the university has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty	
New Appointments with Tenure or Continued Appointment	3
New Appointments to Tenure-Track or Continued Appointment-Track	5
New Appointments to Non-Tenure Track	0
Adjustments in Salary	4
Administrative and Professional Faculty	
New Appointments	5
Adjustments in Salary	15
One-time payments	0
One-time payments for Post-Season Sports Events	44

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report

March 30, 2015

FACULTY PERSONNEL CHANGES

March 30, 2015

Attachment LL

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME

Architecture & Urban Studies

Bieri, David	Associate Professor	School of Public and International Affairs	Reg	9	25-Dec-14	100	\$	86,000
King, Jonathan	Assistant Professor	School of Architecture + Design	Reg	9	25-Dec-14	100	\$	80,000

Engineering

Adams, Colin	Assistant Professor	Aerospace and Ocean Engineering	Reg	9	25-Dec-14	100	\$	86,000
Huang, Bert	Assistant Professor	Computer Science	Reg	9	25-Dec-14	100	\$	94,000
Strom, Kyle	Associate Professor - Tenured	Civil and Environmental Engineering	Reg	9	25-Dec-14	100	\$	94,000

Science

Kojima, Shihoko	Assistant Professor	Biological Sciences	Reg	9	25-Dec-14	100	\$	77,000
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Vice President for Research

Higdon, David	Professor - Tenured	Virginia Bioinformatics Institute	Reg	12	27-Oct-14	100	\$	280,000
Reidys, Christian	Professor - Tenured	Virginia Bioinformatics Institute	Reg	12	1-Jan-15	100	\$	200,000

TEACHING AND RESEARCH FACULTY

Attachment LL

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME

Liberal Arts and Human Sciences

Goss, Rosemary	Professor	Apparel, Housing and Resource Management	Reg	9	25-Dec-14	100	\$	123,905
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Science

Arnold, Rachel	Instructor	Mathematics	Reg	9	25-Dec-14	100	\$	42,000
Horiuchi, Shunsaku	Assistant Professor	Physics	Reg	9	26-Sep-14	100	\$	75,000

Vice President for Research

Long, Timothy	Professor	Macromolecules & Interfaces Institute	Reg	12	25-Sep-14	100	\$	220,000
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ADMINISTRATIVE AND PROFESSIONAL FACULTY

Attachment LL

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Dean of Libraries</u>								
Winn, Samantha	Collections Archivist	Library	Reg	12	10-Oct-14	100	\$	46,000
<u>President</u>								
Collins, LaTanya	Assistant to the Head Coach/Director of Student-Athlete Development for Women's Basketball	Athletics	Reg	12	29-Sep-14	100	\$	50,000
Variano, Erin	Director of Sports Medicine	Athletics	Reg	12	10-Nov-14	100	\$	44,000
<u>Vice President for Finance & CFO</u>								
Helmick, Mary	Director of Procurement	Procurement	Reg	12	8-Dec-14	100	\$	132,000
<u>Vice President for Research</u>								
Robert, Barry	University Veterinarian and Director of Animal Resources	Office of Research Compliance	Reg	12	10-Nov-14	100	\$	180,000

ADMINISTRATIVE AND PROFESSIONAL FACULTY

Attachment LL

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Agriculture & Life Sciences</u>								
Hazelwood, Sherry	Director of Student Recruitment	CALS Academic Programs Office	Reg	12	1-Dec-14	100	\$	64,000
Magana, Isaac	IT User Services Manager	CALS Information Technology	Reg	12	10-Nov-14	100	\$	47,000
Newby, Shevonne	Associate Extension Agent	Surry County Extension Office	Reg	12	10-Nov-14	100	\$	42,000
<u>Business</u>								
Wells, Katherine	Director of Advising	Dean of Business	Reg	12	25-Dec-14	100	\$	62,876
<u>President</u>								
Adair, Charles	Head Women's Soccer Coach	Athletics	Reg	12	23-Nov-14	100		\$ 7,500
Babcock, Bradley W.	Director of Athletics	Athletics	Reg	12	28-Dec-14	100		\$ 58,750
Ballein, John	Associate Athletic Director, Football Operations	Athletics	Reg	12	28-Dec-14	100		\$ 20,000
Beamer, Franklin	Head Football Coach	Athletics	Reg	12	28-Dec-14	100		\$ 25,000
Beamer, Shane	Associate Head Football Coach	Athletics	Reg	12	28-Dec-14	100		\$ 20,000
Brown, Cornell	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100		\$ 15,000
Caligiuri, Megan	Senior Director of Visual and Broadcast Communications	Athletics	Reg	12	13-Nov-14	100	\$	60,000
					28-Dec-14	100		\$ 500
Cantor, Charles	Director, Player Personnel	Athletics	Reg	12	28-Dec-14	100		\$ 5,000
Cianelli, David	Director, Track/Field & Cross Country Programs	Athletics	Reg	12	22-Nov-14	100		\$ 4,000
Cross, Eric	Director, Equipment Services	Athletics	Reg	12	28-Dec-14	100		\$ 5,000
Dietter, David	Director, Sports Medicine	Athletics	Reg	12	28-Dec-14	100		\$ 500
Doolan, Keith	Senior Director, Sports Medicine	Athletics	Reg	12	28-Dec-14	100		\$ 1,000
Ferguson, Jarrett	Director of Strength and Conditioning for Football	Athletics	Reg	12	28-Dec-14	100		\$ 6,900
Foster, Robert	Defensive Coordinator	Athletics	Reg	12	28-Dec-14	100		\$ 45,000
Gabbard, Thomas	Senior Associate Athletic Director, Facilities and Operations	Athletics	Reg	12	28-Dec-14	100		\$ 1,500
Garnes, Bruce	Senior Director, Football Operations	Athletics	Reg	12	28-Dec-14	100		\$ 4,583
Gentry, R. Michael	Associate Athletic Director, Athletic Performance	Athletics	Reg	12	28-Dec-14	100		\$ 15,000
Gilbert-Lowry, Reyna	Associate Athletic Director, Student-Athlete Development	Athletics	Reg	12	28-Dec-14	100		\$ 1,500

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

					Attachment LL			
NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Goforth, Michael	Associate Athletic Director, Sports Medicine	Athletics	Reg	12	28-Dec-14	100	\$	15,000
Gray, Torrian	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100	\$	15,000
Guerry, James	Director, High School Relations	Athletics	Reg	12	28-Dec-14	100	\$	3,333
Gwinn, Derek	Assistant Athletic Director, Compliance	Athletics	Reg	12	28-Dec-14	100	\$	500
Helms, Christopher	Senior Associate Athletic Director, Administration and Sports Programs	Athletics	Reg	12	28-Dec-14	100	\$	1,500
Johannigmeier, Eric	Assistant Cross Country Coach	Athletics	Reg	12	22-Nov-14	100	\$	2,000
Kopp, Andrew	Assistant Women's Soccer Coach	Athletics	Reg	12	23-Nov-14	100	\$	4,500
Loeffler, Scot	Offensive Coordinator	Athletics	Reg	12	28-Dec-14	100	\$	45,000
McCloskey, Sharon	Senior Associate Director of Athletics	Athletics	Reg	12	28-Dec-14	100	\$	1,500
Moorehead, Aaron	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100	\$	15,000
Panella, Martha	Publications Director	Athletics	Reg	12	28-Dec-14	100	\$	500
Parker, Tim	Senior Associate Athletic Director, Governance and Compliance	Athletics	Reg	12	28-Dec-14	100	\$	1,500
Reed-Francois, Desiree	Executive Associate Athletic Director	Athletics	Reg	12	28-Dec-14	100	\$	1,500
Ridley, Erin	Assistant Women's Soccer Coach	Athletics	Reg	12	23-Nov-14	100	\$	4,500
Rudd, Lisa	Senior Associate Athletic Director, Finance and Administration	Athletics	Reg	12	28-Dec-14	100	\$	1,500
Searels, Stacy	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100	\$	15,000
Short, Keith	Coordinator of Strength and Conditioning for Football	Athletics	Reg	12	28-Dec-14	100	\$	4,177
Smith, Clarence	Assistant Athletic Director, Ticketing Services	Athletics	Reg	12	28-Dec-14	100	\$	1,000
Smith, David	Associate Athletic Director, Athletics Communication	Athletics	Reg	12	28-Dec-14	100	\$	1,000
Stinespring, Bryan	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100	\$	20,000
Thomas, Benjamin	Head Cross Country Coach	Athletics	Reg	12	22-Nov-14	100	\$	4,000
Underwood, Casey	Director of Outside Facilities	Athletics	Reg	12	28-Dec-14	100	\$	1,000
White, Daniel	Assistant Athletic Director, Student-Athlete Development	Athletics	Reg	12	28-Dec-14	100	\$	500
Wiles, Charles	Assistant Football Coach	Athletics	Reg	12	28-Dec-14	100	\$	15,000
Young, Perren	Head Spirit Coach	Athletics	Reg	12	28-Dec-14	100	\$	500
Zabinsky, Jennifer	Senior Director, Sports Nutrition	Athletics	Reg	12	28-Dec-14	100	\$	5 ⁵ 1,000

ADMINISTRATIVE AND PROFESSIONAL FACULTY

Attachment LL

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Senior Vice President & Provost</u>								
Armstrong, Elizabeth	Director	University Scholarships and Financial Aid	Reg	12	10-Oct-14	100	\$	138,425
Hertweck, Bryan	Systems Manager	University Scholarships and Financial Aid	Reg	12	10-Dec-14	100	\$	54,000
Meehan, Wendy	Associate Director for Client Services	University Scholarships and Financial Aid	Reg	12	25-Dec-14	100	\$	60,000
<u>Vice President for Administration</u>								
Berry, Michael	Interim Command Pilot	Air Transportation Services	Reg	12	25-Dec-14	100	\$	82,500
<u>Vice President for Alumni Relations</u>								
Tillar, Thomas	Acting Senior Vice President for Advancement	Alumni Relations	Reg	12	25-Jan-15	100	\$	285,000
<u>Vice President for Development & University Relations</u>								
Arsenault, Rhonda	Associate Vice President for Advancement Services	University Development	Reg	12	25-Nov-14	100	\$	216,000
<u>Vice President for Research</u>								
Barrett, Christopher	Executive Director	Virginia Bioinformatics Institute	Reg	12	25-Nov-14	100	\$	350,000
<u>Vice President for Student Affairs</u>								
Elmore, Jessica	Associate Director of New Student Programs	New Student Programs	Reg	12	10-Dec-14	100	\$	49,340
Larkin, Patience	Director of Virginia Tech Corps of Cadets Alumni	Military Affairs	Reg	11	25-Nov-14	100	\$	60,000
Sparks, Richard	Associate Dean of Students	New Student Programs	Reg	12	10-Dec-14	100	\$	85,000

Undergraduate Student Constituency Report

Virginia Tech Board of Visitors
Austin Larrowe – Undergraduate Student Representative
March 29, 2015

Good afternoon Rector Petrine, President Sands, distinguished members of the board, administration, and guests. Thank you again for your time and attention. It is a privilege to speak to you about the undergraduate climate and our respective needs.

First, campus has been very busy since we last met. We had well over 100 students travel with the Student Government Association to Richmond to participate in Hokie Day once again. This is a student lobbying day at the General Assembly where students help express the needs of the university and gain valuable experience interacting with state delegates and senators.

In February, the university celebrated Black History month with nearly 20 different events ranging from invited guest speakers, to film premiers, and even a couple service projects.

We are now currently celebrating Women's month with over 20 different events, including the "Take Back the Night" rally. It occurred this past Thursday where several hundred students, faculty, staff, administrators, and townspeople showed up to show solidarity towards demanding an end to domestic and sexual violence in our community.

Since we last spoke I have been working on several other issues on campus with student leaders, faculty, staff and administration that I also wanted to update you on.

Search Committees:

At the request of President Sands, I have been asked to serve on both the search processes for the Executive Vice-President and Provost as well as the Vice-President for Advancement. I welcomed these request and am exceptionally happy to be able to provide much needed undergraduate perspective into both of these search processes as both new hires will greatly affect the student experience at Virginia Tech for many years to come.

This, in addition to the many other ways students contribute to conversations about the future of the university (like the Inclusive VT townhall meeting) has shown the student body that the university is serious about making positive change and has helped develop a perception across the student body that the university is asking for student opinion more and that is greatly appreciated by the entire student body!

Diversity and Inclusion:

As the university continues to advance diversity and inclusion efforts, it is important to note that since our last meeting, the President's Inclusion and Diversity Executive Council has released 86 new initiatives to help on this front. Students are ecstatic about this and excited to see visible improvements on campus. I know many student groups are currently having their own conversations about how they individually and we as a university can work together to assist with this issue as well.

College Affordability:

Having had the opportunity to meet with Vice-President for Finance, Mr. Dwight Shelton, I want to commend him, his office, and the university on its work of trying to keep the university as affordable as possible with continually declining state funds. The proposed increases to the Presidential Scholarship

program, which are meant to help first-generation college students, are vitally important to the land-grant mission, and the continued support of Virginia Tech's "Funds for the Future" are exceptionally helpful in assisting students and their families in being able to make ends meet when tuition is due as students continue throughout their college careers.

I would urge the board to continue to keep this in mind as it sets tuition and fees for the coming year, but I know that each of you have and will continue to work as hard as possible on this issue because of its importance to the land-grant mission and the entire student body.

Undergraduate Representative to The Board of Visitors Selection Process:

Finally, although I will not be able to share the selected candidates, I would like to update the entire board on the selection process for the next undergraduate representative to the Board of Visitors. We had a record breaking number of applicants this year, and over a 50% increase from the previous record breaking number we received last year. A selection committee of students spent many hours narrowing the highly-qualified field of applicants down to just three candidates to interview with the Board selection committee this morning and the final recommendation will be reported tomorrow at the full-board meeting. No matter the selection, I fully believe that the undergraduate student body will be in excellent hands next year and I am excited to work with my replacement and to further introduce whoever that may be to the board over the next several months.

I also believe this increase in undergraduate student applications shows that more students are understanding what the Board of Visitors is, how it fits into the governance system, and its importance to the university. However, I also believe there is still a lot of work that needs to be done on this front by myself, my soon to be replacement, university administration, and the board itself. It is critically important for students to understand how the university works, and how they can be a part of the governance process in order to make a fully inclusive and strengthened community.

I will leave you with this as we continue through the Board meeting, "The whole purpose of education is to turn mirrors into windows." Sydney J. Harris, and I believe this university is accomplishing this for a tremendous amount of students. Keep up the great work!

Thank you again for your time and dedication to Virginia Tech and the student experience and as always, if I can ever be of assistance do not hesitate to reach out to me.

Graduate Student Constituency Report

Virginia Tech Board of Visitors
Ashley Francis – Graduate Student Representative
March 29, 2015

Good afternoon Rector Petrine, members of the Board, President Sands, administrators and guests. What a busy few months it has been! The Graduate Community has been buzzing with activity. This past week was the Graduate School's Annual Graduate Education Week. Over 700 graduate students came out throughout the week to celebrate our community at a variety of events. At a recognition ceremony this past Monday, citizen scholar awards were granted to students who successfully implemented a research project that creatively benefited the community to solve a real world problem. The Graduate Student Assembly hosted its annual research symposium where over 120 students presented their research through poster and oral presentations. Talk about a humbling experience. The level of intelligence possessed by students at this university never ceases to amaze me. Additionally, prestigious awards such as Graduate Student of the Year, Thesis, and Dissertation of the Year for various colleges, and the Service Award were presented at the Graduate Awards Banquet this past Thursday evening. Numerous other events with campus partners such as Career Services, Cook Counseling, and the Library were also a hit. The week culminated in what's known as the "Big Cookout", a family friendly event that saw more than 600 students come by to enjoy food, games, and graduate fellowship.

While we've been busy celebrating, we've also been hard at work. I'd like to take this time to thank the working group that formed out of the Graduate Student Assembly with a focus on parking and transportation. We have had many meetings to bounce around creative ideas and would like to extend our gratitude to Dr. Sherwood Wilson, Dr. Lisa Wilkes, Mr. Richard McCoy and Ms. Debby Freed for their continued efforts to improve the parking and transportation experience here at Virginia Tech. I'm excited to announce that through our conversations, parking services has agreed to pilot a program for GA, GTA, and GRAs in the 2015-16 academic year. As suggested, they will provide approximately 100 spaces in the North Precinct parking area that will be dedicated to this group of graduate students. Participation will be through a lottery system and implementation plans and the process for managing the lottery program are still in development. This is wonderful news for graduate students so thank you again to all who helped make this vision a reality.

Additionally, Greg Purdy (President of the Graduate Student Assembly) and I have been busy brainstorming ways to make fees more transparent and easily understood for graduate and undergraduate students, and even parents of students per the request of our constituency. We would like to thank Mr. Dwight Shelton, Ms. Savita Sharma, Mr. Larry Hincker and Mr. Randy Stith from University Relations, Mr. Tim Hodge from Budget and Financial Planning and Mr. Ken Miller from the Controller's Office. Through our conversations with this working group we are excited to announce that fees are on the road to transparency. Ms. Sharma, Mr. Hodge, and Mr. Miller are currently hard at work on phase one, which is to revise the Bursar's website so that language used in the description of all fees is much clearer. Additionally, once this phase is completed – Mr. Hincker and Mr. Stith are creating a narrative PowerPoint that

can be accessed on the bursar's website to further increase clarity and transparency. We know from the J-LARC report that Virginia Tech excels in the realm of fees, however, the commitment of this group to continual improvement and high standards is inspiring. On behalf of all graduate students, we are humbled and grateful that when we presented an issue within our community this group listened with open ears and minds – and most importantly made change happen!

I'd also like to provide you all a brief update on the Graduate School's childcare initiative. Currently, the parent support group is meeting regularly and we have 15 children enrolled in the Parent Cooperative Childcare Group. While these are small numbers, we should anticipate (and look forward to) a surge in enrollment this coming fall semester and it is imperative that we keep the need for affordable childcare at the forefront of discussions when talking about the graduate community.

Two InclusiveVT open forums have been hosted at the Graduate School. These events have provided an excellent opportunity for students to engage with campus leaders and discuss the framework and initiatives being brought forth by InclusiveVT. One common theme that has emerged in these forums and other discussions with graduate students is the gentle reminder that as we move forward we must not forget about accountability. Students want to ensure that the initiatives presented are helping to shape the inclusive culture we are aiming to cultivate at Virginia Tech.

I'd like to thank President Sands, Provost McNamee, and Dean of Students Tom Brown for joining graduate students at lunch earlier this semester. I'm still hearing how "incredibly cool" the opportunity was from students who attended.

In conclusion, thank you all for your commitment to Virginia Tech and the work you do to ensure our institution thrives.

Staff Senate Constituency Report
Virginia Tech Board of Visitors
March 29, 2015
Presented by Dan Cook, Staff Senate President

Rector Petrine, members of the Board of Visitors, President Sands, administrators and distinguished guests: I would like to thank you for this opportunity to speak with you about what has been happening in the recent months in regard to Virginia Tech's staff.

Since our last Board of Visitors meeting, the Staff Senate has met a total of five times and we have had four visitors come and present to the senate on varying topics of interest to the staff here at Virginia Tech. As I had mentioned at the last meeting, Mr. Mike Mulhare, the Director of Emergency Management and Mrs. Angela King, Director of Employee Benefits were slotted and the first to come present. Mr. Mulhare informed the staff of some of the new items of interest, namely the new LiveSafe application for all of Va Tech. The following month Mrs. King presented and fielded numerous questions relating to the benefits of the staff. A very informative and well received presentation. We also had Mr. Randy Holden and Ms. Nancy Tran present as well. The presentation from Mr. Holden was aimed at the Employee's Spouse and Dependent Scholarship. In an attempt to spread the word and hopefully raise some money for the scholarship, the Staff Senate and the Faculty Senate have agreed to enter into a friendly competition to see who can reach out to the most folks. This rivalry will be decided by the number of people that donate, not the total number of dollars. We expect this to kick off sometime next month. We hope to add a positive impact to such a worthy cause.

The Staff Senate is getting geared up for its elections next month, and spent the last meeting hearing from nominees and discussing the ongoing mission of the senate.

I would also like to make a brief mention of an action item that made its way through the Commission on Staff Policies and Affairs. In working with the Department of Human Resources we were able to enlarge the nominations window for the Presidential and Governor's Awards. This year the nominations will open on July 1 and close on February 1, 2016. This will give people several more months to enter nominations. This is in hope of growing the declining number of nominations that we have seen over the past number of years.

The staff continues to serve this great university's motto, "That I may serve". They are excited about the possibility of a raise this year, and are very grateful should that come through.

I appreciate the opportunity to speak to the Board on behalf of the staff of Virginia Tech and welcome any questions or comments that you may have.

Respectfully submitted,
Dan Cook
President, Staff Senate

Bernice Hausman
 Faculty Representative to the Virginia Tech Board of Visitors
 Constituency Report, March 29, 2015

Good afternoon Rector Petrine, President Sands, members of the Board of Visitors, Provost McNamee, and all others gathered here on this chilly Sunday.

The Faculty Senate has had a busy winter. We have continued to work with governance bodies on the proposal to revise general education at Virginia Tech. In February, the new Virginia Tech chapter of the American Association of University Professors (AAUP) invited a staffer to visit Virginia Tech to discuss building the chapter and to give a presentation to the Faculty Senate about shared governance. At the recommendation of Donna Young, the AAUP staffer, we developed a short survey about shared governance and sent it out to the faculty just this month. The survey closed Friday afternoon at 5pm. The analysis of the data is being performed and once that is finished the governance task force will submit a report to the full senate for consideration. The Faculty Senate will then authorize the governance task force to present the report, revised if necessary, to President Sands. Our plan is to finish these tasks this semester.

As part of the Faculty Senate's continuing focus on governance, in December I charged a task force headed by Ken Eriksson, professor of geosciences and chair of the senate's Committee on Reconciliation, to head up a force to consider the purview, effectiveness, and efficiency of the three Faculty Senate committees: Review, Reconciliation, and Ethics. These committees serve faculty by addressing grievances, investigating alleged breaches of professional ethics, and facilitating the resolution of conflicts between faculty members and their supervisors, among other things. In the past few years, the Faculty Senate has had difficulty filling the seats on these committees and their chairs have identified a number of problems in the way that they operate. As a result, I felt a formal assessment of the committees was in order. The task force was charged to consider the composition of these committees and their procedural guidelines, as well as their functional capacity to address the problems they are supposed to address in the context of their defined roles. This task force aims to have a report to submit to the Faculty Senate by mid April.

As Dan Cook mentioned, the Faculty Senate is proud to partner with the Staff Senate to increase the funding available for the Faculty-Staff Dependent Scholarships.

The faculty have begun to think ahead to the planned growth in the university's student body. At the last Board of Visitor's meeting in November, I discussed the changing composition of the faculty as a whole by focusing on one of the fastest growing faculty groups—the research faculty. Another is the temporary wage faculty, which, when added to the instructional nontenure-track faculty constitutes a large group (about 800). As I mentioned at that meeting, in proportional terms, the tenured and tenure-track faculty—the traditional faculty we usually refer to when we use that term—have grown the least. I also mentioned that I felt that Virginia Tech seemed to be doing a good job of holding down the growth of nontenure track instructional faculty. Many universities have far more contingent faculty—either part time or full time nontenure track instructional faculty. Indeed, the statistics on this situation nationally are rather startling. In 1969, for example, almost 80% of faculty across the country were tenured or on the tenure track. By 2009, however, the statistics had flipped: “tenured and tenure-track faculty had declined to 33.5 percent of the professoriate, and 66.5 percent of faculty were ineligible for tenure” (Kezar and Maxey). At public research institutions in 2009, slightly less than 50% of faculty were tenured or on the tenure track, while slightly more than 50% were contingent instructional faculty, split

Bernice Hausman
 Faculty Representative to the Virginia Tech Board of Visitors
 Constituency Report, March 29, 2015

almost evenly between part and full-time. It is good to know that Virginia Tech is on the better side of those statistics.

However, as the university increases its undergraduate enrollments, in the context of declining revenues from the commonwealth, it will be tempting to meet the demand for classroom teaching with nontenure-track faculty. Please don't misunderstand me—contingent faculty themselves are not the target here. Many wonderful teachers at Virginia Tech are instructional faculty who are not on the tenure track. Rather, I am directing my attention to the conditions of their employment. The AAUP connects academic freedom with tenure—without tenure or the possibility of tenure, faculty are much less able to exercise academic freedom and institutions suffer. In addition, for shared governance to be successful, faculty must be able to speak their minds without threat of losing their jobs and faculty must have an investment in the institution as one that invests in them in order to put the time into shared decision making.

Many institutions have addressed the working conditions of nontenure-track instructional faculty and, in my own experience in a department with a large number of such faculty members, Virginia Tech generally does a good job in this regard—hiring nontenure-track instructional faculty full-time, when possible, so that they are eligible for benefits; establishing instructor faculty ranks, among other practices. Yet such practices only address the working conditions and job situation of contingent faculty—as important as they are, these practices do not address how institutions change as the composition of the faculty changes.

The fear is that VT could become an institution defined by a teaching faculty, on the one hand, and a research faculty, on the other, instead of an institution characterized by most faculty filling traditional roles that include the tripartite mission of the university: teaching, research, and service and outreach. Some of the research on the rise of the contingent faculty, which I will admit to not being an expert in, suggests that the increase in nontenure-track instructional faculty occurs as a result of many accidental factors which converge. A relatively recent article on the topic published online in *Liberal Education*, a journal of the American Association of Colleges and Universities, suggests that a usual culprit for the increase in contingent faculty—administrators who want to save instructional costs—is both simplistic and inaccurate. Rather, the article suggests, “hiring decisions have become decentralized . . . , non-tenure-track faculty appointments are not tracked as tenure-track appointments are, larger strategic plans related to faculty hiring have been abandoned, and intentional and reflective hiring practices often are missing” (Kezar and Gehrke). The authors of this article, who write extensively about a survey of deans and their decision-making practices concerning the hiring of contingent faculty, argue that thoughtful management practices must be used to strategize faculty composition through hiring. Indeed, they suggest that the first step is data collection and planning based on good data. Not wanting to blame the deans they surveyed, they write, “boards and presidents need to be more active in taking responsibility for who the faculty are” (Kezar and Gehrke).

I recommend, then, as Virginia Tech enters into a period of growth in student numbers, that the board, president, other administrators, and faculty work together to define hiring goals, hiring practices, and data collection about faculty positions across the colleges, to ensure that the existing proportion of tenured and tenure-track instructional faculty to the contingent faculty are

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maintained or improved. An institution with two separate groups of research faculty and a contingent teaching faculty, and a dwindling number of tenured and tenure-track faculty, would have a hard time achieving the shared governance ideal and the goals of a land-grant institution.

Works Cited:

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