Virginia Tech Board of Visitors Meeting
March 25-26, 2012

Information Session

Minutes

A. Minutes: Academic Affairs Committee

B. Resolution: Approval of Initial Appointment for Extra-Collegiate Library and Extension Faculty on the Continued Appointment Track

C. Minutes: Buildings and Grounds Committee

D. Resolution: Approval to Adopt Weapons on Campus Regulation

E. Resolution: Approval of the University Conviction and Driving Record Investigation Policy (University Policy 4060)

F. Resolution: Approval of the Virginia Tech Crisis and Emergency Management Plan

G. Minutes: Finance and Audit Committee

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

I. Resolution: Approval of the 2012-2013 Compensation for Graduate Students

J. Resolution: Approval of Short-Term Disability Program for Restricted Faculty

K. Resolution: Approval of the Unified Communications and Network Renewal Project

L. Minutes: Research Committee

M. Minutes: Student Affairs and Athletics Committee

N. Resolution: Approval of the Corps of Cadets Participation Policy

O. Report: Research and Development Disclosures

P. Resolution: Honoring Officer Deriek W. Crouse

Q. Resolutions: Naming University Facilities (2)

R. Resolution: Alumni Distinguished Professor (1)

S. Resolutions: Emeritus Status (5)

T. Resolutions: Endowed Professorships and Fellowships (9)

U. Resolutions: Faculty Research Leave Requests (72)

V. Resolution: Ratification of Personnel Changes

W. Reports: Constituent Reports

Board of Visitors Information Session

Sunday, March 25, 2012
1:00 – 4:10 PM

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

1:00 – 2:00 p.m. **Tour of Robotics & Mechanisms Laboratory and demonstration of robots CHARLI-2 and DARwin (Randolph Hall)**
- Dr. Dennis Hong, Director of the Robotics & Mechanisms Laboratory

2:30 – 3:00 p.m. **Progress on the Long-Range Plan**
- Ms. Frances Keene, Director of Student Conduct
- Dr. Paul l. Knox, University Distinguished Professor & Fellow for International Advancement

3:00 – 3:50 p.m. **Presentation on Budget**
- Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer

3:50 – 4:10 p.m. **Presentation on College of Veterinary Medicine (CVM)**
- Dean Gerhardt G. Schurig, College of Veterinary Medicine

A Plan for a New Horizon 2012-2018

Paul Knox and Frances Keene

March 2012 Board of Visitors meeting

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Long Range Planning Process

- Launched in March 2011

- 55+ member task force with broad input from university community
  - 150 presentations and meetings with 1750 faculty, staff, and students

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A PLAN FOR A NEW HORIZON
Envisioning Virginia Tech 2012-2018

Introduction

Virginia Tech faces a new horizon defined by fiscal challenges and an array of complex global problems. To address these issues successfully, we will need to build on our strengths and expand our mission as we continue to meet state and federal commitments for research and higher education and provide a superior environment for nurturing the life of the mind.

The future will be characterized by geopolitical and geo-economic transition, an accelerated pace of globalization, and structural shifts caused by technological innovation. Our graduates will face uncertainties that range from security issues and resource scarcities to political instability and social turmoil—challenges that will be embedded in and defined by complex and interdependent systems. We have entered an era of data-driven, networked societies. As technology changes the landscape of the global economy and the practices of businesses and governments, the demand for graduates who possess superior analytical, critical thinking, management, and communication skills and who excel at abstract and computational thinking continues to grow. Preparing students for this new horizon requires pedagogical models that spark curiosity, facilitate creative thinking, and develop the tools for effective communication. These models must be rigorous but not constraining, involving 'hands-on' as well as 'minds-on' approaches to problem-solving.

The new horizon for research and scholarship will challenge us to build on our strengths as a comprehensive public research university and land-grant institution. We also value our long tradition as one of the nation's senior military colleges. The new horizon will require us to develop team- driven initiatives within and beyond the University. Such initiatives will enhance the opportunities for our colleges and research institutes to pursue innovative research agendas that address complex problems and allow us to be responsive to new discoveries and technologies. New forms of digital, networked scholarly communication will require intensive faculty development and new modes of reward and recognition within the academy.

Fulfilling our mission in an increasingly complex and interdependent world will also require initiatives that create networks that span geographic scales. We will contribute not only to agricultural, business, and community development but also promote local, regional, and national security, resilience, health, and sustainability while continuing to support core academic disciplines.

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3

Growth Targets

- **Undergraduate**: modest growth, subject to state funding

- **Graduate**: 1,000 students, mostly in STEM-H subjects (Science, Technology, Engineering, Mathematics & Health; mostly at the doctoral level)

- **Research** expenditures: establish new target of $680 million for 2018

Key Features

- Preparing students to succeed in an increasingly global economy

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Key Features

- Preparing students to succeed in an increasingly global economy
- "Hands-on, minds-on" – across the entire university

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Key Features

- Preparing students to succeed in an increasingly global economy
- "Hands-on, minds-on" – across the entire university
- Developing core competencies in computational thinking, information literacy and analytical methods

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Structuring Challenges

- **The implications of global interdependence**

Structuring Challenges

- **The implications of global interdependence**

    - **Our goal** is to increase the number of our programs recognized as among the best internationally.

Structuring Challenges

- **The needs and challenges of a data-driven society**

Structuring Challenges

- **The needs and challenges of a data-driven society**

  - **Our goal** is to ensure competency in data analysis and computational methods as a component of general education for all students and to develop an appropriate infrastructure for e-learning and high-performance computing.

Structuring Challenges

- **Meeting research needs and expectations**

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Structuring Challenges

- **Meeting research needs and expectations**

    - **Our goal** is to establish a distinctive and globally-recognized profile of research and scholarship by building on our existing strengths and by investing in our emerging strengths.

Structuring Challenges

- **Organizational efficiency and flexibility**

Structuring Challenges

- **Organizational efficiency and flexibility**

  - **Our goal** is to ensure 'quality, innovation, and results' by reviewing our current business practices for opportunities to optimize efficiency, flexibility, and accountability without sacrificing our ability to remain innovative and competitive.

Responding to the Challenges (2)

- The Life of the Mind
  - Undergraduate research
  - Experiential learning
  - An innovative and creative approach to general education
  - E-learning
  - Developing information literacy, digital fluency and computational thinking skills

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Responding to the Challenges (3)

- ## The Virginia Tech Experience
  - Quality-of-Life initiatives
  - Diversity and inclusion that incorporates the unique needs of non-traditional students and veterans
  - Campus sustainability

Strategies: some examples

- Build on our new capacity in the National Capital Region for research into issues of security and resiliency.

- Increase the number of post-doctoral positions in STEM-H research areas.

- Create new organizational frameworks in key research areas.

- Increase support for international experiences and foreign language competency for undergraduate and graduate students.

- Create meaningful partnerships with businesses and governments to address critical and complex problems by co-locating researchers and practitioners in 'living labs'.

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Strategies (examples cont.)

- Develop research programs on energy and critical technologies, informatics, infrastructure, policy and planning at Virginia Tech's new partnership facility in India.

- Increase support for international experiences and foreign language competency for undergraduate and graduate students.

- Develop ways to integrate computational science/engineering and skills for managing and analyzing complex data sets across a wide range of disciplines.

- Increase the quality and availability of academic advising from orientation through graduation.

Next Steps: Implementation

- Develop:
  - Strategic plans for:
    - Colleges
    - Research institutes
    - Administrative units
    - Diversity
    - International Affairs
    - E-learning

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Next Steps: Implementation

- Develop:
  - Specific goals with timelines
  - Detailed budget projections
  - A new scorecard to monitor progress

23

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Thank you!

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A PLAN FOR A NEW HORIZON
Envisioning Virginia Tech 2012-2018

Introduction

Virginia Tech faces a new horizon defined by fiscal challenges and an array of complex global problems. To address these issues successfully, we will need to build on our strengths and expand our mission as we continue to meet state and federal commitments for research and higher education and provide a superior environment for nurturing the life of the mind.

The future will be characterized by geopolitical and geo-economic transition, an accelerated pace of globalization, and structural shifts caused by technological innovation. Our graduates will face uncertainties that range from security issues and resource scarcities to political instability and social turmoil—challenges that will be embedded in and defined by complex and interdependent systems. We have entered an era of data-driven, networked societies. As technology changes the landscape of the global economy and the practices of businesses and governments, the demand for graduates who possess superior analytical, critical thinking, management, and communication skills and who excel at abstract and computational thinking continues to grow. Preparing students for this new horizon requires pedagogical models that spark curiosity, facilitate creative thinking, and develop the tools for effective communication. These models must be rigorous but not constraining, involving 'hands-on' as well as 'minds-on' approaches to problem-solving.

The new horizon for research and scholarship will challenge us to build on our strengths as a comprehensive public research university and land-grant institution. We also value our long tradition as one of the nation's senior military colleges. The new horizon will require us to develop team- driven initiatives within and beyond the University. Such initiatives will enhance the opportunities for our colleges and research institutes to pursue innovative research agendas that address complex problems and allow us to be responsive to new discoveries and technologies. New forms of digital, networked scholarly communication will require intensive faculty development and new modes of reward and recognition within the academy.

Fulfilling our mission in an increasingly complex and interdependent world will also require initiatives that create networks that span geographic scales. We will contribute not only to

agricultural, business, and community development but also promote local, regional, and national security, resilience, health, and sustainability while continuing to support core academic disciplines.

With this plan, Virginia Tech is positioning itself to further develop a distinctive profile as a progressive and internationally-recognized research university. We are poised to grow our undergraduate enrollment when appropriate and will pursue significant and strategic growth in graduate enrollment. Focusing on growth in graduate enrollment in science, technology, engineering, computational sciences, health sciences, and business- and policy-oriented subjects will provide additional teaching resources, sustain and expand our research portfolio, and provide a broad range of student research experiences. This growth will also facilitate the pursuit of our mission to address significant science, technology, economic, and social issues.

We will continue to invest in a comprehensive educational portfolio in which the arts, humanities, business, and social sciences have an essential role in kindling curiosity and creativity; growing intellectual, entrepreneurial, innovative, and managerial capacities; expanding civic and intercultural understanding; and encouraging a commitment to personal, professional, and social responsibility. We aim to become the national model for the merger and application of the arts and technology as a catalyst for educational excellence. The integration of business with programs in the sciences, engineering, and medicine creates the opportunity for radical innovation. The emergence of our architecture and design programs as among the best in the world provides a model for the power of transdisciplinary synergy.

Achieving these goals will require the sustained fulfillment of the Commonwealth's base budget adequacy funding model, the continued growth of externally funded research and private support, and the implementation of innovative financial and business practices. It will also require a significant degree of flexibility, collaboration, and innovation on the part of the University in terms of existing resources and infrastructure. The plan for 2012-2018 is guided by four structuring challenges that impact the entire University: the implications of global interdependence; the challenges of a data driven society; the emergence of security, resilience, health, and sustainability as priorities; and the continuing need to focus on quality, innovation and results in everything we do. It outlines strategies to address these challenges by enhancing research and innovation; fostering the life of the mind of our students, faculty, and staff; and positioning Virginia Tech as a dynamic and distinctive community.

Structuring Challenges

The implications of global interdependence

International engagement is becoming an imperative for higher education, given the pace of globalization and the flow of people and ideas across geographical borders. Attracting high-caliber international students, world-class research partners, and resources requires expanding our commitment to building a global profile that emphasizes quality. It is no longer sufficient to be concerned with how the University compares with other U.S. institutions. We will intensify our focus in the international arena. We will evaluate how our programs compare with the best programs around the world and invest resources systematically to elevate programs that can be competitive globally.

As citizens in a global community, our students can only benefit from access to and immersion in rich, cultural experiences; therefore, we will seek to ensure that opportunities for international engagement such as study abroad are viable for as many students as possible. We will continue to pursue the local-global connections that join our resident international students with domestic students and create a diverse intercultural campus environment. Virginia Tech will also strive to develop a learning community built on the principles of inclusive excellence that shape our overall diversity-related activities.

Our goal is to increase the number of our programs recognized as among the best internationally.

The needs and challenges of a data-driven society

We live in a data-driven, networked society. Economic, technological, and social progress depend on the development of an analytically-savvy, multi-disciplinary workforce. We will empower our students to be knowledgeable, wise, and effective participants in an increasingly digital age in areas ranging from art to science to civic discourse. Our students need opportunities to contribute to the technologies that have emerged from the internet and to understand the economic, social and cultural implications of social networking, mobile and cloud computing, and new information and media ecosystems.

The questions that can be asked and the methods and data sets that can be used to solve complex problems are being fundamentally altered by technology and the information sciences. To be effective in this environment means being able to apply and manage information technology while taking advantage of networking, collective intelligence, simulation, data mining, and modeling.

Virginia Tech is committed to a progressive agenda that provides the educational opportunities, computational infrastructure, and learning spaces necessary to prepare students and faculty to excel in this environment. Emphasis will be given to developing core competencies in computational thinking, information literacy and analytical methods. Meanwhile, research and advanced graduate studies will require an increased capacity for data-intensive and high-performance computing.

Our goals are to ensure competency in data analysis and computational methods as a component of general education for all students and to develop an appropriate infrastructure for e-learning and high-performance computing.

Meeting our research expectations

This plan reaffirms our commitment to research and discovery that serves the good of local communities, our Commonwealth, and the nation. To excel in a competitive research environment, we will continue to focus resources on a selected number of strategically important fields that offer significant growth potential, enable us to capitalize on the strengths of our faculty, and best position us to build the resources essential to developing world-class expertise beyond our current domains of scholarship.

Our research efforts will also become increasingly translational in nature, or geared toward practical applications. A translational approach has long been the standard in the medical and pharmaceutical sciences, but it also informs research in agriculture, natural resources, engineering, and the biological, behavioral, and social sciences. By emphasizing the translational approach to research and scholarship, we will build upon our strengths in basic research and reinforce the ethos of innovation and collaboration that are fundamental facets of our land-grant mission.

Our goal is to establish a distinctive and globally-recognized profile that emphasizes translational research and scholarship and builds upon our existing and emerging strengths.

Organizational efficiency and flexibility

As the University prepares to move into the next planning period, we will be challenged to continue to meet demands for increased productivity and efficiency without sacrificing quality. We will also have to manage costs and the pressures caused by our resource constraints. Potential items for exploration include thorough reviews of administrative policies and procedures, the administrative leadership structure, resource allocation strategies, governance procedures, and operating efficiencies.

Virginia Tech will actively evaluate opportunities and, where appropriate, pursue the creation of new subsidiary units, both non-profit and for-profit entities that can diversify our sources of revenue. These new subsidiary units will have administrative and financial structures that will be responsive to a rapidly changing external environment. One example is the new company, VT IT Assets, which holds all of our fiber optic assets and frequency spectra. Some of these corporations will be linked to Virginia Tech by affiliation agreements; their purpose will be to channel resources back to support core functions of the University. In achieving these outcomes, we need to leverage the professional expertise of our business faculty and alumni.

From an academic perspective, ensuring quality, innovation, and results will also benefit from an intentional process designed to explore, evaluate, and act upon new or unanticipated areas of scholarship or emerging world problems. A university-wide 'think tank' approach may provide a mechanism to maintain steady attention on the unmapped future.

 A particular challenge will be ensuring we are nimble and flexible in decision-making while maintaining the principles of shared governance. Our shared governance system is intended to involve all areas of the University and all major groups in the process of policy formation; it requires comprehensive and open communication. Given the changes in structure and flexibility since the current governance structure was conceived and the potential future changes as envisioned by this plan, it is imperative that we examine the role of each component of governance to assess whether efficiency can be improved while still maintaining the principles of the system. Currently, there are ten (10) Commissions that report to University Council and fourteen (14) committees that report to one or more of those Commissions. University Council reports to the President, who reports to the Board of Visitors. We will examine whether each piece of the governance puzzle is still relevant, whether new or altered pieces are needed, and if there are other models available to achieve the goals of shared governance in an efficient and flexible manner.

A final challenge is to explore additional ways to enhance year-round academic operations, especially in the area of undergraduate education. To be successful, expanded year-round operations will be aimed at enhancing academic opportunities, improving facility usage, reducing pressure on overburdened courses by offering more sections in the summer, and providing students with viable options and incentives to reduce the time to graduation.

Our goal is to ensure 'quality, innovation, and results' by reviewing and revising our current business practices for opportunities to optimize efficiency, flexibility, and accountability without sacrificing our ability to remain innovative and competitive.

Responding to the Challenges

The learning, discovery, engagement, and foundational domains that provide the framework for our current strategic plan remain highly relevant as we move forward. The sections below reframe these strategies to stimulate further progress in response to the structuring challenges.

Research and innovation

The rapid pace of change is an opportunity to leverage the creativity and innovation that has always marked our best efforts and contributed the most to developing our reputation. This requires a focused effort on creating and supporting seamless networks where individuals and ideas can meet to spark creativity, collaboration, and innovation.

In the spirit of our mission, we will contribute to business-, industry-, and policy-relevant research with a focus on multiple dimensions of security, resilience, health, and sustainability. These themes will also underpin much of our outreach activities and service learning.

Much of our research will continue to focus on various dimensions of national and local security; the resiliency of systems, organizations, communities, and ecosystems; the evolving health and medical enterprise; and local, regional, and global sustainability. Virginia Tech will contribute to national and local security through research programs in cyber- security, food security, and the management and security of communication systems (such as wireless, networks, and smart grids) essential to future infrastructure needs. We will also build on our initiatives in the field of resiliency with an emphasis on the interface between science, technology, and policy. Resilience is construed here as

the ability of an entity such as an organization, organism, or system to prepare and plan for, absorb, recover from or more successfully adapt to actual or potential adverse, disruptive and/or paradigm-shifting events. Research on resilience involves a broad spectrum of disciplines. Physicists and engineers study the resilience of complex systems; ecologists investigate the nuances of system stability and resilience of ecosystems; social scientists from organizational theorists to urban planners view resiliency as a key element in understanding and planning for stability in communities of all sizes.

The study of the brain and cognitive and behavioral sciences provide multiple high impact opportunities for cross-disciplinary discovery, application, and implementation. From a strategic perspective, an emphasis on studying aspects of the mind and brain offers an opportunity to engage faculty from multiple colleges and institutes. Neuroscience research will also yield important findings that are relevant to many disciplines. Studying the complex interactions among genomic, environmental, and behavioral factors will require methods that are grounded in high-performance computing and networks capable of moving, processing, and storing enormous volumes of data. Virginia Tech's strengths in computational science and high-performance computing provide us with a unique opportunity to be leaders in this area of health-related research.

Our increased capacity in health sciences, with the establishment of the Virginia Tech Carilion Research Institute and the affiliated School of Medicine, represents a significant opportunity to contribute to our mission. Some of the health care professional training and activities will adopt a 'one health' approach in order to cope with global health challenges which will affect the well-being of humans, animals, and the environment. Virginia Tech will also continue to promote communication, integration, and collaboration among its professional health programs.

Security, resilience, and health, in turn, connect to the larger construct of sustainability. Virginia Tech will leverage existing and emerging strengths in the following areas: energy, materials, and technology; water science, policy, and management; transportation and communication infrastructures; natural resources, ecosystems, and environmental quality; informatics and policy; food and food systems; and sustainable international development. An increased capacity for data intensive high performance computing—including geographic information systems, visualization, and policy informatics—is crucial to facilitating advanced research in these areas.

Emerging strengths that have been identified for future growth will complement the emerging areas of research that have grown over the past five years. Intentional growth in bioinformatics,

nanotechnology, polymers, energy, transportation, and robotics provides a model for successful targeting in new areas of research and scholarship.

The networked university

Virginia Tech students, faculty, and staff operate in a world of increasingly permeable boundaries. The world is undergoing significant economic and demographic shifts. In an interconnected—and therefore interdependent—world, students and faculty members will become increasingly international in orientation. The increasingly collaborative nature of research as well as the amplified emphasis on data-sharing at the national and supra-national levels will favor institutions that provide students and faculty with early exposure to the practices that are becoming essential to generating new knowledge.

Our future research investments therefore will be facilitated by the development of strategies to leverage networked collaborations internally as well as with the business community, national laboratories, international partners, government agencies, and other universities. We must reduce both internal and external barriers to relationships with these entities. Building networks and pursuing collaborative opportunities will provide a firm foundation to continue to pursue excellence in research and scholarship. These efforts will create more research opportunities for faculty and students, improve Ph.D. student recruitment, increase Ph.D. production, and enhance our curricular breadth and teaching quality.

Pathways to interdisciplinary success

Virginia Tech will create and support environments for its educational and research programs that support innovative, high-quality, and high-impact outcomes. We need to provide appropriate infrastructure, administrative support, opportunities for collaboration, and the time and freedom to create, apply, and communicate new knowledge. We will facilitate the development of new and innovative graduate programs that build on interdisciplinary strengths, both existing (e.g., the Genetics, Bioinformatics & Computational Biology program) and emerging (e.g., health sciences). The best way to accomplish these goals is to recruit, support, and reward outstanding faculty with strong disciplinary expertise and openness to innovation. By allowing intra- and interdisciplinary teams to work without unnecessary barriers, we can achieve superior results. Strong academic departments in close partnerships with research institutes, centers, and other internal and external partners should continue to provide the intellectual and operational framework to achieve our aspirations.

Principal strategies

- Maintain growth in research expenditures toward a target of $680 million by 2018.

- Increase graduate enrollment toward a target of an additional 1,000 students, mostly at the doctoral level in science, technology, engineering, mathematics, and health sciences (STEM-H), broadly defined to include associated subject areas such as STEM-related entrepreneurship, science and technology policy, and ethics.

- Build on our capacity in the National Capital Region for research into issues of security and resiliency.

- Increase the number of post-doctoral positions in STEM-H research areas.

- Create new academic organizational frameworks—'faculties'—initially in health sciences and potentially in computational/information sciences. These faculties will promote research and the development of new graduate programs, foster innovative and synergistic interactions among Virginia Tech faculty, assist in setting long-term strategic priorities, and build partnerships with external collaborators in which teams of researchers can compete more effectively for significant levels of external funding.

- Create meaningful partnerships with businesses and government to address critical and complex problems by co-locating researchers and practitioners in 'living labs' where users, in partnership with researchers, drive problem formulation and research design. Leveraging the strengths of our business programs will provide a competitive advantage.

- As an example of a strategic global investment, develop research programs on energy and critical technologies, informatics, infrastructure, policy and planning at Virginia Tech's new partnership facility in India.

The life of the mind

Inspiring creativity, curiosity, and critical thinking

The Virginia Tech experience encourages all learners to recognize the inherently reciprocal relationships among learning, intellectual development, discovery, and engagement. By creating learning environments, programs, and curricula that broaden and deepen students' knowledge, Virginia Tech will help students increase their capacity for reasoning and analysis, rational and aesthetic judgment, oral and written communication, and their capacity to identify problems and contribute to their resolution. We will also empower students to be vital contributors to a global digital age by means of critical and productive fluencies in increasingly diverse and extensive media ecology.

Research—broadly conceived to include discovery-based and creative activities—can be a hallmark experience for every Virginia Tech student. As an experiential learning activity that synthesizes knowledge and skills acquired in the classroom, research provides a unique opportunity for students to contribute to knowledge creation. All students can benefit from research experiences such as the collection and analysis of data or connecting a basic research question to the solution of an applied problem or by interpreting art, society, and culture in new and provocative ways. At Virginia Tech, students will analyze, interpret, and synthesize information from a variety of sources; practice holistic reasoning; improve verbal, visual, and written communications skills; organize and contribute to team efforts; gain global perspective; and enhance self-confidence and preparation for a career and/or post-baccalaureate education. These goals are consistent with our current First Year Experience Quality Enhancement Plan (QEP) and with proposals to develop theme-based strategies for each academic year involving self-awareness, service, mentoring, and leadership. They also align well with the learning aspirations established by the Division of Student Affairs.

A commitment to research and experiential learning for students requires that we incorporate a diverse and inclusive range of perspectives and resources into undergraduate and graduate courses across all disciplines. We will respect multiple ways of knowing and experiencing phenomena under study. The inclusive excellence framework of the current Diversity Strategic Plan provides a solid foundation upon which we can take action and track progress.

We will expand our ability to attract high quality graduate students by continuing to offer strong and progressive graduate programs that are appropriately supported. This objective also requires us to focus on the quality of the graduate experience beyond disciplinary curricular offerings

including the cultivation of a culture of interdisciplinary collaboration and professional development. We will continue to address the intellectual and social environment for our graduate students through a process of continual improvement of graduate stipends, housing, faculty-student relations, mentoring, and leadership opportunities.

A new vision for undergraduate general education

Each undergraduate should benefit from an education that allows the pursuit of at least one area of study in sufficient depth so that the student meets the intellectual and professional expectations of that discipline. Majors are presumed to meet this requirement. Every major should be responsive to university-wide expectations for integrating diversity, global and international experiences, undergraduate research opportunities, and/or experiential and service learning. Every major already has clearly defined learning outcomes that demonstrate how critical reasoning, analysis, communication, and other skills are achieved. All of these components of a major must be built on a foundation of superior academic advising. In addition, students are expected to learn some aspects of other disciplines as part of a broader general education, and to demonstrate competence in fundamental areas such as computational thinking skills, critical analysis, and written and verbal communication.

Given the dynamic and unpredictable nature of the world in which our student will live, it is important to reexamine the effectiveness of our general education program. We must consider radical changes that will meet these goals, such as supporting specified combinations of majors and minors and encouraging more students to pursue double majors. We should also reexamine the foundational learning expectations for all students. Computational thinking and informatics/digital fluency are basic skills given the pervasive impact of these approaches on all disciplines. We must increase the depth and quality of student experiences while enabling academic programs to sustain core strengths in established and emerging areas of study. Since an effective general education program includes providing strong foundations for the major courses of study while facilitating the integration of a broad base of knowledge, the University will become a leader in providing innovative, creative approaches to general education. To this end Virginia Tech will comprehensively evaluate and modify the current Curriculum for Liberal Education to embrace alternate pathways to a general education, thereby enabling our students to realize their potential as engaged citizens and life-long learners.

E-learning and distance learning

Advances in technology are dramatically reshaping the educational landscape in two important ways: by creating unique opportunities to enhance classroom and online education and by expanding the range of essential skills students must acquire to excel in complex and rapidly-changing digital and networked environments.

Technological changes and paradigms for learning are moving forward at a remarkable pace. E-learning courses (both synchronous and asynchronous, fully online or hybrid) leverage technology, communication tools, and teaching-learning processes that many students now embrace and expect in their educational experiences.

Virginia Tech remains strongly committed to exploring how to best harness technology to improve the quality of education it offers students. Through the continued development of our online and hybrid courses we will continue to explore and embrace sound pedagogy through a combination of active and engaged learning with appropriately matched technological tools. The University also remains committed to expanding access to affordable and high-quality education to Commonwealth residents through online education. We will also continue to provide professional development opportunities to ensure faculty members have the skills and conceptual frameworks necessary to use technology to provide meaningful student-to-student and student-to-faculty interaction, active learning opportunities, and timely and constructive feedback.

Developing information literacy, digital fluency and computational thinking skills is an important facet of every student's educational experience at VT in the 21st century. We must empower students to embrace technology and to be knowledgeable, wise, and effective participants in digital communities. Students must be provided multiple opportunities to interact meaningfully with technology that sharpens analytical skills, fosters abstract thinking, enables the effective synthesis and manipulation of data, and improves fluency with the computational methods and models that are necessary to solving otherwise intractable problems.

Principal strategies

- Increase undergraduate involvement in meaningful research experiences and experiential learning opportunities by adopting a 'hands-on, minds-on' philosophy that promotes connecting real-life experience with academic concepts.

- Increase support for international experiences and foreign language competency for undergraduate and graduate students.

- Develop ways to integrate computational science/engineering and skills for managing and analyzing complex data sets across a wide range of disciplines.

- Develop and implement alternate pathways for the general education of all students.

- Continue to investigate, develop, and utilize current and emerging technologies to enhance traditional classrooms, provide mobile access, and expand high-quality distance learning opportunities.

- Review the financing, fee structure, staffing, and incentives for teaching and learning through distance education with a view to establishing a progressive profile of offerings.

- Identify opportunities during construction and renovation to create flexible classroom spaces that fully support e-learning components.

- Increase the quality and availability of academic advising from orientation through graduation.

The Virginia Tech Experience

Ut Prosim, That I May Serve, is the essence of the Virginia Tech experience, the guiding principle of our community. It rests upon a foundation of trust, integrity, respect, and compassion. We cannot serve without honoring diversity. We cannot be a vibrant community without promoting caring, inclusiveness, respecting individuality, and valuing the unique contributions of each of our members.

To continue to attract the best students, post-doctoral scholars, faculty and staff, Virginia Tech will continue to implement programs and policies that create the superior research, learning, and workplace environments essential to a vibrant academic institution. We must continue to expand efforts to foster diversity and inclusion that includes the unique needs of non-traditional students

and veterans. We must explore and expand programs that promote and enhance health and well-being, cultural awareness, and life-long learning. Recognizing the competitiveness of the labor market, we must also continue to invest in professional development for our faculty and staff, expand and improve policies that promote a healthy work-life balance, and ensure that we have inspiring learning and workplace environments. We strive to be known not only as a great university where faculty, staff and students can live, work, and study in dynamic and inclusive spaces, but as a great place to work where faculty and staff benefit from our commitment to their success.

We must also work toward a sustainable setting by developing a campus-wide willingness and commitment to critically evaluate our practices and embrace new technologies and innovative solutions. This commitment must include extensive engagement and collaboration among students, faculty, staff, and administrators. The University will implement the Climate Action Commitment and Sustainability Plan and ensure ongoing evaluation and critical examination of the University's policies and practices toward ensuring the most effective and sustainable use of our resources, including human, fiscal, and environmental.

Principal strategies

- Pursue quality-of-life initiatives in support of the University as a vibrant, dynamic, and sustainable workplace with physical and cultural environments that promote life-long learning and mind/body wellness.

- Implement the Climate Action Commitment and Sustainability Plan and ensure ongoing evaluation and critical examination of the University's policies and practices toward ensuring the most efficient and sustainable use of our resources.

- Support the academic initiatives of the Inter-institutional Academic Collaborative of the Atlantic Coast Conference (ACCIAC), recognizing the added value of our successful athletics programs to the life of the campus

Implementation

To deliver on our promise of 'quality, innovation, and results,' it is essential that we adopt a clearly defined process that ensures the principal strategies outlined in this plan are implemented, the subsequent results measured and evaluated, and future plans recalibrated as appropriate. Our success will be a function of our ability to critically evaluate our policies and practices and strive to become increasingly flexible and adaptable while remaining fully rooted in core values and our mission as a comprehensive university.

While the years 2012-2018 delineate this plan, the new horizon is simultaneously the next decade, the next year, and the next month. While no institution can possibly anticipate all of the environmental changes, economic impediments and opportunities, or organizational pressures it will encounter, we can develop the mechanisms, foster a culture, and inculcate a mind-set that enables us to not only adapt but thrive regardless of circumstance. To be effective, this plan must become a living document that guides our efforts but is continually tested and revised.

Realizing the principal strategies in this plan requires collaboration, coordination, and communication across all levels of the University. Additionally, it requires resources and appropriate metrics and mechanisms that ensure accountability. An Implementation Panel will be appointed by the President and, working with vice presidents and deans, will produce a report that outlines and assesses the University's progress toward the strategies and goals outlined in this plan. In 2015, the President will revisit the principal strategies of this plan with a mid-term update. This panel will assess current environmental factors and trends and prepare a report with recommendations for modifying these strategies to ensure the continued success and excellence of Virginia Tech.

2012-13 Financial Outlook
Board of Visitors
March 25, 2012
M. Dwight Shelton, VP for Finance and Chief Financial Officer

University Budget Structure

University Division Revenue Sources — Educational & General Program 2011-12
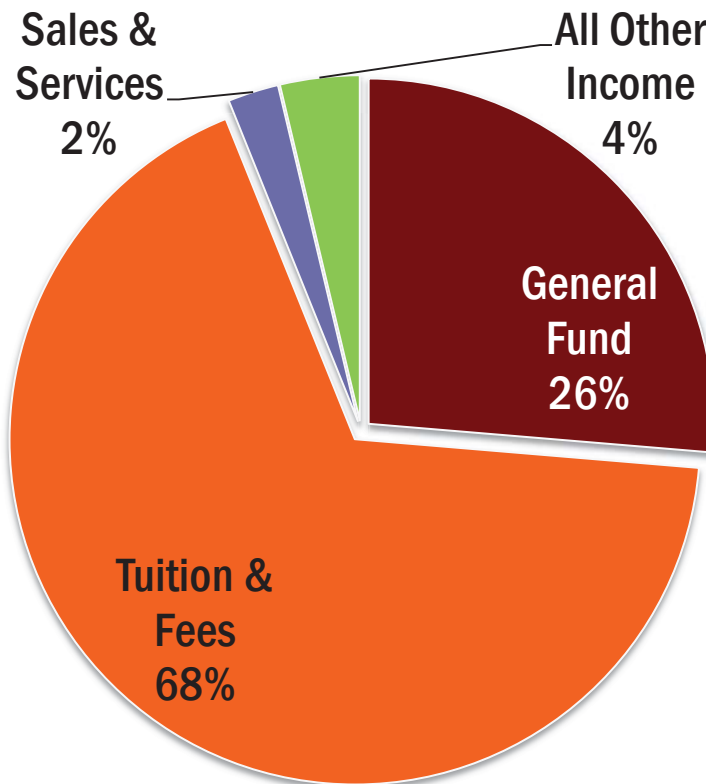
University Division Expenditures by Program
2010-11
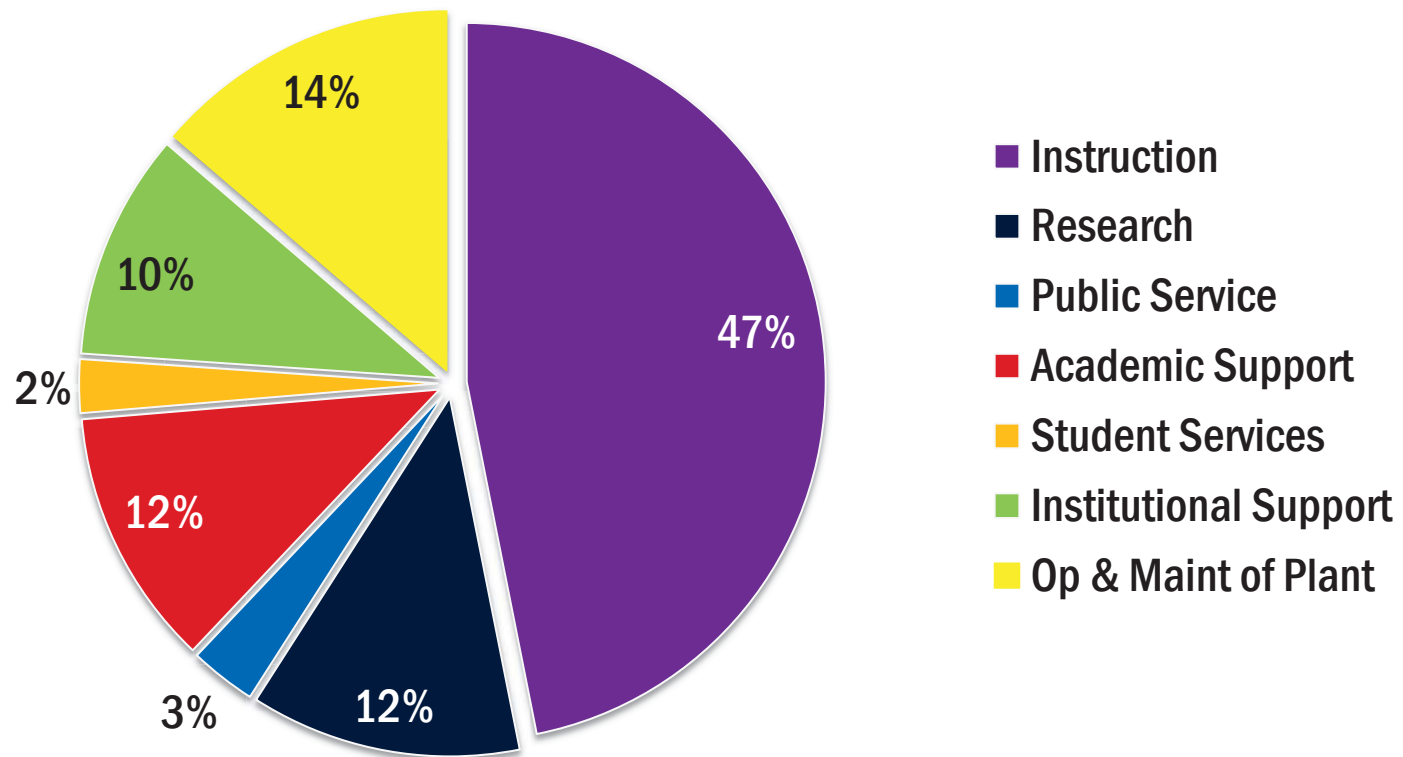
Budget Development in Context

Virginia Tech
Invent the Future
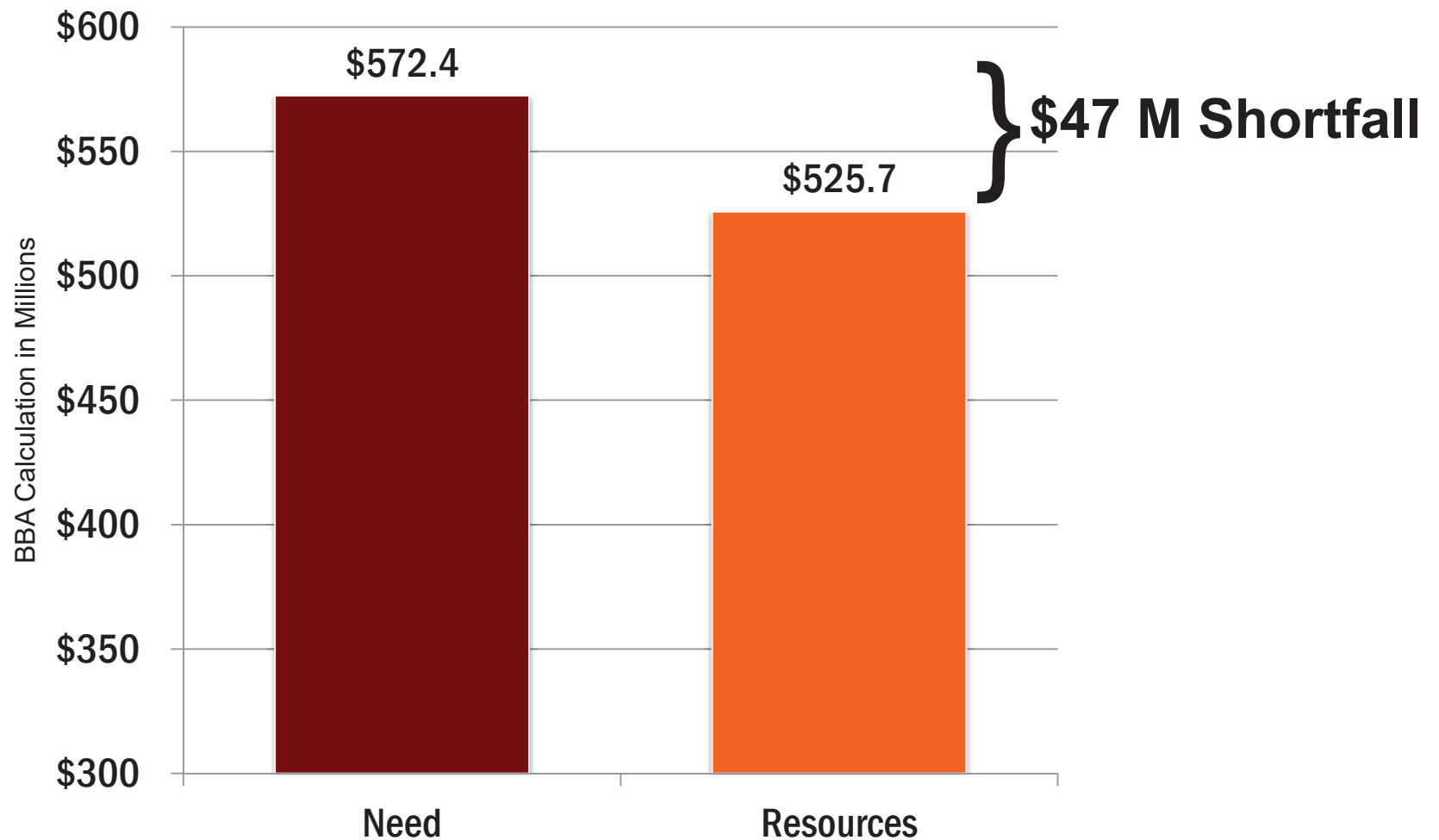
General fund support is being replaced by Tuition and Fee support in the E&G program
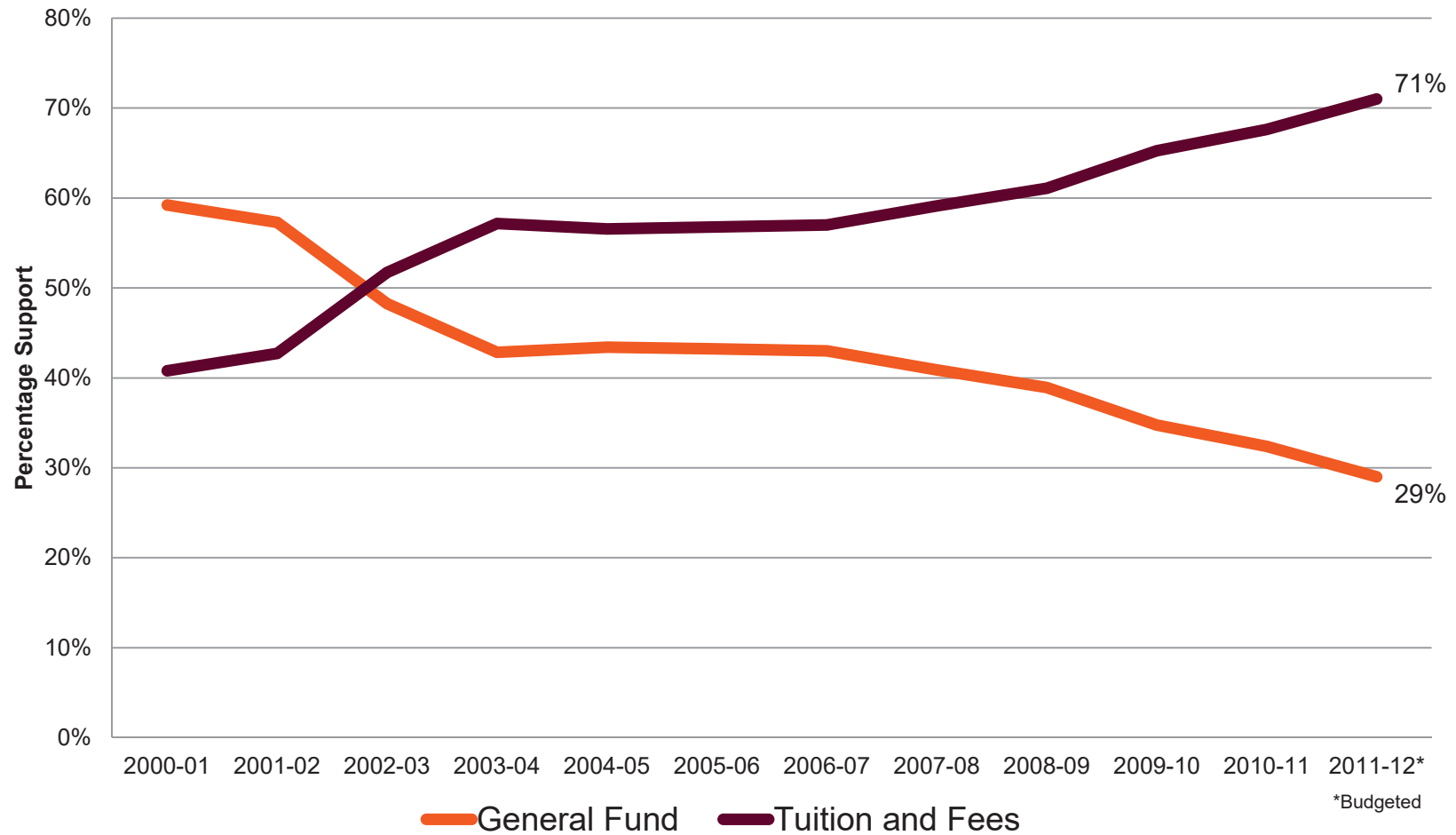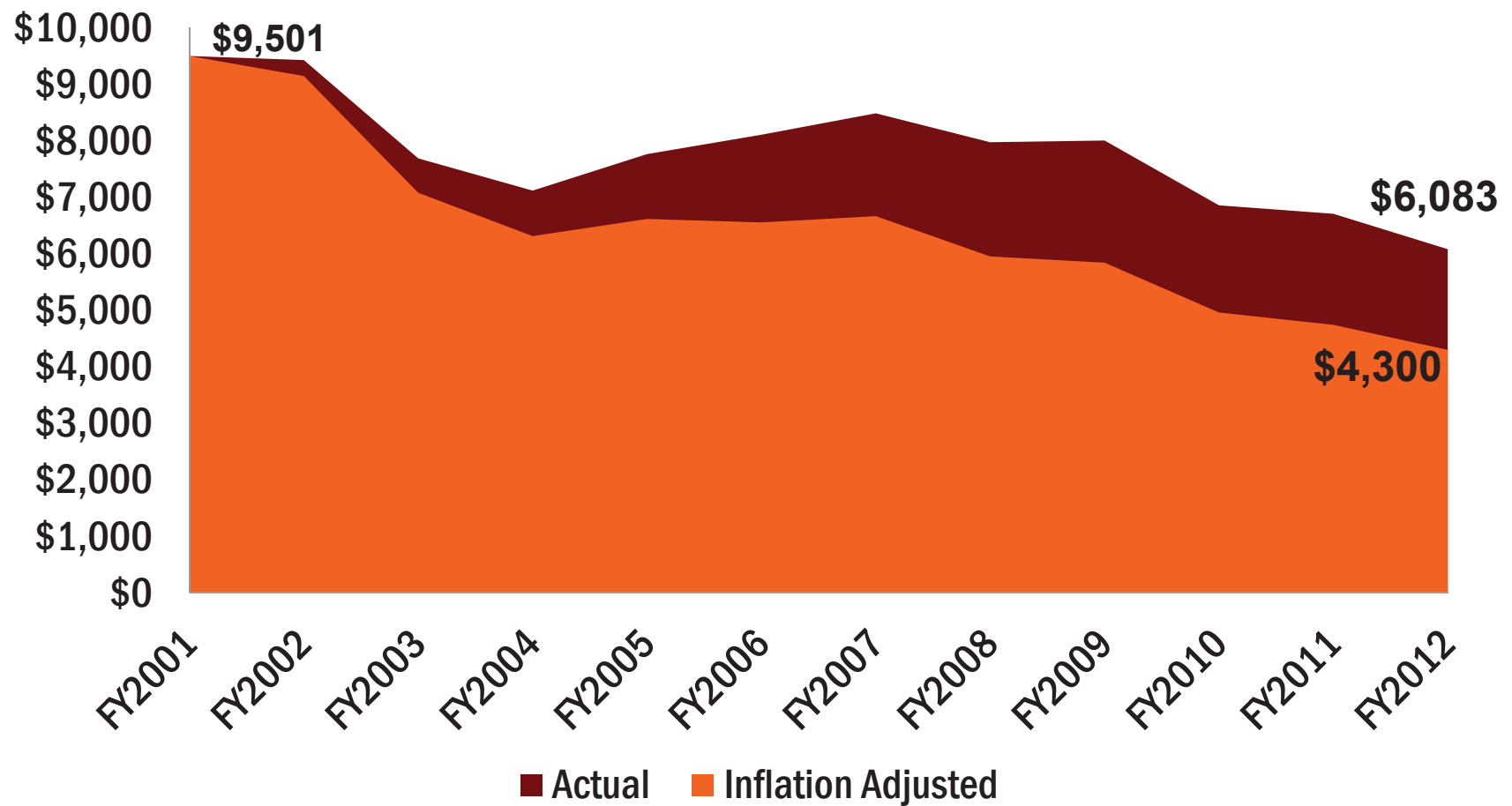
Allocation of Tuition & Fees to the E&G Program
Virginia Public Institutions, 2011-12
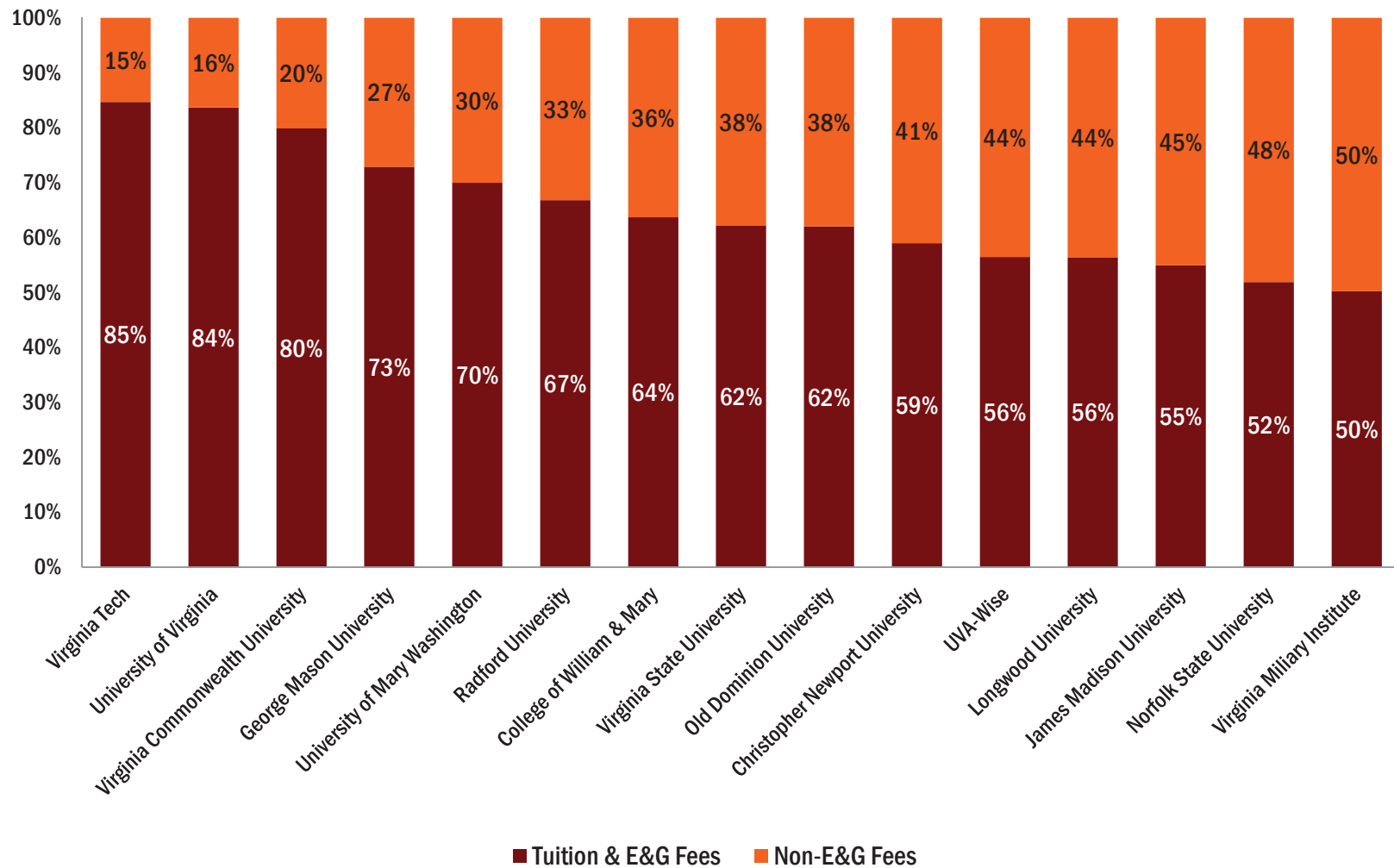
General Fund and Tuition and Fee Revenue Per Virginia Resident Undergraduate FTE (Inflation Adjusted to 2000s)
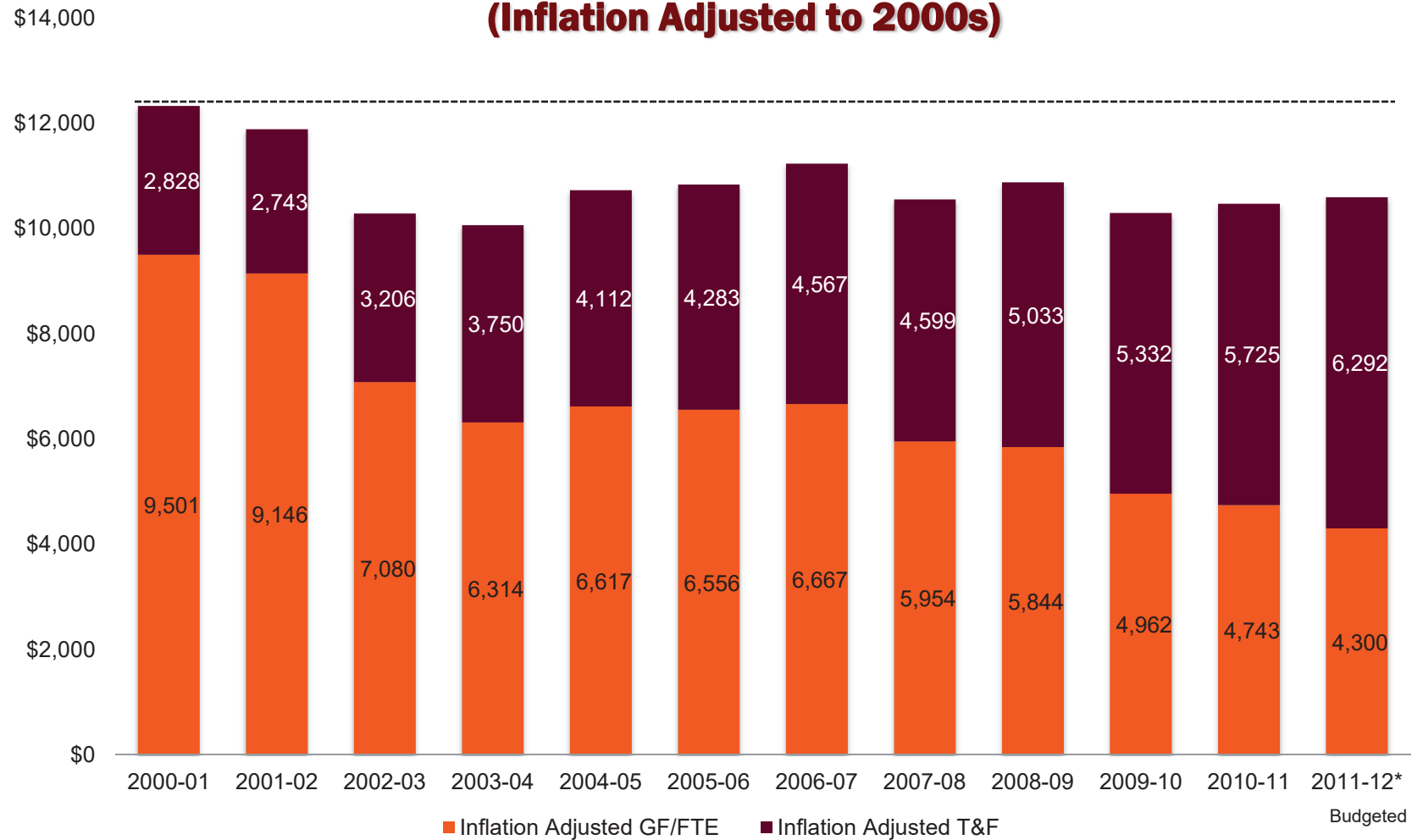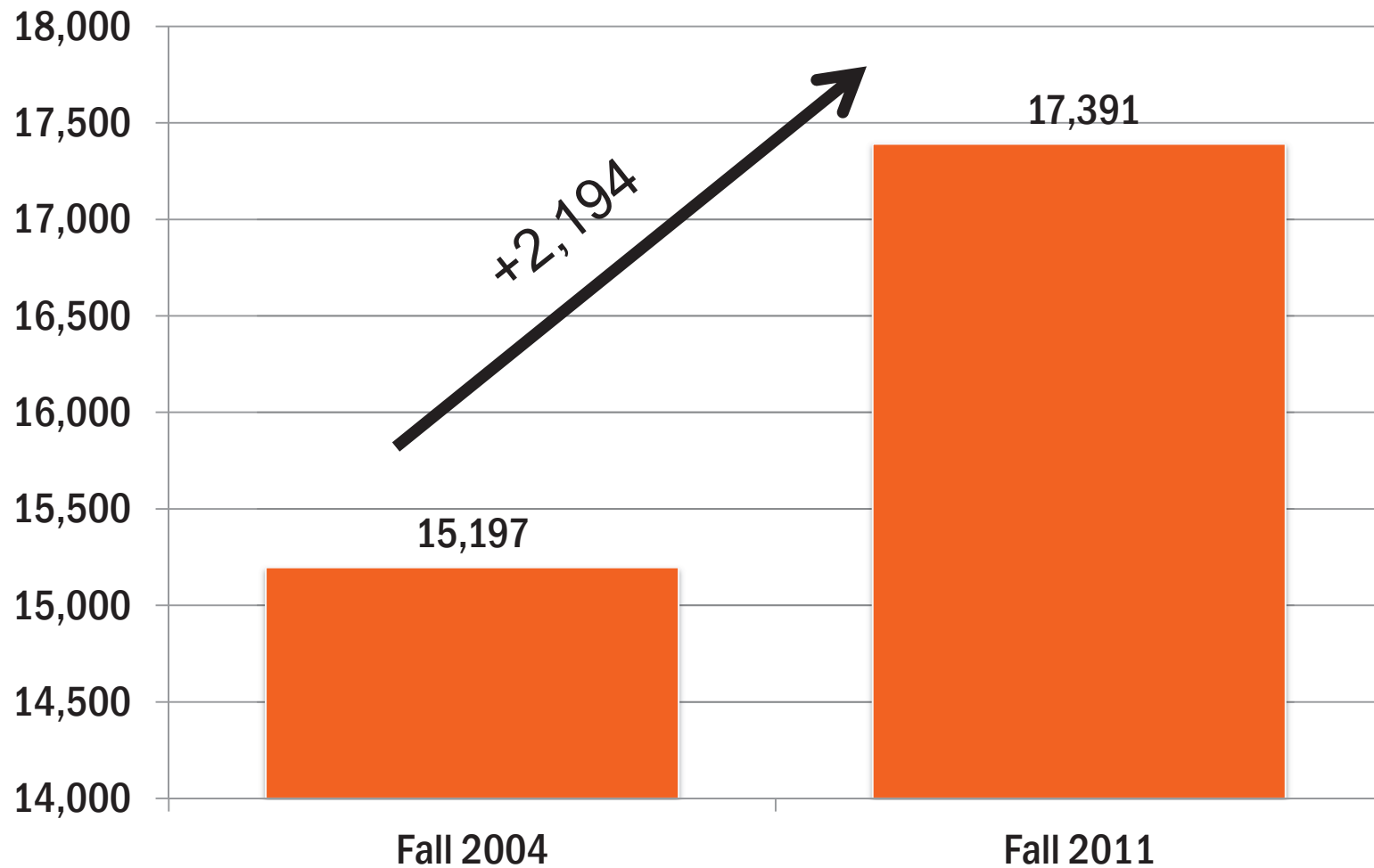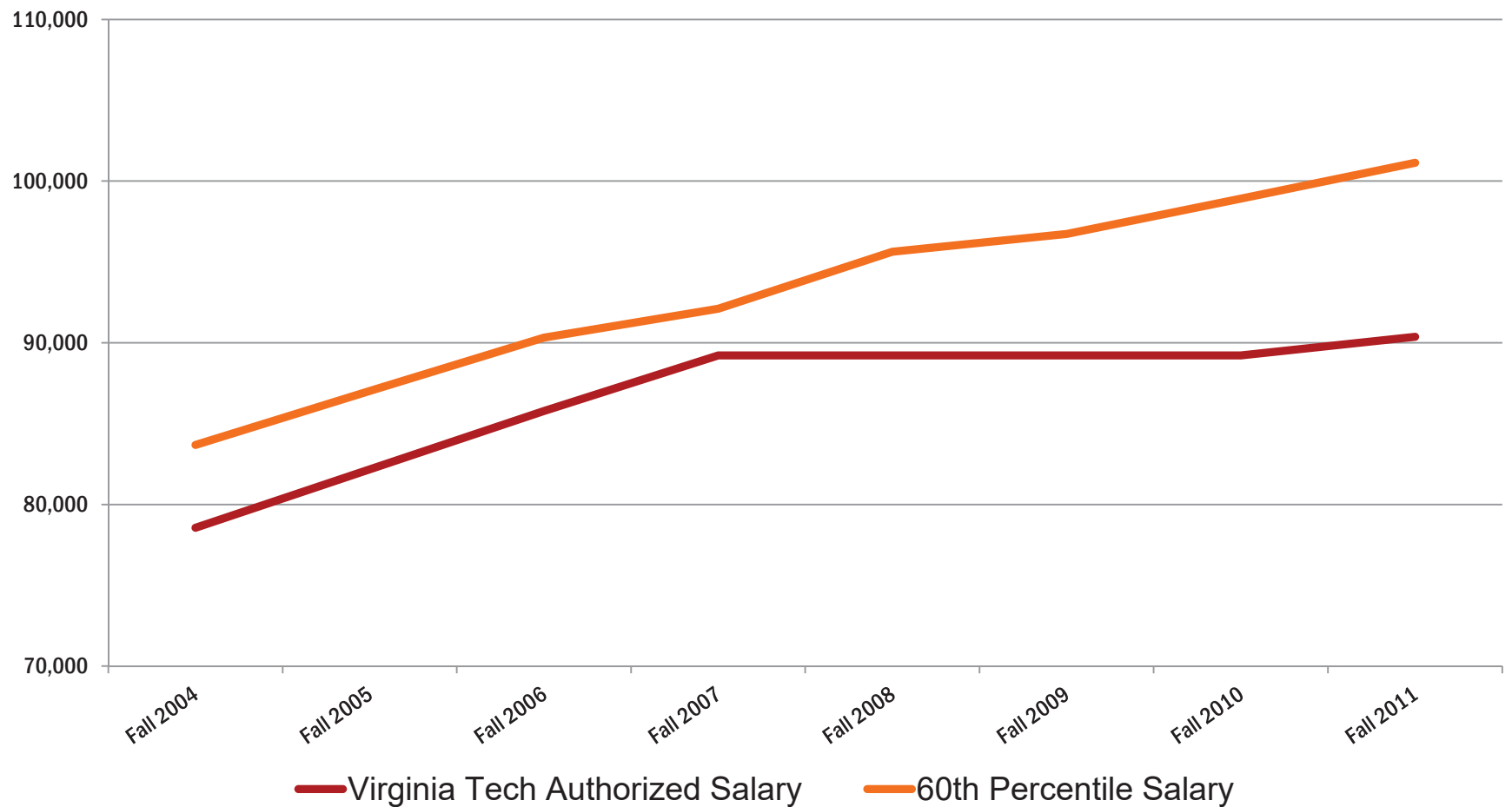
Cost of Compensation

$ in millions

University Division	1%
Faculty	$ 2.6
Staff	0.9
	$ 3.5

Includes salary and associated fringe benefit costs.
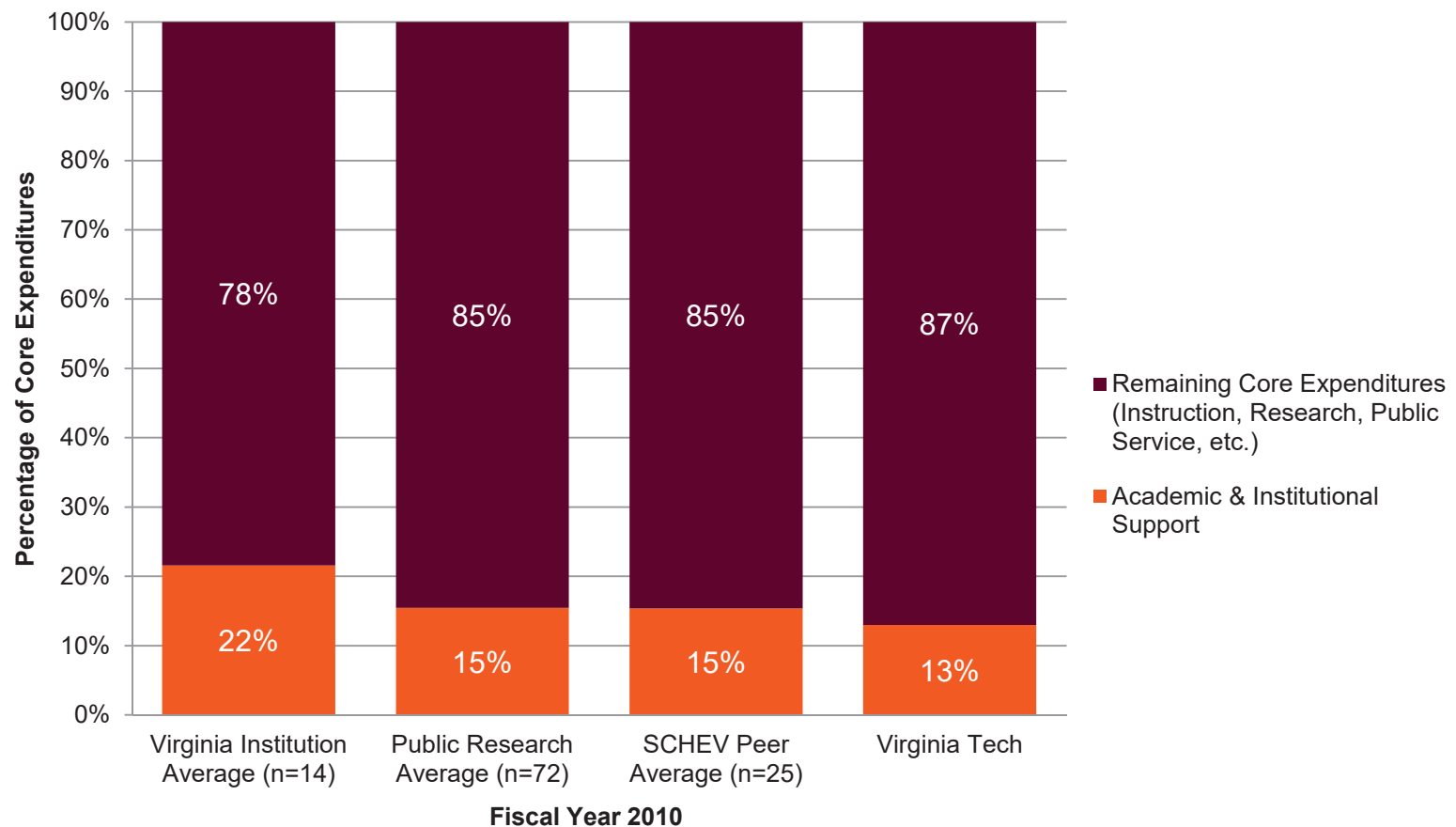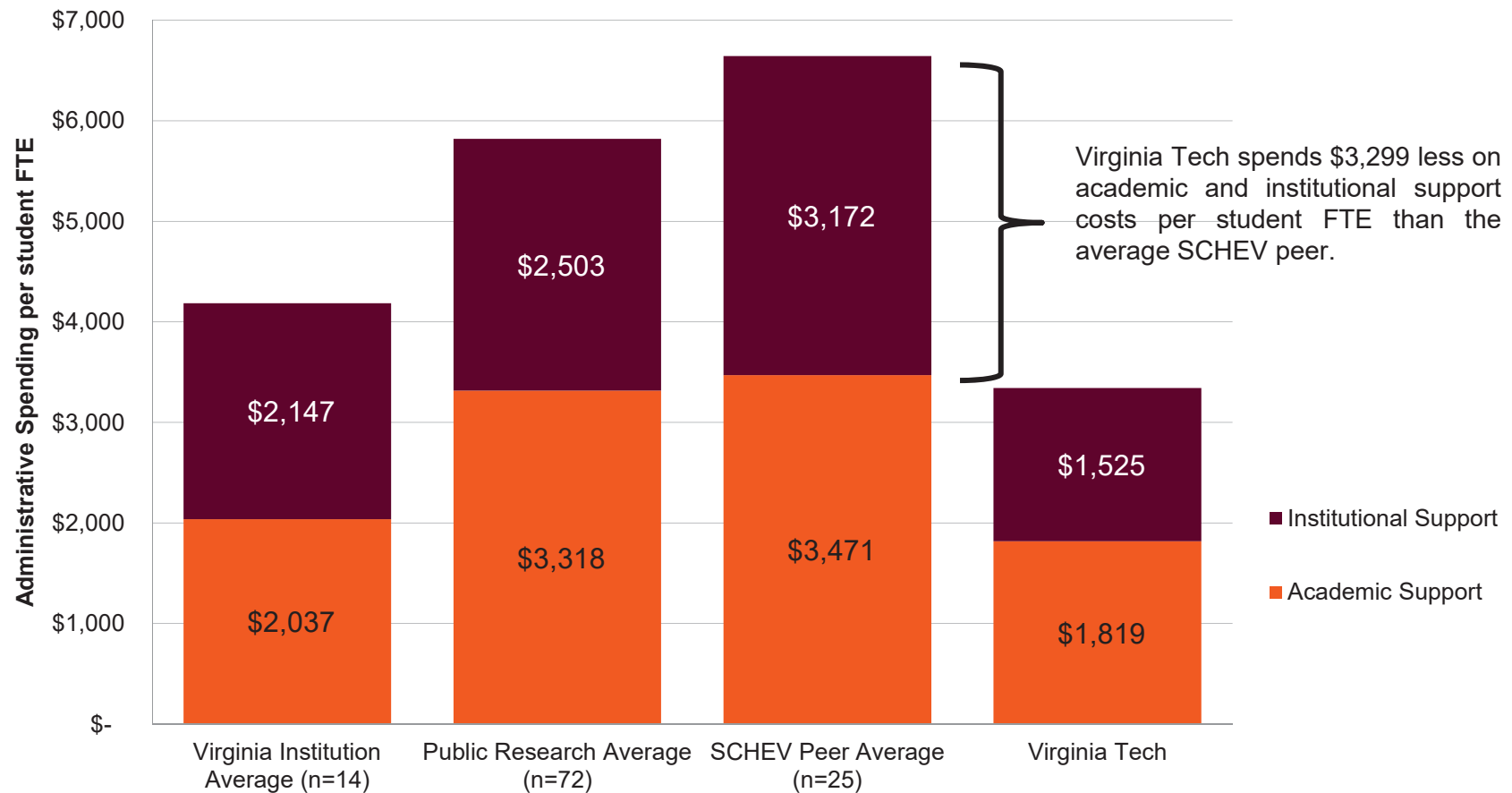
2012-13 University Budget Development

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Multiyear Planning Process

❑All flexible money from both the House and Senate comes in first year of biennium

  ❑2013-14 currently does not have additional flexible General Fund

❑Campus has and is working to increase efficiency

  ❑Investments in technology

  ❑Energy efficiency

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E&G Discretionary General Fund Resource Forecast
$ in millions

House	New General Fund	$ 4.3
	(less) VA View	(0.3)
	(less) VA Space Grant	(0.3)
		3.7
Senate	New General Fund	$ 3.5
	Average	$ 3.6

Analysis	Increase to 2012-13 E&G GF ($131.3)	2.7%
	Increase to 2012-13 E&G Total ($514.2)	0.7%

Major Cost Drivers FY13

$ in millions

Mandatory Cost Drivers

State Cost Assignments (VRS 2.18%, health 12%)	$ 4.3
Fixed Cost Increases (electricity)	2.1
Operation & Maintenance of New Facilities	1.5
Debt service: classrooms in Academic & Student Affairs Building	1.0
SACS Requirement (QEP)	0.4
Contract Inflation (e.g. IT, service)	0.5
Potential: 60% NGF share of 2% Bonus	*4.2*
Subtotal	$ 14.0

Major Cost Drivers FY13
cont'd.

Commitments

$ in millions

Instructional support for enrollment growth	$ 3.2
High Performance Computing	2.1
Student Financial Aid (BOV scorecard metric, Mgt Agreement)	1.0
Research investment obligations (One-time in FY12)	0.9
Start up commitments (ICAT & CFA)	0.7
Safety & Security	0.7
Technology (Research Administration System)	0.6
Research compliance	0.5
Subtotal	$ 9.7

Major Cost Drivers FY13
cont'd.

$ in millions

Priority Initiatives

1% Compensation Alignment Pool	$ 3.5
Classroom technology (Video Broadcast Services)	1.0
Classroom renovations (infrastructure)	0.7
0.25% Retention Pool	0.7
Library	0.5
Support program needs (legal, communications, admin)	0.5
Spring budget process - critical needs placeholder	*1.5*
Subtotal	*$ 8.4*

Major Cost Drivers FY13
cont'd.

Summary of Cost Drivers

Mandatory Cost Drivers	$14.0
Commitments	9.7
Priority Initiatives	8.4
Total	**$32.1**

Resource and Cost Scenarios

Costs	$	(32.1)
General Fund		3.6
Enrollment Growth (+50 ISUG)		0.4
Reallocation		1.5
Surplus/(Shortfall)	**$**	**(26.6)**

Tuition Revenue Scenarios

$ in millions

Incremental revenue potential by residency and student level:

Rate Increase Scenarios*	Undergraduate		Graduate	
	Resident	Nonresident	Resident	Nonresident
1%	$ 1.4	$ 1.3	$ 0.1	$ 0.2
2%	2.8	2.6	0.3	0.4
4%	5.6	5.2	0.6	0.7
6%	8.4	7.8	0.8	1.1

*For example; not a recommendation.

Virginia Tech Tuition and Fee Benchmarking

	2011-12		
	VT	Average	VT Rank
In-state Undergraduate			
Public SCHEV Peers	$10,509	$10,594	**11 out of 24**
Virginia Institutions	$10,509	$9,465	**5 out of 15**
UVA	$10,509	$11,576	
CWM	$10,509	$13,132	
Out-of-state Undergraduate			
Public SCHEV Peers	$24,480	$26,504	**17 out of 24**
Virginia Institutions	$24,480	$24,141	**5 out of 15**
Regional Competitive Peers (a)	$24,480	$24,922	

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

Tuition and Fee
Competitive Market Movement

	2011-12	
	1-YR Increase	3-YR Increase
In-state Undergraduate		
Public SCHEV Peers	**7.5%**	**7.2%**
Virginia Doctorals	**7.4%**	**8.3%**
Out-of-state Undergraduate		
Public SCHEV Peers	**5.4%**	**5.8%**
Regional Competitive Peers (a)	**4.4%**	**4.2%**

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

Resident Undergraduate Virginia Public Institutions

2011-12

Institution	Tuition & Mandatory Fee		Total Cost	
	$	Rank	$	Rank
Virginia Military Institute	13,184	1	20,630	2
William and Mary	13,132	2	22,024	1
University of Virginia	11,576	3	20,612	3
Longwood University	10,530	4	18,644	5
Virginia Tech	**10,509**	**5**	**17,365**	**8**
Christopher Newport University	10,084	6	19,612	4
Virginia Commonwealth University	9,517	7	18,163	6
George Mason University	9,266	8	17,666	7
University of Mary Washington	8,806	9	17,274	9
James Madison University	8,448	10	16,788	10
Radford University	8,320	11	15,909	14
Old Dominion University	8,144	12	16,362	12
UVA College at Wise	7,813	13	16,703	11
Virginia State University	7,090	14	15,970	13
Norfolk State University	6,600	15	14,527	15

Other Considerations

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Implications of Low
or No Tuition Increase

❑ Program reductions

❑ Faculty retention

❑ Limited/No new initiatives to advance
   strategic plan or Commonwealth goals

❑ Instructional quality

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Good News

❑Virginia Tech

  ❑Cost effective

  ❑Lean

  ❑Price efficient

    ❑Kiplinger's best value

    ❑Several top 50 program rankings in most recent U.S. News & World Report

  ❑Opportunity to invest for the future

Questions?

Virginia-Maryland
Regional College of Veterinary Medicine

Achievements and Challenges

Dean Gerhardt Schurig
Board of Visitors
March 25, 2012

Basics

- 28 Colleges of Veterinary Medicine in the US
- VMRCVM is the only Regional College
- Virginia residents   50
- Maryland residents   30
- Non-Resident base   15
- 2011-12 Total   95
- **Additional Non-Residents Fall 2012   25**
- 2012-13 Total   120

- Distribution by: Residents: 80   Non-Residents: 40

Professional Instruction

- **DVM (Doctor of Veterinary Medicine) Student Training**
  - **Teaching Hospitals**
    - **Veterinary Teaching Hospital (VTH)**
    - **Marion duPont Scott Equine Medical Center (EMC)**
  - **Five Tracks; only veterinary college with Public and Corporate tracks**
- **Degrees Awarded: DVM, PhD, DVM/MPH (Master of Public Health), DVM/MS (Master of Science)**
- **Residency Training (2-3yrs + MS)**

43% of pets have shared a bed with their owner

Facilities Development
Instructional Addition (and faculty offices)

Facilities Development

Renovations

Classrooms, Library, Multidisciplinary Labs, Commons room

Before

After

6

Facilities Development
Renovations

VTH Community Practice Examination and Treatment Area

Before

After

Community Practice

Ophthalmology

Research Focus

- Infectious Diseases
- Regenerative/Stem Cell Research
- Translational (Research/Medicine)

Facilities Development

Infectious Disease Research Facility

Other Facilities Development

- Stem Cell Lab at EMC

- Multiple Labs Renovations

- Veterinary Teaching Hospital

  - (CT, MRI technologies = Revenue enhancing investments)

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Facilities Planned & Needed

- **Translational Medicine Building**
    - **Expansion of VTH**
    - **Multidisciplinary Translational Research Labs**
        - with College of Science and College of Agriculture and Life Sciences

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VT Basic Research

All Colleges & Institutes

Translational Medicine/Research Building
Spontaneous Disease Animal Models
Vet Teaching Hospital

Graduate Students bridge

Multi College Development CALS,COS,CVM

Animal Model – DVM & MD Student research projects

National Center Comparative medicine

Part of VT emerging Health Sciences Program
Basic   Spont model   human

Animal diagnostics and treatments development

Human diagnostics and Treatments development

Medical Schools

Others, Lombardi Etc.

Wake Forest School of Biomedical Engineering

VTCSOM / VTCRI VCOM

Economic Development Intellectual Property Hospital Revenues

G.Schurig/10

Selected Achievements

- **Maintain full accreditation from:**
  - **The American Veterinary Medical Association**
  - **The Association for Assessment and Accreditation of Laboratory Animal Care International**
- **Integrated Life Sciences building – in collaboration with**
  - **College of Agriculture and Life Sciences (CALS)**
  - **College of Science (COS)**
  - **College of Natural Resources and Environment (CNRE)**
- **Feasibility study for Translational Medicine/Research Building**
  - **CALS and COS**
- **Continued successful Multicultural Academic Opportunities Program (MAOP); Organizing Diversity Matters Conference**

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3rd

Southeastern Veterinary Student
Diversity Matters Symposium

April 13 — April 15, 2012

Virginia — Maryland Regional
College of Veterinary Medicine
Blacksburg, VA

Selected Achievements

- **Department of Population Health Sciences, Masters of Public Health (MPH) -- Completed a highly successful first year**

- **Foster and enhance the strategic alignment of the VMRCVM with stakeholder organizations such as the Virginia, Maryland, DC, and West Virginia Veterinary Medical Associations by collaborating on mutually beneficial special events and programs**

- **Hired a recruiter and implemented multi-person/multi-interview processes to increase the likelihood of a large, well-qualified and diverse student applicant pool**

- **Developed active exchange programs with India and Chile**

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Challenges

1. Admission of highly qualified professional students becoming increasingly competitive
2. Teaching Hospital facilities upgrades and addition (Translational Medicine Building)
3. Economics

Challenges

3. Economics

- Tuition, Student Debt and Scholarships
- Hiring and retaining Clinical Faculty
- Sustainability of the Equine Medical Center
- Hospital Information System (medical records, billing, accounting, inventory)

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Questions?

Dean Gerhardt Schurig

Virginia-Maryland Regional College of Veterinary Medicine

MINUTES

March 26, 2012

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, March 26, 2012, at 1:15 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

Present	**Absent**
Mr. Frederick J. Cobb	Ms. Michele Duke
Ms. Beverley Dalton	Mr. William B. Holtzman
Mr. Douglas R. Fahl	Mr. John C. Lee IV
Mr. Cordel Faulk	
Dr. Calvin D. Jamison, Sr.	
Mr. George Nolen (Rector)	
Ms. Suzanne Obenshain	
Ms. Deborah Leigh Martin Petrine	
Mr. Michael J. Quillen	
Mr. John G. Rocovich, Jr.	
Mr. Paul W. Rogers, Jr.	
Dr. Bruce Pencek, President, Faculty Senate	
Ms. Maxine Lyons, President, Staff Senate	
Ms. Michelle McLeese, Graduate Student Representative	
Mr. Matthew Banfield, Undergraduate Student Representative	

Also present were the following: Dr. Charles Steger, Mr. Erv Blythe, Mr. Ralph Byers, Ms. Shelia Collins, Dr. Karen DePauw, Dr. Gene Deisinger, Dr. John Dooley, Dr. Elizabeth Flanagan, Dr. Jack Finney, Major Kevin Foust, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Dr. Paul Knox, Ms. Sharon Kurek, Dr. Will Lewis, Ms. Heidi McCoy, Dr. Mark McNamee, Dr. Joe Merola, Mr. Mike Mulhare, Dr. Jerry Niles, Ms. Kim O'Rourke, Dr. Ellen Plummer, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Ed Spencer, Mr. Jeb Stewart, Dr. Tom Tillar, Dr. Robert Walters, Dr. Sherwood Wilson, Dr. Daniel Wubah, faculty, staff, students, guests, and reporters.

* * * * *

Rector Nolen asked for a motion of approval of the minutes of the November 7, 2011, as distributed. The motion was made by Mr. Rocovich and seconded by Dr. Jamison. The minutes were approved.

* * * * *

Rector Nolen noted that Ms. Duke is making good progress toward recovery.

* * * * * * * * * *

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Nolen called on Mr. Rogers 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, Mr. Rogers stated that the **Resolution for Approval of the Bachelor of Arts Degree in Religion and Culture** was **deferred** by the committee to allow for further development.

* * * * *

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

Resolution for Approval of Initial Appointment for Extra-Collegiate Library and Extension Faculty on the Continued Appointment-Track

That the entry rank of assistant professor be approved for extra-collegiate library and extension faculty on the continued appointment-track. (Copy filed with the permanent minutes and marked Attachment B.)

* * * * * * * * * *

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

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

* * * * *

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

Resolution for Approval to Adopt Weapons on Campus Regulation

That the weapons on campus regulation be adopted. (Copy filed with the permanent minutes and marked Attachment D.)

* * * * *

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

Resolution for Approval of the University Conviction and Driving Record Investigation Policy (University Policy 4060)

That the resolution amending university policy 4060 to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty be approved effective July 1, 2012. (Copy filed with the permanent minutes and marked Attachment E.)

* * * * *

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

Resolution for Approval of the Virginia Tech Crisis and Emergency Management Plan

That the resolution on the Virginia Tech Crisis and Emergency Management Plan be approved. (Copy filed with the permanent minutes and marked Attachment F.)

Mr. Michael Mulhare, Director of Emergency Management, was asked to give a brief overview. He explained that every four years the university is required by the *Code of Virginia* to review and revise the CEMP and bring it before the Board of Visitors for approval. This revision supersedes the previous Virginia Tech Emergency Response Plan and contains updated and new information, as well as all-hazards plans and procedures for disasters. It is comprised of a base plan that discusses how the university is organized to manage an incident and annexes for individual plans, such as the handling of emergency notification system protocols, disaster mental health response plan, and the Lane Stadium evacuation plan, etc. It is meant to be a "living" document, and it is anticipated that additional annexes will be added as time goes on. The CEMP will be reviewed and updated annually and will be brought back to the Board of Visitors for approval every four years.

* * * * * * * * * *

REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

* * * * *

Note: Because the General Assembly has not yet passed a budget, a special meeting of the Board will be held in April to set 2012-13 tuition and fees.

* * * * *

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

Resolution for Approval of the Year-to-Date Financial Performance Report (July 1, 2011 – December 31, 2011)

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2011 through December 31, 2011 and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * *

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

Resolution for Approval of the 2012-2013 Compensation for Graduate Students

That the graduate assistant compensation program for 2012-13 be approved. (Copy filed with the permanent minutes and marked Attachment I.)

* * * * *

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

Resolution for Approval of Short-Term Disability Program for Restricted Faculty

That the resolution establishing a short-term disability benefit program for eligible restricted faculty be approved. (Copy filed with the permanent minutes and marked Attachment J.)

* * * * *

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

Resolution for Approval of the Unified Communications and Network Renewal Project

That the resolution authorizing Virginia Tech to complete the Unified Communications and Network Renewal project be approved. (Copy filed with the permanent minutes and marked Attachment K.)

* * * * * * * * * *

REPORT OF THE RESEARCH COMMITTEE

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

* * * * * * * * * *

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Nolen called on Dr. Jamison for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment M.)

* * * * *

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

Resolution for Approval of the Corps of Cadets Participation Policy

That the resolution reaffirming and clarifying the Corps of Cadets Participation Policy be adopted. (Copy filed with the permanent minutes and marked Attachment N.)

Dr. Jamison reported that during the interactions with the student recipients of the Division of Student Affairs Aspirations for Student Learning Awards and the President of the Student Government Association, the topic of academic advising was discussed. One student said that the most successful environment s/he had was one where a faculty took time to listen to his/her issues. A second student talked about faculty members who were focused more on research, to the extent that the faculty member would teach and then get back to his/her research. Both students took the same course. One student had a great experience; the other had a negative experience. Mr. Fahl added that during the student interviews the previous day, two students described having totally different experiences in the same class.

Rector Nolen suggested the Board receive an update from President Steger, Dr. McNamee, and Dr. Wubah at a future information session about efforts to improve instruction, including how quality is measured, how the process is audited, how feedback is gathered on surveys, how social media is perceived, and what efforts are in place to help faculty who need to improve or to deal with those whose performance does not improve.

* * * * * * * * * * *

PRESIDENT'S REPORT

Report of Research and Development Disclosures

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

* * * * *

As part of the President's Report, the following resolution was moved by Mr. Rocovich, seconded by Dr. Jamison, and approved unanimously.

Resolution Honoring Officer Deriek W. Crouse

That the Virginia Tech Board of Visitors hereby expresses its deepest appreciation and pays tribute to Officer Deriek W. Crouse for his dedicated and outstanding service to Virginia Tech, and for making the ultimate sacrifice in service. (Copy filed with the permanent minutes and marked Attachment P.)

President Steger said that the resolution will be framed and presented to Officer Crouse's family.

* * * * *

President Steger noted that the research expenditures for the past year were $450 million, which is a 13 percent growth over the previous year. He expressed gratitude to the faculty, staff, and students, who deserve tremendous credit. It is a remarkable achievement given the intense competition for these funds.

Rector Nolen commended President Steger for his vision to lead the university in that direction some twelve years ago.

* * * * * * * * * *

Motion to begin Closed Session

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

1. Appointment of faculty to Emeritus status, the consideration of individual salaries of faculty, consideration of Endowed Professors, review of departments where specific individuals' performance will be discussed, 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. Discussion of 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. Cobb and passed unanimously.

* * * * * * * * * *

Motion to Return to Open Session

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

Ms. Dalton 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 Ms. Petrine and passed unanimously.

* * * * *

Upon motion by Dr. Jamison and second by Mr. Rocovich, unanimous approval was given to the resolution to ratify the **Selection of the 2012-2013 Student Representatives to the Board** as considered in Closed Session. Rector Nolen introduced Nick Onopa, 2012-2013 Undergraduate Student Representative to the Board of Visitors, and Robyn Jones, 2012-2013 Graduate Student Representative to the Board of Visitors.

* * * * *

Upon motion by Mr. Rocovich and second by Dr. Jamison, unanimous approval was given to the resolutions to **Name University Facilities (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment Q.)

* * * * *

Upon motion by Mr. Rocovich and second by Ms. Petrine, unanimous approval was given to the Resolution for approval of an **Alumni Distinguished Professor (1),** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment R.)

* * * * *

Upon motion by Mr. Rocovich and second by Ms. Petrine, unanimous approval was given to the resolutions for approval of **Emeritus Status (5)**, as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment S.)

* * * * *

Upon motion by Mr. Rocovich and second by Ms. Petrine, unanimous approval was given to the resolutions for approval of **Endowed Professorships and Fellowships (9)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment T.)

* * * * *

Upon motion by Mr. Rocovich and second by Ms. Petrine, unanimous approval was given to the resolution for approval of **Faculty Research Leave Requests (72)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment U.)

* * * * *

Upon motion by Mr. Rocovich and second by Ms. Petrine, unanimous approval was given to the resolution to ratify the **Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment V.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

* * * * *

Audit Report

No Action Required

* * * * *

Litigation Report

Not for Approval

* * * * *

Appointment of Nominating Committee for Officers of the Board

The following members were appointed by Rector Nolen for the purpose of nominating the 2012-2013 Rector, Vice Rector, and Secretary.

Chair: Ms. Debbie Petrine

Members: Ms. Beverley Dalton
           Mr. John Lee

* * * * * *

Constituent Reports (no action required)

- **Undergraduate Student Representative to the Board – Mr. Matthew Banfield**
- **Graduate Student Representative to the Board – Ms. Michelle McLeese**
- **Staff Representative to the Board – Ms. Maxine Lyons**
- **Faculty Representative to the Board – Dr. Bruce Pencek**

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

A special meeting of the Board will be held on April 20, 2012, for the purpose of setting tuition and fees for 2012-13.

The date for the next regular meeting is June 3-4, 2012, in Blacksburg, Virginia.

* * * * *

The meeting was adjourned at 4:00 p.m.

George Nolen, Rector

Kim O'Rourke, Secretary

Committee Minutes

ACADEMIC AFFAIRS COMMITTEE

The Inn at Virginia Tech, Drillfield Room
9:00 – 11:30

March 26, 2012

Board Members Present
Chair: Paul Rogers (serving as Chair on behalf of Michelle Duke)
Committee Members Present: Cordel Faulk, Michelle McLeese (graduate student representative), Suzanne Obenshain
Also Attended: George Nolen, Bruce Pencek (faculty representative);

Board Members Absent
Michelle Duke

Guests
Rosemary Blieszner, Kris Bush, Alicia Cohen, Johnathan Davis, Karen DePauw, Jack Finney, Francesca Galarraga, Linda Greene, Larry Hincker, Hal Irvin, Angie King, Paul Knox, Adrien DeLoach, Natalie Hart, William Lewis, Mark McNamee, Chuck Perkins, Ellen Plummer, Karen Eley Sanders, Peter Schmitthenner, Ken Smith, Susan Steeves, Judy Taylor, Leo Tolia, Tod Whitehurst, Ashley Wood, and Daniel Wubah

OPEN SESSION

1. **Welcome.** Paul Rogers, serving as committee chair in the absence of Shelley Duke, welcomed committee members and guests. Mr. Rogers reported on a successful discussion with students and faculty in the Student-Centered Active Learning Environment for Undergraduate Programs (SCALE UP) classroom located in Derring Hall. The SCALE UP classroom is designed to promote interactive learning.

2. **Approval of Minutes. A motion was made and passed unanimously to approve the November 7, 2011 minutes of the committee with a correction to the date of the minutes approved at that meeting. The minutes should read: A motion was made and unanimously approved to accept the <u>August 29, 2011</u> minutes of the committee.**

3. Report of Closed Session Action Items. The committee approved a resolution to move into closed session to consider a resolution for reappointment of an Alumni Distinguished Professor, five emeriti resolutions, nine endowed professorship and fellowship resolutions, seventy two faculty requests for research assignment leave, and ratification of the faculty personnel changes report.

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

4. Provost's Update. Dr. Mark McNamee, senior vice president and provost, thanked Mr. Rogers for stepping in as chair of the Academic Affairs Committee. Dr. McNamee introduced Dr. Rosemary Blieszner, Alumni Distinguished Professor, Associate Dean of the Graduate School and Associate Director of the Center for Gerontology. Dr. Blieszner is a model university citizen and leader. Dr. Blieszner spoke about her commitment to teaching and her research on early memory loss and its impact on family members. Dr. Bliezsner also interacts frequently with alumni chapters and speaks with prospective students and their families.

Dr. McNamee acknowledged Dr. John Dooley's significant contributions to the university as vice president for outreach and international affairs. Dr. Dooley will begin his appointment at the Virginia Tech Foundation next month. Dr. Jerry Niles is serving as interim vice president for outreach and international affairs.

The search for vice president of student affairs is well underway and three finalists have been invited to campus.

In matters pertaining to undergraduate admissions, Dr. McNamee reported that over 20,000 students applied for admission for fall 2012. Over 13,500 offers were made for a freshman class of 5,237 students that will include approximately 3,600 students from within Virginia, and 1,637 from out of state.

Dr. McNamee updated the committee on the university's conviction and driving record investigation policy (University Policy 4040). A resolution to adjust this policy was considered by the Building and Grounds committee and will be addressed by the full Board. The resolution will extend university policy to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including teaching and research faculty.

5. Academic Administration. Dr. Ken Smith, associate provost for resource management and planning, provided the committee an update on instructional

renovations in classrooms and labs. Over the past three years, a total of 43 projects have resulted in renovations and improvements in 67 classrooms and labs. On-going improvements include new construction and renovations in large scale classrooms, labs, and studios.

6. Inclusive Excellence. Dr. Jack Finney, associate provost for faculty affairs, and Dr. Hal Irvin, associate vice president for human resources, presented results from the university's 2011-2012 Employment Climate Survey. Administered in the fall of 2011 to all employees, the survey had a 46% response rate. Results indicate that employees are concerned about morale, accountability for job performance, and communication. Employees report strong relationships with co-workers and supervisors, and that Virginia Tech is a good place to work. Survey results will be shared with deans and vice presidents.

7. Academic Initiatives. Dr. Mark McNamee made an administrative request to defer consideration of the resolution to approve the B.A. in Religion and Culture until the June meeting of the Board to allow for further development of the degree proposal.

8. Faculty Affairs.

*a) Resolution to Establish a Short Term Disability Program for Restricted Faculty. Dr. Robert Walters, vice president for research, presented a resolution that was also considered by the Finance and Audit committee. Restricted faculty, most of whom are research faculty, do not have a short term disability program available to them. However, they do participate in a long term disability program. To address this gap in disability program coverage, Virginia Tech completed a competitive bid process for a short term disability plan. Approval of this resolution allows Virginia Tech to provide a competitively priced short term disability plan from a major vendor which will cover restricted faculty for up to 26 weeks at 60% of their pay.

The resolution to Establish a Short Term Disability Program for Restricted Faculty passed unanimously.

*b) Resolution on Initial Appointment for Extra-Collegiate Library and Extension Faculty on the Continued Appointment-Track. Dr. Jack Finney presented a resolution for the committee's consideration. Faculty members in the libraries and in Extension have appointment processes that parallel the tenure track appointments available to teaching and research faculty. This resolution adjusts the language in the Faculty Handbook to provide the entry rank of assistant professor for library and extension faculty with terminal degrees who are on the continued appointment-track.

The Resolution on Initial Appointment for Extra-Collegiate Library and Extension Faculty on the Continued Appointment-Track passed unanimously.

9. Global Strategies. Dr. Karen DePauw, vice president and dean for graduate education, and Dr. John Dooley, vice president for outreach and international affairs, presented information regarding the university's efforts to advance the internationalization of graduate education. Domestic and international students benefit from education and research in global and multicultural settings. Experiences include education abroad, collaborative degrees, and exchange programs with international partners.

Adjournment. There being no further business, the meeting adjourned at 11:35 a.m.

_____
* Requires Full Board Approval

INSTRUCTIONAL RENOVATIONS PROGRAM UPDATE

Ken Smith, Ph.D.

Associate Provost

Resource Management and Planning

Classroom and Instructional Lab Challenges

- Quantity

    Number of rooms available

- Quality

    Condition of rooms and instructional equipment

- Capacity

    Improving quality can impact capacity

- Match

    Instructional practices and class sizes

A Three-Pronged Approach

1. New Construction

    Academic Classroom Building Project approved for planning funds

2. New Rooms

    Construction of mixed-use buildings:

    Signature Engineering, Academic Student Affairs, Davidson Hall

3. Renovations

    A recurring cycle of planned renovations and improvements of existing space

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Funding

Fiscal Year	University Funding	College Match	Total Funding	Projects Funded	Rooms Impacted
2009-10	$1,988,000	$430,000	$2,418,000	22	37
2010-11	$500,000	$230,000	$730,000	12	19
2011-12	$750,000	$432,000	$1,182,000	9	11
Total	$3,238,000	$1,092,000	$4,330,000	43	67

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Project Highlights

- Electrical Outlets

- Seating Improvements

- **SCALE-UP** Classrooms

  Student-**C**entered **A**ctive **L**earning **E**nvironment

  for **U**ndergraduate **P**rograms

- Conversion to Classroom/Lab Use

- General Improvements

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Before

After

Outlets - Surge Building

Before

After

Outlets - Surge Building

100 Hancock

300 Whittemore

02.12.2012

02.12.2012

Outlets – Hancock, Whittemore

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Before

After

Seating Improvements
Pamplin 1003

Before

After

Seating Improvements
Pamplin 1003

Before

After

Seating Improvements
Virginia-Maryland Regional College of Veterinary Medicine
Classroom 125

Before

After

Seating Improvements
Virginia-Maryland Regional College of Veterinary Medicine
Classroom 125

Before

After

02/01/2010

08/25/2010

SCALE-UP Derring 3076

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Before   **After**

SCALE-UP Cheatham 317A

Before

After

SCALE-UP Cheatham 317A

Before   **After**

Conversion - Physics Instructional Lab Derring 4009

Before   **After**

Conversion - Kiva Classroom
Burchard Hall

Before

After

Conversion - Distance Learning Classroom Wallace 340

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Before   **After**

Conversion - Distance Learning Classroom Wallace 407

Before

After

Conversion - Community Practice Room
Virginia-Maryland Regional College of Veterinary Medicine

Before

After

12/04/2009

02/18/2010

General Improvement
Brooks Forest Center

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Before

After

12/04/2009

02/18/2010

General Improvement
Brooks Forest Center Classroom

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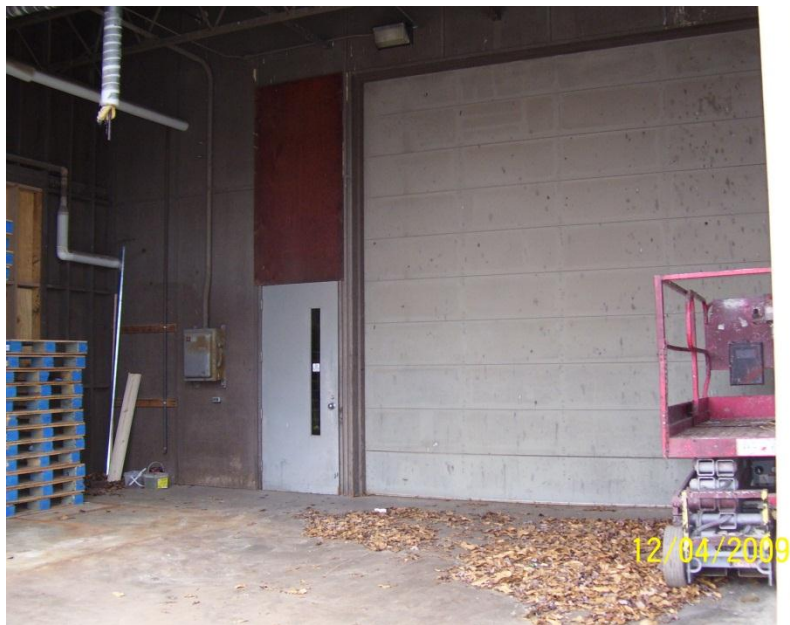
Before

After

General Improvement
Brooks Forest Center

Before

After

General Improvement
Engel 208

Before

After

General Improvement
McBryde 136

Before

After

General Improvement
McBryde 136

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IN PLANNING & DESIGN

McBryde 100
Largest Contact Hour Classroom
547 Seats

McBryde 100

Derring Hall
Biology Instructional Labs

Virginia-Maryland Regional College of Veterinary Medicine
Classrooms 100 & 102

Apparel, Housing, and Resource Management
Drafting Classroom
Wallace 410
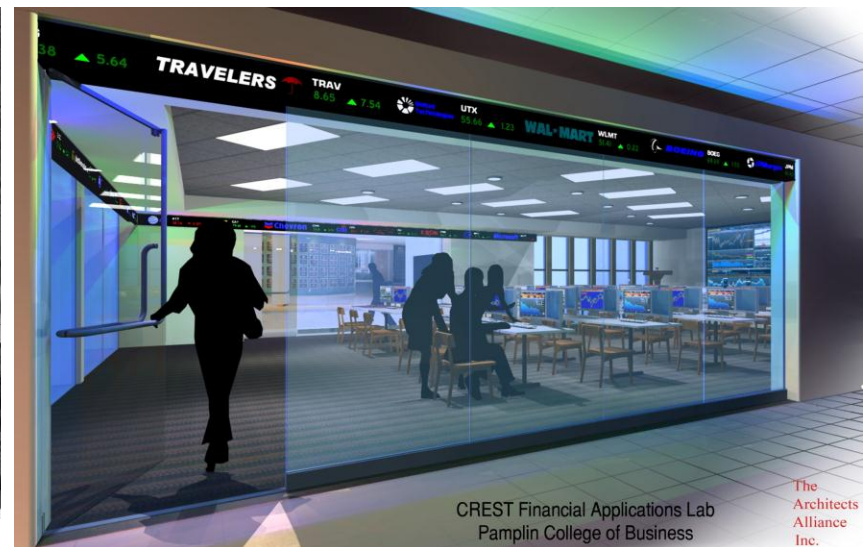
Computational **R**esearch for **E**nergy **S**ystems and **T**ransportation
(**CREST**) Financial Applications Lab
Pamplin Hall

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THANK YOU

Ken Smith, Ph.D.

Associate Provost

Resource Management and Planning

2011 Virginia Tech Employment Climate Survey Results

Academic Affairs Committee
March 26, 2012

Jack Finney and Hal Irvin

Agenda

- Survey Basics
- Results by Major Section
- Overall Bottom Items
- Overall Top Items
- Differences from 2011 - 2009
- Next Steps
- Questions and Discussion

SURVEY BASICS

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Demographics 2011 - percentages are rounded

- By race/ethnicity -
    - 89% are White (n = 2,844)
    - 4% are Black (n = 140)
    - 4% are Asian (n = 127)
    - 2% are Hispanic (n = 68)
    - 1% other/mixed race (n = 32)
- By gender
    - 56% are women (n = 1,798)
    - 44% are men (n = 1,413)

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Fall 2011 Survey Basics

- Assess all salaried employees' perceptions of work climate
  - Teaching & Research Faculty were not included in Fall 2009

- 3,211 respondents = 46% response rate

- 81 questions with a 1 – 4 rating scale
  - 1-strongly disagree, 2-somewhat disagree, 3-somewhat agree, 4-strongly agree

- Ratings of 3 & 4 were combined for a percent positive for each item

- Two open-ended questions
  - Diversity (498 comments)
  - Ideas to improve climate (838 comments)

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RESULTS BY MAJOR SECTION

Rank Ordered Percentage Results by Survey Section – Percentage Positive

Resources (9 questions)	82%
Supervision (10 questions)	82%
Co-workers (11 questions)	81%
Employee job satisfaction (10 questions)	79%
VT Principles of Community (6 questions)	79% *
Diversity (16 questions)	74%
Leadership (12 questions)	72%
Communication and department input (6 questions)	70%

* ~ 76% familiar with Principles of Community

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OVERALL BOTTOM TEN ITEMS

Bottom Ten – Most Negative Items

Individuals in my department are made accountable for poor performance	52%
My department has sufficient staffing to allow us to achieve our mission	55%
Virginia Tech rewards the efforts of employees who do outstanding work	56%
Morale among employees at Virginia Tech is good	57%
There is accountability at Virginia Tech for discriminatory behavior*	58%
Morale among employees in my department is good**	60%
Conflict is resolved effectively in my department	61%
I have opportunities for career growth or promotion at Virginia Tech	61%
Employees are treated fairly at VT regardless of sexual orientation*	62%
The rationale for important decisions that impact me at VT is communicated effectively	62%

* New in bottom ten
**New item

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OVERALL TOP TEN ITEMS

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Top Ten – Most Positive Items

I have good relationships at VT with others outside my department	96%
I have good relationships with my co-workers	96%
Virginia Tech is a good place to work	92%
The tools and technologies that I use help me to be efficient in completing my work	92%
I have a good relationship with my supervisor	91%
People in my department are committed to doing quality work	91%
I understand the roles and responsibilities of others in my department*	90%
I have access to the information I need to do my job*	90%
My supervisor is available to me when I have questions or need help	89%
I apply the Virginia Tech Principles of Community in my own work at Virginia Tech	89%

* New in top ten

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Good News

- "VT is a good place to work" is the 3rd highest positive response on the survey with 92% responding positively
  - In 2009, 8th highest – 91% responded positively)

- Average response for top 100 corporations on "Great Place to Work" question is 90%

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Highest and Lowest Ranked Categories

Highest	Lowest
Co-workers	Co-workers
Resources	Diversity
Supervision	Leadership

DIFFERENCES FROM 2011-2009

Changes from 2009 – Down*
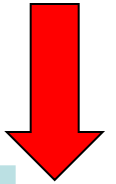
Question	2011	2009
I have the lab or office space I need to do my job (Resources)	83%	88%
My department has sufficient staffing to allow us to achieve our mission (Resources)	55%	61%
My job performance is reviewed in person with me at least once a year (Supervision)	82%	90%

* Items dropped 5% or more

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Changes from 2009 – Up *

Question	2011	2009
I am provided with learning opportunities such as workshops or training for career advancement and professional growth at Virginia Tech (Resources)	81%	76%
Morale among employees at Virginia Tech is good (Leadership)	57%	50%
I have opportunities for career growth or promotion at Virginia Tech (Job Satisfaction)	61%	55%
Virginia Tech rewards the efforts of employees who do outstanding work (Job Satisfaction)	56%	49%

* Items increased 5% or more

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NEXT STEPS

Next Steps

- Break out results by senior management area

- Review results and determine action items
  - Along with the VP for Diversity and Inclusion, we met with Caucus Chairs to discuss diversity-related results and to invite suggested action items

- Communicate overall results through governance and university committees

- Offer employee focus group services for departments that wish to promote an improved climate

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QUESTIONS AND DISCUSSION

Thank you!

The Internationalization of Graduate Education at Virginia Tech

Karen DePauw and John Dooley

March 26, 2012

Graduate Education in the International Strategic Plan

- Enhance the quality and breadth of international graduate programs to a level comparable to our top peer institutions

- Enhance the participation, visibility, and recognition of Virginia Tech in graduate international programs

International Graduate Students

- **26% of graduate student population**

- **100+ countries**

- **Largest enrollments**

  - **China - 581 students**

  - **India - 360**

  - **S. Korea - 100**

  - **Iran - 94**

  - **Egypt - 51**

Value Added of International Students

- **Global awareness and understanding**
- **Global diversity**
- **Graduate ambassadors & future collaborators**
- **Future scientists, scholars & faculty**
- **Intellectual contributions**
- **National interest**

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U.S. Graduate Students Going Abroad

- **Global perspective of education and research**
- **Cultural understanding**
- **Networking**
- **Collaboration**
- **Expanding professional scope**

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International Opportunities

- **Collaborative & Dual Degrees**

- **Study Abroad**

- **Exchanges/experiences**

  - **Research**

  - **Teaching**

  - **Engagement/Service**

Examples of Virginia Tech's Graduate Portfolio

- **Graduate degrees - VT-Middle East and North Africa (VT-MENA)**

- **Coursework and study abroad - Switzerland, Malawi, Dominican Republic**

- **Collaborative and dual degrees**

    Marketing – University of Lugano

    Engineering – TU Darmstadt

    Politecnico d' Milano

    UniNorte - Colombia

Global Perspectives Program

- **Preparing Future Professoriate (PFP)** Program within Transformative Graduate Education (TGE) initiative

- **Established by the Graduate School in 2005**

- **Graduate "study abroad" – 2 weeks in May**

- **University visits and cultural experiences**

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Global Perspectives Program

- **Established partnership with University of Basel 2010**
    - **Global graduate education seminar – Virginia Tech's Center for European Studies & Architecture (CESA), Switzerland**
    - **Conference at Swiss Embassy in Washington DC**
- **University of Lund added as a partner in 2012**

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Global Perspectives Program

Virginia Tech participants

- 2006   10 students (4 colleges)
- 2007   13 students (5 colleges)
- 2008   13 students (5 colleges)
- 2009   13 students (5 colleges)
- 2010   14 students (5 colleges)
- 2011   14 students (5 colleges)
- 2012   14 students (7 colleges)

Spin-off Programs

- **PFP Chile – January 2012**

- **U.S. Graduate Deans Experience – July 2012**

- **GPP Alumni Reunion – July 2012**

- **"The Global Perspective Program gave me a broad understanding and active engagement of global culture and higher education. The experience has enhanced my communication and leadership skills within my research and the classroom and positively influenced my overall graduate education."**

    ~Amanda (2011)

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Questions?

RESOLUTION ON THE INITIAL APPOINTMENT FOR EXTRA-COLLEGIATE LIBRARY AND EXTENSION FACULTY ON THE CONTINUED APPOINTMENT-TRACK

WHEREAS, for the application of faculty policies related to tenure or continued appointment, the general faculty is considered as being either collegiate faculty on the tenure-track or extra-collegiate library and extension faculty on the continued appointment-track; and

WHEREAS, extra-collegiate faculty in the library or extension may hold continued appointment or may be on the continued appointment-track; just as the collegiate faculty may be tenured or on the tenure-track; and

WHEREAS, Virginia Tech has established continued appointment as the extra-collegiate equivalent of tenure; and

WHEREAS, the entry rank for collegiate faculty on the tenure-track is typically the rank of assistant professor; and

WHEREAS, the entry rank for extra-collegiate library and extension faculty on the continued appointment-track is the rank of instructor; and,

WHEREAS, the entry rank for extra-collegiate library and extension faculty on the continued appointment-track should parallel that of the entry rank for collegiate faculty on the tenure-track;

NOW, THEREFORE, BE IT RESOLVED, that the attached sections of the Faculty Handbook regarding the entry rank for extra-collegiate library and extension faculty on the continued appointment-track be revised as indicated in red; and

BE IT FURTHER RESOLVED, that the entry rank of assistant professor for extra-collegiate library and extension faculty on the continued appointment-track be approved.

RECOMMENDATION:

That the Board of Visitors approve the entry rank for extra-collegiate library and extension faculty on the continued appointment-track as assistant professor.

March 26, 2012

4.3.1 Extra-Collegiate Instructor

The rank of extra-collegiate instructor is for either ~~the usual rank of initial appointment for~~ library faculty ~~on the continued appointment-track,~~ or ~~for extra-collegiate~~ Virginia Cooperative Extension faculty on the continued appointment-track whose positions have been designated for continued appointment-track and who have not completed the terminal degree. Annual appointments may be renewed within the limits of a probationary period. Ordinarily, continued appointment would not be awarded at the instructor rank, although time spent at this rank counts in the probationary period leading to continued appointment. ~~A master's degree or significant professional experience is the minimum expectation for appointment at this rank.~~

Extra-collegiate extension instructors who complete their terminal degree may be recommended for promotion to assistant professor by the unit chair with the approval of the director, dean, provost, president, and the board of visitors. Extra-collegiate instructors in the library may be recommended for promotion to assistant professor by the dean of University Libraries with the approval of the provost, the president, and the board of visitors.

Promotion of library and extension faculty to the ranks of associate or full professor is conducted in accordance with procedures in section 4.5.4, "Evaluation Procedures for Promotion and Continued Appointment."

4.3.2 Assistant Professor

The rank of assistant professor is the usual rank of initial appointment for faculty on the continued appointment-track. Appointment to the rank of assistant professor carries with it professional responsibilities in learning, discovery, and engagement. An assistant professor may be assigned responsibility for teaching graduate courses and for supervising master's theses and doctoral dissertations, as well as serving on graduate student committees. The terminal degree appropriate to the field is expected for appointment to this rank. (Further information regarding appropriate credentials for teaching faculty is found in section 2.5.9, "Faculty Credentialing Guidelines," and on the provost's website.)

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

Tour from The Inn at 7:45 am
Solitude Room, Skelton Conference Center
10:15 am

March 26, 2012

Board Members Present: Mr. John Rocovich, Ms. Beverley Dalton, Mr. George Nolen

VPI&SU Staff: Mr. Kevin Bishop, Ms. Vickie Chiocca, Mr. William Cockey, Mr. Michael Coleman, Mr. David Dent, Dr. Elizabeth Flanagan, Mr. Mark Gess, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Rick Hinson, Ms. Leigh LaClair, Mr. Curtis Mabry, Ms. Heidi McCoy, Mr. Michael Mulhare, Ms. Kayla Smith, Mr. Ken Smith, Mr. Ed Watson, Ms. Hilary West, Dr. Lisa Wilkes, Dr. Sherwood Wilson

Guests: Mr. Christopher Martweet, Ms. Rebekah Paulson

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

1. **Breakfast at West End Market and Tour of Residential Colleges at Ambler Johnston Hall:** The Committee had breakfast at the West End Market, received an update on building renovations and toured the residential college at Ambler Johnston Hall.

2. **Opening Remarks and Approval of Minutes of November 7, 2011:** The minutes of the November 7, 2011 meeting were unanimously approved.

* 3. **Resolution to Adopt Weapons on Campus Regulation:** The Board of Visitors is charged with the care, preservation, and improvement of university property and with the protection and safety of students, faculty, and staff on university property. Virginia Tech is very much committed to the safety and welfare of its students, faculty, and staff, and has developed safety and security policies in support of this commitment. The university has a policy that prohibits weapons and firearms on campus except for special circumstances. In 2011, the Virginia Supreme Court ruled that policies at public institutions governing weapons prohibition are not enforceable by law. The Committee recommended full board approval of the resolution to adopt a regulation regarding weapons on campus that will be enforceable by law.

* 4. **Resolution on University Conviction and Driving Record Investigation Policy:** Currently, conviction and driving record checks are required in all administrative areas for A/P Faculty, staff and 1,500 hour wage positions, as well as throughout the university, for candidates hired for specified wage and salary positions. The Committee discussed the resolution amending university policy 4060 to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty. This will further protect university

interests, institutional resources, and the welfare of Virginia Tech students, employees, and the public. Current Virginia Tech employees will not be subject to retroactive conviction/driving checks, unless a check is required by state law, federal law, or university policy. The associated costs are nominal. The Committee members discussed the impact of the policy change on hiring, and recommended full board approval of the resolution amending policy 4060 with an effective date of July 1, 2012.

* 5. Resolution on the Virginia Tech Crisis and Emergency Management Plan: The Code of Virginia requires that each public institution of higher education develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current. It is required that the plan be adopted by the Board of Visitors. Mr. Mulhare gave a brief presentation to the Committee summarizing the plan. The plan outlines the university's internal procedure in order to comply with the Code requirement. It is a living document, therefore, the Office of Emergency Management will update the plan as required during the interim between the Board of Visitors quadrennial review and adoption required by Section 23-9.2.9 of the Code of Virginia. The Committee members briefly discussed the new plan. The Committee recommended full board approval of the resolution to adopt the Virginia Tech Crisis and Emergency Management Plan, to include all hazards plans and procedures for disasters.

6. Capital Project Status Report: Mr. Coleman reviewed the capital project status report with the Committee and highlighted three projects that are under construction: the Chiller Plant I, the Human and Agricultural Biosciences Building I (HABBI), and the renovation of Davidson Hall. A committee member asked about the status of the dry rendering facility. Mr. Coleman reported that the facility was extremely costly to operate and maintain, therefore, the facility was closed during recent budget reductions and the service was outsourced to a third party.

Mr. Nolen inquired about the classroom retrofit project and asked for specifics about the number of classroom seats impacted and/or gained by the renovations program.

Dr. Wilson introduced to the Committee two employees that recently joined the Administrative Services division: Ms. Leigh LaClair, Deputy Chief Facilities Officer and Dr. Lisa Wilkes, Assistant Vice President for Business Operations.

A committee member inquired about the status of the University Building Official program that authorized the university to supervise its construction projects. Mr. Coleman updated the Committee on the work of the University Building Official office since June 3, 2011, when delegated authority was received, and discussed the transition of code authority from the Bureau of Capital Outlay and Management (BCOM).

Adjournment
There being no further business, the meeting adjourned at 10:41 a.m.

*Requires full Board approval.

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Satus
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	
IN-DESIGN											
Agriculture Program Relocation, Phases I and II	This project provides for a feasibility study to relocate the current lactating, non-lactating, and bovine palpation herds to Kentland Farm. At the March 23, 2009 Board of Visitor's meeting, the university was authorized to move forward with planning and design work of the necessary facilities to relocate the non-lactating herd operations at a cost not to exceed $500,000 and subsequent blanket authorization that super-ceded the March 23, 2009 resolution for planning and design work to relocate the non-lactating, bovine palpation, and lactating herd operations at a cost not to exceed $1 million.	$1,000,000	0%	100%	TBD	Hanbury Evans Wright Vlattas + Company – Norfolk, VA	N/A	N/A	N/A	N/A	Pre-planning/programming has been completed. Design and construction activities are pending approvals of the project schedule and funding allocations.
Propulsion Lab	The initial 8,000 SF of the Propulsion Lab Project consists of four primary components: Engine Testing, Aero-Thermal, Heat Transfer, and Modular Combustion Labs which are currently dispersed at various locations at VT.	$ 400,000	0%	100%	Design-Build	Perkins + Will – Charlotte, NC (Criteria Consultant)	N/A	TBD	N/A	N/A	Criteria Document development is underway, which is scheduled for completion April 2012.
UNDER CONSTRUCTION											
Academic and Student Affairs Building	This 77,500 GSF project will include a new dining facility, academic instruction areas, and other student space in a three-story building. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with the construction of an approximately 75,000 gross square foot Academic and Student Affairs Building project with a $45,153 million total costs and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed $45,153 million, plus related issuance costs and financing expenses.	$ 45,153,000	0%	100%	CMAR	Burt Hill Kosar Rittleman Associates – Washington, D.C.	Skanska USA Building, Inc. – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for May 2012.
Ambler Johnston Hall - Improve Residence and Dining Halls	This project will provide complete renovations to Ambler Johnston Hall (272,000 GSF) including replacement of building systems and addition of air conditioning. The project is envisioned to improve the sense of community by adding corridor day-lighting and an attractive entrance area. The project will be completed in multiple phases. At the November 3, 2008 Board of Visitor's meeting, the university was authorized to supplement the existing $65 million nongeneral fund debt Ambler Johnston renovation project with $10 million nongeneral fund debt and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed $10 million for a portion of the costs of the project, plus related issuance costs and financing expenses.	$ 75,000,000	0%	100%	CMAR	Clark Nexsen – Charlotte, NC	Barton Malow Company – Charlottesville, VA	N/A	N/A	N/A	Construction of Phase I has been completed and Certificate to Reoccupy has been granted. Phase II is underway and substantial completion scheduled for July 2012. Project budget currently at $72,113,670.
Campus Fiber Optic Improvements Project	The project will install a new fiber-optic backbone and building connections that increase capacity and diversity to ensure adequate and reliable service to the university. At the November 8, 2010 Board of Visitor's meeting, the university was authorized to move forward with the Campus Fiber-Optic Backbone Installation project at a total project cost not to exceed $2 million.	$ 2,000,000	0%	100%	Design, Bid, Build	N/A	N/A	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for March 2013.
Campus Heat Plant	This project provides planning authorization for the design of new heating and cooling infrastructure to serve the various areas of campus.	$ 31,500,000	60%	40%	Design-Build	Affiliated Engineers, Inc. – Chapel Hill, NC (Criteria Consultant)	N/A	Mid Atlantic Infrastructure Systems, Inc – Winston-Salem, NC	N/A	N/A	Construction is underway for the North Campus Steam Expansion with substantial completion of the base bid scheduled for March 2012 and Additive Packages scheduled for July 2012.
Center for the Arts	This project includes construction of a new 92,000 GSF Performance Hall with a 1,300-seat auditorium, as well as a Visual Arts Gallery. It also includes the renovation of Shultz Hall for Creative Technologies and support spaces.	$ 93,993,000	30%	70%	CMAR	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA	Holder Construction Company – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for September 2013 due to a three month delay in general fund allocation from the Department of General Services.
Chiller Plant I	This project provides for additions and improvements to the campus chilled water infrastructure, including an 18,600 GSF chiller plant in the SW section of campus.	$ 20,097,729	60%	40%	CMAR	Burns and Roe Service Corporation – Virginia Beach,	The Whiting-Turner Contracting Co. – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for April 2013.
Human and Agricultural Biosciences Building I	This project provides for a new 92,500 GSF advanced agricultural research laboratory facility.	$ 53,759,344	100%	0%	CMAR	Lord, Aeck & Sargent, Inc. – Atlanta, GA	Skanska USA Building, Inc. – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for December 2013.

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Satus
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	

UNDER CONSTRUCTION

McComas Exterior Wall Structure, Phase III	The project builds on the existing efforts of the McComas Exterior Wall Structure, Phases I and II, which corrects multiple wide spread failures in masonry flashings, sealants, mortar joints, and material connections that have resulted in progressive and extreme moisture penetrations, masonry veneer failures, and damage to interior building components.	$ 3,100,000	0%	100%	CMAR	Whitlock Dalrymple Poston & Associates – Manassas, VA	Carolina Waterproofing – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for September 2012.
Phase IV of Oak Lane Community	This project constructs five new houses and infrastructure improvements east of Oak Lane adjacent to the golf course. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with Phase IV of the Oak Lane Community project at a total project cost not to exceed $23.5 million and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed the $23.5 million total authorization, plus related issuance costs and financing expenses.	$ 23,500,000	0%	100%	PPEA	Thompson + Litton – Radford, VA (Infrastructure Improvements)	N/A	N/A	Va. Kappa Alumni Corporation of Sigma Phi Epsilon	TBD (Infrastructure Improvements)	Construction is underway with substantial completion scheduled for July 2012. The project budget for the first house and infrastructure support is $4,663,000.
Photovoltaic Array (Parking Structure)	This project provides design, installation, and commissioning of a nominal 100 kW(peak) dc utility grid connected solar photovoltaic system, which includes 480 solar panels, on the existing Parking Garage located along Perry Street.	$ 1,300,000	0%	100%	PPEA	N/A	N/A	N/A	Siemens Industry, Inc. - Richmond, VA	N/A	Construction is underway with substantial completion scheduled for March 2012.
Renovate Davidson Hall	This project provides for the demolition of the deteriorated center and rear sections of Davidson Hall and builds back approximately 45,000 GSF.	$ 31,118,739	100%	0%	CMAR	Einhorn Yafee Prescott – Washington, DC	Barton Malow Company – Charlottesville, VA	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for December 2013.
Signature Engineering Building	This project provides a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering.	$ 95,218,249	50%	50%	CMAR	Zimmer Gunsul Frasca Architects LLP – Washington, DC	Gilbane Building Company – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for February 2014.
Veterinary Medicine Instruction Addition	This project provides for the planning of additional instructional space to provide adequate classrooms to relieve overcrowding of the existing facility. The proposed project will address space accommodation needs with new classrooms and teaching labs, and faculty spaces. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with a $1.4 million design project for a Veterinary Medicine Instruction Addition project not to exceed a budget of $14 million total costs and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed the $1.4 million planning authorization, plus related issuance costs and financing expenses.	$ 14,000,000	0%	100%	CMAR	HKS, Inc. – Richmond, VA	W.M. Jordan Company – Newport News, VA	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for July 2012.
Virginia Tech–Carilion Research Institute (VTCRI) Third Floor Up-fit	This project constructs an up-fit of the shelled 26,000 assignable square foot third floor, which will include accommodations for wet and dry laboratories, conference space, office space, and a 5,000 cage vivarium with the necessary support spaces and equipment to maintain the cages and animals. At the March 28, 2011 Board of Visitor's meeting, the university was authorized to move forward with the VTCRI Third Floor Upfit project using the most efficient and effective delivery strategies at a cost not to exceed $15 million and to fund the project with internal financing.	$ 15,000,000	0%	100%	Design-Build	Kling Stubbins – Philadelphia, PA (Criteria Consultant)	N/A	DPR, Inc. – Glen Allen, VA	N/A	N/A	Construction is underway with substantial completion scheduled for August 2012.

COMPLETED PROJECTS

West End Market Expansion & Renovation	The project consists of approximately 7,400 GSF of additional seating, expansion of the kitchen and food preparation areas, and increasing the number of restrooms and staff locker rooms. The project also includes approximately 6,000 GSF of renovation work for program enhancements and roof repairs. At the November 8, 2010 Board of Visitor's meeting, the university was authorized to move forward with the West End Market Expansion and Renovation project at a total project cost not to exceed $7.31 million.	$ 7,310,000	0%	100%	CMAR	Clark Nexsen – Charlotte, NC	Branch & Associates, Inc. – Roanoke, VA	N/A	N/A	N/A	Construction is substantially complete.
English Field Improvements	This project removes natural turf, re-grading, installation of synthetic turf, and expansion of both dugouts.	$ 1,600,000	0%	100%	Design, Bid, Build	Draper Aden - Blacksburg, VA	N/A	N/A	N/A	Carolina Green Corp. - Indian Trail, NC	Construction is substantially complete.
Technology Research and Innovation Center	The project constructs a 60,000 GSF facility in Hampton, VA for the National Institute of Aerospace. The facility includes designated labs, flex space labs, offices, and unfinished shell space with a building foot print of approximately 20,000 SF.	$ 11,896,644	100%	0%	PPEA	Alpha Corporation – Hampton Roads, VA (Construction Manager)	N/A	N/A	Concord Eastridge – Arlington, VA	N/A	Construction is substantially complete.
Infectious Disease Research Facility	This project constructed a 15,700 GSF facility to accommodate infectious disease research laboratory space (60%), lab office space and support areas (40%).	$ 10,163,000	40%	60%	CMAR	CUH2A Architecture, Engineering, Planning – Bethesda, MD	Branch & Associates, Inc. – Roanoke, VA	N/A	N/A	N/A	Construction is substantially complete.

Presentation Date: March 26, 2012

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Status
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	
COMPLETED PROJECTS											
Visitors and Undergraduate Admissions Center	This project constructed an 18,155 GSF facility to accommodate the growing needs of visitors to the campus and university admissions office. At the June 20, 2008 Board of Visitor's meeting, the university was authorized to move forward with design and construction of a $10.5 million Visitors and Undergraduate Admissions Center funded with nongeneral fund revenues and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed $10.5 million for all or a portion of the costs of the project, plus related issuance costs and financing expenses.	$ 10,500,000	0%	100%	CMAR	Glavè & Holmes Associates – Richmond, VA	BE&K Building Group – Charlotte, NC	N/A	N/A	N/A	Construction is complete.
Football Locker Room Addition	This project constructed a 38,500 GSF locker room facility addition to house a new football locker room, a player's lounge, and an administrative area to serve the Athletics Department. At the March 23, 2009 Board of Visitor's meeting, the university was authorized to move forward with the design and construction of an addition to the Jamerson Center funded entirely with nongeneral fund revenues at a total project cost not to exceed $18 million.	$ 18,000,000	0%	100%	Design-Build	Sportsplan Studio – Kansas City, MO (Criteria Consultant)	N/A	Barton Malow Company – Charlottesville, VA	N/A	N/A	Construction is complete.
ICTAS – II	This project provided a 42,190 GSF facility which includes state-of-the-art research facilities with highly specialized research laboratories, which will support multi-disciplinary research areas including bio-nanotechnology, bio-materials, communications technology, and sensor technology.	$ 35,000,000	50%	50%	CMAR	SmithGroup – Washington, D.C.	Skanska USA Building, Inc – Durham, NC	N/A	N/A	N/A	Construction is complete.
Materials Management Facility	This project constructed a 7,500 GSF facility to manage, store, and process hazardous waste for disposal.	$ 3,500,000	100%	0%	Design, Bid, Build	Wiley & Wilson - Lynchburg, VA	N/A	N/A	N/A	G&H Contracting, Inc. – Salem, VA	Construction is complete.
Parking Structure	This project provided a 1,400 space parking structure in the Perry Street lot. At the June 20, 2008 Board of Visitor's meeting, the university was authorized to move forward with design and construction of a $30 million parking structure funded with parking auxiliary revenues and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed $30 million for all or a portion of the costs of the project, plus related issuance costs and financing expenses.	$ 30,000,000	0%	100%	Design-Build	DESMAN Associates – Vienna, VA (Criteria Consultant)	N/A	Rentenbach Constructors – Greensboro, NC	N/A	N/A	Construction is complete. Project Budget was $26,000,000.
Virginia Tech – Carilion Medical School and Research Institute	This project constructed a new medical school and research institute adjacent to the Carilion complex in Roanoke.	$ 62,500,000	94%	6%	PPEA	N/A	N/A	N/A	Carilion Clinic, – Roanoke, VA Hayes, Seay, Mattern & Mattern, Inc., - Roanoke, VA Skanska USA Building, Inc. – Durham, NC	N/A	Construction is complete.
PROJECTS ON HOLD											
Administrative Services Building	This project will construct a 48,000 GSF facility along the campus perimeter to house various administrative and academic support functions within a central location.	$ 12,000,000	0%	100%	TBD	TBD	N/A	N/A	N/A	N/A	This project is on hold.
Indoor Athletic Training Facility	This project will construct a 120,000 GSF field house to increase the availability of indoor training time for the football program.	$ 25,000,000	0%	100%	Design-Build	Sportsplan Studio – Kansas City, MO (Criteria Consultant)	N/A	TBD	N/A	N/A	Criteria Document Consultant has been procured.
Sciences Building Laboratory I	This project will include a combination of offices, class laboratories, research offices and laboratories, and graduate student space that will be used to house a number of departments and programs for the College of Science. A significant portion of the building is envisioned to house the Department of Geosciences. The other focus of the building program envisions an expansion of the nano-science research field.	$ -	0%	0%	TBD	CUH2A Architecture, Engineering, Planning – Bethesda, MD (Programming Consultant) Payette/E. Verner Johnson – Boston, MA	N/A	N/A	N/A	N/A	A program and site confirmation study has been completed. This project is on hold.
New Residence Hall II	This project will construct a new 250 bed residence hall.	$ 27,000,000	0%	100%	TBD	TBD	N/A	N/A	N/A	N/A	This project is on hold.

Presentation Date: March 26, 2012

Weapons on Campus Regulation

BUILDINGS AND GROUNDS COMMITTEE

March 26, 2012

The Board of Visitors is charged with the care, preservation, and improvement of university property and with the protection and safety of students, faculty, and staff on university property. Virginia Tech is very much committed to the safety and welfare of its students, faculty, and staff, and has developed safety and security policies in support of this commitment. The university has a policy that prohibits weapons and firearms on campus except for special circumstances. In 2011, the Virginia Supreme Court ruled that policies at public institutions governing weapons are not enforceable by law; therefore, Virginia Tech is asking the Board to adopt a *regulation* regarding weapons on campus that would be enforceable by law.

The weapons on campus regulation will be posted on Virginia's Legislative Information System (LIS) (http://lis.virginia.gov/000/reg/TOC08105.HTM) and Virginia Tech's policy website (www.policies.vt.edu).

RESOLUTION TO ADOPT WEAPONS ON CAMPUS REGULATION

WHEREAS, by state law, §23-122, Code of Virginia, as amended, the Virginia Polytechnic Institute and State University Board of Visitors is charged with the care, preservation, and improvement of university property; and

WHEREAS, Virginia Polytechnic Institute and State University is committed to the safety and welfare of its students, faculty, staff and visitors through the establishment of reasonable practices that: (1) support a safe and secure environment in all buildings and grounds owned, leased and/or operated by Virginia Tech; (2) promote safety through policies and programs; (3) provide an appropriate level of security at university activities; and (4) safeguard the university's property and physical assets; and

WHEREAS, university policy 5616 *"Campus and Workplace Violence and Prevention Policy"* prohibits the "carrying, maintaining, or storing of a firearm or weapon on any university facility, even if the owner has a valid permit, when it is not required by the individual's job, or in accordance with the relevant University Policies for Student Life"; and

WHEREAS, university policy 5616 *"Campus and Workplace Violence and Prevention Policy," section 2.2 "Prohibition of Weapons"* states:

> The university's employees, students, and volunteers, or any visitor or other third party attending a sporting, entertainment, or educational event, or visiting an academic or administrative office building, dining facility, or residence hall, are further prohibited from carrying, maintaining, or storing a firearm or weapon on any university facility, even if the owner has a valid permit, when it is not required by the individual's job, or in accordance with the relevant University Policies for Student Life. This prohibition applies to all events on campus where people congregate in any public or outdoor areas"; and

WHEREAS, the Virginia Supreme Court in the case of <u>DiGiacinto v. the Rector and Visitors of George Mason University</u>, 281 Va. 127 (2011) ruled that regulations, rather than policies, can regulate weapons at a public institution of higher education; and

WHEREAS, Virginia Tech wishes to promulgate a regulation to ensure its weapons policy has the force of law; and

WHEREAS, university regulations must be published under, and meet the requirements of, the Virginia Register Act, Section 2.2-4100, *et seq*, and be adopted by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Virginia Polytechnic Institute and State University adopts the weapons on campus regulation as written.

<u>**RECOMMENDATION**</u>**:**

That the weapons on campus regulation be adopted.

March 26, 2012

CHAPTER 20
WEAPONS ON CAMPUS

8VAC105-20-10. Definitions.

The following words and terms when used in this chapter shall have the following meanings unless the context clearly indicates otherwise:

"Firearms" are defined as any gun, rifle, pistol, or handgun designed to fire any projectile including but not limited to bullets, BBs, pellets, or shots, including paint balls, regardless of the propellant used.

"Police officer" means law-enforcement officials appointed pursuant to Article 3 (§ 15.2-1609 et seq.) of Chapter 16 and Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2, Chapter 17 (§ 23-232 et seq.) of Title 23, Chapter 2 (§ 29.1-200 et seq.) of Title 29.1, and Chapter 1 (§ 52-1 et seq.) of Title 52 of the Code of Virginia, currently sworn federal law-enforcement officers, and currently sworn and certified law enforcement officers of all other jurisdictions of the United States of America.

"University property" means any property owned, leased or controlled by Virginia Polytechnic Institute and State University.

"Weapons" are defined as any instrument of combat, or any object not designed as an instrument of combat but carried for the purpose of inflicting or threatening bodily injury. Examples include but are not limited to (i) firearms; (ii) knives with fixed blades or pocket knives with blades longer than four inches; (iii) razors, metal knuckles; (iv) blackjacks, foils, hatchets; (v) bows and arrows; (vi) nun chahkas; (vii) stun weapons; or (viii) any explosive or incendiary device. Stun weapon is defined as any device that emits a momentary or pulsed output which is electrical, audible, optical or electromagnetic in nature and which is designed to temporarily incapacitate a person.

8VAC105-20-20. Possession of weapons prohibited.

The university's employees, students, and volunteers are prohibited from carrying, maintaining, or storing a firearm or weapon on any university property. Any visitor or other third party attending a sporting, entertainment, or educational event, or visiting an academic or administrative office building, dining facility, or residence hall, is prohibited from carrying, maintaining, or storing a firearm or weapon on any university facility, even if the owner has a valid permit. This prohibition also applies to all events on campus where people congregate in any public or outdoor areas.

Any such individual who is reported or discovered to possess a firearm or weapon on university property will be asked to remove it immediately from university property. Failure to comply may result in a student conduct referral, an employee disciplinary action, and/or arrest.

8VAC105-20-30. Exceptions to prohibition.

The following groups are exempted from this regulation:

A. Employees may possess or carry a firearm or weapon only if the employee is:
1. Required to possess the firearm or weapon as a part of the employee's job duties with Virginia Tech;
2. Using the firearm or weapon in conjunction with training received by the employee in order to perform the responsibilities of his/her job with the university;
3. Residing in university owned houses and are permitted to keep personal firearms on these premises; however, this exception does not extend to employees living in university residence halls.
4. A certified and sworn police officer employed by the Virginia Tech Police Department;
5. Currently a sworn and certified state or federal law enforcement officer who carries proper identification.
6. Participating in a program sponsored by the Virginia Tech Police Department, wherein the firearms are provided by the Department and utilized only during supervision by the Department.

B. Students may possess and use appropriate tools, such as saws, knives, and other such implements, necessary for the performance of their job duties or school work, or for student recreational purposes approved under the University Policies for Student Life or while participating in a program sponsored by the Virginia Tech Police Department wherein the firearms are provided by the Department and utilized only during supervision by the Department.

C. Contractors and others on campus whose duties require possession and use of construction equipment, including but not limited to pneumatic nail guns, may possess and use such equipment only in performance of their job duties through a valid contractual or legal relationship with Virginia Tech.

8VAC105-20-40. Person Lawfully In Charge.

In addition to individuals authorized by university policy, Virginia Tech police officers, and other police officers acting pursuant to a mutual aid agreement or by concurrent jurisdiction, are lawfully in charge for the purposes of forbidding entry upon or remaining upon university property while possessing or carrying weapons in violation of this prohibition.

UNIVERSITY CONVICTION AND
DRIVING RECORD INVESTIGATION POLICY

Virginia Tech is committed to the safety, security and welfare of its students, faculty, staff and visitors through the establishment and application of reasonable practices, policies and programs that promote safety and security. Currently, conviction and driving record checks are required in all administrative areas for A/P Faculty, staff and 1,500 hour wage positions, as well as throughout the University for candidates hired for specified wage and salary positions. The attached resolution asks the Board to amend university policy 4060 to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty, and will further protect university interests, institutional resources, and the welfare of Virginia Tech students, employees, and the public. Current Virginia Tech employees will not be subject to retroactive conviction/driving checks, unless a check is required by state law, federal law, or university policy. This policy change was endorsed by the University Safety and Security Policy Committee at its August 16, 2011 meeting, and approved by University Council at its February 20, 2012 meeting.

**RESOLUTION ON UNIVERSITY CONVICTION AND
DRIVING RECORD INVESTIGATION POLICY**

WHEREAS, Virginia Tech is committed to the safety, security and welfare of its students, faculty, staff and visitors through the establishment and application of reasonable practices, policies and programs that promote safety and security; and

WHEREAS, conviction and driving record checks are currently required in all administrative areas for administrative/professional (A/P) faculty, staff and 1,500 hour wage positions, as well as throughout the university for candidates hired for specified wage and salary positions, as set forth in university policy 4060 "Background and Driving Record Investigations"; and

WHEREAS, extending university policy to require conviction checks on **all** non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty, will further protect university interests, institutional resources, and the welfare of Virginia Tech students, employees, and the public;

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors approves amending university policy 4060 to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty; and

BE IT FURTHER RESOLVED, that current Virginia Tech employees will not be subject to retroactive conviction/driving checks, unless a check is required by state law, federal law, or university policy.

RECOMMENDATION:

That the above resolution amending university policy 4060 to require conviction checks on all non-student full-time, part-time, and temporary/wage positions, including Teaching and Research Faculty effective July 1, 2012 be approved.

March 26, 2012

Virginia Polytechnic Institute and State University   No. 4060 Rev.: 3
Policy and Procedures   Date: June 19, 2006
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Subject: Background and Driving Record Investigation
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1. Purpose

This policy addresses the use of criminal background and driving record checks during the employment process, as part of a broader effort to provide a safe and secure environment and protect university assets.

2. Policy

In order to protect university interests, institutional resources, and the welfare of its students, employees, and the public, it is the policy of the university to conduct criminal background and/or driving record checks on candidates selected for certain wage and salaried positions.

Applicants for specified faculty and staff positions will be advised that a criminal background and/or driving record check is a condition of employment, and that the determination of either a job-related conviction or falsified conviction information on the application may result in denial or forfeiture of university employment. Convictions disclosed or discovered in the employment process will only influence the selection of the applicant where such information is determined to be job-related. In making the determination of job-relatedness, consideration may be given to the recency of the conviction, the frequency and severity of the crimes, the honesty of the candidate in disclosing the information, and the candidate's subsequent work history.

The university recognizes that its interests in investigating employees' backgrounds must be balanced with the need to protect the privacy of employees and prospective employees. University policy and state and federal laws recognize the individual's right to privacy and prohibits university employees from seeking, using, or disclosing information except within the scope of their assigned duties. Any information related to personal history, including conviction records, must be maintained in confidence. Only those personnel involved in the employment process should be informed on a need-to-know basis.

Criminal background checks will be required for: 1) individuals selected for identified positions or categories that have been determined to be sensitive, or 2) selected for employment in specific departments where sensitive functions, programs, or services are conducted (Section 2.2.1). Current employees who are selected for a position

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Virginia Polytechnic Institute and State University   No. 4060 Rev.: 4
Policy and Procedures   Date:
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Subject: Conviction and Driving Record Investigation
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1. Purpose

This policy addresses the use of conviction and driving record checks during the employment process, as part of a broader effort to provide a safe and secure environment and protect university assets.

The university recognizes that its interests in investigating employees' backgrounds must be balanced with the need to protect the privacy of employees and prospective employees. Information obtained in the conviction check process is public record and is provided by a third party specializing in gathering this data. However, university policy and state and federal laws recognize the individual's right to privacy and prohibits university employees from seeking, using, or disclosing information except within the scope of their assigned duties. Any information related to personal history, including conviction records, must be maintained in confidence. Only those personnel involved in the employment process should be informed on a need-to-know basis.

2. Policy

In order to protect university interests, institutional resources, and the welfare of its students, employees, and the public, it is the policy of the university to conduct conviction and/or driving record checks on all newly hired[1] non-student positions for full-time, part-time and temporary/wage positions. This policy also applies to certain student positions such as those that handle cash or work as resident advisors or other positions as defined by senior management.

Applicants will be advised in the job advertisement that a conviction and/or driving record check is required as a condition of employment. The conviction/driving check should be initiated after a contingent offer is made. At no time should a non-student employee begin work until Human Resources has reviewed and communicated the results of the check to those making the hiring decision.

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[1] For A/P Faculty, Staff, and Wage positions, "newly hired" includes internal changes for current employees such as lateral transfers, role changes, promotions, demotions, and other substantial job duty changes. For Faculty such as Teaching (T&R) and Special Research, "newly hired" includes internal changes for current employees such as promotion to Department Head, Assistant Dean, Associate Dean, or other administrative positions (note: a faculty rank change by itself does not constitute a job change).

1

identified as requiring a background check are also subject to this requirement. Further, checks may be required for individuals identified at any point in the hiring process as having potentially job-related convictions, or as having misrepresented their conviction history or driving record on the application. University administrators and supervisors will be asked to assist in the identification of positions in their departments for which conviction or driving records checks should be conducted. An exception to this policy requires the advance approval of the Vice President for Business Affairs.

The provisions of this policy also apply to identified temporary wage positions that are exempted from the normal recruitment process. (See Policy 4032, Recruitment Guidelines for On- and Off-campus Wage and Salaried Classified Positions.)

Occasionally, student workers employed to perform duties of a sensitive nature may also be subject to a background check under the provisions of this policy.

A preliminary offer may be made to the selected candidate, contingent on the results of the check. However, the selected candidate will not normally be allowed to begin work before completion of the process.

All conviction and driving record checks on university employees must be coordinated through Human Resources. Auxiliary departments will be responsible for the costs of these checks.

2.1 Driving Record Check

Positions involving the following duties as an essential function of the position would normally require a driving record check.

- Operation of heavy equipment.
- Regular operation of university vehicles as part of the assigned job duties, such as transit drivers and delivery drivers.
- Positions requiring the possession of a Commercial Drivers' License.

2.2 Criminal Background Check

2.2.1 Individuals Employed in Identified Sensitive Positions or Departments

Types of positions identified as sensitive in nature include, but are not limited to, those that:
- Provide direct services, programs, and activities to students in residence halls, medical and counseling centers, and similar areas, as well as those involved in providing direct services in dining centers.
- Have direct access to, or control over, cash, checks, credit card account information, including cash handling or credit card acceptance positions, or have responsibility for creating, collecting, or accounting for material levels of accounts receivable.
- Have responsibility for the execution or approval of significant financial transactions.
- Have significant inventory control responsibilities, including the receipt and release of inventory.
- Allow privileged access to sensitive data or critical data processing systems. Possess building master keys or sub-master keys that provide access to university facilities.
- Have unsupervised access to university, employee, or student property, including housekeeping positions with access to offices and residence halls.
- Have access to pharmaceuticals or other controlled drugs.
- Have access to select agents and must receive approval from the CDC.
- Are responsible for the care, safety, and security of people or property (includes sworn public officers, child and elder care workers).

2.1 Types of Checks

Employment checks may consist of conviction checks and/or, driving record checks. Additional employment checks such as financial/credit checks may be conducted if job related or required by other laws or policies.

A. Conviction Checks - required for all non-student positions (full-time, part-time, temporary/wage). Human Resources will obtain through a third party vendor or the Virginia State Police.
   a. An employee changing jobs outside the home department is not subject to a second conviction check if he/she has previously undergone a conviction check within the past 12 months.
   b. An employee changing jobs within the home department is not subject to a second conviction check if he/she has previously undergone a conviction check with the past 24 months.
   c. An employee returning to a temporary/wage appointment after a break in service, but doing the same duties as before, is not subject to a second conviction check if he/she has previously undergone a conviction check within the past 12 months.
   d. Hiring officials may request a second conviction check be done even if the candidate falls into categories a, b, or c above.
B. Driving Check (Motor Vehicle Records) - required for all final candidates in a position that requires driving as part of their normal job duties. The employee may be driving a state/university vehicle, a rental vehicle, or their own personal vehicle. The employee must have an acceptable driving record, as determined by the hiring authority after consultation with Human Resources, to drive as part of their job. Human Resources will obtain through the Department of Motor Vehicles or a third party vendor.
C. Other checks such as a Financial/Credit report, Civil Actions, or other related reports may be required if job related.

2.1.1 Safety Sensitive Positions Responsible for Public Welfare and Critical Infrastructures

Additionally, some positions have been identified for a fingerprint-based conviction check because the position carries direct responsibility for the health, safety, and welfare of the general populace, or protection of critical infrastructures, as required by Virginia Code § 2.2-1201.1.

2.1.2 Checks on Current Employees

At this time, current Virginia Tech employees will not be subject to retroactive conviction/driving checks, unless the check is required by a state or federal law or university policy. Otherwise, current employees will be subject to future checks as outlined in this policy, only when changing jobs or responsibilities.

Current employees may also be required to undergo conviction and/ or driving record checks if there is evidence that they may have falsified their employment applications when initially hired by the university or have subsequently been convicted of law violations that may be job-related. Conviction or driving record checks may also be conducted when required by state or federal law or university policy.

Positions that are located in departments where most employees perform sensitive functions on a routine basis will be subject to criminal background checks for newly hired, transferred, or promoted employees. This includes offices such as Internal Audit, Human Resources, Controller's Office, Virginia Tech Police Department, and Student Programs. In the identified departments, salaried faculty and staff, and regular wage employees, will be subject to this policy. Human Resources will consult with senior administrators to identify these departments.

2.2.2 Sensitive Positions Responsible for Public Welfare and Critical Infrastructures

Additionally, some positions have been identified for a fingerprint-based criminal history check because the position carries direct responsibility for the health, safety, and welfare of the general populace, or protection of critical infrastructures, as required by Virginia Code § 2.2-1201.1. The finalists for these positions must:

- Complete a release form, obtained from Human Resources, authorizing the university to obtain the required information;
- Submit to fingerprinting; and
- Supply requested personal information to be used by the Department of State Police and the Federal Bureau of Investigation in conducting the records checks. Because of the time required to complete these checks, Human Resources will work with the hiring manager to determine, on a case-by-case basis, whether the employee may begin work before the results of the fingerprint-based criminal check are received. If the employee is allowed to begin work prior to completion of the check, the university will issue an offer letter specifying that continued employment is contingent on receipt of an acceptable criminal history report and that the employee may be immediately terminated based on information obtained from that report. Further, the employee may be restricted from performing certain duties until satisfactory completion of the check.

2.2.3 Individuals Identified as Potentially Having Job-related Convictions

A criminal background check may also be required for individuals who have disclosed potentially job-related convictions on the state application or during the interview, or who have been reported as potentially having job- related convictions by previous employers during the course of employment verification or reference checks.

2.2.4 Checks on Current Employees

Current employees who have been selected for a position requiring a criminal background or drivers check and who have not had a previous background check completed within 6 months prior to the duty change will be required to complete another check. If a person is promoted or hired into a different job within the same department, then a new background check is not required if the person has one on file within the past two years; however, the department may ask for a new check if there is a reason to believe that a check should be completed. Current employees may also be required to undergo criminal background or driving record checks if there is evidence that they may have falsified their employment applications when initially hired by the university or have subsequently been convicted of law violations that may be job-related.

Individuals who do not disclose all required convictions on the application may be denied employment for falsification of the application. Convictions disclosed on the application or during the employment process will not be used to influence the selection decision if they have been determined to be unrelated to the job.

2.3 Disclosure and Use of Conviction Information

The university's employment application requires an applicant to describe any convictions of law violations, including misdemeanors. Convictions include Virginia juvenile adjudications for Capital Murder, First and Second Degree Murder, Lynching, or Aggravated Malicious Wounding, if the individual was age fourteen (14) to eighteen (18) when charged. The application form includes a statement certifying accuracy and completeness, agreement to

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The university's employment application and/or form P12W requires an applicant to describe any convictions of law violations, including misdemeanors. Convictions include Virginia juvenile adjudications for Capital Murder, First and Second Degree Murder, Lynching, or Aggravated Malicious Wounding, if the individual was age fourteen (14) to eighteen (18) when charged. The application/P12W form includes a statement certifying accuracy and completeness, agreement to submit to verification of applicant materials, and acknowledgement that misrepresentation, omission, or falsification may constitute grounds for dismissal and disqualification for future University employment.

It is acceptable and appropriate to inquire about convictions, but not arrests, during the interview process. Hiring officials should review the conviction statements on the employment application of interviewed candidates and should inquire about potentially job-related convictions during the interview. Individuals who do not disclose all required convictions on the application may be denied employment for falsification of the application. Convictions disclosed on the application or during the employment process will not be used to influence the selection decision if they have been determined to be unrelated to the job. In making the determination of job-relatedness, consideration may be given to the recency of the conviction, the frequency and severity of the crimes, the honesty of the candidate in disclosing the information, and the candidate's subsequent work history.

Any information about job-related convictions or falsification of information should be communicated to the Department of Human Resources for further investigation and appropriate action. This policy is subject to the provisions of the Fair Credit Reporting Act (FCRA).

3. Procedures

The hiring official is responsible for ensuring that the selected candidate completes the necessary paperwork and that a conviction check and/or driving check is completed prior to starting employment.

All conviction and driving record checks on university employees must be coordinated through Human Resources. The cost of conviction/driving checks are paid through a central fund account for all non-auxiliary positions. Auxiliary departments will be charged for the cost of the checks.

3.1 Initiating the Conviction and Driving Record Checks

A preliminary offer is made to the selected candidate, with the final offer contingent on the results of the check. At no time should a non-student employee begin work until Human Resources has reviewed and communicated the results of the check to those making the hiring decision.

The hiring department must provide the applicant with the necessary forms, which are available on the Human Resources website. The completed form should be faxed or mailed to Human Resources to initiate the check. Results of the conviction and/or driving check are normally reported within 48 hours.

Human Resources will contact the hiring department with the results.

3.2 Determination of Job-related Convictions

The Department of Human Resources will review the conviction records and/or driving records to assist the hiring official in determining job relatedness. Human Resources will coordinate a review of any job related convictions or driving infractions and make a recommendation to the hiring official. This review may include the supervisor, senior management, Provost, Legal Counsel, and/or the Virginia Tech Police Department. The determination to deny employment to the selected candidate will be made by the hiring manager, in consultation with senior management.

submit to verification of applicant materials, and acknowledgement that misrepresentation, omission, or falsification may constitute grounds for dismissal and disqualification for future University employment.

It is acceptable and appropriate to inquire about convictions, but not arrests, during the interview process. Hiring officials should review the conviction statements on the employment application of interviewed candidates and should inquire about potentially job-related convictions during the interview. Individuals who do not disclose all required convictions on the application may be denied employment for falsification of the application. Convictions disclosed on the application or during the employment process will not be used to influence the selection decision if they have been determined to be unrelated to the job.

Any information about job-related convictions or falsification of information should be communicated to the Department of Human Resources for further investigation and appropriate action.

3. Procedures

Detailed procedures and the forms for requesting the criminal background and driving records checks are provided on the Human Resources website.

3.1 Identification of Sensitive Positions

In consultation with hiring managers, Human Resources will identify sensitive positions using the criteria established in this policy and will discuss criminal background check requirements and review specific procedures with the hiring department when the position descriptions or recruitment requests are received.

Supervisors filling security sensitive wage positions exempted from normal recruitment procedures (i.e., emergency hires) should contact Human Resources to initiate the appropriate records checks.

3.2 Initiating the Criminal Background and Driving Record Checks

A preliminary offer is made to the selected candidate, with the final offer contingent on the results of the check. However, the selected candidate will not normally be allowed to begin work before completion of the process.

Off Campus Positions: The hiring department must provide the applicant with the necessary forms, which are available on the Human Resources website. The completed form should be faxed or mailed to Human Resources to initiate the check.

On-Campus Positions: The applicant should be directed to visit Human Resources to complete the forms, or the hiring department may send the completed forms to Human Resources.

Human Resources will contact the department with the results.

3.3 Determination of Job-related Convictions

The Department of Human Resources will review the criminal background records to determine job relatedness. The determination to deny employment to the selected candidate will be made by the hiring manager, in consultation with Human Resources, the University's Legal Counsel, and the Virginia Tech Police Department, in accordance with the provisions of this policy, as needed.

4. Definitions

Conviction: The result of a trial that ends in judgment or sentence that the person is guilty as charged.

4. Definitions

Conviction: The result of a trial that ends in judgment or sentence that the person is guilty as charged.

5. References

Policy 4061, Drug and Alcohol Testing Guidelines for Commercial Drivers License Holders

6. Approval and Revisions

- **Revision 0**
  Approved August 3, 1989, by the Associate Vice President for Personnel, Robert M. Madigan.

Reviewed June 1, 1992, by Associate Vice President for Personnel and Administrative Services, Ann Spencer. No changes.

- **Revision 1**
  Minor wording changes and specific reference to the inclusion of temporary wage positions.

  Approved June 18, 1993, by Associate Vice President for Personnel and Administrative Services, Ann Spencer.

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  References for additional information on temporary wage positions were previously made to Policy 4035, Wage Employment Guidelines. This policy has been rewritten and merged with other related policies; reference information can now be found in Policy 4032, Recruitment Guidelines for On- and Off-campus Wage and Salaried Classified Positions.

  Section 3.5. Initiating the Driver's Check for On- or Off-campus Positions was added.

  Other minor word changes and formatting for clarity.

  Approved July 20, 2000, by Assistant Vice President for Personnel Services, Linda Woodard.

October 10, 2001: Technical corrections to update policy links.

- **Revision 3**
  The title of the policy was revised from "Criminal History and Driver's Record Investigation" to "Background and Driving Record Investigation." These terms were changed throughout the policy.

5. References

[Policy 4032, Recruitment Guidelines for On- and Off-campus Wage and Salaried Classified Positions](#)

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- **Revision 3**

  The title of the policy was revised from "Criminal History and Driver's Record Investigation" to "Background and Driving Record Investigation." These terms were changed throughout the policy.

  The policy was revised to include the following changes: (a) clarification that the checks are completed prior to commencement of employment; (b) stating the importance of confidentiality; (c) clarifying the types of positions for which driving records checks may be required under Section 2.1; (d) expanding the types of sensitive responsibilities under Section 2.2; (e) expanding the covered employees to include administrators, faculty, and staff in identified sensitive positions or departments; and (f) including provisions for finger-print based conviction checks for certain positions as required under Virginia Code § 2.2-1201.1.

  Other changes included significant re-formatting.

  Approved June 19, 2006 by Kurt J. Krause, Vice President for Business Affairs.

The policy was revised to include the following changes: (a) clarification that the checks are completed prior to commencement of employment; (b) stating the importance of confidentiality; (c) clarifying the types of positions for which driving records checks may be required under Section 2.1; (d) expanding the types of sensitive responsibilities under Section 2.2; (e) expanding the covered employees to include administrators, faculty, and staff in identified sensitive positions or departments; and (f) including provisions for finger-print based conviction checks for certain positions as required under Virginia Code § 2.2-1201.1.

Other changes included significant re-formatting.

Approved June 19, 2006 by Vice President for Business Affairs, Kurt J. Krause.

- **Revision 4**

  Major revisions to the policy were made to require that all non-student new hire employees for full-time, part-time and temporary/wage positions, including teaching and special research faculty, submit to a conviction and/or driving record check.

  Throughout the policy, the modifying word "background" was changed to "conviction" (in reference to the type of check which will be conducted) to more accurately reflect the information collected.

  Approved XX XX, 2012 by President Charles W. Steger.

Virginia Polytechnic Institute and State University   No. 4060   Rev.: 4
Policy and Procedures   Date:

_____

Subject: Conviction and Driving Record Investigation

_____

1. Purpose

This policy addresses the use of conviction and driving record checks during the employment process, as part of a broader effort to provide a safe and secure environment and protect university assets.

The university recognizes that its interests in investigating employees' backgrounds must be balanced with the need to protect the privacy of employees and prospective employees. Information obtained in the conviction check process is public record and is provided by a third party specializing in gathering this data. However, university policy and state and federal laws recognize the individual's right to privacy and prohibits university employees from seeking, using, or disclosing information except within the scope of their assigned duties. Any information related to personal history, including conviction records, must be maintained in confidence. Only those personnel involved in the employment process should be informed on a need-to-know basis.

2. Policy

In order to protect university interests, institutional resources, and the welfare of its students, employees, and the public, it is the policy of the university to conduct conviction and/or driving record checks on all newly hired[1] non-student positions for full-time, part-time and temporary/wage positions. This policy also applies to certain student positions such as those that handle cash or work as resident advisors or other positions as defined by senior management.

Applicants will be advised in the job advertisement that a conviction and/or driving record check is required as a condition of employment. The conviction/driving check should be initiated after a contingent offer is made. At no time should a non-student employee begin work until Human Resources has reviewed and communicated the results of the check to those making the hiring decision.

_____

[1] For A/P Faculty, Staff, and Wage positions, "newly hired" includes internal changes for current employees such as lateral transfers, role changes, promotions, demotions, and other substantial job duty changes. For Faculty such as Teaching (T&R) and Special Research, "newly hired" includes internal changes for current employees such as promotion to Department Head, Assistant Dean, Associate Dean, or other administrative positions (note: a faculty rank change by itself does not constitute a job change).

2.1 Types of Checks

Employment checks may consist of conviction checks and/or, driving record checks. Additional employment checks such as financial/credit checks may be conducted if job related or required by other laws or policies.

    A. Conviction Checks - required for all non-student positions (full-time, part-time, temporary/wage). Human Resources will obtain through a third party vendor or the Virginia State Police.
        a. An employee changing jobs outside the home department is not subject to a second conviction check if he/she has previously undergone a conviction check within the past 12 months.
        b. An employee changing jobs within the home department is not subject to a second conviction check if he/she has previously undergone a conviction check with the past 24 months.
        c. An employee returning to a temporary/wage appointment after a break in service, but doing the same duties as before, is not subject to a second conviction check if he/she has previously undergone a conviction check within the past 12 months.
        d. Hiring officials may request a second conviction check be done even if the candidate falls into categories a, b, or c above.
    B. Driving Check (Motor Vehicle Records) - required for all final candidates in a position that requires driving as part of their normal job duties. The employee may be driving a state/university vehicle, a rental vehicle, or their own personal vehicle. The employee must have an acceptable driving record, as determined by the hiring authority after consultation with Human Resources, to drive as part of their job. Human Resources will obtain through the Department of Motor Vehicles or a third party vendor.
    C. Other checks such as a Financial/Credit report, Civil Actions, or other related reports may be required if job related.

2.1.1 Safety Sensitive Positions Responsible for Public Welfare and Critical Infrastructures

Additionally, some positions have been identified for a fingerprint-based conviction check because the position carries direct responsibility for the health, safety, and welfare of the general populace, or protection of critical infrastructures, as required by Virginia Code § 2.2-1201.1.

2.1.2 Checks on Current Employees

At this time, current Virginia Tech employees will not be subject to retroactive conviction/driving checks, unless the check is required by a state or federal law or university policy. Otherwise, current employees will be subject to future checks as outlined in this policy, only when changing jobs or responsibilities.

Current employees may also be required to undergo conviction and/ or driving record checks if there is evidence that they may have falsified their employment applications when initially hired by the university or have subsequently been convicted of law violations that may be job-related. Conviction or driving record checks may also be conducted when required by state or federal law or university policy.

2.2 Disclosure and Use of Conviction Information

The university's employment application and/or form P12W requires an applicant to describe any convictions of law violations, including misdemeanors. Convictions include Virginia juvenile adjudications for Capital Murder, First and Second Degree Murder, Lynching, or Aggravated Malicious Wounding, if the individual was age

fourteen (14) to eighteen (18) when charged. The application/P12W form includes a statement certifying accuracy and completeness, agreement to submit to verification of applicant materials, and acknowledgement that misrepresentation, omission, or falsification may constitute grounds for dismissal and disqualification for future University employment.

It is acceptable and appropriate to inquire about convictions, but not arrests, during the interview process. Hiring officials should review the conviction statements on the employment application of interviewed candidates and should inquire about potentially job-related convictions during the interview. Individuals who do not disclose all required convictions on the application may be denied employment for falsification of the application. Convictions disclosed on the application or during the employment process will not be used to influence the selection decision if they have been determined to be unrelated to the job. In making the determination of job-relatedness, consideration may be given to the recency of the conviction, the frequency and severity of the crimes, the honesty of the candidate in disclosing the information, and the candidate's subsequent work history.

Any information about job-related convictions or falsification of information should be communicated to the Department of Human Resources for further investigation and appropriate action. This policy is subject to the provisions of the Fair Credit Reporting Act (FCRA).

3. <u>Procedures</u>

The hiring official is responsible for ensuring that the selected candidate completes the necessary paperwork and that a conviction check and/or driving check is completed prior to starting employment.

All conviction and driving record checks on university employees must be coordinated through Human Resources. The cost of conviction/driving checks are paid through a central fund account for all non-auxiliary positions. Auxiliary departments will be charged for the cost of the checks.

3.1 Initiating the Conviction and Driving Record Checks

A preliminary offer is made to the selected candidate, with the final offer contingent on the results of the check. At no time should a non-student employee begin work until Human Resources has reviewed and communicated the results of the check to those making the hiring decision.

The hiring department must provide the applicant with the necessary forms, which are available on the Human Resources website. The completed form should be faxed or mailed to Human Resources to initiate the check. Results of the conviction and/or driving check are normally reported within 48 hours.

Human Resources will contact the hiring department with the results.

3.2 Determination of Job-related Convictions

The Department of Human Resources will review the conviction records and/or driving records to assist the hiring official in determining job relatedness. Human Resources will coordinate a review of any job related convictions or driving infractions and make a recommendation to the hiring official. This review may include the supervisor, senior management, Provost, Legal Counsel, and/or the Virginia Tech Police Department. The determination to deny employment to the selected candidate will be made by the hiring manager, in consultation with senior management.

4. Definitions

Conviction: The result of a trial that ends in judgment or sentence that the person is guilty as charged.

5. References

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October 10, 2001: Technical corrections to update policy links.

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Other changes included significant re-formatting.

Approved June 19, 2006 by Vice President for Business Affairs, Kurt J. Krause.

- **Revision 4**

Major revisions to the policy were made to require that all non-student new hire employees for full-time, part-time and temporary/wage positions, including teaching and special research faculty, submit to a conviction and/or driving record check.

Throughout the policy, the modifying word "background" was changed to "conviction" (in reference to the type of check which will be conducted) to more accurately reflect the information collected.

Approved by President Steger on March 26, 2012, upon approval of the BOV.

THE VIRGINIA TECH CRISIS AND
EMERGENCY MANAGEMENT PLAN

The Code of Virginia requires that public institutions of higher education conduct a comprehensive review and revision of its Crisis and Emergency Management Plan every four years to ensure that the Plan remains current. Further, the Plan must be adopted formally by the institution's Board of Visitors. The Crisis and Emergency Management Plan (CEMP) supersedes the previous Virginia Tech Emergency Response Plan.

RESOLUTION ON THE VIRGINIA TECH CRISIS AND
EMERGENCY MANAGEMENT PLAN

WHEREAS, Section 23-9.2:9, Code of Virginia as amended requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and

WHEREAS, it is required that the plan be adopted by the institution's Board of Visitors; and

WHEREAS, the Virginia Tech Office of Emergency Management, in coordination with the Virginia Department of Emergency Management, has developed a crisis and emergency management plan (CEMP) which was reviewed and approved by the University Safety and Security Policy Committee and promulgated by President Charles Steger on January 17, 2011; and

WHEREAS, the CEMP has been reviewed by the Virginia Tech Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors hereby adopts the Virginia Tech Crisis and Emergency Management Plan, to include all-hazards plans and procedures for disasters. The CEMP is a living document; as such, the Office of Emergency Management will update the CEMP as required during the interim between the Board of Visitors quadrennial review and adoption required by Section 23-9.2:9 of the Code of Virginia.

RECOMMENDATION:

That the above resolution on the Virginia Tech Crisis and Emergency Management Plan be adopted.

March 26, 2012

CRISIS AND EMERGENCY MANAGEMENT PLAN

January 2012

Virginia Polytechnic Institute and State University
Office of Emergency Management
248 Burruss Hall, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-2438(Office)
(540) 231-1401 (Fax)
www.emergency.vt.edu

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TABLE OF CONTENTS

Base Plan

Annexes

A. Emergency Notification System Protocols

B. Emergency Operations Center Plan

C. Emergency Support Functions

D. Infectious Disease Outbreak Control Plan

E. Disaster Mental Health Plan

F. Lane Stadium Evacuation Plan

Appendices

A. Victim Assistance Contact Information

B. Emergency Preparedness Guides

C. Maps

1. CRISIS AND EMERGENCY MANAGEMENT PLAN GRAPHIC LAYOUT

The Virginia Tech Crisis and Emergency Management Plan (CEMP) is organized according to following diagram.

The **Base Plan** illustrates the overall methodology behind how incidents are managed by the university.

The **Annexes** outline the incident management process regarding Emergency Operations Center (EOC) operations, the Emergency Notification System (ENS), and Emergency Support Functions (ESFs), as well as procedures for managing an infectious disease outbreak, deploying a Disaster Mental Health team, evacuating Lane Stadium, and activating a State Managed Shelter.

The **Appendices** contain supplemental information relevant to all CEMP elements.

Figure 1.1: CEMP Graphic Layout
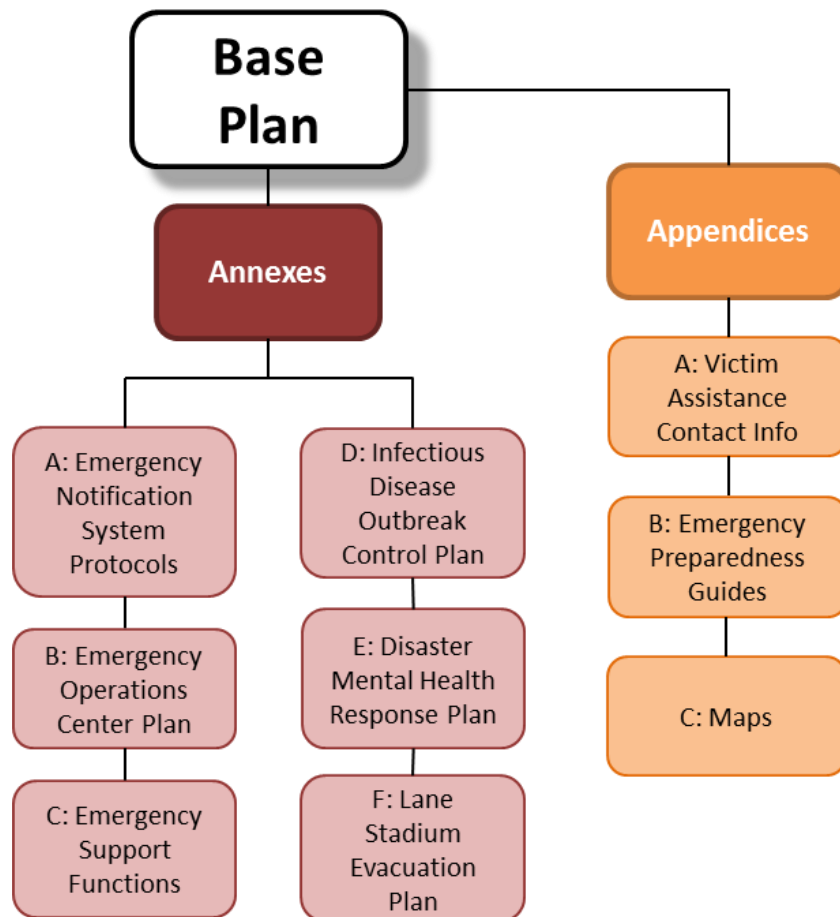
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2. PLAN DOCUMENTATION

2.1 PROMULGATION

To: Virginia Tech Colleges, Departments, Faculty, Staff, and Students

From: Charles W. Steger, President
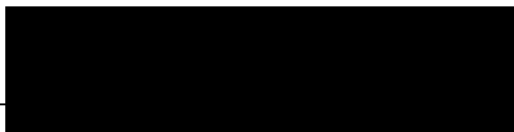
Re: Virginia Tech Crisis and Emergency Management Plan

Virginia Tech, in accordance with Code of Virginia Title 23, Chapter 9.2 and Title 44, Chapter 3.2 has reviewed and revised the university's Crisis and Emergency Management Plan (CEMP, formerly Emergency Response Plan). The CEMP provides the university with flexible, scalable, all-hazards guidance applicable to all phases of emergency management.

Companion documents to the CEMP include, but are not limited to, departmental Emergency Action Plans (EAPs), departmental/university-wide Continuity of Operations Plans (COOPs), the Virginia Tech Hazard Mitigation Plan (HMP), and the State Managed Shelter (SMS) Plan for Virginia Tech. The CEMP, EAPs, COOPs, HMP, and SMS Plan are distinct, complementary plans that together provide a sound decision-making foundation with regard to the Virginia Tech's approach to emergency management.

In concert with companion plans, exercises, training, and outreach, the CEMP substantially enhances Virginia Tech's capabilities to prepare for, respond to, recover from, and mitigate against all hazards. A component of Virginia Tech's emergency management program, the CEMP assists in continuing to build a culture of preparedness and resiliency throughout the university community.

Signed,

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

January 17, 2012

Date

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2.2 RECORD OF CHANGES

Table 2.1: Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
G. DeVilbiss J. Hoernig, MEP M. Mulhare, PE	January 2012	1.0	Base Plan, all Annexes, all Appendices	Completely revised and updated entire Base Plan, all Annexes, and all Appendices. Changed title of document to Crisis and Emergency Management Plan.

2.3 LEGAL

Disclaimer

The information contained in the Virginia Tech Crisis and Emergency Management Plan (CEMP) has been prepared for use by Virginia Tech. The information is guidance for emergency response, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is utilized. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the University of the sufficiency of the information contained herein and the University assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, Virginia Tech is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to Virginia Tech General Counsel.

2.4 RECORD OF DISTRIBUTION

Table 2.2: Record of Distribution

Agency	Department	Recipient Title/Department	Distribution
Virginia Tech	Safety and Security Policy Committee	President	Electronic and Hard Copy
		Chief of Staff, President's Office	
		Senior Vice President and Provost	
		Vice President, Administrative Services	
		Chief of Staff, Vice President, Administrative Services	
		Vice President, Development and University Relations	
		Vice President, Finance and Chief Financial Officer	
		Vice President, Information Technology	
		Vice President, Student Affairs	
		Vice President and Dean, Undergraduate Education	
		Associate Vice President, University Relations	
		Executive Director, Government Relations	
		Director, Emergency Management	
		Director, News and Information	
		Associate Director, Athletics	
		Chief of Police	
		General Counsel	
Virginia Tech	Administrative Services	Associate Vice President, Facilities Services	Electronic
		Associate Vice President, Human Resources	
		Director, Environmental Health and Safety	
		Director, Facilities Operations	
		Director, Transportation and Campus Services	
		Director, Utilities and Strategic Initiatives	
		Captain, Rescue Squad	
		University Building Official	
Virginia Tech	Finance	University Controller	Electronic
		Director, Budget and Financial Planning	
		Director, Purchasing	
		Associate Director, Risk Management	
Virginia Tech	Information Technology	Chief of Staff and Deputy Chief Information Officer	Electronic
		Executive Director, Network Infrastructure and Services	
		Executive Director, Converged Technologies for Security, Safety, and Resilience	
Virginia Tech	Student Affairs	Assistant Vice President (2)	Electronic
		Associate Vice President	
		Chief of Staff and Director of Administration	
		Commandant of Cadets	
		Dean of Students	
		Director, Cook Counseling Center	
		Director, Cranwell International Center	
		Director, Schiffert Health Center	
		Emergency Planner	
Virginia Tech	Research	Vice President of Research	Electronic
Virginia-Maryland Regional College of Veterinary Medicine	Administration	Hospital Director	Electronic
Montgomery County	Emergency Management	Emergency Manager	Electronic
Town of Blacksburg	Town Administration	Town Manager	Electronic
Virginia Department of Emergency Management	Preparedness Division	Local Planning Assistance Program Manager	Electronic

3. AUTHORITIES AND STANDARDS

3.1 POLICIES AND REGULATIONS

The Virginia Tech Crisis and Emergency Management Plan is authorized and guided by provisions in the following documents:

Federal
- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- Federal Emergency Management Agency (FEMA) National Response Framework
- Homeland Security Presidential Directive 5
- Homeland Security Presidential Directive 8
- National Incident Management System
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended

State
- Code of Virginia, Title 1, Chapter 23 and Chapter 44, as amended
- Commonwealth of Virginia Emergency Operations Plan, December 2007
- Commonwealth of Virginia Emergency Services and Disaster Law of 2006, as amended
- Executive Order 41 (2011)

Virginia Tech
- Virginia Tech Policy 1005 – University Health and Safety
- Virginia Tech Policy 5615 – University Safety and Security
- Virginia Tech Policy 5616 – Campus and Workplace Violence Prevention

3.2 REFERENCES

The following standards and plans were utilized in the development of this CEMP:

- FEMA Comprehensive Preparedness Guide 101 Version 2
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

4. INTRODUCTION

4.1 MISSION

Virginia Tech

Virginia Polytechnic Institute and State University (Virginia Tech) is a public land-grant university serving the Commonwealth of Virginia, the nation, and the world community. The discovery and dissemination of new knowledge are central to its mission. Through its focus on teaching and learning, research and discovery, and outreach and engagement, the university creates, conveys, and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life.

Virginia Tech Office of Emergency Management

The Mission of the Office of Emergency Management (OEM) is to instill a culture of Emergency Preparedness throughout the Virginia Tech community and continue to enhance and improve the disaster resiliency of the university. The office accomplishes this mission by facilitating, coordinating and integrating operations necessary to build, sustain, and improve the functional capabilities of the university to mitigate against, prepare for, respond to, continue operations during, and recover from incidents and disasters.

Virginia Tech's incident response priorities are:
- Protect life safety.
- Secure critical infrastructure and facilities including:
  - Buildings used by dependent populations,
  - Buildings critical to health and safety,
  - Facilities that sustain the emergency response,
  - Classroom and research buildings, and
  - Administrative buildings.
- Resume teaching and research programs.

4.2 PURPOSE

The purpose of Virginia Tech's Crisis and Emergency Management Plan (CEMP) is to provide all-hazards guidance intended to preserve life, protect property, and contain an incident, emergency, or event on the local campus in order to continue the university's mission. An incident is defined as "an occurrence or event, natural or human-caused, which requires a response to protect life or property."[1] An incident may evolve into an emergency when that event overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus. Incidents and emergencies can range from a small utility failure or criminal act that can be handled locally to a major winter storm, flood event, or chemical/biological release that may exceed internal capabilities and requires external response support. The "local campus" is, for the purposes of the CEMP, defined as the Blacksburg main campus and all Virginia Tech facilities located within Montgomery County, Virginia. The CEMP establishes an incident organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. The Virginia Tech CEMP supersedes all previous university-wide

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[1] *As defined in the Federal Emergency Management Agency's* National Response Framework.

emergency response plans. It acknowledges the existence of campus personnel and resources that respond to internal incidents on a daily basis, and the existence of internal department plans and procedures for response, recovery, and mitigation that are implemented on a daily basis. _Nothing in the CEMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the CEMP._

4.3 SCOPE

The CEMP and its contents apply to all Virginia Tech students, faculty, staff, and visitors. The CEMP applies to the Blacksburg campus and all other university-owned facilities within Montgomery County, Virginia. Virginia Tech satellite facilities within Virginia (Hampton Roads Center, Marion Dupont Scott Equine Medical Center, Northern Virginia Center, Virginia Tech Research Center—Arlington, Occoquan Watershed Monitoring Laboratory, Richmond Center, Richmond Government Relations Office, Reynolds Homestead, Washington Alexandria Architecture Center, six 4-H Centers, and twelve Agricultural Research and Extension Centers) and offsite locations (Roanoke Higher Education Center, Southwest Virginia Higher Education Center, Institute for Advanced Learning and Research, Technology Research and Innovation Center (National Institute of Aerospace)) have related but separate Emergency Action Plans (EAPs). The Office of Emergency Management provides guidance and support in assisting satellite campuses and other VT locations to develop site-specific plans.

4.4 SITUATION OVERVIEW

The main campus of Virginia Tech is located in the Town of Blacksburg, within Montgomery County in the New River Valley of southwest Virginia. Founded in 1872 as a land-grant college, Virginia Tech is the most comprehensive university in the Commonwealth of Virginia and is among the top research universities in the nation. Today, Virginia Tech's eight colleges are dedicated to quality, innovation, and results through teaching, research, and outreach activities.

Situated in a small rural/urban interface, the Blacksburg campus of Virginia Tech encompasses 2,600 acres and more than 125 buildings totaling more than nine million square feet. The total enrollment for Virginia Tech in the 2011 fall semester was nearly 31,000 students, with an undergraduate enrollment of 23,700. The university has over 3,100 full-time faculty and over 3,400 full-time staff. Virginia Tech's residential facilities can provide housing for 9,100 students.

As part of all-hazard planning, Virginia Tech considers a series of scenarios that may pose a threat to the university. The 2006 Virginia Tech Hazard Mitigation Plan (HMP), a complementary document to the CEMP, is a risk management tool used to identify natural and human-caused hazards that could impact the Virginia Tech campus. Examples of natural hazards include severe weather, earthquakes, and flooding while examples of human-caused hazards include infectious disease outbreak, criminal activity, and chemical spills. The hazards determined within the HMP that could impact the Blacksburg campus are listed in the following table:

Table 4.1: Hazard Planning Consideration Levels (2006)

Hazard	Impact Ranking	Type of Analysis
Natural		
Flood	Significant	Quantitative
Winter and Severe Storm	Significant	Quantitative
Wind (Hurricane and Tornado)	Limited	Qualitative
Drought	Limited	Qualitative
Karst/Sinkhole	Limited	Qualitative
Landslide	Limited	Qualitative
Wildfire	Limited	Qualitative
Earthquake	None[2]	N/A
Human-Caused		
Arson/Building Fire	Significant	Quantitative
Hazardous Materials	Significant	Quantitative
Terrorism	Limited	Qualitative

As part of the HMP, hazard indices and vulnerability assessments for flood, winter and severe storm, building fire, and hazardous materials release were developed for the Blacksburg campus of Virginia Tech. The hazard indices evaluated the extent to which the buildings are at risk from a particular hazard. The vulnerability assessments estimated the potential impacts if a particular building were affected by a specific hazard. For additional information, refer to the Virginia Tech Hazard Mitigation Plan.

Some specific areas of concern at the Blacksburg campus include fire, flooding, severe/winter storms, and hazardous materials incidents. Fire is a concern in any university setting comprised of high density housing, mixed use buildings and advanced research facilities. Part of the university is built on a floodplain, with Stroubles Creek running directly underneath a portion of the central campus including the drill field. Power outages resulting from severe storms can impact critical university functions including heating, refrigeration, email, and telephone services. Winter storms may require the sheltering of on- and off-campus students and the necessary dining/critical service staff needed to support the effort. Virginia Tech is in close proximity to Interstate 81, a major north-south corridor that is used as a trucking route as well as U.S. Route 460. Trucks carrying certain hazardous materials routinely use Route 460 as a potentially more direct alternative to the nearby Interstate 77 tunnel, further adding to the exposure incident risk.

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[2] Note: In August 2011, a minor earthquake centered in Louisa County, Virginia was experienced in Blacksburg. The 2012 update of the Hazard Mitigation Plan will reevaluate this risk.

4.5 PLANNING ASSUMPTIONS

- The CEMP is an all hazard plan considering the hazards most likely to affect Virginia Tech.
- An incident or emergency may occur with little or no warning.
- Incidents are managed at the local level by Virginia Tech.
- Virginia Tech will have verbal or written mutual aid agreements with neighboring jurisdictions.
- The response of outside resources or assistance may be delayed.
- Students, faculty, and staff may not be able to leave and/or travel to campus.
- Virginia Tech will utilize the National Incident Management System (NIMS) and the Incident Command System (ICS) during incident response operations.
- Any special facilities on the campus (Schiffert Health Center, Veterinary Medicine College, adult day care, and child care facilities, etc.) are required to develop emergency plans in accordance with their licensing regulations.
- All departments are to have current Continuity of Operations (COOP) and Emergency Action Plans (EAPs).
- Faculty, staff, and students will fully cooperate with instructions given by first responders and university leadership.

4.6 PHASES OF EMERGENCY MANAGEMENT

The most widely adopted model of emergency management describes the emergency management process in four phases: mitigation, preparedness, response, and recovery, with each phase overlapping the next.

Figure 4.1: Phases of Emergency Management

Mitigation includes activities that eliminate or reduce the occurrence or effects of an emergency (e.g. hazard identification, floodplain mapping, land use planning). Virginia Tech's Hazard Mitigation Plan describes in detail the individual natural and man-made hazards that apply to the University and the steps to prevent loss through various means.

Preparedness is the process of planning how to respond when an emergency occurs and coordinating the physical and human resources to respond effectively. Preparedness includes establishing authorities, procedures, protocol, plans, and agreements; training and exercising; and acquiring and maintaining resources.

Recovery entails the short- and long-term actions necessary to return all systems to normal conditions. This includes repairing/rebuilding infrastructure, applying for disaster reimbursement, and restoring the administrative, instructional, and research environment.

Response is the actual real-world emergency deployment of personnel and equipment to save lives, protect property, and contain and stabilize the incident. Response involves alert and warning, search and rescue, emergency medical care, firefighting, security, providing shelter, removing debris, and restoring critical services/functions.

5. CONCEPT OF OPERATIONS

The Concept of Operations section provides an overview of the incident management structure and procedures for responding to an incident on campus. More detailed information can be found in the subsequent annexes complementing the Base Plan.

5.1 CRISIS AND EMERGENCY MANAGEMENT PLAN UTILIZATION

The CEMP may be utilized—in whole or in part—whenever incident conditions exist where immediate action is required to:
- Save and protect lives
- Prevent and/or mitigate damage to property, systems, and the environment
- Initiate the Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- Provide essential services
- Temporarily assign university staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Operations Center (EOC)

The CEMP may be utilized, in whole or in part, in conjunction with local, regional, state, or federal response plans as necessary to effectively manage an incident requiring the incorporation of external response capabilities into the university's response. Critical university departments having a role in response will be associated with Emergency Support Functions, or ESFs, to facilitate integration into emergency operations. *See CEMP Section 6, Organization and Assignment of Responsibilities; Annex B, Emergency Operations Center Plan; and Annex C, Emergency Support Functions Annex for more information.*

5.2 INCIDENT MANAGEMENT STRUCTURE

Incident Command System

Virginia Tech applies the nationally-recognized Incident Command System (ICS) to incident, emergency, and event management. A standardized, all-hazards management tool, ICS utilizes the following characteristics to more efficiently respond to and recover from a campus incident:
- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are utilized (and demobilized) in an effort to maximize productivity and minimize cost and duplication of effort.
- **Incident Action Planning:** A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operating picture during response and recovery operations.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.

- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.
- **Unified Command:** Representatives from multiple affected departments/agencies/jurisdictions collaborate together to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and documentation all contribute to effective accountability throughout the incident management process.

Unified Command

The traditional single Incident Commander model (first person on scene in-charge) will generally transition to Unified Command (UC) as collaborative decision-making between multiple responsible internal and/or external departments/agencies becomes necessary to resolve the incident, emergency, or manage an event in a more efficient manner. Unified Command usually evolves during larger incidents, where representatives from separate university departments or agencies/government entities coordinate decision-making and leverage resources. Unified Command is typically exercised within the Emergency Operations Center but may be used in the field as necessary. Unified Command serves as the single voice of incident operations.

Safety and Security Policy Committee (Policy Group)

The Safety and Security Policy Committee, hereinafter known as the Policy Group, provides direction in making strategic policy decisions for any incident that impacts the university's ability to perform its critical business functions. The Policy Group is chaired by the President of Virginia Tech. The Policy Group, in accordance with university policy 5615, performs the following functions:

- Reviewing, evaluating, and determining requirements concerning safety and security assessments, plans, programs, and education, including changes that may affect the quality of the university's living, learning and working environment;
- Overseeing reviews of the university's assessment of vulnerabilities, hazards and risks related to the safety and security of individuals and the physical campus;
- Ensuring that sufficient university resources and funding are available to perform necessary emergency management, safety, and security functions, and that these resources are consistent with anticipated regulatory changes;
- Overseeing the education and prevention of violence on campus in accordance with Section 23-9.2:10 of Code of Virginia including (i) creation of university safety and security policies, and (ii) providing direction to the Campus and Workplace Violence Prevention Committee and the Threat Assessment Team on the development and implementation of violence prevention procedures, education and guidance regarding recognition and reporting of individuals whose behavior may pose a threat, assessment of such individuals and means of action to resolve potential threats;
- Overseeing the Safety and Security Policy and other policies that have implications for emergency management, safety, and security, including but not limited to facilities use, sponsorship of entertainment and events, threatening or intimidating conduct, facilities access control, environmental health and safety, and violence prevention;

- Reviewing and establishing guidelines and standards for departmental emergency response and continuity of operations plans;
- Evaluating the effectiveness of the university's safety and security plans and programs; and
- Advising the President on safety and security issues.

The Policy Group consists of the following key members:

- President
- Chief of Staff, President's Office
- Senior Vice President and Provost
- Vice President, Administrative Services
- Chief of Staff, Vice President, Administrative Services
- Vice President, Development and University Relations
- Vice President, Finance and Chief Financial Officer
- Vice President, Information Technology
- Vice President, Student Affairs
- Vice President and Dean, Undergraduate Education
- Associate Vice President, University Relations
- Executive Director, Government Relations
- Director, Emergency Management
- Director, News and Information
- Associate Director, Athletics
- Chief of Police
- General Counsel

Emergency Operations Center & Incident Management Team

In the event of an incident that may cause significant impact to university operations or last for a prolonged period of time, the Director of the Office of Emergency Management (or designee) may activate the university's Emergency Operations Center (EOC) to centralize the command, control, and coordination necessary to manage the incident. Unified Command is usually employed in the EOC to enhance decision-making and accountability. The Incident Management Team (IMT) staffs the EOC and performs the following functions:

- Determines the scope and impact of the incident
- Serves as the primary information collection and dissemination clearinghouse
- Issues communications through University Relations and Joint Information Center
- Requests additional resources from outside agencies and implements mutual aid agreements
- Coordinates with local, state, and federal government agencies
- Maintains situational awareness and a common operating picture throughout the incident
- Prepares Incident Action Plans for multi-operational period incidents
- Implements university business continuity and resumption plans (COOPs)
- Staff incident management positions

The IMT consists of trained representatives from the following key campus units:

- Athletics
- Dining Services
- Division of Student Affairs
- Emergency Management
- Environmental Health and Safety
- Facilities Services
- Finance
- General Counsel
- Geographic Information Systems
- Housing and Residence Life
- Human Resources
- Network Infrastructure and Services
- Police Department
- Provost
- Purchasing
- Rescue Squad
- Research
- Risk Management

- Student Centers and Activities
- Student Health and Wellness Services
- Transportation and Campus Services
- University Building Official

- University Relations
- Veterinary Medicine
- Support Staff (Admin/IT)
- Other units as necessary

While staffing the EOC, members of the Incident Management Team[3] will be grouped within the university's ICS organizational structure. The ICS structure includes Command Staff (Liaison, Safety, and Public Information Officers) and General Staff[4] (Public Safety, Operations, Planning, Logistics, and Finance/Administration Section Chiefs) - *See Figure 5.1*. The Safety and Security Policy Group will communicate with Incident Command/Unified Command.

- **Command Staff** positions perform the following essential duties:
  - o **EOC Manager:** Coordinate all facility, resource, logistical, staffing, and support needs required for EOC operations
  - o **Liaison Officer(s):** Coordinate with external governmental and public/private resource groups
  - o **Safety Officer:** Monitor, evaluate, and recommend procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel
  - o **Public Information Officer(s):** Relay incident information to internal and external stakeholders. Establish and coordinate Joint Information Center operations
- **General Staff** positions perform the following essential duties:
  - o **Public Safety Section:** Coordinate all operations necessary to maintain life safety and security on campus
  - o **Operations Section:** Direct and coordinate all non-public safety operations, receive and implement Incident Action Plans from the Planning Section
  - o **Planning Section:** Maintain situational awareness; initiate, collect, and verify field reports; assess reconnaissance and other data; prioritize situation reports and plans; develop Incident Action Plans
  - o **Logistics Section:** Obtain and stage resources in support of incident operations
  - o **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process

The following basic EOC Organizational Chart illustrates the lines of direction, communication, and authority present during an EOC activation.

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[3] *Depending on the type/scale of the incident, not all units may be represented in the EOC.*
[4] *The EOC Manager (Director of OEM or designee) will appoint a Section Chief for each section as appropriate for the scale of the incident. Not all sections may be activated for every incident.*

Figure 5.1: Virginia Tech's Emergency Operations Center Chart
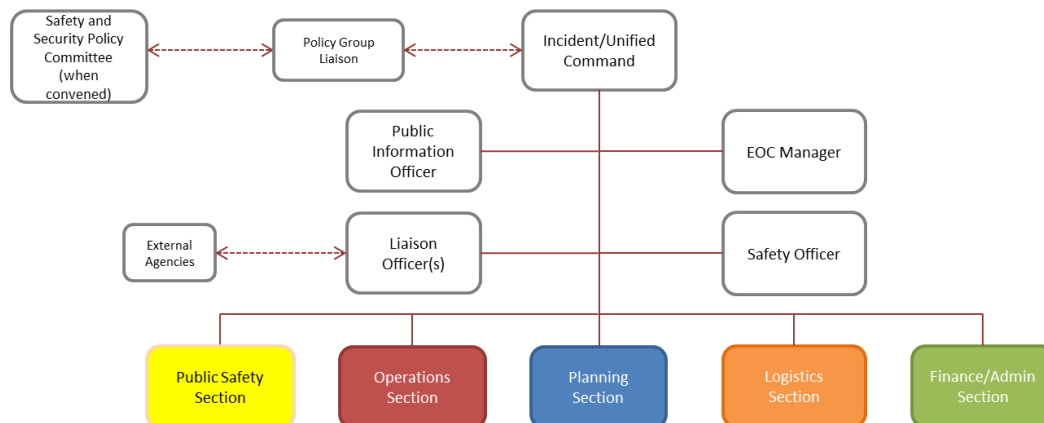
External Support

Major incidents, emergencies, or events may impact the surrounding community in addition to the campus. If this occurs, Virginia Tech will make every effort to coordinate and work with local, State, and Federal officials in their delivery of emergency services. For coordination purposes with State agencies, the Director of Emergency Management serves as the university's Emergency Coordination Officer (ECO). In the Director's absence, the Office of Emergency Management's Emergency Planner will assume ECO responsibilities.

The Montgomery County Emergency Services Coordinator will serve as the point of contact to Virginia Tech when making resource requests to the Virginia Emergency Operations Center. This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23-9.2:9, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

Virginia Tech, as state agency, has a role and responsibility to support the Virginia Emergency Response Team (VERT) agencies during a declared emergency or when otherwise needed. Upon receipt of a mission request from the Virginia Department of Emergency Management Operations Center (VEOC), the university will make a determination if there are personnel and resources available to meet the mission requirements. Virginia Tech will promptly notify the VEOC regarding the status of their request. If Virginia Tech resources are available to fill the mission, they will be deployed following receipt of a mission assignment from the VEOC.

5.3 EMERGENCY NOTIFICATION SYSTEM

Virginia Tech's Emergency Notification System (ENS, commonly referred to as VT Alerts) is a multi-channel, redundant communication platform that disseminates critical information to subscribers in the event of an incident, emergency, or event. Campus sirens, classroom message boards, email, landline and cellular phone calls, SMS messaging, VT Desktop Alerts, and website updates all serve to provide the following information, at a minimum, to subscribers:
- Nature of incident
- Location of incident

- Actions to be taken

Annex B to the CEMP, the ENS Protocols provide operational guidelines for issuing emergency messages via the VT ENS. The Protocols contain system background information, a list of Responsible University Authorities, how and when the Protocols are to be utilized, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates for rapid execution during an incident.

5.4 CAMPUS COMMUNITY: ROLES AND RESPONSIBILITIES

This section outlines the roles and responsibilities of students, faculty and staff, Building Emergency Coordinators, and Deans/Department Heads during day-to-day activities and campus incidents, emergencies, or events.

<u>Students</u>

- **General Responsibilities**
  Students should be aware of their surroundings and familiar with building evacuation routes, exits, and assembly points. Students should also be enrolled in the VT Alerts system and have a personal emergency kit. Additional information on emergency procedures is posted throughout campus in residence halls, classrooms, and laboratories and is available on the OEM website (www.emergency.vt.edu).
- **Role During an Incident**
  Students involved in an incident should assess the situation quickly and thoroughly and employ common sense when determining how to respond. If directly involved in an emergency, students should call 911 as soon as possible, direct responders to where the incident occurred if possible, and cooperate with first responders.

<u>Faculty and Staff</u>

- **General Responsibilities**
  University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should understand departmental Emergency Action Plans and building evacuation procedures in areas where they work and teach. Faculty and staff may likely be the first person to arrive at an incident scene and are responsible for following standard operating procedures and contacting appropriate individuals. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in Emergency Action Plans (EAPs) and the Classroom Emergency Preparedness Guide distributed by the Office of Emergency Management.
- **Role During an Incident**
  Faculty and staff involved in an incident should assess a situation quickly and thoroughly as possible and employ common sense when determining how to respond. When responding, faculty and staff should follow departmental emergency procedures. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

Building Emergency Coordinators

- **General Responsibilities**
  Building Emergency Coordinators, or BECs, serve as the Chair of the building's Emergency Preparedness Committee, as well as the point of contact (POC) to receive and disseminate safety and emergency preparedness information. BECs coordinate the development of building EAP annexes and act as an informational conduit for the Office of Emergency Management and other first responders.
- **Role During an Incident**
  BECs involved in an incident serve as the primary POC between first responders and building occupants. As necessary, BECs may assist in providing building emergency information and coordinating building evacuation procedures.

Deans/Department Heads

- **General Responsibilities**
  Deans and Department Heads serve as leaders for university departments and are responsible for providing overall guidance in the event of an incident. Deans and Department Heads should be familiar with department and building emergency procedures as well as understand the overall emergency response procedures for the university.
- **Role During an Incident**
  Deans and Department Heads involved in an incident should assess a situation quickly and thoroughly and employ common sense when determining how to respond. Deans and Department Heads should follow department emergency and building evacuation procedures and report emergencies to the Virginia Tech Police Department. Early in an incident, Deans and Department Heads should begin to consider long-term recovery strategies.

5.5 MEDIA RELATIONS

Media representatives should report to the designated Joint Information Center, or JIC (location may vary with incident). The Public Information Officer(s) (PIO - generally University Relations staff) is responsible for the activation, operation, and demobilization of the JIC. PIOs coordinate press releases with the Incident Commander/Unified Command and/or the Policy Group.

For information the media can contact University Relations or visit their website at www.unirel.vt.edu. In large-scale events information may be more readily accessible on the Virginia Tech webpage at www.vt.edu as it becomes available.

5.6 DEMOBILIZATION

The Incident Commander/Unified Command will determine when the situation has been controlled and response operations can be demobilized. Demobilization requires the deactivation of the active General Staff sections and EOC (if applicable) and compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible. Section chiefs will be responsible for the demobilization of their respective sections.

5.7 CAMPUS RECOVERY

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. The Policy Group will provide direction to the Office of Emergency Management and other university departments/divisions to restore normal operations on campus.

6. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

6.1 SUCCESSION OF AUTHORITY

The following table explains the succession of decision-making authority as related to critical incident management units/functions:

Table 6.1: Succession of Authority

Department	Order of Succession
Safety and Security Policy Committee (Policy Group)	1. President 2. Vice President for Administrative Services 3. Senior Vice President and Provost 4. Vice President for Finance and CFO 5. Vice President for Student Affairs
Athletics	1. Director, Athletics 2. Senior Associate Director of Athletics 3. Associate Director of Athletics, Internal Affairs
Dining Services (DSA)	1. Director, DSA 2. Senior Associate Director, DSA 3. Associate Director, DSA
Division of Student Affairs (DSA)	1. Vice President for Student Affairs 2. Associate Vice President, DSA 3. Dean of Students
Emergency Management (OEM)	1. Director, OEM 2. Emergency Planner, OEM 3. Deputy Chief and Assistant Director of Security, VTPD
Environmental Health and Safety (EHS)	1. Director, EHS 2. Assistant Director, EHS 3. Assistant Director, EHS
Facilities Services (FS)	1. Associate Vice President for Facilities Services and Chief Facilities Officer 2. Deputy Chief Facilities Officer, FS 3. Director of Utilities and Strategic Initiatives, FS 4. Director of Facilities Operations, FS
Finance	1. Vice President for Finance and CFO 2. Assistant Vice President of Budget and Financial Planning 3. Assistant Vice President for Capital Assets and Financial Management
Fire	N/A[5]
General Counsel	1. University Counsel 2. Associate University Legal Counsel 3. Associate University Legal Counsel
Geographic Information Systems/Center for Geospatial Information Technology (GIS/CGIT)	1. Executive Director, Converged Technologies for Security, Safety, and Resilience 2. Senior GIS Architect, GIS 3. Director and Research Scientist, CGIT

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[5] *As a non-VT entity, the Blacksburg Fire Department's order of succession has been omitted.*

Virginia Tech

Department	Order of Succession
Housing and Residence Life (DSA)	1. Director, Housing and Residence Life 2. Associate Director for Occupancy Management 3. Associate Director of Residence Life
Human Resources (HR)	1. Associate Vice President, HR 2. Director, HR Services and Employee Records 3. Executive Director for Total Compensation, HR
Network Infrastructure and Services (NIS)	1. Executive Director, NIS 2. Associate Director, Network Administration 3. Director, Systems Development and Administration
Police (VTPD)	1. Chief, VTPD 2. Deputy Chief and Director of Threat Management, VTPD 3. Deputy Chief and Assistant Director of Security, VTPD
Provost	1. Senior Vice President and Provost 2. Vice President and Dean for Undergraduate Education 3. Associate Provost for Faculty Affairs 4. Associate Provost for Resource Management and Planning
Purchasing	1. Director of Materials Management, Purchasing 2. Associate Director for Operations, Purchasing 3. Assistant Director for Facilities Support, Purchasing
Rescue Squad (VTRS)	1. Captain, VTRS 2. First Lieutenant, VTRS 3. Second Lieutenant, VTRS
Research	1. Vice President for Research 2. Associate Vice President for Research 3. Associate Vice President for Research Programs
Risk Management	1. Associate Director 2. Claims Manager 3. Office Manager
Student Centers and Activities (SCA)	1. Director, SCA 2. Associate Director, SCA 3. Associate Director, SCA
Student Health and Wellness Services (DSA)	1. Assistant Vice President for Student Affairs 2. Director, Schiffert Health Center (SHC) 3. Associate Director for Finance and Administration, SHC
Transportation and Campus Services (TCS)	1. Director, TCS 2. Associate Director of Parking and Fleet Services, TCS 3. Associate Director of Mail and Records Management Services, TCS
University Building Official	1. University Building Official 2. Inspector/Reviewer 3. Inspector/Reviewer
University Relations (UR)	1. Associate Vice President for University Relations 2. Director, News and Information, UR 3. Director of Web Communications, UR 4. Director of Marketing and Publications, UR
Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM)	1. Hospital Director, VMRCVM 2. Hospital Administrator, VMRCVM 3. Associate Dean of Finance and Administration, VMRCVM

6.2 EMERGENCY SUPPORT FUNCTIONS MATRIX

In alignment with National Response Framework guidelines, Virginia Tech has grouped its response capabilities into Emergency Support Functions, or ESFs. The ESFs, listed with examples of critical responsibilities and associated departments with primary/secondary authority, are displayed within the following matrix and further explained in Annex C. To provide for greatest scalability during an incident, ESFs or elements thereof may be used wholly or in part at the discretion of the Incident Commander/Unified Command, whether in the field or EOC.

Table 6.2: Emergency Support Functions *("P" indicates primary role/responsibility, "S" indicates secondary role/responsibility)*

Emergency Support Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	General Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Network Infrastructure and Services	Police Department	Provost	Purchasing	Rescue Squad	Research	Risk Management	Safety and Security Policy Group	Student Centers and Activities	Student Health and Wellness Services	Transportation and Campus Services	University Building Official	University Relations	Veterinary Medicine
ESF #1 Transportation	Traffic Control Road Closures Evacuation Support					S		S			S				P									P			
ESF #2 Information Technology and Communications Systems	Phone and Network Connectivity Communications Equipment Regional Radio Cache					S					S			P	S			S									
ESF #3 Facilities Services and Infrastructure	Utility Repair and Restoration Debris Removal Damage Assessment			S	S	S	S	P			S	S		S					S	S				S	P		
ESF #4 Emergency Support Services	Emergency Medical Services Fire Response Search and Rescue		P			S	P								P			P					S				
ESF #5 Emergency Management	Command and Control CERT Management Emergency Notification System Emergency Operations Center Management Volunteer and Donation Management				S	P		S							S						S	S				S	
ESF #6 Food, Water, and Housing Services	Feeding Housing Relief Support	S		P	P	S		S				P	S											S	S		

Emergency Support Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	General Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Network Infrastructure and Services	Police Department	Provost	Purchasing	Rescue Squad	Research	Risk Management	Safety and Security Policy Group	Student Centers and Activities	Student Health and Wellness Services	Transportation and Campus Services	University Building Official	University Relations	Veterinary Medicine
ESF #7 Finance and Resource Management	Documentation; Emergency Procurement; Legal Affairs; Payments and Processing; Reimbursement; Resource Acquisition and Tracking; Risk Management	S			S	S		S	S	S							P			P					S		
ESF #8 Health, Mental Health, and Medical Services	Counseling Services; Family Assistance Center Operations; Medical Care				S	S							S					S					P				
ESF #9 Hazardous Materials	Hazardous Materials Response; Spill Containment and Cleanup		P			S	P											S									
ESF #10 Academics	Classroom Rescheduling; Alternate Learning Space					S										P					S						
ESF #11 Research	Continuity of Research															S			P		S						
ESF #12 Animal Services	Animal Care and Well-Being															P		S									P
ESF #13 Public Safety and Security	Site Security; Law Enforcement					S		S							P										S		
ESF #14 Media Relations and Community Outreach	Joint Information Center Operations; News and Information				S	S							S		S						S					P	

7. PLAN DEVELOPMENT AND MAINTENANCE

7.1 PROGRAM ROLES, RESPONSIBILITIES, AND ADMINISTRATION

Board of Visitors

In accordance with Code of Virginia §23-9.2:9, the Virginia Tech Board of Visitors shall develop, adopt, and keep current a written crisis and emergency management plan, with a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in §19.2-11.01.

University President

In accordance with Code of Virginia §23-9.2:9, the President and Vice-Presidents shall annually review the institution's crisis and emergency management plan, certify in writing that the President and Vice-Presidents have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

Director of Emergency Management

The Director of Emergency Management is responsible for coordinating the preparation and updating of the CEMP as required. The Director of Emergency Management will collaborate as needed with external partners from local, regional, and State agencies in seeking input on and review of the CEMP as part of the ongoing planning and maintenance process.

The Director of Emergency Management will coordinate the annual review of the CEMP by the President and applicable Vice Presidents and document the process per Code of Virginia §23-9.2:9. In addition, every four years the Director of Emergency Management will oversee a comprehensive review of the CEMP and secure its formal adoption by the Board of Visitors.

Emergency Support Functions

Each department, agency or individual specified in the CEMP and each department/area that will have an active role in responding to a campus emergency (see CEMP Section 6 and Annex C, Emergency Support Functions) is expected to prepare and update their ESFs as needed to ensure the timely and effective delivery of incident response and recovery services by that entity during an incident. When an ESF is updated, a copy shall be submitted to the Director of Emergency Management.

The CEMP serves as the overarching document to guide response efforts during an incident on a university-wide scale. Departmental Emergency Action Plans (EAPs) detail immediate response actions to be taken at the department or building level. Continuity of Operations Plans (COOPs) list essential functions necessary for resumption of critical services/activities per department. VT OEM manages the departmental EAP and COOP program in concert with CEMP administration as part of a continuous and comprehensive emergency management program.

7.2 TRAINING AND EXERCISES

Trained and knowledgeable personnel are essential for the prompt and proper execution of Virginia Tech's CEMP, EAPs, and COOPs. Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident, emergency, or event. Awareness information and training will be provided to the campus community.

7.3 EXERCISE PROGRAM

Virginia Tech applies the U.S. Department of Homeland Security, Federal Emergency Management Agency's building-block approach to exercise design, planning, and execution - *see Figure 7.1.*

Figure 7.1: Building-block approach to exercises
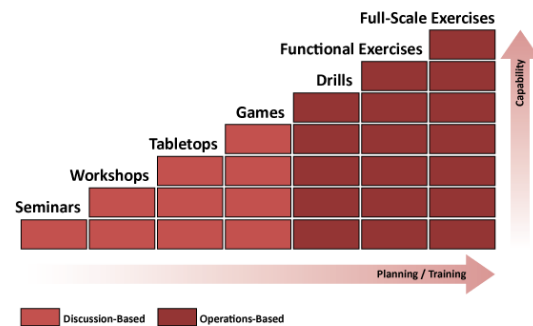
- Seminar: A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.
- Workshop: A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- Tabletop Exercise: A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem solving process.
- Game: A game features a realistic scenario in a tabletop exercise to test existing and potential strategies, and prepare for more complex exercises.
- Drill: A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- Functional Exercise[6]: A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- Full-Scale Exercise: A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

The Virginia Tech Office of Emergency Management is pleased to work with campus departments to design, plan, and conduct these various exercise formats in the appropriate scale to allow players to test their knowledge of their roles and responsibilities given incident scenarios unique to their working environment.

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[6] *Per Code of Virginia § 23-9.2:9 Section D, Virginia Tech will conduct an annual university-wide functional exercise.*

7.4 AFTER ACTION REVIEW

Post-incident and exercise evaluation often leads to ways to improve response practices. One of the most effective ways of summarizing an incident and capturing lessons learned is the After Action Review (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators. Their comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into Virginia Tech's emergency management program and associated plans/procedures.

8. GLOSSARY AND ACRONYMS

8.1 ACRONYMS

AAR	After Action Review
BEC	Building Emergency Coordinator
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations Plan
DSA	Division of Student Affairs
EAP	Emergency Action Plan
ECO	Emergency Coordination Officer
ENS	Emergency Notification System
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HMP	Hazard Mitigation Plan
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Center
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OEM	Office of Emergency Management
PIO	Public Information Officer
SMS	State Managed Shelter Plan
UC	Unified Command
VDEM	Virginia Department of Emergency Management
VT	Virginia Tech

8.2 GLOSSARY

- **Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.
- **Crisis and Emergency Management Plan:** An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.

- **Emergency:** An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus.
- **Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.
- **Emergency Management:** The process of coordinating available resources to effective manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.
- **Emergency Action Plan:** A department/area/unit-specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).
- **Emergency Operations Center:** A centralized location from which emergency operations can be directed and coordinated with the campus and community.
- **Exercise:** A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full-scale exercises.
- **Hazard:** Any source of danger or element of risk to people or property.
- **Hazard Mitigation Plan:** A risk management tool used to identify natural and human-caused hazards facing the Virginia Tech campus.
- **Incident:** An occurrence or event, natural or human-caused, which requires a response to protect life or property.
- **Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.
- **Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.
- **Incident Command System:** A nationally used, standardized, on-scene emergency management concept
- **Unified Command:** An incident management method employing collaborative decision-making between multiple responsible internal and/or external departments/agencies to resolve an incident in a more efficient manner.
- **Incident Management Team:** Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.
- **Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
- **Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.
- **National Incident Management System:** The group of principles that are legislated for all entities to assist in coordination national emergency response functions.
- **Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.
- **Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.
- **Safety and Security Policy Group:** An operational committee appointed by the President to serve as a coordinating and policy body, with responsibilities for establishing the framework for an overarching university safety, emergency management, and security program for all Virginia Tech facilities (on- and off-campus, owned and leased) and ensuring that it is implemented through the appropriate offices; evaluating the overall safety and security infrastructure; and providing oversight to the work of university operational committees responsible for environmental health and safety, violence prevention, emergency management, and other safety and security related efforts.

Committee Minutes

FINANCE AND AUDIT COMMITTEE

Duck Pond Room, The Inn at Virginia Tech

March 26, 2012

Finance Closed Session

Board Members Present: Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

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 requested additional information on the overall financial impact of salary changes on the university at a future meeting.

Finance Open Session

Board Members Present: Ms. Maxine Lyons – Staff Representative, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Mr. Erv Blythe, Mr. Bob Broyden, Mr. Ralph Byers, Mr. Al Cooper, Mr. John Cusimano, Ms. Feride Daku, Mr. Brian Daniels, Mr. Corey Earles, Ms. Natalie Hart, Mr. Tim Hodge, Ms. Elizabeth Hooper, Dr. Hal Irvin, Mr. Tom Kaloupek, Ms. Angela King, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Mr. Mark Owczarski, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Dr. Barry Simmons, Mr. Ken Smith, Dr. Raymond Smoot, Dr. Charles Steger, Mr. Jeb Stewart, Mr. Brad Sumpter, Ms. Melinda West, Dr. Daniel Wubah

Guest: Mr. Cody Owens, *Collegiate Times*

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

2. **Approval of Items Discussed in Closed Session:**   The Committee reviewed and ratified the quarterly personnel changes report.

3. **Opening Remarks and Approval of Minutes of the November 7, 2011 Meeting:** The Committee reviewed and approved the minutes of the November 7, 2011 meeting.

4. **Annual Report on Scholarship Programs Expenditure Plans:** The Committee received an annual report on the scholarship programs expenditure plans and the February 29, 2012 cash balance in the endowment accounts. University management continues to work with Virginia Tech Foundation and the college deans and senior management areas to implement action plans to fully utilize the available scholarship funds. Performance in 2011-12 is consistent with the prior year's activities, with cash balances available for expenditures slightly lower than the prior year.

5. **Update on Achieving Compliance with University's Small, Women-Owned, and Minority-Owned Business (SWaM) Procurement Plan:** In response to a request from the Finance and Audit Committee in fiscal year 2011, the Committee received an update on achieving compliance with the university's small, women-owned, and minority-owned business procurement plans. The university develops an annual SWaM procurement plan that establishes the SWaM expenditure goals as a percentage of the total projected discretionary expenditures. The review indicates that the university has been successful in achieving the desired results in the categories of minority-owned and women-owned business procurements. The university's efforts to reach stated goals in the small business category have not met with similar success. The university is taking additional measures in the current year to improve its performance in the small business category.

6. **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, 2011. The financial statements have been prepared in accordance with generally accepted accounting principles, and the Auditor of Public Accounts issued an unqualified (or clean) opinion. The university had total net assets of $1.18 billion at June 30, 2011, a 12.2 percent increase over the prior year. Total revenues at year end were $1.15 billion, an increase of $56.7 million or 5.2 percent over the previous year. The majority of the growth in operating revenues came from the grants and contracts, as well as additional federal fiscal stabilization funds. Total operating expenses at year end were $1.02 billion, an increase of $58.2 million or six percent over the previous year. The increase is primarily due to increased expenditures on research and auxiliary enterprises. The university's net assets increased by $128.2 million as of June 30, 2011.

7. **Report on the 2012 Legislative Session:** The Committee received a report on the results of the 2012 legislative session, including the Governor's Executive Budget presented on December 19, 2011. The General Assembly session opened on January 11, 2012 and was scheduled to complete its work by March

10, 2012. This report presented the major elements of the Executive Budget and General Assembly actions for the 2012-14 biennium. The report also covered the current status of the actions of the General Assembly to finalize the Commonwealth's budget for the 2012-14 biennium and close the Special Session.

* 8. **Resolution on University Conviction and Driving Record Investigation Policy:** The Committee received information regarding a resolution on updating the Conviction and Driving Record Investigation policy. The resolution requests approval from the Buildings and Grounds Committee to amend the policy to require conviction checks on all non-student full-time, part-time, and temporary/wage positions including Teaching and Research Faculty. Current policy requires conviction and driving record checks in all administrative areas for Administrative and Professional faculty, staff and 1,500 hour wage positions, and throughout the university for candidates hired for specified wage and salary positions.

The Committee deferred to the Buildings and Grounds Committee for full Board approval.

* 9. **Approval of Year-to-Date Financial Performance Report (July 1, 2011 – December 31, 2011):** The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2011 – December 31, 2011. For the second quarter, all programs of the university are on target and routine budget adjustments were made to reflect changes in General Fund revenues and expenditure budgets in academic and administrative areas.

Routine budget adjustments have been made during the second quarter in several auxiliaries to reflect revenue and expenditure changes. The Residence and Dining Halls budget was increased $3.4 million to fund site planning, infrastructure expenses, and construction expenses for Phase IV of the Oak Lane Community. Intercollegiate Athletics budget was increased for participation in the ACC conference football championship game and the Sugar Bowl.

For the quarter ending December 31, 2011, $44 million had been expended for Educational and General capital projects, and $23 million in expenditures were incurred for Auxiliary Enterprises capital projects. Capital outlay expenditures for the quarter ending December 31, 2011 totaled $67 million.

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

* 10. **Approval of 2012-13 Compensation for Graduate Assistants:** The Committee reviewed for approval the proposed 2012-13 schedule of stipends and support for the graduate health insurance program for graduate students who work as graduate assistants (including graduate teaching assistants and graduate research assistants) while pursuing master's or doctoral degrees. To

be competitive in the recruitment and retention of high quality graduate students, it is important for the university to provide compensation packages that are comparable with those offered by peer institutions. The key components of the compensation packages are competitive stipends, tuition assistance, and health insurance.

The university proposes advancing the stipend scale for 2012-13 by providing a one percent increase to be effective August 10, 2012. Additionally, the university proposes to enhance the stipend by increasing the academic year supplement by $100 for a total academic year supplement of $300 to help mitigate the university's assigned costs.

For 2012-13, the university proposes to continue the tuition remission program for graduate students on assistantship, including the remission of the technology fee, first added to the remission package for Graduate Assistants in 2011-12. The university is currently unclear about the level of health care benefits that it will be able to provide to the students in fiscal year 2013 due to the uncertainties related to the Federal Affordable Care Act. The university intends to continue coverage at 90 percent of the premium cost for the upcoming year.

The Committee recommended the 2012-13 Compensation for Graduate Assistants to the full Board for approval.

* 11. **Approval of Resolution on Short-Term Disability Program for Restricted Faculty:** The Committee reviewed for approval a resolution on the Short-Term Disability Program for eligible Restricted Faculty. The university requests approval to establish a short-term disability program for eligible Restricted Faculty. The Vice President for Research established a Task Force on Special Research Faculty to recommend strategies to compete for and retain talented research faculty to ensure Virginia Tech's research portfolio experiences continued growth. The Task Force recommended that the university offer a short-term disability benefit to eligible restricted faculty similar to the short-term disability received by the teaching and research faculty and administrative and professional faculty. The program will cover eligible Restricted Faculty for up to 26 weeks at 60 percent of their pay.

The Committee recommended the Resolution on Short-Term Disability Program for Restricted Faculty to the full Board for approval.

Joint Open Session (with Buildings and Grounds Committee)

Board Members Present: Ms. Beverley Dalton, Ms. Maxine Lyons – Staff Representative, Ms. Deborah Petrine, Mr. Michael Quillen, Mr. John Rocovich

VPI & SU Staff: Mr. Erv Blythe, Mr. Bob Broyden, Mr. Michael Coleman, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Mr. William Dougherty, Mr. Corey Earles, Dr. Elizabeth Flanagan, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Sharon Kurek, Ms. Leigh LaClair, Ms. Heidi McCoy, Mr. Ken Miller, Mr. Mark Owczarski, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Ms. Kayla Smith, Dr. Charles Steger, Mr. Jeb Stewart, Mr. Brad Sumpter, Ms. Hilary West, Ms. Melinda West, Dr. Lisa Wilkes, Dr. Sherwood Wilson

Guest: Ms. Rebekah Paulson, Friends of Stadium Woods

* 1. **Approval of Resolution on Unified Communications and Network Renewal Project:** The Committees reviewed for approval a resolution on the capital project for unified communications and network renewal project. Network Information Systems explored alternatives to update the communication system in fiscal year 2011. The proposed implementation strategy is to improve four complementary communication infrastructure components over five years at a total project cost of $16.5 million. 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 unified communications component replaces the outdated campus telephones and voicemail systems. Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for authorization to complete the unified communications and network renewal project.

The Committees recommended the Resolution on Unified Communications and Network Renewal Project to the full Board for approval.

Audit Closed Session

Board Members Present: Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

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: Ms. Maxine Lyons – Staff Representative, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Mr. Erv Blythe, Mr. Bob Broyden, Mr. Al Cooper, Mr. John Cusimano, Mr. Brian Daniels, Mr. William Dougherty, Mr. Corey Earles, Mr. Tim Hodge, Ms. Sharon Kurek, Mr. Ken Miller, Mr. Mark Owczarski, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Jeb Stewart, Mr. Brad Sumpter, Ms. Melinda West

1. **Opening Remarks and Approval of Minutes of the November 7, 2011 Meeting:** The Committee reviewed and approved the minutes of the November 7, 2011 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. At the November meeting, the university reported that as of September 30, 2011, 15 audit comments remained outstanding. No audit comments have been issued since then.   As of December 31, 2011, the university has addressed 13 comments, leaving two open recommendations in progress. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since December 31, 2011.

   The Committee accepted the report.

3. **Review of Internal Audit Department's Status Report as of December 31, 2011:** The Committee reviewed the Internal Audit Department's Status Report as of December 31, 2011.   In addition to conducting scheduled audits, compliance reviews, and advisory services, the audit department participated in annual audit activities, fraud audits, and professional development activities. Of the 31 planned audit and advisory activities, 12 have been completed.

   The Committee accepted the report.

4. **Review and Acceptance of the following Internal Audit Reports/Memos Issued:**

   The Committee reviewed and accepted the following Internal Audit Reports:

   a. Human Nutrition, Foods and Exercise: The audit indicated that management has designed and implemented controls that are often effective at reducing their exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. Audit

recommendations were issued to management where opportunities for further improvement were noted in the areas of security of sensitive data and personnel activity reporting.

b. IT - Printer Security: The audit indicated departmental printer security configurations are not consistently applied and may present moderate to significant security vulnerabilities. Audit recommendations were issued to management where opportunities for further improvement were noted in the areas of networked printers control environment, device settings, physical device location, and copier management program printing devices.

c. IT - UNIX Servers: The audit indicated that although no UNIX or UNIX Variant system compromises were discovered, improvements are recommended to achieve an adequate system of internal controls and effectively manage the associated business risks. Audit recommendations were issued to management where opportunities for further improvement were noted in the area of access and authorization, network services configuration, change management, and UNIX control environment.

d. University Scholarships and Financial Aid: The audit indicated that management has designed and implemented controls that are generally effective at reducing their exposure to many business risks, but improvements are recommended to achieve a fully effective system of internal controls. Audit recommendations were issued to management where opportunities for further improvement were noted in the area of departmental scholarships utilization monitoring.

e. Department of English: The audit indicated that management has designed and implemented controls that are often effective at reducing their exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. Audit recommendations were issued to management where opportunities for further improvement were noted in the areas of grants administration and education abroad program administration.

f. Hokie Passport Services: The audit indicated that management has designed and implemented controls that are effective at reducing their exposure to the business risks. No audit recommendations were issued.

g. Dean of Students Office: The audit indicated that management has designed and implemented controls that are often effective at reducing their exposure to some of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. Audit recommendations were issued to management where opportunities for further improvement were noted in the area of the Emergency Assistance Program.

h. Office of the Provost: The compliance review indicated that internal controls and compliance with policies for departments reporting to the Senior Vice President and Provost are generally effective, but significant improvement is needed for leave reporting.

i. Vice President for Finance: The compliance review indicated that internal controls and/or policy compliance for departments reporting to the Vice President for Finance are generally effective, but opportunities for further improvement were noted in the areas of overtime compensation and information technology security.

5. **Presentation of Auditor of Public Accounts Intercollegiate Athletics Programs Report for Year Ended June 30, 2011:** The Committee received a report on the Auditor of Public Accounts' (APA) 2011 Intercollegiate Athletics Review. The APA performed certain agreed-upon procedures to the university's Intercollegiate Athletics Programs for the fiscal year ended June 30, 2011, 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 APA 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 does not constitute an audit and therefore no opinion is issued.

The Committee accepted the report.

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., and Virginia Tech Intellectual Properties, Inc. 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.

The Committee accepted the report.

*Requires full Board approval.

There being no further business, the meeting adjourned at 11:43 a.m.

Update to Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

December 31, 2011

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

The report 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 2012 reflects closing 30 of 31 recommendations by the original due date.

The report presented at the November 7, 2011 meeting covered Internal Audit reports reviewed and accepted through September 30, 2011 and included 15 open high or medium priority recommendations. Activity for the quarter ended December 31, 2011 resulted in the following:

Open recommendations as of September 30, 2011	15
Add: Medium & High priority recommendations accepted November 7, 2011	0
Subtract: recommendations addressed since September 30, 2011	13
Remaining open recommendations as of December 31, 2011	2

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 February 29, 2012, Internal Audit has closed both of the outstanding medium priority recommendations. Management continues to work jointly with the units to provide assistance as needed to ensure action plans are completed timely.

Presentation Date: March 26, 2012

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

December 31, 2011

Report Date	Audit Name	Audit Number	Total Recommendations					
			ISSUED	COMPLETED	OPEN			
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
01-Aug-11	Forest Resources and Environmental Conservation	970	2	1				1	1
04-Aug-11	Athletics - NCAA Compliance	957	3	2				1	1
Totals:			5	3	0	0	0	2	2

Presentation Date: March 26, 2012

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

December 31, 2011

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
01-Aug-11	1	970	Forest Resources and Environmental Conservation	Funds Handling	Medium		15-Jan-12		1	
04-Aug-11	2	957	Athletics - NCAA Compliance	Squad Lists Completion	Medium		01-Feb-12		1	

(1)   As of December 31, 2011, 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.

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

December 31, 2011

Seven Year Trend of Recommendations Closed - On Schedule

Fiscal Year	% Closed - Extended	% Closed - On Schedule
FY2006	8%	92%
FY2007	7%	93%
FY2008	8%	92%
FY2009		100%
FY2010		100%
FY2011	4%	96%
FY2012	3%	97%

Presentation Date: March 26, 2012
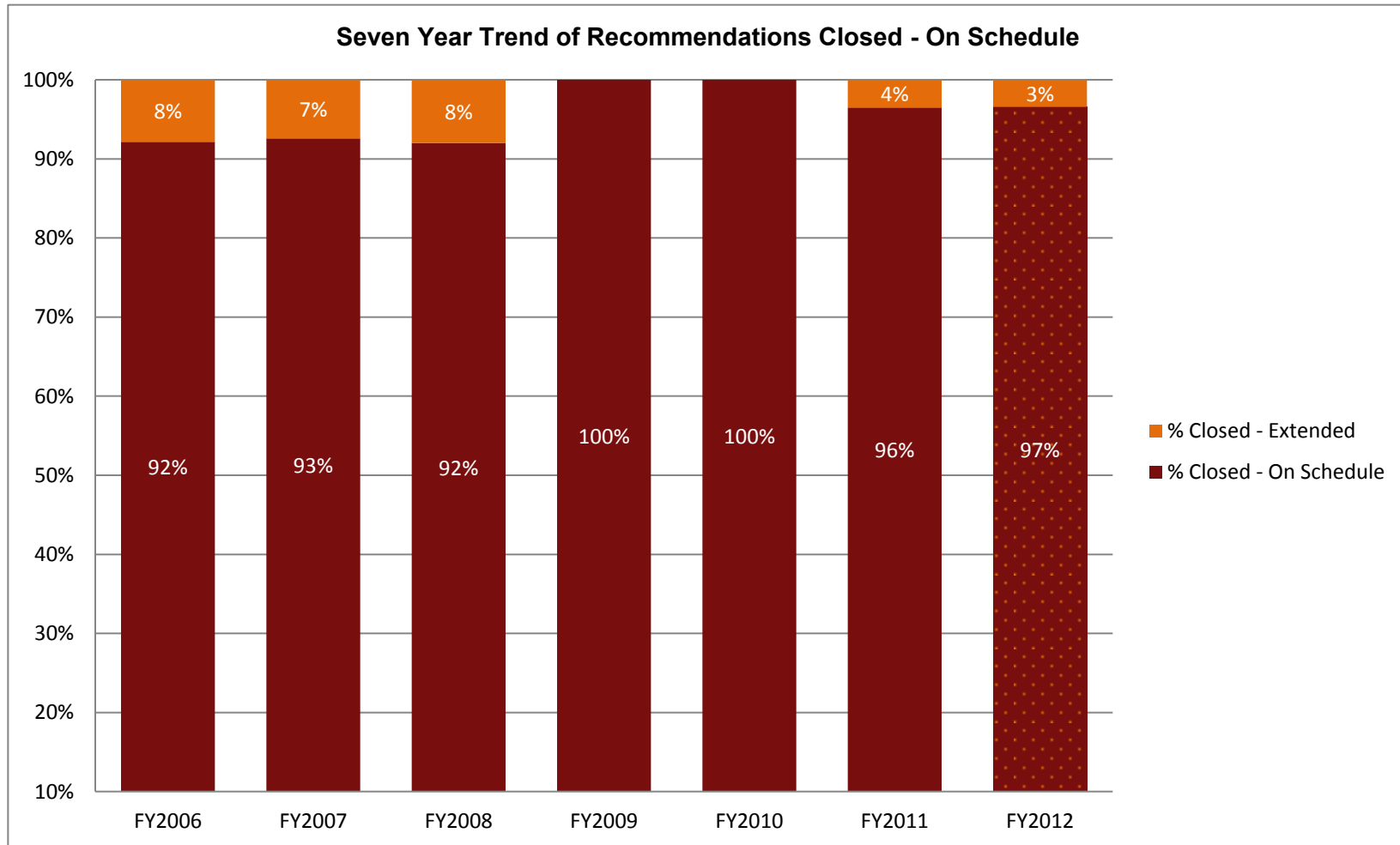
Internal Audit Status Report

FINANCE AND AUDIT COMMITTEE

March 1, 2012

Audit Plan Update

Audits were performed in accordance with the fiscal year 2011-12 annual audit plan and previously reported modifications at a level consistent with the resources of the Department of Internal Audit. Nine audit projects have been completed since the November board meeting, as detailed in the Internal Audit Reports Issued report. Additionally, three advisory service reviews have been completed for management on Software Technologies Lab, Department of Engineering Education, and the University Building Official.

The following six audit projects are underway: Non-general Fund Revenue, Construction Contracts, Mechanical Engineering, University Registrar, Institutional Review Board, College of Architecture and Urban Studies, along with three management requested advisory projects on International Centers and Programs, Virginia Bioinformatics Institute, and a confidential project conducted as an attorney client work product for University Legal Counsel.

Since the November board meeting, two advisory service projects were added to the audit plan at management's request to review the business processes of Air Transportation Services and the Department of Economics, bringing the total supplemental audits to six. Due to the additional projects requested by management, Internal Audit has postponed the four audits of Northern Virginia 4-H Educational Center, Records Management, Fralin Life Science Institute, and Richmond and Hampton Roads Centers audits as well as the Federal Higher Educational Opportunity Act Compliance advisory service with management's concurrence. So far in fiscal year 2011-12, Internal Audit has completed 38 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2011-12 Completion of Audit Plan

Audits	
Total # of **Audits** Planned	31
Total # of Supplemental **Audits**	6
Total # of Carry Forwards	0
Total # of Planned **Audits** Canceled and/or Deferred	5
Total **Audits** in Plan as Amended	32
Total **Audits** Completed	12
Audits - Percentage Complete	38%
Note: Includes Compliance Reviews and Advisory Services	

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

February 15, 2012

Background

In concurrence with the fiscal year 2011-12 Internal Audit Plan approved by the Finance and Audit Committee at the August 28, 2011 Board of Visitors meeting, the department has completed seven risk-based audits and two compliance reviews 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

Human Nutrition, Foods and Exercise	Improvements are recommended
IT - Printer Security	Improvements are recommended
IT - UNIX Servers	Improvements are recommended
University Scholarships and Financial Aid	Improvements are recommended
Department of English	Improvements are recommended
Hokie Passport Services	Effective
Dean of Students Office	Improvements are recommended
Office of the Provost	Improvements are recommended
Vice President for Finance	Improvements are recommended

Presentation Date: March 26, 2012

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

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

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

RECOMMENDATION:

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

**Presentation of Auditor of Public Accounts Intercollegiate Athletics Programs
Report for Year Ended June 30, 2011**

FINANCE AND AUDIT COMMITTEE

February 10, 2012

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 3.2.4.16.1, for the year ended June 30, 2011. 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, 2011. Total revenues of the Intercollegiate Athletics Programs for the year ended June 30, 2011 were $66.9 million with the majority of the revenues coming from the football and basketball programs. Expenses for the year were $62.6 million, and the excess of revenues over expenses were $4.3 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, 2011.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

INTERCOLLEGIATE ATHLETICS PROGRAMS
FOR THE YEAR ENDED
JUNE 30, 2011

APA

Auditor of
Public Accounts
COMMONWEALTH OF VIRGINIA

– T A B L E   O F   C O N T E N T S –

Commonwealth of Virginia

Auditor of Public Accounts

Walter J. Kucharski
Auditor of Public Accounts

P.O. Box 1295
Richmond, Virginia 23218

December 15, 2011

The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable Charles J. Colgan
Chairman, Joint Legislative Audit
  And Review Commission

Dr. Charles W. Steger
President, Virginia Polytechnic Institute and State University
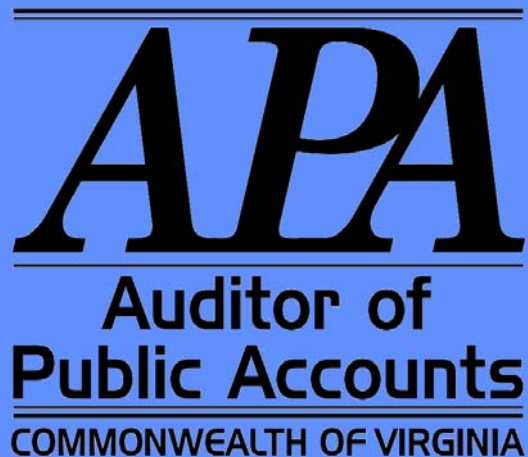
INDEPENDENT AUDITOR'S REPORT ON APPLICATION OF AGREED-UPON PROCEDURES

We have performed the procedures enumerated below, which were agreed to by the President of the **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 3.2.4.16.1, for the year ended June 30, 2011. 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 audits 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 audits 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, 2011, 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 the ticket and attendance reconciliations of ticket sales and revenue to the accounting records for selected periods and found those reconciliations to be accurate.

10. We compared student fees reported in the Schedule to amounts reported in the accounting records and an expected amount based on fee rates and enrollment. We found these amounts to be materially in agreement.

11. 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.

12. From the summary of revenues and expenses for or on behalf of the Intercollegiate Athletics Programs by affiliated and outside organizations, we selected individual contribution amounts and agreed each selection to supporting documentation and proper posting in the accounting records. We found all reviewed transactions to be in agreement.

13. 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 the amount was deemed to be immaterial for detailed testing.

14. 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.

15. 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.

16. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from royalties, advertisements, and sponsorships and the amount was deemed to be immaterial for detailed testing.

17. Based on receipts as listed in the accounting records, we selected and tested collections by the Intercollegiate Athletics Programs. We compared and agreed the selected operating receipts to adequate supporting documentation. We found all reviewed amounts to be in agreement with supporting documentation, properly recorded in the accounting records, and deposited promptly and intact.

Expenses

18. 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.

19. 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 for one pay period or a bonus payment 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.

20. Intercollegiate Athletics Department management provided us with settlement reports and game guarantee agreements for home games during the reporting period. This amount was deemed to be immaterial for detailed testing.

21. Intercollegiate Athletics Department management provided us with a listing of severance payments made during the reporting period and the amount was deemed to be immaterial for detailed testing.

22. 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.

23. 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 supplies, equipment, travel, and other general operating expenses. 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 made 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 an item 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

SCHEDULE

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
SCHEDULE OF REVENUES AND EXPENSES
  OF INTERCOLLEGIATE ATHLETIC PROGRAMS
For The Year Ended June 30, 2011

	Football	Men's Basketball	Women's Basketball	Men's Other Sports	Women's Other Sports	Non-Program Specific	Total
Operating revenues:							
Ticket sales	$16,339,537	$2,498,388	$ 141,204	$ -	$ -	$ -	$18,979,129
Student fees	-	-	-	-	2,140,751	5,096,341	7,237,092
Guarantees	2,361,547	182,500	-	3,303	4,250	-	2,551,600
Contributions	9,026,362	587,591	501,976	2,524,728	2,595,421	613,901	15,849,979
Third party support	185,000	-	-	-	-	-	185,000
Direct State or Other Government Support	-	-	-	-	-	492	492
Direct institutional support	-	-	-	-	-	353,531	353,531
NCAA/conference distributions including tournament revenues	6,505,429	4,158,381	30,024	114,396	120,562	1,539,075	12,467,867
Broadcast, television, radio, and internet rights	2,966,002	790,934	197,733	-	-	-	3,954,669
Program sales, concessions, novelty sales, and parking	1,225,272	71,593	11,160	17,666	10,458	363,942	1,700,091
Royalties, advertisements and sponsorships	580,535	160,063	73,641	92,500	92,000	385,698	1,384,437
Endowment and investment income	501,415	93,471	121,331	476,022	665,656	160,786	2,018,681
Other	11,500	-	-	53,037	53,037	109,409	226,983
Total operating revenues	39,702,599	8,542,921	1,077,069	3,281,652	5,682,135	8,623,175	66,909,551
Operating expenses:							
Athletic student aid	2,613,187	538,797	535,122	2,439,688	2,900,893	346,779	9,374,466
Guarantees	1,175,000	248,086	121,682	9,371	5,692	-	1,559,831
Coaching salaries, benefits, and bonuses	5,553,326	1,935,016	785,277	1,588,073	1,276,031	-	11,137,723
Coaching other compensation and benefits paid by a third party	185,000	-	-	-	-	-	185,000
Support staff/administrative salaries, benefits and bonuses	1,366,470	184,525	130,421	39,218	104,411	6,672,044	8,497,089
Severance payments	2,520	13,825	168	18,859	28,444	19,224	83,040
Recruiting	243,513	186,399	138,603	220,738	191,814	-	981,067
Team travel	1,668,574	520,778	252,953	844,890	781,987	-	4,069,182
Equipment, uniforms and supplies	636,298	116,805	84,078	293,657	247,234	201,472	1,579,544
Game expenses	1,767,989	318,620	172,856	233,197	150,976	467,640	3,111,278
Fund raising, marketing and promotions	353,126	284,997	130,937	80,684	58,620	396,430	1,304,794
Direct facilities, maintenance, and rental	7,049,983	433,209	423,924	376,600	600,412	7,153,016	16,037,144
Spirit groups	725,400	28,872	11,332	-	-	141,170	906,774
Medical expenses and medical insurance	117,008	41,882	32,665	193,629	158,915	211,718	755,817
Memberships and dues	1,285	780	848	4,453	2,914	24,008	34,288
Other	1,172,722	272,042	120,104	202,995	136,811	1,073,094	2,977,768
Total operating expenses	24,631,401	5,124,633	2,940,970	6,546,052	6,645,154	16,706,595	62,594,805
Excess (deficiency) of revenues over (under) expenses	$15,071,198	$3,418,288	($1,863,901)	($3,264,400)	($963,019)	($8,083,420)	$4,314,746

*The accompanying Notes to the Schedule of Revenues and Expenses of
  Intercollegiate Athletics Programs are an integral part of this Schedule.*

5

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

NOTES TO THE SCHEDULE OF REVENUES AND EXPENSES OF

INTERCOLLEGIATE ATHLETIC PROGRAMS

AS OF JUNE 30, 2011

1.   BASIS OF PRESENTATION

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletic 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, 2011. The Schedule includes those intercollegiate athletics revenues and expenses made in 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 $17,604,380 from the Virginia Tech Foundation, Incorporated. Approximately $9,210,472 of these funds were for grant-in-aid scholarships for student-athletes. These amounts received are included in the accompanying schedule as follows: $15,849,980 is included in the Contributions line item and $1,754,400 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 $2,285,000 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. This note has an outstanding balance of $680,000 and will be repaid with private fund raising and operating revenues through 2012. 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 $2,835,000. The majority of 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 $11,540,000.

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. This bond has an outstanding balance of $37,985,000 and will be repaid with private fund raising and operating revenues through 2029.

In November 2009, an $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 $8,435,000 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, 2011 is presented as follows:

Year Ended June 30,	Principal	Interest	Total
2012	$ 2,740,000	$ 2,997,075	$ 5,737,075
2013	2,870,000	2,878,019	5,748,019
2014	3,005,000	2,740,694	5,745,694
2015	3,155,000	2,589,294	5,744,294
2016	3,300,000	2,430,506	5,730,506
2017-2021	16,135,000	9,820,325	25,955,325
2022-2026	20,055,000	5,508,181	25,563,181
2027-2030	12,500,000	1,117,994	13,617,994
Total	$ 63,760,000	$ 30,082,088	$ 93,842,088

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 $3,034,919 to the University. This amount is included on line 30, Direct Facilities, Maintenance, and Rental, and includes $73,563 in Football, and $2,961,356 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. The major activity in CIP relates to the completion of the addition to the Jamerson Center. 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. 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, 2011 (all dollars in thousands):

	Beginning Balance	Additions	Retirements	Ending Balance
Depreciable capital assets				
Buildings	$ 127,636	$ 14,417	$ -	$ 142,053
Moveable equipment	4,521	526	130	4,917
Fixed equipment	6,818	155	-	6,973
Infrastructure	15,845	722	-	16,567
Total depreciable capital assets, at cost	154,820	15,820	130	170,510
Less accumulated depreciation				
Buildings	26,329	3,132	-	29,461
Moveable equipment	3,046	353	114	3,285
Fixed equipment	4,373	246	-	4,619
Infrastructure	11,826	965	-	12,791
Total accumulated depreciation	45,574	4,696	114	50,156
Total depreciable capital assets, net of accumulated depreciation	109,246	11,124	16	120,354
Non-depreciable capital assets				
Construction in progress	2,611	12,451	14,923	139
Total capital assets, net of accumulated depreciation	$ 111,857	$ 23,575	$ 14,939	$ 120,493

8

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

Blacksburg, Virginia

BOARD OF VISITORS
(As of June 30, 2011)

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Rector

Michele L. Duke
Vice Rector

Frederick J. Cobb	John C. Lee, IV
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Douglas R. Fahl	Deborah Petrine
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M. Dwight Shelton, Jr.
Vice President for Finance and Chief Financial Officer

Jim Weaver
Director of Intercollegiate Athletics Program

9

Report on Audits of University-Related Corporations

FINANCE AND AUDIT COMMITTEE

February 10, 2012

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, 2011, 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 Foundation, Inc.	✓	1	1	2	✓
VT Intellectual Prop., 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.

Presentation Date: March 26, 2012

Scholarship Programs Expenditure Plans

FINANCE AND AUDIT COMMITTEE

March 7, 2012

At the March 2006 Board meeting, the Finance and Audit Committee received a report on the Virginia Tech Foundation Endowment Scholarship Funds Expenditure Plans. The University worked with the college deans and senior management areas where scholarships are held to develop action plans that would fully address the Committee's request to (1) determine a proper level of reserve for the specific unit; and (2) fully utilize funds available annually.

The March 2012 report provides an annual update to the Committee on the scholarship programs expenditure plans. Information provided includes the December 31, 2011 and February 29, 2012 cash balances in the scholarship endowment income accounts compared to the previous year. The market value of the endowment provides a benchmark for the corpus of the account which can be used annually for comparison.

Unit	Proposed Reserve	Cash Balance Scholarship Endowment Income Account 12/31/2011 12/31/2010	Cash Returned to Endowment 1/1/11-12/31/11 1/1/10-12/31/10	Cash Balances After Spring Semester Awards 2/29/2012 2/28/2011 (Does not include income for Mar/Jun)	Scholarship Endowment Market Value 12/31/11 12/31/10
Agriculture and Life Sciences	Maintain a balance across all funds not to exceed $90,000 (10% or less of June 30, 2005 balance)	$468,607 $503,942	$12,000 $7,272	$173,334 $178,494	$13,267,518 $12,297,555
Architecture and Urban Studies	Maintain waiting list; excess funds roll back to endowment	$81,322 $57,465	$1,727 $3,946	$31,259 $14,915	$3,227,099 $3,384,123
Science	Attempt to maintain a balance across all scholarships of 10% of annual earnings	$54,595 $112,298	$15,596 $67,520	($66,013) $12,603	$5,848,760 $6,043,164
Business	Excess rolled back to endowment	$660,503 $615,334	$11,000 $41,104	$113,976 $138,822	$23,128,717 $24,622,265
Engineering	Residual balance of $200 per fund	$850,923 $798,514	$20,069 $9,107	($31,066) ($53,807)	$41,840,742 $36,866,130
Liberal Arts and Human Sciences	Maintain 10%, with excess funds rolled back to endowment	$222,932 $357,427	$39,827 $25,477	$69,285 $227,183	$5,951,023 $5,860,747
Natural Resources	Excess balance rolled back to endowment	$22,787 $137,217	$495 $22,000	($39,230) ($28,447)	$3,091,096 $3,323,371
Veterinary Medicine	Under review; at present maintain a balance of $100,000	$781,160 $837,618	$0 $1,075	$364,298 $732,070	$10,536,950 $11,355,887
Financial Aid	Target a 15% reserve	$1,115,973 $854,427	$60,867 $38,590	$302,919 ($204,923)	$41,112,762 $43,431,180
Totals		$4,258,802 $4,274,242	$161,581 $216,091	$918,762 $1,016,910	$148,004,667 $147,184,422

Presentation Date: March 26, 2012

Update on Achieving Compliance with University's Small, Women, and Minority-Owned (SWaM) Business Procurement Plan

FINANCE AND AUDIT COMMITTEE

February 20, 2012

Virginia Tech has implemented the SWaM program for over 20 years to support small, women-owned, and minority-owned businesses. The university is committed to supplier diversity and deems it a professional responsibility in the performance of its procurement activities. The university develops an annual SWaM procurement plan that establishes the SWaM expenditure goals as a percentage of the total projected discretionary expenditures. The Commonwealth's SWaM program creates classifications and certifies suppliers as small, women-owned or minority-owned business. The data capture and reporting system is fashioned to adhere to the Commonwealth SWaM definitions. In accordance with Commonwealth requirements, the university reports only expenditures with those suppliers certified as SWaM vendors by the Commonwealth.

In recognition of the importance of this initiative, in 2006 the university created a full time position dedicated to the SWaM program. The Assistant Director of Purchasing for Supplier Diversity is responsible for supplier outreach, mentoring, formulating program goals, and working with the campus community to foster the growth of the program. Due to the leadership provided by this individual, the university has been highly successful in its SWaM efforts with minority-owned business expenditures reaching a record level in fiscal year 2011. The Assistant Director earned a national certification in supplier diversity and recently left the university to join Governor McDonnell's staff as Virginia's first Director of Supplier Diversity. The university is currently in the process of recruiting a replacement.

The university has made incremental improvements in the achievement of its overall SWaM goals over the years. An understanding of the university's spending patterns is crucial to the management of the SWaM program. The university expends approximately 50 percent of its discretionary expenditures on capital outlay construction projects. The university sets specific goals for prime contractors, typically large businesses, to employ SWaM businesses for subcontracting for construction projects. In fiscal year 2011, 44 percent of the university's total SWaM expenditures were achieved from capital project expenditures. While the percentage of capital related SWaM expenditures to total capital expenditures is lower than the SWaM percentage realized on other types of university expenditures, the university's SWaM performance for capital activity is improving gradually.

Another area where the university has been highly successful in its SWaM efforts is office supplies. There are four primary office supply companies that serve the university and all are SWaM businesses. The largest market share is held by a minority-owned business. Two women-owned firms and a small business complete the mix. The suppliers have a market share ranging from 10 percent to 50 percent of our total office supply business. SWaM vendors are identified as such in HokieMart, and departments are encouraged to utilize the SWaM sources.

As seen in Chart 1, the total SWaM expenditure rate as a percentage of total discretionary expenditure has progressively improved since fiscal year 2008 with a marginal decline in fiscal year 2011. An explanation of the decline in fiscal year 2011 is provided below.

Chart 1: SWaM Spend vs Discretionary Spend
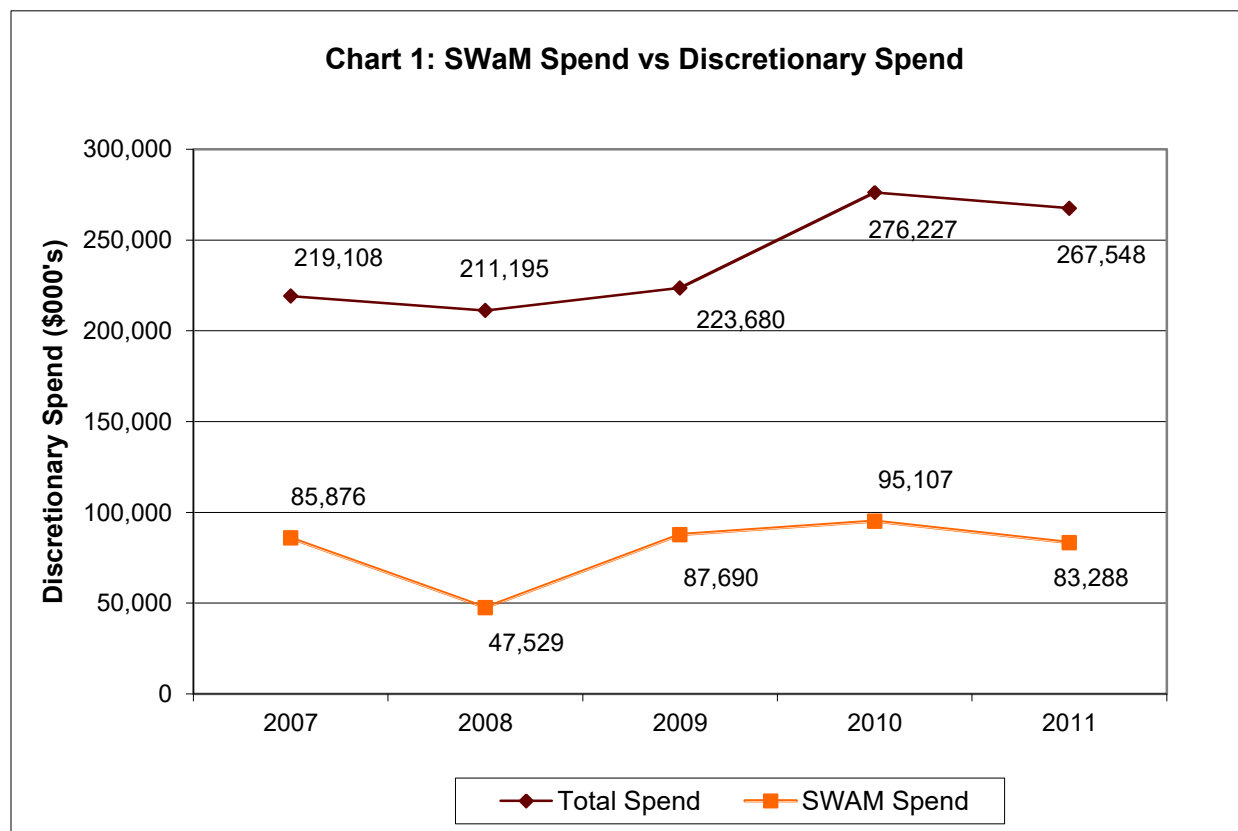
The university establishes an annual SWaM goal each fall based on prior year performance, major procurements for upcoming year including capital projects and non-capital projects, and capacity and availability of SWaM contractors. Chart 2 provides a three year snapshot of university performance in the three SWaM categories and the total SWaM performance for the three years. The chart also overlays the university SWaM goals for the respective years.

Presentation Date: March 26, 2012

Chart 2: Virginia Tech Three Year SWaM Performance Summary
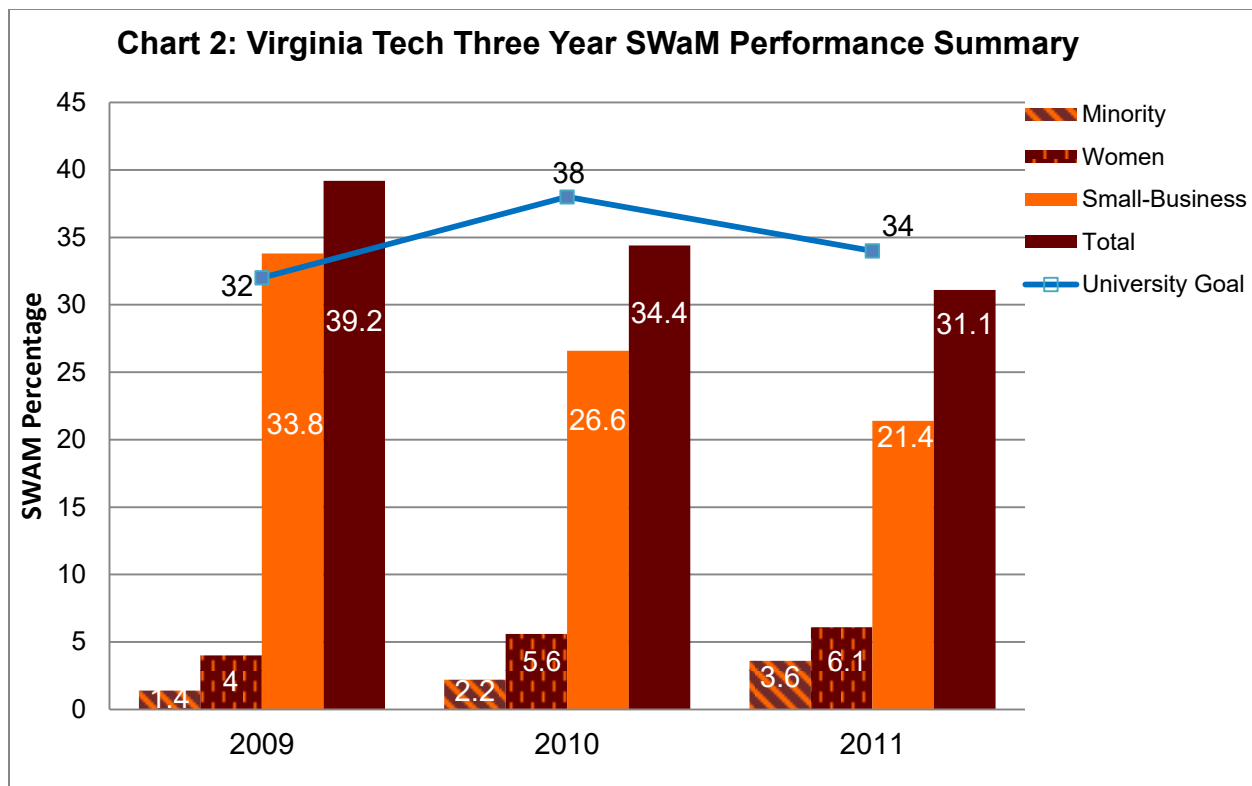
As shown in Chart 2, the university's efforts to expand the SWaM program has met with mixed results. While the university has achieved desired results in the women-owned and minority-owned business categories in comparison to the goals, efforts in the small business category have not resulted in similar success. The university is challenged, in part, due to its rural location which limits the availability of eligible suppliers. Additionally, it is not practical or cost-effective for eligible vendors from larger cities of Richmond, Tidewater, and Northern Virginia, etc. to solicit business in Blacksburg.

The university set a record in fiscal year 2011 for the highest placement of expenditures with minority-owned businesses. The university spent 3.6 percent of the discretionary expenditures with minority-owned businesses surpassing the established goal of two percent. The minority-owned business area has traditionally been challenging and the university has focused most of its outreach efforts in that area. Expenditures with women-owned businesses reached 6.1 percent exceeding our goal of five percent.

The university has not been as successful in achieving its established goal with small businesses. The total SWaM expenditures with small businesses were 21.4 percent falling short of the 27 percent goal. The university deems this was due to many otherwise eligible firms either not entering into the Commonwealth's certification process or neglecting to renew their certification. Efforts are being made in the current year to contact key small business firms who have not certified or who have not

Presentation Date: March 26, 2012

recertified to encourage certification with the Commonwealth. The university has also communicated with the state certification agency regarding the need to streamline its certification process to enable ease of certification by SWaM eligible businesses.

The university continues to identify and develop plans to enhance the SWaM performance in alignment with the overall diversity initiatives. The university has also instituted two procurement programs aimed at increasing SWaM participation in low value procurement of architect and engineering services and in selected renovations projects. The university anticipates these programs will increase future SWaM results incrementally.

To further outreach efforts, Virginia Tech coordinates its efforts with other Commonwealth higher education Institutions to share information about SWaM suppliers and especially SWaM contract holders. This group maintains an open database of contract suppliers. Also, this group organizes SWaMFest, an annual outreach event in Virginia. SWaMFest attracts over 300 SWaM suppliers to a one and one-half day training and networking event. The Governor was the keynote speaker at the 2011 SWaMFest. Finally, the university attempts to raise campus awareness of SWaM performance by providing an automated report each quarter to every Dean and Senior Manager. The report shows the actual performance of the area in each SWaM category, and the organization's performance relative to other areas of the university, and with the annual plan.

Based upon actual results in fiscal year 2011, the university has formulated SWaM Program goals for fiscal year 2012 to be 32 percent of total discretionary expenditures. Initial reports indicate that the university is on track towards achieving this goal and maintaining the relatively high levels of women and minority-owned business expenditures that were achieved in fiscal year 2011.

Presentation of the University's Annual Financial Report

FINANCE AND AUDIT COMMITTEE

February 10, 2012

Fiscal year 2011 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 techniques which have enabled the university to successfully grow the programs of core missions. The university's overall financial position remains strong. Despite the challenges, we had a successful year on several fronts. While continuing to move forward with our academic programs, we have managed operations with structurally balanced budgets, realized growth in unrestricted net assets and capital assets, and successfully completed and exceeded the $1 billion capital campaign.

Summary of Audit Results

- 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 findings

Presentation Date: March 26, 2012

Assets, Liabilities and Net Assets at June 30, 2010 and 2011
(all dollars in millions)

	2011	2010	Change Amount	Percent
Current assets	$ 372.5	$ 296.2	$ 76.3	25.8 %
Noncurrent cash and cash equivalents	116.3	127.8	(11.5)	(9.0) %
Capital assets, net	1,196.6	1,095.5	101.1	9.2 %
Other assets	158.9	134.5	24.4	18.1 %
Total assets	**1,844.3**	**1,654.0**	**190.3**	**11.5 %**
Current liabilities	212.0	192.5	19.5	10.1 %
Noncurrent liabilities	455.4	412.8	42.6	10.3 %
Total liabilities	**667.4**	**605.3**	**62.1**	**10.3 %**
Invested in capital assets, net	794.6	734.9	59.7	8.1 %
Restricted	137.0	135.3	1.7	1.3 %
Unrestricted	245.3	178.5	66.8	37.4 %
Total net assets	$ **1,176.9**	$ **1,048.7**	$ **128.2**	**12.2 %**

The balance sheet shows positive results for fiscal year 2011 with the key indicators as follows:
- Assets increased more than liabilities resulting in a $128.2 million increase in Net Assets.
- The largest increase (over $100 million) occurred in Capital Assets.
- The largest increases in current assets occurred in cash and cash equivalents ($52.3 million) and in receivables ($13.1 million). The growth in cash and cash equivalents was related to purchases of shorter duration U.S Treasury and Agency Securities. The increase in the receivables is due to an increase in grant and contract receivables related to the growth in research expenditures.

Presentation Date: March 26, 2012

Improvement Trends in Financial Position / Net Assets

(all dollars in thousands)

	FY2008	FY2009	FY2010	FY2011
Capital Assets, Net of Related Debt	$ 622,885	$ 669,721	$ 734,875	$ 794,583
Restricted, Nonexpendable	358	358	363	364
Restricted, Expendable				
Capital projects	9,390	7,738	14,074	12,837
Other	109,111	104,980	120,876	123,801
Unrestricted	117,750	136,154	178,471	245,316
Total Net Assets	$ 859,494	$ 918,951	$ 1,048,659	$ 1,176,901

Unrestricted Net Assets

All Dollars in Thousands

Total Net Assets

All Dollars in Thousands
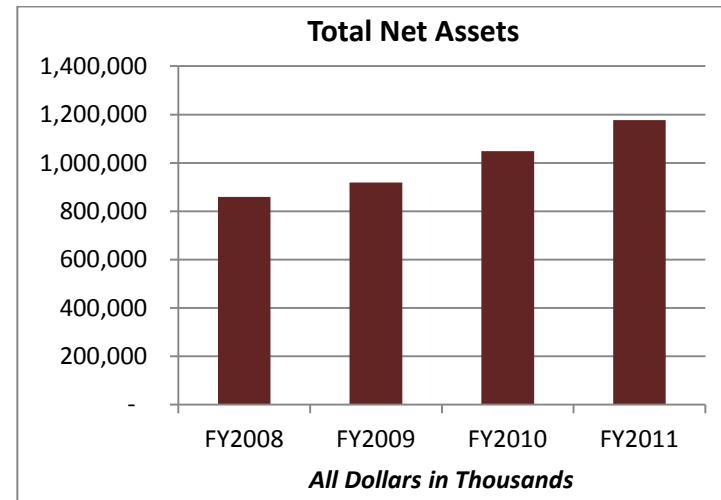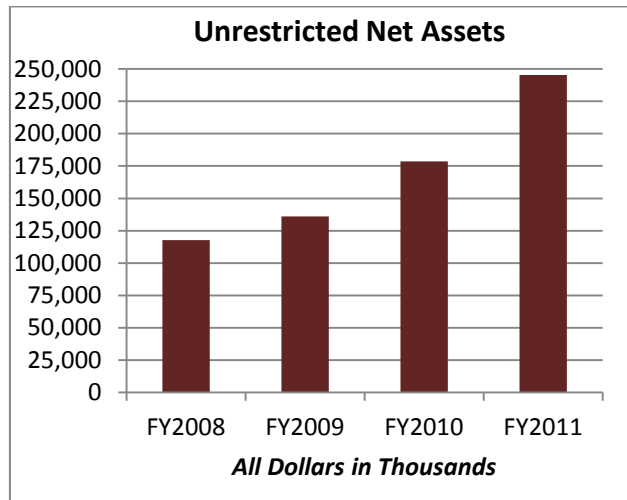
Note: Unrestricted Net Assets have more than doubled since fiscal year 2008.

Presentation Date: March 26, 2012

Ongoing Investments in Capital Assets

Summary Changes in Capital Assets for Fiscal Year 2011
(all dollars in millions)

	Beginning Balance	Additions	Retirements	Ending Balance
Depreciable capital assets				
Buildings	$ 961.9	$ 150.3	$ -	$ 1,112.2
Moveable equipment	376.7	46.1	15.0	407.8
Software and intangible assets	8.5	-	.2	8.3
Fixed equipment	100.1	2.2	-	102.3
Infrastructure	112.9	3.6	-	116.5
Library books	71.8	4.4	.1	76.1
Total depreciable capital assets, at cost	1,631.9	206.6	15.3	1,823.2
Less accumulated depreciation				
Total accumulated depreciation	765.2	66.4	13.0	818.6
Total depreciable capital assets, net	866.7	140.2	2.3	1,004.6
Nondepreciable capital assets				
Land	45.5	.5	-	46.0
Livestock	.6	.1	-	.7
Construction in progress	180.5	114.4	153.1	141.8
Equipment in process	2.1	3.2	2.1	3.2
Software in development	.1	.2	-	.3
Total nondepreciable capital assets	228.8	118.4	155.2	192.0
Total capital assets, net	$ 1,095.5	$ 258.6	$ 157.5	$ 1,196.6

Major buildings additions for fiscal year 2011 included VTCRI/SOM ($60 million), ICTAS II ($30 million), and the Parking Deck ($23 million).

Presentation Date: March 26, 2012

Summary of Revenues, Expenses, and Changes in Net Assets
(all dollars in millions)

	2011	2010	Change Amount	Percent
Operating revenues	$ 780.7	$ 715.1	$ 65.6	9.2%
Operating expenses	1,025.5	967.3	58.2	6.0%
Operating loss	**(244.8)**	**(252.2)**	**7.4**	**(2.9)%**
State appropriations	238.5	229.3	9.2	4.0%
Other non-operating revenues and expenses	85.7	62.5	23.3	37.3%
Non-operating income	**324.2**	**291.8**	**32.4**	**11.1%**
Income before other revenues & expenses	**79.4**	**39.6**	**39.8**	**100.5%**
Other revenues, expenses, gains or losses	48.8	90.1	(41.3)	(45.8)%
Increase in net assets	**128.2**	**129.7**	**(1.5)**	(1.2)%
Net assets - beginning of year	1048.7	919.0	129.7	14.1%
Net assets - end of year	**$ 1,176.9**	**$ 1,048.7**	**$ 128.2**	**12.2%**

Note: Under GASB reporting, public universities will always show an operating loss because state appropriations, gifts and investment income are all considered <u>non-operating</u> revenues.

Operating revenues increased by 9.2 percent from the prior fiscal year. This growth came primarily from two categories: Student tuition and fees and grants and contracts. Non-operating revenue increased primarily from increasing state appropriations and additional federal fiscal stabilization funding. The increase in state appropriations were not for base budget items, but instead funded one-time and special initiatives, such as the general fund portion of the employee three percent bonus and the Rolls Royce initiative. The completion of capital projects funded from the 21st Century bond program ($39.5 million) accounted for the majority of the $41.3 million decrease in the other revenues category.

Presentation Date: March 26, 2012

Increase (Decrease) in Revenues
(all dollars in millions)

	2011	2010	Change Amount	Change Percent
Operating revenues				
Student tuition and fees, net	$ 311.4	$ 285.1	$ 26.3	9.2%
Grants and contracts	263.3	240.5	22.8	9.5%
Auxiliary enterprises	187.2	172.6	14.6	8.5%
Other operating revenue	18.8	16.9	1.9	11.2%
Total operating revenues	**780.7**	**715.1**	**65.6**	**9.2%**
Non-operating activity				
State appropriations	238.6	229.3	9.3	4.1%
Other non-operating revenues (1)	85.6	62.5	23.1	37.0%
Total non-operating revenues	**324.2**	**291.8**	**32.4**	**11.1%**
Other revenues				
Capital grants and gifts	50.4	91.2	(40.8)	(44.7)%
Loss on disposal of capital assets	(1.6)	(1.1)	(0.5)	45.5%
Total capital revenues, gains	**48.8**	**90.1**	**(41.3)**	**(45.8)%**
Total revenues	**$ 1,153.7**	**$ 1,097.0**	**$ 56.7**	**5.2%**

(1) Includes gifts, net investment income, interest expense on debt related to capital assets, federal Pell grants, federal ARRA stabilization funds, and other non-operating revenues. The significant component contributing to the increase in this category was the additional federal ARRA fiscal stabilization funding (grew by $10.9 million to a total of $22.5 million). There were smaller increases in federal student financial aid ($3.5 million) and investment income ($3.6 million).

Presentation Date: March 26, 2012

Revenue by Source for Fiscal Year 2011

Capital revenues 4.2%

Other revenues 9.0%

State Appropriations 20.7%

Auxiliary enterprises 16.2%

Student tuition and fees 27.0%

Grants and contracts 22.9%

Presentation Date: March 26, 2012
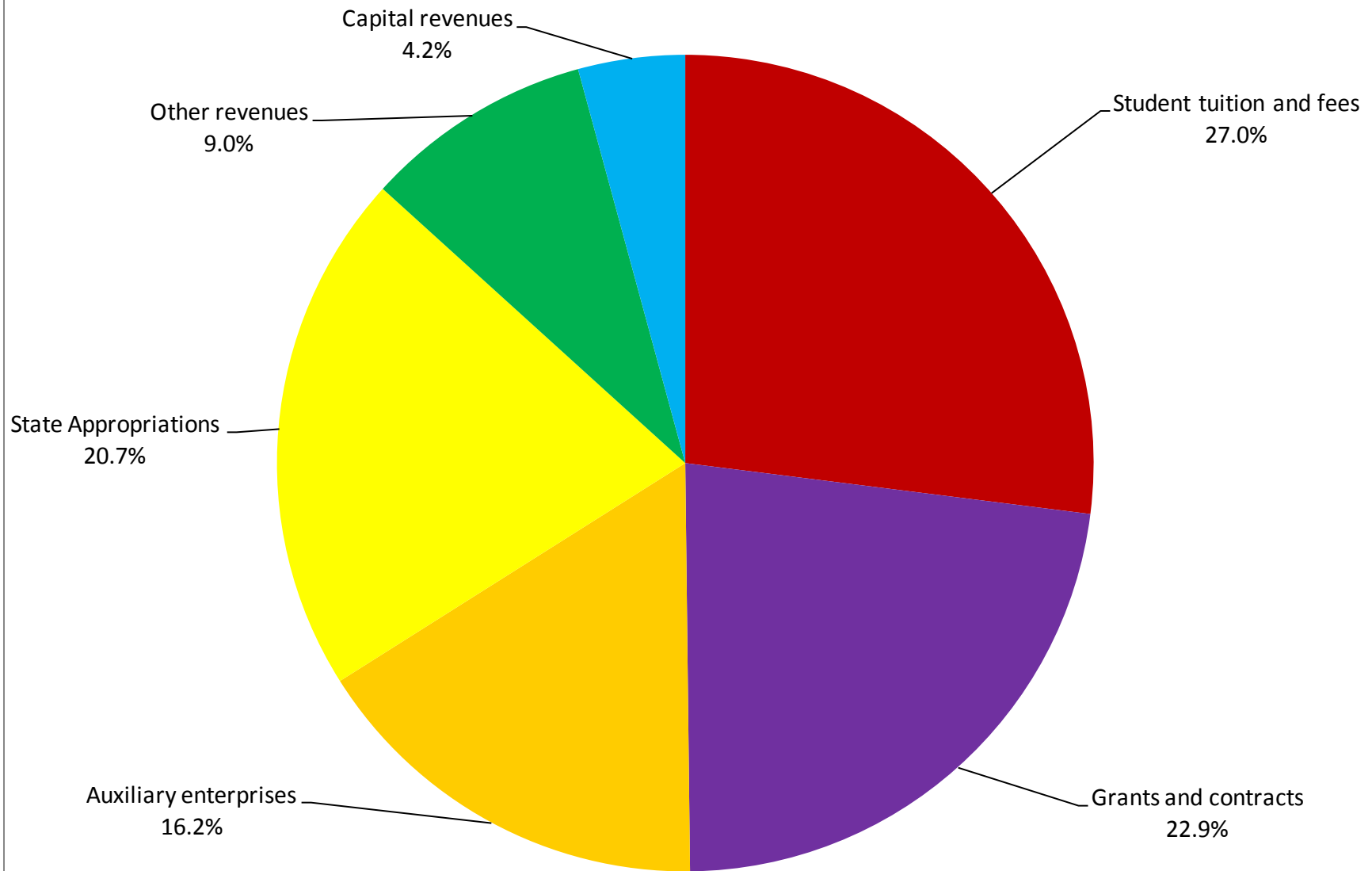
Increase (Decrease) in Operating Expenses
(all dollars in millions)

	2011	2010	Change Amount	Change Percent
Instruction	$ 250.1	$ 247.4	$ 2.7	1.1%
Research	271.6	232.5	39.1	16.8%
Public service	80.0	75.0	5.0	6.7%
Auxiliary enterprises	162.0	150.9	11.1	7.4%
Depreciation and amortization expense	66.4	62.8	3.6	5.7%
Subtotal	**830.1**	**768.6**	**61.5**	8.0%
Support, maintenance, and other expenses				
Academic support	61.2	56.8	4.4	7.7%
Student services	13.7	12.5	1.2	9.6%
Institutional support	51.3	47.6	3.7	7.8%
Operations and maintenance	54.9	65.5	(10.6)	(16.2)%
Student financial assistance, loan admin. fees				
and collection costs	14.3	16.3	(2.0)	(12.0)%
Total support, maintenance, and other expenses	**195.4**	**198.7**	**(3.3)**	**(1.6)%**
Total expenses	**$ 1,025.5**	**$ 967.3**	**$ 58.2**	**6.0%**

Operating expenses were up $58.2 million from fiscal year 2010. The net change in expenses resulted primarily from the significant increases in the functional categories of research ($39.1 million) and auxiliary enterprises ($11.1 million). The overall increase in direct expenses reflects the university's successful efforts in competing for extramural sponsored research programs, continuing its investment of internal funds into new research initiatives, and increasing demand for university auxiliary programs. The decrease in Operations & Maintenance expenses is primarily due to the reduced spending for reserve maintenance projects due to the delay in state financing for this program in fiscal year 2011.

Presentation Date: March 26, 2012

2011 Operating Expenses

Operations and Maintenance 5.3%

Financial aid 1.4%

Institutional support 5.0%

Student services 1.3%

Academic support 6.0%

Depreciation 6.5%

Auxiliary enterprises 15.8%

Public service 7.8%

Research 26.5%

Instruction 24.4%

9

Presentation Date: March 26, 2012
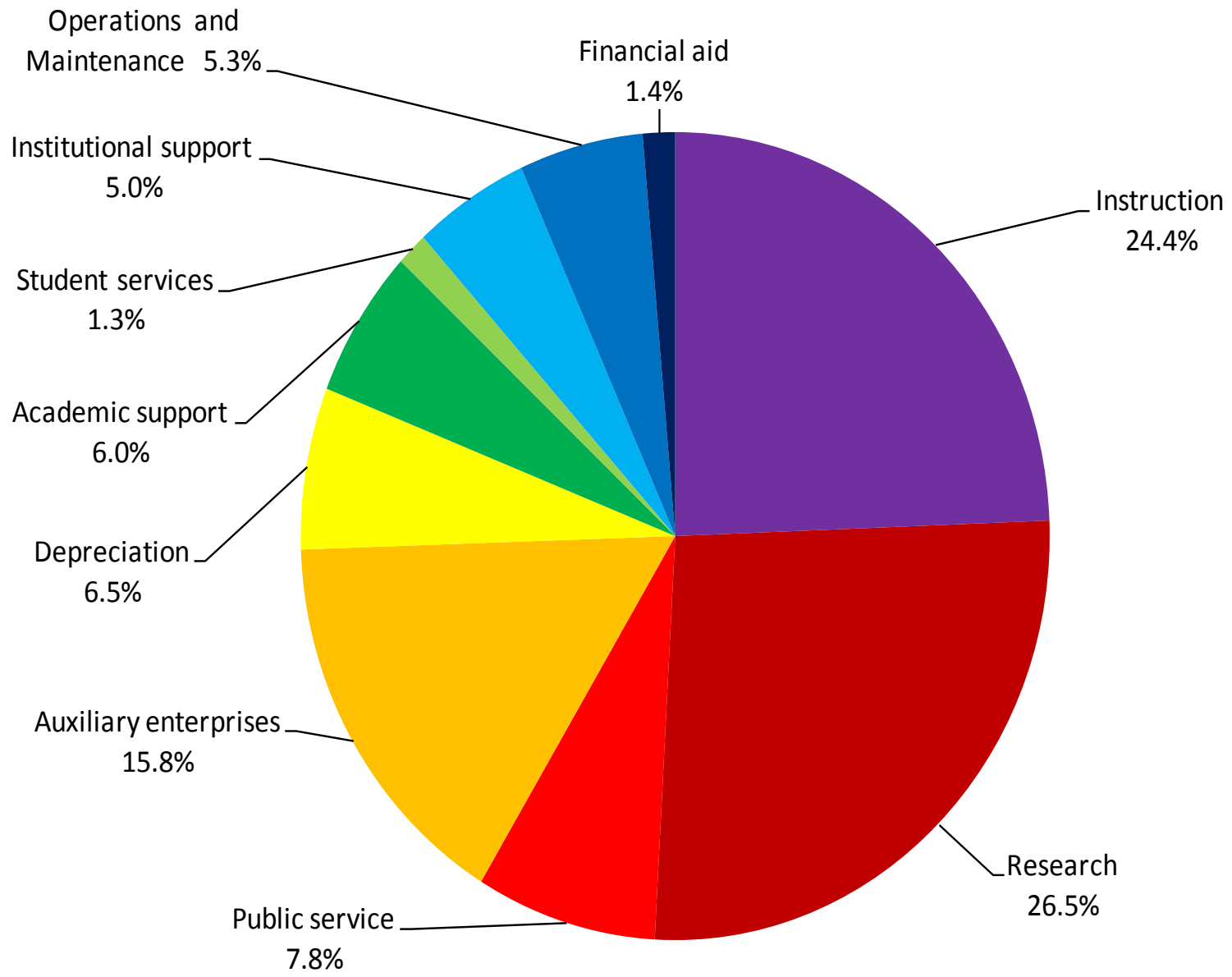
Expense by Natural Classification
(all dollars in millions)

	2011	2010	Change Amount	Percent
Compensation and benefits	$ 638.2	$ 615.1	$ 23.1	3.8%
Contractual services	81.8	72.5	9.3	12.8%
Supplies and materials	90.2	86.7	3.5	4.0%
Travel	34.9	32.2	2.7	8.4%
Other operating expenses	49.2	46.7	2.5	5.4%
Scholarships and fellowships (1)	32.3	30.0	2.3	7.7%
Sponsored program subcontracts	32.4	21.3	11.1	52.1%
Depreciation and amortization	66.5	62.8	3.7	5.9%
Total operating expenses	**$ 1,025.5**	**$ 967.3**	**$ 58.2**	**6.0%**

The increase in the compensation and benefits category was due to one-time bonuses ($11 million), increased faculty wages supporting the research enterprise and general wages ($5.2 million), and graduate student compensation ($2.7 million). The increase of $11.1 million in the sponsored programs subcontracts category is attributed to the growth in collaborative sponsored grants and contracts with other entities.

(1) Under GASB reporting, this number includes only part of the total financial aid provided. The amount above is net of a $95.4 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.

Presentation Date: March 26, 2012

Expenses by Natural Classifications for Fiscal Year 2011

- Subcontracts 3.2%
- Depreciation 6.5%
- Scholarships & fellowship 3.1%
- Other operating expenses 4.8%
- Travel 3.4%
- Supplies and materials 8.8%
- Contractual services 8.0%
- Compensation and benefits 62.2%

Presentation Date: March 26, 2012
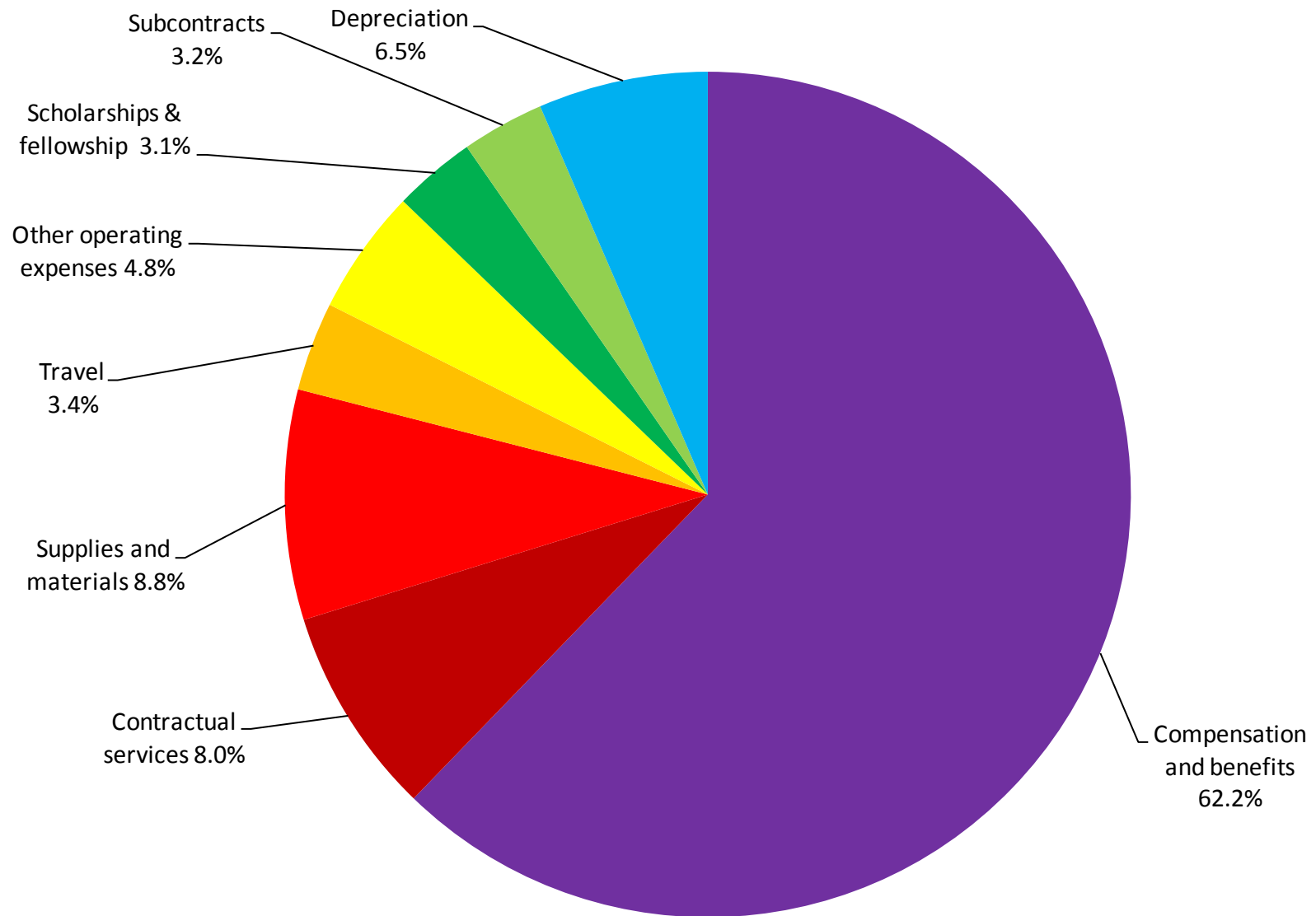
Changes in Long-term Debt Payable Activity
as of June 30, 2011
(all dollars in millions)

	Beginning Balance	Additions	Retirements	Ending Balance	Current Portion
Bonds payable					
Section 9(c) general obligation	$ 134.9	$ 36.0	$ 4.7	$ 166.2	$ 7.4
Section 9(d) revenue bonds	69.0	-	5.2	63.8	5.5
Notes payable	164.7	59.8	35.7	188.8	6.8
Capital lease obligations	26.4	-	1.2	25.2	1.2
Installment purchase obligations	.7	4.5	4.9	.3	.2
Total Long-term debt payable	$ 395.7	100.3	51.7	$ 444.3	$ 21.1
Current year debt defeasance		(29.8)	(29.4)		
Total additions/retirements, net of current year defeasance		$ 70.5	$ 22.3		

Major debt issuances (excluding defeasances) included $44.3 million for the Academic and Student Affairs building and $19.4 million for the Center for the Arts building.

Growth in Externally Sponsored Programs

	2006-07	2007-08	2008-09	2009-10	2010-11
Number of Awards	2,131	2,263	2,384	2,516	2,400
Value of Awards *(in millions)*	$ 203.1	$ 227.6	$ 232.3	$ 312.4	$ 274.0
Research Expenditures Reported to NSF	$ 367.0	$ 373.3	$ 396.7	$ 398.2	$ 450.1
NSF Rank	42	46	44	N/A	N/A

Presentation Date: March 26, 2012

Growth in Financial Aid

	2006-07	2007-08	2008-09	2009-10	2010-11
Number of Students					
Loans	11,072	11,382	12,085	12,896	13,133
Grants, scholarships, and waivers	17,028	17,635	18,406	27,134	27,469
Employment opportunities	8,260	8,836	8,734	8,514	9,007
Total Amount *(in millions)*					
Loans	$ 102.2	$ 106.1	$ 128.0	$ 139.9	$ 147.0
Grants, scholarships, and waivers	101.5	119.2	134.2	155.7	174.2
Employment opportunities	55.0	60.2	62.0	63.4	69.5
Total Financial Aid	**$ 258.7**	**$ 285.5**	**$ 324.2**	**$ 359.0**	**$ 390.7**

Loans increased by 5.1 percent; however, the Grants, scholarships and waivers grew by 11.9 percent, increasing the excess of this category over loans to $27.2 million.

Presentation Date: March 26, 2012

Growth in Financial Aid Fiscal Years 2007 - 2011

Presentation Date: March 26, 2012
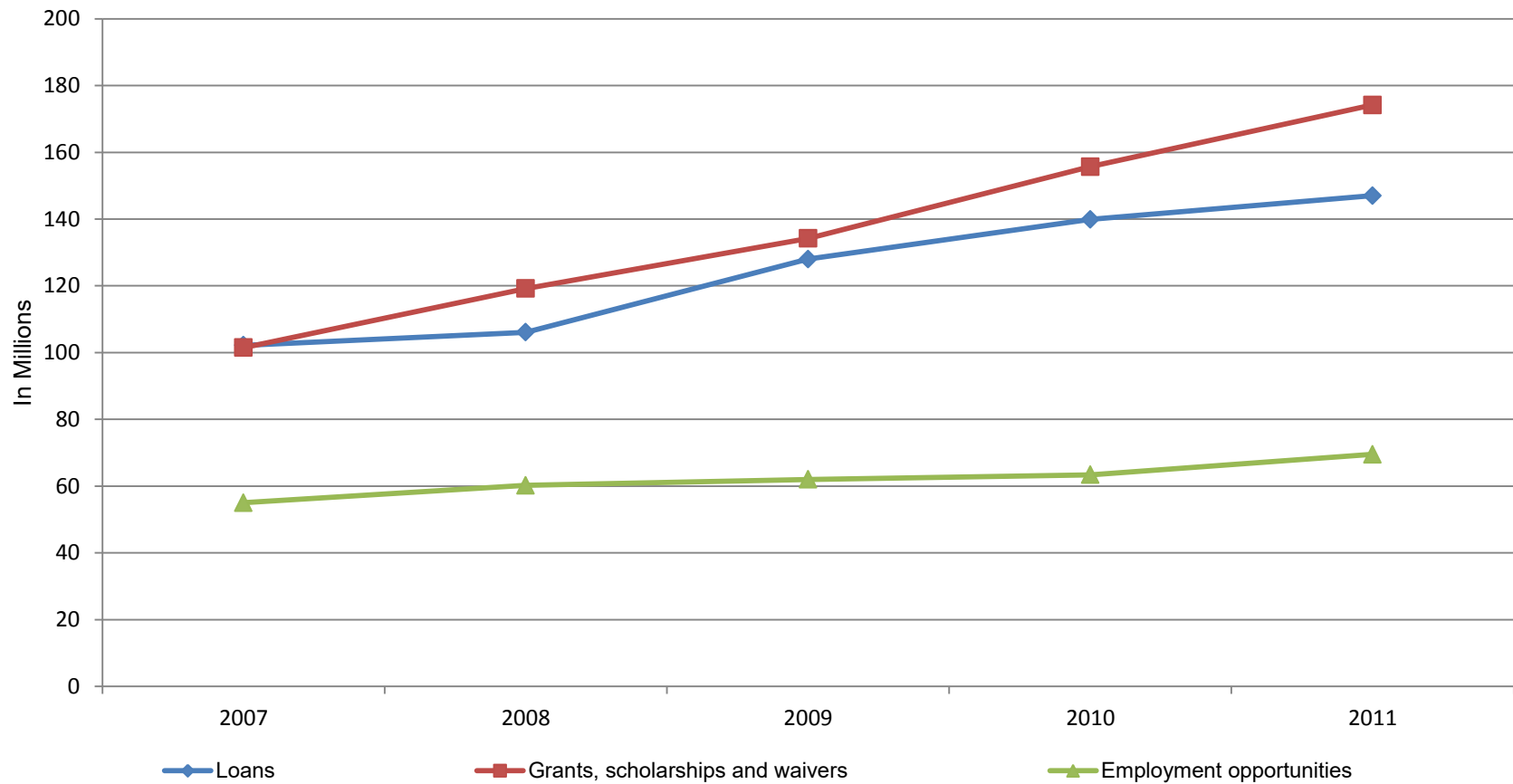
Summary Composition of Investments at June 30, 2011

(all dollars in millions)

Description and Credit Rating	Cash Equivalents	Short-Term Investments	Long-Term Investments	Total
U.S. Treasury Securities (N/A)	$ 256.5		$ 7.0	$ 263.5
Federal Agency Securities (AAA to Aaa)			18.0	18.0
Debt Securities (A1 to A3)			32.4	32.4
Repurchase Agreements (N/A)	29.1			29.1
Snap Funds (AAAm)	63.3			63.3
Investments with VTF (N/A)	1.2		52.3	53.5
Other Investments (AAA to BBB+)	1.5	2.2	25.0	28.7
June 30, 2011 Balance	$ 351.6	$ 2.2	$ 134.7	$ 488.5
June 30, 2010 Balance	308.7	1.4	107.7	417.8
Change in Investment Balances	$ 42.9	$ .8	$ 27.0	$ 70.7

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 assets to adequately support the growth in debt

- Successful completion of the capital campaign ($1.11 billion raised through June 30, 2011)

- Successful financial planning to maintain a structurally balanced budget for fiscal year 2011 and for the current year notwithstanding the loss of over $22 million in federal ARRA stabilization funds in fiscal year 2012

- Strong student demand – the university continues to have growth in applications and the successive improvements of overall quality of each entering class

2012-14 Appropriation Request
And Review of Executive Budget and Legislative Session

FINANCE AND AUDIT COMMITTEE

March 12, 2012

Overview of the Appropriations Process

On September 19, 2011, 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 for the 2012-14 biennium. Governor McDonnell presented the Executive Budget for the upcoming biennium, along with his proposed amendments to the 2010-12 biennial budget, on Monday, December 19, 2011. The General Assembly session opened on January 11, 2012 and was scheduled to complete its work by March 10, 2012. This report presents the major elements of the Executive Budget and General Assembly actions for the remainder of the current year and the upcoming biennium.

Executive Budget Proposals for 2012-14 Biennium

The following is a brief summary of the items of particular interest to Virginia Tech:

Operating Budgets:

University Division (Agency 208)

- **New General Fund Support:** The Executive Budget provided $5.1 million General Fund (GF) to support the objectives of the Higher Education Opportunity Act (HEOA). This allocation is comprised of $2.2 million for Base Budget Adequacy, $2.6 million for degree growth incentives, and $0.3 million for existing enrollment growth.

- **Reallocation:** In lieu of budget reductions, the Executive Budget asked colleges and universities to reallocate approximately three percent in the first year and five percent in the second year of their current E&G General Fund budgets to leverage the state's investment in advancing the objectives of the Higher Education Opportunity Act (HEOA). The targets for Virginia Tech of $4.8 million GF in 2012-13 and $8.1 million GF in 2013-14, which are currently part of the university's budget, will stay within the university's budget. The expectation is that these funds will be redirected from lower priority items to high priority initiatives that address the goals of the HEOA. A plan will need to be submitted to the Secretary of Education outlining the strategies the university will take to reallocate these funds within the budget.

- **Operation and Maintenance of New Facilities:** No new Operation and Maintenance support was included in the Executive Budget.

- **Research:** An additional $1.5 million GF was proposed to support brain disorder research at Virginia Tech.

- **Student Financial Aid:** An increase of $0.3 million GF to support the objectives of the HEOA is included in the Executive Budget.

- **Equipment Trust Fund:** Funding for each year of the biennium was continued at the current level of $10.6 million GF, comprised of $8.3 million GF of traditional allocation and $2.3 million GF for research equipment.

- **Technical Adjustments:** The Executive Budget includes several nongeneral fund and position adjustments submitted by the university to align the external budget with the actual current activities of the university. These adjustments do not reflect growth in future activities.

Virginia Cooperative Extension/Agricultural Experiment Station Budget (Agency 229)

- **General Fund Support:** The Executive Budget included only technical and fringe rate adjustments; no new support for program activities was proposed.

Compensation

- **Salary Bonus:** A three percent contingent bonus for employees was proposed for December 2012 provided that statewide savings of $160 million were achieved by June 30, 2012. The bonus would be paid out of agency savings. Important criteria for the bonus include:
  - Employees must be employed on April 1, 2012 and remain employed through November 24, 2012.
  - Employees must have achieved "Meets Expectations" or equivalent on performance evaluation and have no active written notices for conduct.
  - The Secretary of Education would set agency savings goals. The bonus percentage amount is prorated per agency if the overall savings goal is not achieved.

- **Virginia Retirement System:** The *Employer* contribution rate was increased from 6.58 percent to 8.76 percent. *Employee* contribution rates were not increased in the Executive budget.

- **Health Care:** Due to Executive Budget adjustments, the employer share of health insurance premiums will increase approximately 12 percent. Employees will likely see $10-$15 increase in premiums per month, with no increase in the copay requirement.

Statewide Issues

- **Auxiliary Interest Earnings:** The allocation of interest earnings was not addressed in the Executive Budget; thus, these earnings would continue to be retained by the state.

- **Higher Education Reversion:** An existing $10 million reversion pool (yet-to-be-allocated system-wide reduction pool) for higher education was removed in 2011-12 and each year of the coming biennium. This resolved a longstanding concern and averts a likely budget reduction for each institution of higher education.

- **Eminent Scholars Program:** Funding for the Eminent Scholars program was eliminated in the Executive Budget. This is a reduction of $3.4 million GF system-wide and a loss of approximately $166,000 GF annually for Virginia Tech.

Language

- **Tuition Authority:** No formal restrictions were included in the Executive Budget. However, statements made by the Executive Branch clearly indicate that the support of the HEOA initiatives is, in part, "*meant to slow the rising costs of tuition and fees in order to keep higher education more affordable.*"

- **Financial Aid:** New language in the Executive Budget would limit the use of tuition for financial aid purposes. "*The amount of tuition and fee revenue generated from in-state students that is used to support financial aid shall remain at the levels appropriated for this purpose in the 2012-14 biennium. The Higher Education Advisory Committee shall evaluate the appropriate use of tuition and fee revenue generated from in-state students that is used to support financial aid with the goal of enhancing affordability for low-income and middle-income in-state students and their families*". For Virginia Tech the impact of this language would be to reduce the amount of any new funding available to support our need-based financial aid programs.

- **Higher Education Funding:** Language delineating the funding elements for implementing the Virginia Higher Education Opportunity Act of 2011 was provided for current and future years. Based on this language, the allocations are to a large extent formula-based; the new General Fund support for 2012-14 would be allotted as follows:

  - Enrollment Growth: per-student amount based on Tuition Assistance Grant (TAG) award amount for enrollment growth over two most recent years.

  - Base and Incentive Funding:
    - 40 percent for base operations support,
    - 10 percent for financial aid,
    - 32 percent for incentive funding,
    - 10 percent for research activities, and
    - 8 percent for other activities and initiatives.

Other areas of interest

- **Virtual Library:** The Executive Budget proposed $2.8 million in each year for the Virtual Library of Virginia to benefit students and faculty of higher education institutions, including expanded use of e-books.

- **Life Sciences Research Consortium:** A $5 million matching pool for VCU, VT, GMU, and EVMS (Eastern Virginia Medical School) was established in the Executive Budget to contract with private entities, foundations, and other governmental sources to perform research in biosciences.

- **Modeling and Simulation Activities:** A $1.3 million incentive pool for the formation of companies utilizing modeling and simulation and enhancing collaboration among the higher education institutions and the private sector was included in the budget.

- **Commonwealth Center for Advanced Manufacturing:** A $2 million increase in the second year of the biennium was proposed to support workforce development through the Commonwealth Center for Advanced Manufacturing.

- **Public Broadcasting**: The Executive Budget eliminated funding for public broadcasting in the biennium.

Capital Outlay

- **Pre-planning for new capital projects**.   As part of the state's new capital program, the Executive Budget included $7.75 million for higher education to start planning for 31 new capital projects. The pre-planning funds are $250,000 per project. Of this new funding, Virginia Tech received a total of $500,000 for the Classroom Building and the Chiller Plant, Phase II.

- **Maintenance Reserve:** The state continued funding its long standing program to ensure facilities are properly maintained. For higher education, the budget included $108 million for the Maintenance Reserve program, which reflected a 46 percent increase over the prior biennium.   The increase is to cover specific repair and infrastructure projects. Virginia Tech received a total of $17.3 million, which includes $6 million for Fire Alarm improvements.

- **College of Veterinary Medicine Instruction Addition**: The Executive Budget provided $14 million of nongeneral fund authorization for the university to issue $11 million debt through the Virginia College Building Authority and to self-fund $3 million of nongeneral fund resources.   The project is underway pursuant to a Board of Visitors approval received under the restructuring authorization. This authorization would provide access to the most favorable cost of capital for permanent financing of the project.

2012 Legislative Session Amendments

The House and Senate member amendment requests to the Executive Budget were submitted on January 13, 2012 for consideration by the respective body's money committee. In recognition of the positive treatment and progress of higher education in the Executive Budget proposal, a system-wide strategy to limit amendment requests to institutional-specific critical needs was proposed. The following amendment requests impact the university:

Virginia Tech institutional requests submitted to both the House and the Senate:

- **Brain and Health Sciences Research:** An increase of $3.5 million in GF for each year was requested.

- **Unique Military Activities:** An increase of $326,000 in GF in the first year and $653,000 in GF in the second year was requested to fund existing cadet enrollment levels.

- **VCE/AES Critical Staffing Initiative:** A request of $750,000 in GF in first year and $1.5 million in GF in second year was proposed to fulfill research and field position needs of the VCE/AES.

- **Classroom Building Project:** A request of $3.25 million in NGF in first year was submitted to allow this critically needed project to move forward with the expectation of GF reimbursement upon authorization.

- **Academic Renewal Project Proposal (covering the renovation of Davidson, Sandy, and the Performing Arts Halls):** A request of $250,000 in GF and $2.1 million in NGF in first year was submitted to allow this combined set of projects to move forward in conjunction with the classroom project.

Legislation with potential impact

As of March 12, 2012, 2,876 pieces of legislation had been filed for consideration by the 2012 General Assembly. The university is following this legislation, particularly that which may impact the university, including:

- Several pieces of legislation filed will alter, remove, or create retirement plan opportunities for state employees. The following represent the major proposals of the 2012 General Assembly:
  - HB1130 and SB498 - Retirement: The General Assembly passed legislation that establishes an optional hybrid retirement plan that will be available to many state employees beginning January 1, 2014. This hybrid plan, and other proposed retirement adjustments, impact faculty and staff differently, and the details are currently being studied.

The new hybrid retirement plan will include the following factors in the calculation of retirement benefits:

- A defined benefit component to which the employer and the employee will be required to contribute.

- A defined contribution component to which the employer and the employee will be required to contribute.

- Benefits for the defined benefit component to be calculated using service multiplier of one percent.

- Average final compensation for the defined benefit component to be calculated based upon most recent 60 months of service.

This bill also requires the General Assembly to set contribution rates for the VRS retirement program equal to those recommended by the VRS Board by July 1, 2018. Additional technical adjustments are expected to complete this legislation prior to implementation.

- HB242: Requires VCE to maintain an office and an employee in each county across the Commonwealth. This bill failed to pass out of House Appropriations.

- HB764: Removes the option to request the Governor to grant an indemnification agreement for sponsored research contracts. This bill passed to the Senate with amendments.

- HB1004: Requires institutions to charge out-of-state students a competitive market rate determined through a review of a set of like peers. This bill failed to pass out of the House Education Subcommittee on Higher Education and Arts.

- HB1083: Requires a minimum of 75 percent in state enrollment, with lost revenue from reduced out-of-state students to be recouped through an increased out-of-state tuition rate. This bill failed to pass out of the House Education Subcommittee on Higher Education and Arts.

- HB1247: Requires that all institutions ensure that all funds received from in-state undergraduate tuition and all funds received from the Commonwealth are dedicated to the purpose of undergraduate education, and that 65 percent of such funds are dedicated to instructional expenses. This bill failed to pass out of the House Education Subcommittee on Higher Education and Arts.

House and Senate Budget Recommendations

The House Appropriations and the Senate Finance Committees proposed amendments to the Executive Budget that impact the university budget, and are detailed below. The House passed an amended budget for review by the Senate. The Senate budget, as amended, did not pass the full Senate. Though the Senate budget was not passed to the House for review, the Senate Finance Committee amendments included in the

Senate budget will continue to influence the budget negotiation process, shaping the final General Assembly budget, and are detailed below.

Operating Budgets:

University Division (Agency 208)

- **New General Fund Support:**

    - The House proposed $4.3 million GF in each year to support base operations (including O&M), access, and six-year plan activities. This proposal includes $300,000 GF each year for the Virginia Space Grant Consortium Industry Internship program and approximately $296,000 GF each year to administer the Vital Information for Education and Work (VIEW) program, previously administered by the Department of Education.

    - The Senate proposed $3.5 million GF in each year to support base budget adequacy, support existing enrollment growth, and facilitate continued Virginia resident undergraduate enrollment growth.

- **Reallocation:**

    - The House recommended a reallocation of one percent in each year of the biennium of existing General Fund appropriations towards initiatives that support the university's six-year plan.

    - The Senate recommended a reallocation of one percent in the first year and two percent in the second year of existing General Fund appropriations to support the goals of the Higher Education Opportunity Act.

- **Operation and Maintenance of New Facilities:** The House included Operation and Maintenance as an appropriate expenditure of the General Fund support already summarized above. The Senate did not address Operation and Maintenance.

- **Research:** The House Appropriations Committee budget proposal removed the $1.5 million GF per year support included in the Executive Budget for brain disorder research. However, prior to the final vote on the House budget proposal, resources were located to support a floor amendment that included an additional $750,000 GF in each year to the university to support brain disorder research, and this amendment was passed and incorporated into the House budget proposal. The Senate reduced the original support of the Executive Budget by half, also leaving $750,000 GF in each year to support brain disorder research at the university.

- **Student Financial Aid:** The House budget proposal would eliminate the additional General Fund support for student financial aid included in the Executive Budget. The Senate proposed retaining the support recommended in the Executive Budget and increasing support for undergraduate student financial aid by an additional $305,349 GF in each year of the biennium. The Senate also proposed an additional $268,136 GF for graduate student financial aid in the second year of the biennium.

- **Equipment Trust Fund:** The Senate recommended increasing support for the research allocation of the Equipment Trust fund in the first year of the biennium by an additional $3.97 million GF. The House retained the current funding levels.

Virginia Cooperative Extension/Agricultural Experiment Station Budget (Agency 229)

- **General Fund Support:** The House and the Senate each included an additional $500,000 GF in each year of the biennium for Agency 229; the House to support additional agriculture and natural resources and 4-H extension agents, and the Senate to support critical staffing needs of the agency.

Compensation

- **Salary Increase - Agency 208:**

  - The House recommends providing $1.67 million - GF in the second year of the biennium to support a two percent salary increase for faculty and classified staff. This appears to be approximately 25 percent of the cost of the action.

  - The Senate recommends an additional $2.12 million GF in the second year to support the state's 41 percent fund split of the cost of a two percent increase for faculty (T&R, A/P, Part-time, and GTAs). Staff would receive the same two percent increase through a central appropriation for all state employees.

- **Salary Increase - Agency 229:**

  - The House did not include a direct appropriation for a compensation increase for Agency 229 employees. House Appropriations Committee staff indicates that Agency 229 will receive funding through central appropriations for the two percent increase in the second year.

  - The Senate included $755,742 GF support to provide a two percent salary increase in the second year for faculty in Agency 229. Staff would receive the same two percent increase through a central appropriation for all state employees.

- **Bonus:** The House struck the language providing a bonus in the Executive Budget, and proposed no alternative bonus program. The Senate modified the Executive Budget proposal and recommends a three percent bonus for all full-time state employees to be issued on December 1, 2012, provided that statewide savings of $77.2 million are achieved by June 30, 2012. If 2011-12 savings fall short, the Senate has provided for a reserve fund to back-fill necessary funding for the bonus. Eligible employees will have maintained employment from April 1, 2012 through November 24, 2012. The Senate's bonus proposal would follow the same guidelines as the 2010 statewide bonus, with the state providing a fund-split amount of the cost of the bonus.

- **Virginia Retirement System:** The *Employer* contribution rate is increased from 6.58 percent to 8.76 percent in both the House and the Senate proposals. *Employee* contribution rates are not increased in either proposal.

- **Health Care:** The House and the Senate retained the Executive budget adjustments for health care premiums, assuming an increase in the employer share of approximately 12 percent. Employees will likely see $10-$15 per month increase in premiums, with no increases to copay.

Statewide Issues

- **Auxiliary Interest Earnings:** Both the House and the Senate proposed budgets to restore interest earnings to Auxiliary Enterprise balances in the coming biennium.

- **Higher Education Reversion:** Both the House and the Senate proposed budgets to eliminate an existing $10 million reversion pool (yet-to-be-allocated system-wide reduction pool) for higher education in each year of the coming biennium. This resolves a longstanding concern and averts a likely budget reduction for each institution of higher education.

- **Eminent Scholars Program:** Neither the House nor the Senate proposed budgets to restore funding for the Eminent Scholars program that was eliminated in the Executive Budget. This is a reduction of $3.4 million GF system-wide and a loss of approximately $166,000 GF million annually for Virginia Tech.

Language

- **Tuition Authority:** No restrictions on tuition authority were included in either the House or the Senate budget proposals.

- **Financial Aid:** The Senate eliminated proposed language in the Executive Budget that would limit the use of tuition for financial aid purposes. The House retained the Executive Budget language, communicating their intention to further discuss this issue with the Senate. If this language were to survive the budget development process, the impact to Virginia Tech would be to reduce the amount of any new funding available to support our need-based financial aid programs.

- **Higher Education Funding:** The House struck the Executive Budget language that provided guidelines for incremental funding of higher education. The Senate modified the language to provide the following general framework for incremental funding:

    - Enrollment growth funding on a per-student basis for the difference between the two most recent years of Virginia student enrollment,

    - Base and incentive funding to support the goals and objectives of Higher Education Opportunity Act or TJ21,

    - Student Financial Aid support for both low-income and middle-income students and families,

- Research initiatives which support the institution's six-year plans, and

- A provision to allow incentivized support for private institutions of higher education where such incentives will support the goals of economic growth, reform-based investment, and affordable access specified in the TJ21 legislation of 2011.

Other areas of interest

- **Virtual Library:** The House removed half of the Executive Budget's proposed funding of the Virtual Library of Virginia, retaining $1.4 million GF in each year to support to benefit students and faculty of higher education institutions, including expanded use of e-books. The Senate eliminated the $2.8 million GF support proposed in the Executive Budget for the first year, but retained this additional funding in the second year of biennium.

- **Life Sciences Research Consortium:** Both the House and the Senate budget proposals eliminated the $5 million GF pool for Life Sciences Research proposed in the Executive Budget.

- **Modeling and Simulation Activities:** Both the House and the Senate budget proposals eliminated the $2.28 million GF support over the biennium for marketing of modeling and simulation activities proposed in the Executive Budget.

- **Public Broadcasting**: Both the House and the Senate retained the Executive Budget elimination of funding for public broadcasting.

Capital Outlay

- **Planning for new capital projects**:

  - The House eliminates the Executive Budget pre-planning pool and recommends the creation of two new pools of projects for detailed planning. The first pool includes the Classroom building with a detail planning authorization of $1.28 million. The second pool is to be funded when the first pool is reimbursed with constructing funding, and includes the Academic Renewal project for the instructional program as well as the top Agency 229 priority, the Kentland Facilities project. The second pool does not list specific appropriation amounts for projects.

  - The Senate eliminates the Executive Budget pre-planning pool and recommends three pools of planning projects. The pools list project titles by agency and do not list specific appropriation amounts for projects. The pools include detail planning for the Classroom building and pre-planning for the Chiller Plant, Phase II, the Library Collections Facility, the Translational Medicine Laboratory, and the Vivarium and Research Laboratory. The Senate developed the pre-planning pool list from SCHEV (State Council of Higher Education of Virginia) recommendations.

- **Maintenance Reserve:** The House and the Senate each amended funding proposed in the Executive Budget for Maintenance Reserve projects. Both chambers eliminated the repair and infrastructure projects included in the Executive Budget, which deleted the university's $6 million Fire Alarm project. For the university, the House and the Senate included $11.3 million of General Fund over the biennium to support maintenance reserve projects. This funding amount reflects a continuation of the 2010-2012 funding level.

- **Capital Repair and Infrastructure Pool:** As an offset to the reduction of the repair and infrastructure projects from the Maintenance Reserve program, both Chambers recommended establishing a new pool for these types of projects. The House proposed restoring a portion of the eliminated projects with a pool of 15 projects and $27.5 million statewide, which does not include the university's Fire Alarm project. The Senate proposed an extensive list of projects that exceeds the size of the original pool with $140 million statewide and included the university's Fire Alarm project.

- **College of Veterinary Medicine Instruction Addition**: Both Chambers continued the $14 million of nongeneral fund authorization for the university to issue $11 million debt through the Virginia College Building Authority and to self-fund $3 million of nongeneral fund resources for the project.

An attachment to this memorandum displays the operating and capital outlay proposals in the Executive Budget and House and Senate amendments that impact Virginia Tech.

Agency 229 Special Update

Over the summer and fall of 2011, the university worked closely with the Commonwealth to address concerns expressed during the 2011 General Assembly session regarding the operations of the Virginia Cooperative Extension. The 2012 General Assembly, having voiced no additional concerns, did not address nor take any additional actions on the issue, signaling satisfaction with the university's response and commitment to continue to take steps to address the recommendations of the Secretary of Education.

Adjournment of 2012 General Assembly Regular Session

The 2012 General Assembly Session adjourned on Saturday, March 10, 2012, without passing a 2012-14 biennial budget as scheduled. Differences between the House and Senate proposed amendments to the Executive Budget have not, as of the writing of this report, been addressed to the satisfaction of each body. Before adjourning, the House and Senate unanimously agreed to a resolution calling on Governor McDonnell to immediately convene a special session of the General Assembly in order to facilitate continued discussion between House and Senate negotiators. The special session

currently stands in recess until House and Senate members begin formal deliberations on the budget, which currently are expected to begin on March 21, 2012.

The university will update the Board of Visitors on the actions of the 2012 special session of the General Assembly once final passage of the 2012-14 budget has taken place.

PROPOSED APPROPRIATIONS FROM THE EXECUTIVE BUDGET AND EACH HOUSE OF THE GENERAL ASSEMBLY
as of February 19, 2012 (Crossover)
($ in thousands)

Operating Budget	Executive Budget 2012-13	Executive Budget 2013-14	House Budget 2012-13	House Budget 2013-14	Senate Budget 2012-13	Senate Budget 2013-14	(a)
General Fund							
University Division							
Base Budget Adequacy	$ 2,219	$ 2,219	-	-	$ 2,219	$ 2,219	
Degree Growth Incentives	2,606	2,606	-	-	977	977	
Enrollment Growth	283	283	-	-	283	283	
Base Operating Support, Faculty Growth, O&M, Tech	-	-	1,477	1,477	-	-	
2011 GA Enrollment Growth Agreement	-	-	924	924	-	-	
6-Year Plan, STEM	-	-	1,293	1,293	-	-	
VIEW Programming (Vital Information for Education and Work) (b)	-	-	296	296	-		
STEM internship program with VA Space Grant Consortium	-	-	300	300	-	-	
2% Faculty & Staff Salary Increase in 2013-14	-	-	-	1,672 (c)	-		
2% Faculty Salary Increase in 2013-15	-	-	-		-	2,121	
2% Staff Salary Increase in 2013-14	-	-	-		-	813 (d)	
Subtotal University Division Operating	5,108	5,108	4,290	5,962	3,479	6,414	
Other Programs							
Eliminate Eminent Scholars Program	-164	-164	-164	-164	-164	-164	
Brain Research	1,500	1,500	750	750	750	750	
Financial Aid							
Undergraduate Financial Aid	339	339	-	-	645	645	
Graduate Financial Aid	-	-	-	-	-	268	
Subtotal Financial Aid	339	339			645	913	
Equipment Trust Fund	10,623	10,623	10,623	10,623	14,590	10,623 (e)	
Auxiliary Enterprise - Interest Earnings (f)	-	-	189	189	189	189	
Unique Military Activities	-	-	300	300	-	-	
Technical Adjustments (fringe rate changes, workers comp)	1,302	1,321	1,302	1,321	1,302	1,321	
Cooperative Extension/AES Division (CE/AES)							
Agricultural, Natural Resources, and 4-H Extension Agents	-	-	500	500	-	-	
Critical Staffing Initiative	-	-	-	-	500	500	
2% Faculty & Staff Salary Increase in 2013-14	-	-	-	884 (g)	-		
2% Faculty Salary Increase in 2013-14	-	-	-	-	-	756	
2% Staff Salary Increase in 2013-14	-	-	-	-	-	293 (d)	
Technical Adjustments	454	454	454	454	454	454	
Subtotal CE/AES	454	454	954	1,838	954	2,002	
Total State Support	19,163	19,181	18,244	20,819	21,745	22,047	

(a) Amounts in second year are cumulative for both years.
(b) VIEW program previously under Department of Education. Amount estimated.
(c) House includes staff in salary increase appropriation.
(d) Senate indicates funding GF share of staff salary increases through central fund resources. Standard university fund split is assumed.
(e) Senate includes increased allocation for research equipment in 2012-13.
(f) Estimated amount for Virginia Tech.
(g) House indicates verbally that support for 2% salary increases for all employees of Agency 229 will be funded centrally. Data from SCHEV review.
(h) House floor amendment for brain research added February 24th (after crossover).

PROPOSED APPROPRIATIONS FROM THE EXECUTIVE BUDGET AND EACH HOUSE OF THE GENERAL ASSEMBLY
as of February 19, 2012 (Crossover)
($ in thousands)

Nongeneral Fund (a)	Executive Budget		House Budget		Senate Budget	
University Division	**2012-13**	**2013-14**	**2012-13**	**2013-14**	**2012-13**	**2013-14**
Technical Adjustments						
Technical (fringe rate changes)	2,534	2,534	2,534	2,534	2,534	2,534
Equine Medical Center Growth	733	733	733	733	733	733
Previous Enrollment Growth	8,650	8,650	8,650	8,650	8,650	8,650
NGF Adjustment for Fall 2011 Tuition and Fees	23,369	23,369	23,369	23,369	23,369	23,369
Continuing Education Adjustment	131	131	131	131	131	131
2% Faculty Salary Increase in 2013-14						3,040
Subtotal University Division Technical Adjustments	35,417	35,417	35,417	35,417	35,417	38,456
Auxiliary Operations	14,500	14,500	14,500	14,500	14,500	14,500
Sponsored Programs / Research	35,892	35,892	35,892	35,892	35,892	35,892
Cooperative Extension/AES Division (CE/AES)						
2% Faculty Salary Increase in 2013-14						40
Distribute Central Funds	114	114	114	114	114	114
Subtotal CE/AES	114	114	114	114	114	154
Total Nongeneral	85,923	85,923	85,923	85,923	85,923	89,002

(a) Nongeneral fund adjustments update NGF appropriations to current activity levels.

PROPOSED APPROPRIATIONS FROM THE EXECUTIVE BUDGET AND EACH HOUSE OF THE GENERAL ASSEMBLY
as of February 19, 2012 (Crossover)
($ in thousands)

Capital Budget	Executive Budget		House Budget		Senate Budget	
	State	NGF	State	NGF	State	NGF
Maintenance Reserve	$ 17,298		$ 11,298		$ 11,298	
Central Repair and Infrastructure Pools						
Address Fire Alarm Systems and Access					6,000	
Pre-Planning						
Classroom Building	250					
Chiller Plant, Phase II	250				*Listed in Pool*	
Library Collections Facility					*Listed in Pool*	
Translational Medicine Laboratory					*Listed in Pool*	
Vivarium and Research Laboratory					*Listed in Pool*	
Detail Planning						
Classroom Building			641	$ 641	*Listed in Pool*	
Academic Building Renovation/Renewal			*Listed in Pool*			
Kentland Facilities Phase I			*Listed in Pool*			
Construction						
College of Veterinary Medicine Instruction Addition		$ 14,000		14,000		$ 14,000
Total	$ 17,798	$ 14,000	$ 11,939	$ 14,641	$ 17,298	$ 14,000

Note:

The designation "Listed in Pool" reflects inclusion in an appropriation amount for a pool of funds which listed projects titles by agency without dollar amounts for specific projects.

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2011 to December 31, 2011

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and the annual budgets which are also recorded in the university accounting system. The actual accounting data reflect the modified accrual basis of accounting, which recognizes revenues when received rather than when earned and the expenditures when obligated rather than when paid. The Original Budget was approved by the Board of Visitors at the June meeting. The Adjusted Budget reflects adjustments to incorporate actual experience or changes made during the fiscal year. These changes are presented for review and approval by the Finance and Audit Committee and the Board of Visitors through this report. Where adjustments impact appropriations at the state level, the university coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to December 2011-12 budget (year-to-date) is prepared from historical data which reflects trends in expenditures from previous years as well as known changes in timing. Differences between the actual income and expenditures and the year-to-date budget may occur for a variety of reasons, such as an accelerated or delayed flow of documents through the accounting system, a change in spending patterns at the college level, or increases in revenues for a particular area.

Quarterly budget estimates are prepared to provide an intermediate measure of income and expenditures. Actual revenues and expenditures may vary from the budget estimates. The projected year-end budgets are, however, the final measure of budgetary performance.

Presentation Date: March 26, 2012

OPERATING BUDGET

1. Academic and Support Program expenditures are ahead of projections due to operating expenditures occurring earlier than historical trends.

2. The budget for Federal Revenue is established to match projected allotments from the federal government. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agricultural Experiment Station Division exceeds the projected budget due to the timing of a draw that was requested in 2010-11, but received in 2011-12.

3. Federal stimulus revenue collections exceed budget due to the timing of a draw that was requested in 2010-11, but received in 2011-12.

4. Academic Program expenditures are behind historical projections due to timing of filling vacant positions.

5. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.

6. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues and expenditures are less than projected, but sponsored research expenditures are ahead of 2010-11 activity levels.

7. Revenues and expenditures for All Other Programs were less than projected due to lower than anticipated investment earnings and timing of Surplus Property and Federal Work Study activity.

8. The General Fund revenue budget has been increased by $33,290 for Virtual Library of Virginia distribution costs. The corresponding expenditure budget has been adjusted accordingly.

9. The annual budget for Tuition and Fees has been increased by $25,800 for the Virginia/Maryland Regional College of Veterinary Medicine regional capitation agreement, and decreased by $274,319 for the finalization of tuition, fees, and unfunded scholarship budgets. The corresponding expenditure budgets have been adjusted accordingly.

10. Unexpended federal stimulus funds from June 30, 2011 were re-appropriated in 2011-12.

11. The All Other Income revenue budget for the University Division has been increased by $2,000,000 for projected growth in Continuing Education programs, by $162,210 for the electric demand response program, and $22,500 for miscellaneous earmarked revenues. The corresponding expenditure budgets have been adjusted accordingly.

12. The revenue budget for federal appropriations has been increased by $635,000 to carryover unexpended federal funds. The corresponding expenditure budgets have been adjusted accordingly.

13. The projected year-end revenue and expense budgets for Student Financial Assistance were increased by $18,250 for the VA Military Survivors & Dependents Program, by $267,668 for the Commonwealth Scholarship Assistance Program, by $38,000 for the 2-Year College Transfer Grant, and by $1,903 for the carryover of unexpended balances as of June 30, 2011.

14. The projected annual budgets were adjusted by $7,000 to finalize the All Other Programs budget and for outstanding 2010-11 commitments that were initiated but not completed before June 30, 2011.

OPERATING BUDGET

2011-12

Dollars in Thousands

	July 1, 2011 to December 31, 2011			Annual Budget for 2011-12		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$73,289	$73,289	$0	$135,365	$135,398	$33 (8)
Tuition and Fees	199,782	199,596	186	347,723	347,475	-248 (9)
Federal Funds (ARRA)	4	4	0	0	4	4 (10)
All Other Income	18,766	18,532	234	29,175	31,360	2,185 (11)
Total Revenues	$291,841	$291,421	$420	$512,263	$514,237	$1,974
Expenses						
Academic Programs	$-161,211	$-160,199	$-1,012 (1)	$-318,243	$-320,011	$-1,768 (8,9,10,11)
Support Programs	-84,680	-83,459	-1,221 (1)	-194,020	-194,226	-206 (8,9,11)
Total Expenses	$-245,891	$-243,658	$-2,233	$-512,263	$-514,237	$-1,974
NET	$45,950	$47,763	$-1,813	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$32,250	$32,250	$0	$59,942	$59,942	$0
Federal Appropriation	9,149	7,786	1,363 (2)	14,325	14,960	635 (12)
Federal Funds (ARRA)	3,415	1,853	1,562 (3)	0	1,853	1,853 (10)
All Other Income	624	412	212	809	809	0
Total Revenues	$45,438	$42,301	$3,137	$75,076	$77,564	$2,488
Expenses						
Academic Programs	$-36,179	$-37,937	$1,758 (4)	$-69,112	$-71,457	$-2,345 (10,12)
Support Programs	-2,379	-2,390	11	-5,964	-6,107	-143 (10,12)
Total Expenses	$-38,558	$-40,327	$1,769	$-75,076	$-77,564	$-2,488
NET	$6,880	$1,974	$4,906	$0	$0	$0
Auxiliary Enterprises						
Revenues	$142,181	$139,036	$3,145 (5)	$246,265	$252,623	$6,358 (5)
Expenses	-124,601	-127,477	2,876 (5)	-238,797	-260,743	-21,946 (5)
Reserve Drawdown (Deposit)	-17,580	-11,559	-6,021 (5)	-7,468	8,120	15,588 (5)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$133,123	$133,449	$-326 (6)	$283,188	$283,188	$0
Expenses	-143,989	-155,886	11,897 (6)	-283,188	-283,188	0
Reserve Drawdown (Deposit)	10,866	22,437	-11,571 (6)	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
General Fund	$9,249	$9,249	$0	$18,174	$18,497	$323 (13)
Federal Funds (ARRA)	49	5	44	0	5	5 (10)
Expenses	-9,227	-8,900	-327	-18,174	-18,504	-330 (10,13)
Reserve Drawdown	0	0	0	0	2	2 (13)
NET	$71	$354	$-283	$0	$0	$0
All Other Programs *						
Revenue	$2,075	$2,504	$-429 (7)	$5,664	$5,657	$-7 (14)
Expenses	-2,426	-2,793	367 (7)	-5,664	-5,728	-64 (14)
Reserve Drawdown (Deposit)	351	289	62	0	71	71 (14)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$623,956	$617,965	$5,991	$1,140,630	$1,151,771	$11,141
Expenses	-564,692	-579,041	14,349	-1,133,162	-1,159,964	-26,802
Reserve Drawdown (Deposit)	-6,363	11,167	-17,530	-7,468	8,193	15,661
NET	$52,901	$50,091	$2,810	$0	$0	$0

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

3

Presentation Date: March 26, 2012

AUXILIARY ENTERPRISE BUDGET

1. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated dorm occupancy and sales of Dining meal plans and Dining Dollars.

2. Revenue and expenses in Parking and Transportation Services are higher than projected due to higher than anticipated rental activity within Fleet Services.

3. Revenue in Telecommunications Services is higher than expected due to earlier than projected self-generated revenue from departmental cell phones, data connections, on-campus projects, and Mid-Atlantic Terascale Partnership membership. Expenses in Telecommunications Services are lower than projected due to timing of equipment purchases related to campus telecommunications infrastructure projects.

4. Expenditures for the University Services System are lower than projected due to timing of expenses.

5. Revenues for the Electric Service auxiliary are greater than projected due to higher than anticipated electrical consumption. Expenditures are also higher than projected due to both higher than anticipated electrical consumption and higher than anticipated cost of purchased electricity.

6. Revenue and expenses for the Inn at Virginia Tech and Skelton Conference Center are lower than projected due to timing of operating activities.

7. Revenues for Other Enterprise Functions are higher than projected due to higher than projected Orientation fees due to higher than projected participation, and higher than projected royalty revenue in the Licensing and Trademark Auxiliary. Expenditures for Other Enterprise Functions are lower than projected due to timing of operating expenses.

8. The expense and reserve budgets for Residence and Dining Halls were adjusted $3.4 million for site planning, infrastructure expenses, and construction expenses for Phase IV of the Oak Lane Community, $885 thousand for one-time residential and dining facility energy saving projects, $815 thousand for pre-opening expenses for the new Turner Street Dining Center, and $438 thousand for maintenance repairs at the Center for European Studies and Architecture. Expenditures were partially offset by New Residence Hall West capital project savings which will be utilized to pay debt service.

9. The projected annual expense budget for Auxiliary Enterprises was adjusted for $10.3 million in outstanding 2010-11 commitments and projects that were initiated but not completed before June 30, 2011. This amount includes $2.0 million to fund project costs for the Telecom Fiber Optic project, $1.2 million Center for the Arts project, $2.1 million in residential projects, and $3.0 million in athletic projects.   The remainder is spread across the other auxiliary programs.

10. The projected annual revenue and expense budgets for Parking and Transportation were adjusted for parking spaces displaced by capital projects which will provide resources to restore parking spaces in other areas of campus.

11. The projected annual expense and reserve budgets for University Services System were adjusted for Recreational Sports McComas Hall expansion project savings, which will be used to pay debt service.

12. The projected annual revenue budget for Intercollegiate Athletics was adjusted $2.9 million to accommodate increased revenue from the NCAA Opportunity Fund, handling fees, basketball season tickets, conference allocation, private gifts, the ACC Championship Game and Sugar Bowl, partially offset by lower than projected football ticket allocations, and women's basketball settlements. Annual expense and reserve draw budgets were adjusted $3.9 million to accommodate increased expenses for personnel actions, operating adjustments, sport related projects, the ACC Championship Game, and Sugar Bowl.

13. The projected annual revenue, expense, and reserve budgets for Electric Services were adjusted $1.8 million to accommodate the increased cost of wholesale electricity, higher customer rates, and planned reserve restoration.

14. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for a technical accounting change in Printing Services, increased revenue in the Library Photocopy Auxiliary, one-time equipment purchases in the Library Photocopy operation, and increased contributions to scholarships in the Licensing and Trademark auxiliary.

UNIVERSITY DIVISION
AUXILIARY ENTERPRISES

Dollars in Thousands

	July 1, 2011 to December 31, 2011			Annual Budget for 2011-12		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	$47,177	$45,656	$1,521 (1)	$83,469	$83,469	$0
Expenses	-42,461	-42,703	242	-80,702	-88,415	-7,713 (8,9)
Reserve Drawdown (Deposit)	-4,716	-2,953	-1,763 (1)	-2,767	4,946	7,713 (8,9)
Net	$0	$0	$0	$0	$0	$0
Parking and Transportation						
Revenues	$6,435	$6,222	$213 (2)	$10,318	$12,140	$1,822 (10)
Expenses	-4,456	-4,219	-237 (2)	-9,893	-11,876	-1,983 (9,10)
Reserve Drawdown (Deposit)	-1,979	-2,003	24	-425	-264	161 (9,10)
Net	$0	$0	$0	$0	$0	$0
Telecommunications Services						
Revenues	$9,833	$9,441	$392 (3)	$15,965	$15,965	$0
Expenses	-8,758	-9,425	667 (3)	-15,883	-18,675	-2,792 (9)
Reserve Drawdown (Deposit)	-1,075	-16	-1,059 (3)	-82	2,710	2,792 (9)
Net	$0	$0	$0	$0	$0	$0
University Services System						
Revenues	$19,480	$19,252	$228	$33,578	$33,578	$0
Expenses	-16,033	-17,596	1,563 (4)	-32,768	-33,408	-640 (9,11)
Reserve Drawdown (Deposit)	-3,447	-1,656	-1,791 (4)	-810	-170	640 (9,11)
Net	$0	$0	$0	$0	$0	$0
Intercollegiate Athletics						
Revenues	$33,298	$33,238	$60	$49,248	$52,185	$2,937 (12)
Expenses	-26,931	-27,095	164	-47,135	-54,103	-6,968 (9,12)
Reserve Drawdown (Deposit)	-6,367	-6,143	-224	-2,113	1,918	4,031 (9,12)
Net	$0	$0	$0	$0	$0	$0
Electric Service						
Revenues	$16,279	$15,591	$688 (5)	$33,711	$35,530	$1,819 (13)
Expenses	-16,824	-16,642	-182 (5)	-33,099	-34,618	-1,519 (9,13)
Reserve Drawdown (Deposit)	545	1,051	-506 (5)	-612	-912	-300 (9,13)
Net	$0	$0	$0	$0	$0	$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	$4,061	$4,237	$-176 (6)	$9,810	$9,810	$0
Expenses	-5,545	-5,823	278 (6)	-9,797	-9,860	-63 (9)
Reserve Drawdown (Deposit)	1,484	1,586	-102 (6)	-13	50	63 (9)
Net	$0	$0	$0	$0	$0	$0
Other Enterprise Functions						
Revenues	$5,618	$5,399	$219 (7)	$10,166	$9,946	$-220 (14)
Expenses	-3,593	-3,974	381 (7)	-9,520	-9,788	-268 (9,14)
Reserve Drawdown (Deposit)	-2,025	-1,425	-600 (7)	-646	-158	488 (9,14)
Net	$0	$0	$0	$0	$0	$0
TOTAL AUXILIARIES						
Revenues	$142,181	$139,036	$3,145	$246,265	$252,623	$6,358
Expenses	-124,601	-127,477	2,876	-238,797	-260,743	-21,946
Reserve Drawdown (Deposit)	-17,580	-11,559	-6,021	-7,468	8,120	15,588
Net	$0	$0	$0	$0	$0	$0

Presentation Date: March 26, 2012

CAPITAL OUTLAY BUDGET

Educational and General Projects

1. The current year and total project budget amounts have been revised to reflect the available balance of maintenance reserve appropriation carried over from fiscal year 2011 and the state's July 2011 allocation of $5.649 million of Maintenance Reserve funds for fiscal year 2012.

2. This is a subproject of an E&G Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This subproject includes a $1 million authorization to initiate planning for the Relocation of Agriculture programs.

3. This project will plan an envisioned 8,000 gross square foot laboratory facility with site options being explored at the Virginia Tech Montgomery County Executive Airport and the Corporate Research Center, Phase II. The project is in the criteria document development phase of design.

4. This project encompasses a 77,500 gross square foot facility on the north side of campus to house dining and instructional space. Construction is underway with substantial completion expected in summer 2012.

5. This project is for a central chiller plant facility in the southwest section of campus. Construction is expected to be underway in February 2012 with completion expected in spring 2013.

6. This project is for a 93,500 gross square foot laboratory building to provide modern laboratory space to meet the needs of animal and plant science research. Construction is underway with completion expected in December 2013. The annual budget was adjusted in the second quarter to reflect expected construction cash outflows for fiscal year 2012.

7. This project includes construction of a state-of-the-art performance theatre, creative technologies laboratory, and creative performance laboratory. The project is under construction with a completion date of fall 2013.

8. This project is for the first phase of the renovation of Davidson Hall, which is envisioned to raze and fully replace the unrecoverable center and north section of the building. Construction is expected to be underway in February 2012 with a completion date of December 2013. The annual budget was adjusted in the second quarter to reflect expected cash outflows for a February 2012 construction start.

9. This project is for a 154,900 gross square foot classroom and laboratory facility for undergraduate and research programs in the College of Engineering. Construction is underway with completion expected in February 2014. The annual budget was adjusted in the second quarter to reflect expected construction cash outflows for fiscal year 2012.

10. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future campus buildings. The project will be accomplished in multiple phases with a total cost of $28.75 million. Phases for the steam distribution upgrades, boiler upgrades, plant upgrades, and life sciences steam line are complete. The final phase is the North steam line which is under construction with a completion date of July 2012.

11. This project will construct a facility to provide updated classroom, laboratory, and faculty office space to meet the needs of the College of Veterinary Medicine. Construction is underway with completion expected in summer 2012.

12. This project will upfit 26,000 assignable square feet in the third floor of the Virginia Tech Carilion Research Institute to provide research laboratory, conference space, office space, and a 5,000 cage vivarium with support spaces. Construction is underway with a completion date of August 2012.

13. The project is substantially complete and will be closed when final expenses are processed.

14. The project is complete and will be closed when final expenses are processed.

15. The project is complete and will be closed when final expenses are processed, with an expected total cost of $34,620,000, which reflects a savings of $380,000.

16. The project is complete and will be closed when final expenses are processed.

17. The project is complete and will be closed when final expenses are processed.

18. The building construction is complete and the Medical School and Research Institute are occupied. The project will be closed after some minor laboratory upfits are complete and final expenses are processed.

19. This project was established to purchase the 24.674 acre parcel of land adjacent to the Tidewater Agricultural Research and Extension Center in Suffolk, Virginia and approved by the Board of Visitors at the August 2011 meeting. The total costs include the $123,370 purchase price and $4,000 of due diligence costs. The transaction is underway.

20. The purpose of this project is to construct a 48,000 gross square foot building along the campus perimeter to house various administrative and academic support functions in a central location. Funding for the project may be considered pending a program plan and financial plan.

Presentation Date: March 26, 2012

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF DECEMBER 31, 2011

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Educational and General Projects									
Educational and General Maintenance Reserve									
Maintenance Reserve	7,334	9,625	2,503	11,595	0	0	0	11,595	4,474 (1)
Design Phase									
Blanket: Planning Agriculture Programs Relocation	418	418	0	0	0	1,000	0	1,000	478 (2)
Planning: Propulsion Laboratory	0	400	0	0	0	400	0	400	0 (3)
Construction Phase									
Academic and Student Affairs Building	17,300	17,300	11,837	0	0	0	45,153	45,153	28,127 (4)
Chiller Plant, Phase I	480	480	161	12,059	0	0	8,039	20,098	2,015 (5)
Human & Agricultural Biosciences Building I	520	5,000	622	53,759	0	0	0	53,759	4,247 (6)
Performing Arts Center	25,000	25,000	8,138	27,387	0	26,471	40,135	93,993	27,155 (7)
Renovate Davidson Hall, Phase I	0	1,200	102	31,119	0	0	0	31,119	2,327 (8)
Signature Engineering Building	1,133	15,000	2,570	47,609	0	18,650	28,959	95,218	7,591 (9)
Upgrade Campus Heating Plant	8,500	8,500	2,368	17,250	0	2,750	11,500	31,500	24,618 (10)
Veterinary Medicine Instruction Addition	10,500	10,500	2,338	0	0	14,000	0	14,000	2,707 (11)
VT-Carilion Research Inst. Third Floor Upfits	7,000	7,000	1,334	0	0	15,000	0	15,000	1,334 (12)
Close-Out									
Hampton Technology Research & Innovation Center	8,000	8,000	5,803	11,897	0	0	0	11,897	9,352 (13)
Infectious Disease Research Facility	6,163	5,477	3,433	4,000	0	6,163	0	10,163	8,119 (14)
Institute for Critical Technology and Applied Science II	1,950	1,900	953	17,500	0	0	17,500	35,000	34,054 (15)
Materials Management Facility	100	100	72	3,500	0	0	0	3,500	3,438 (16)
Visitors and Undergraduate Admissions Center	2,400	2,075	855	0	0	3,400	7,100	10,500	9,280 (17)
VT-Carilion School of Medicine and Research Institute	1,500	1,500	1,010	59,000	0	3,500	0	62,500	61,755 (18)
Tidewater AREC Property Acquisition	0	127	0	0	0	127	0	127	0 (19)
On Hold and Not Funded									
Administrative Services Building	0	0	0	0	0	0	12,000	12,000	0 (20)
Blanket: Planning Science Building Laboratory I	0	0	0	0	0	3,500	0	3,500	547 (21)
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0 (22)
TOTAL	98,298	119,603	44,101	296,674	0	94,962	170,386	562,022	231,617

Presentation Date: March 26, 2012

CAPITAL OUTLAY BUDGET (Continued)

21. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a $3.5 million authorization to initiate planning for a Sciences Laboratory Building that is on hold, supplemental funding may be considered pending a program plan and financial plan.

22. This project is included in a state bond program and is envisioned to provide a 92,300 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The project is on hold pending the outcome of external funding sources, and the state support was shifted to advance another project on the state capital plan, the renovation of Shultz Hall for the Performing Arts Center. The university may request state funding be restored to this project as external funding becomes available. In the interim, planning activities for this project are being conducted under a Blanket Authorization with $546,780 in expenditures as of December 31, 2011.

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2012. The outstanding balance of the Total Project Budget is for maintenance reserve work scheduled for fiscal year 2013.

2. This project includes installation of a new fiber-optic core on campus to update the communication system. The new core consists of five segments connecting to the five campus switch centers and connections from the core to several buildings. The total expected costs are $2 million and this project is anticipated to be complete in March 2013.

3. This project includes removal of natural turf, laser grading, installation of synthetic turf, and expansion of the dugouts. The annual budget was adjusted in the first quarter to reflect revised expected cash outflows for fiscal year 2012. The total expected costs are $1.6 million and this project is anticipated to be complete February 2012.

4. This project will establish the necessary site improvements and construction of the first house at Oak Lane Community, Phase IV. The remainder of the expansion, houses two through five, and the additional site improvements may be constructed as other organizations come forward. The total expected costs of this first house and its associated infrastructure are $4.663 million. The project is anticipated to be complete fall 2012.

5. The project includes installation of a photovoltaic array on top of the parking structure. The installation will not impact parking capacity and is expected to start December 2011 and to be complete late spring 2012. The total expected costs are $1.3 million. The annual budget was adjusted in the first quarter to reflect revised expected cash outflows for fiscal year 2012.

6. This project includes renovation of East and West Ambler Johnston Hall, and is being implemented in phases. The East side is complete with occupancy of the West side expected by summer 2012. The total expected costs are $72.1 million.

7. This project includes the third and final phase of addressing moisture penetration and structural problems in the exterior walls of McComas Hall. The total project costs are $3.1 million and this project is anticipated to be complete late fall 2012.

8. The project is complete and will be closed when final payments have been processed. The anticipated final project costs are $14.2 million.

9. Construction is complete and the project will be closed when final payments have been processed. The anticipated final project costs are $24.1 million.

10. The project is complete and will be closed when final payments have been processed. The anticipated final project costs are $6 million.

11. The project is substantially complete and will be closed when final payments have been processed.

12. The purpose of this project is to build a new field house to increase the availability of indoor training time for the football program and other athletic programs. In addition, Rector Field House may be renovated to increase its functionality for indoor athletic events. Athletics has requested to move forward with selecting a criteria consultant for this project. Design is on hold pending resolution of a site study due June 2012. The annual budget was adjusted in the second quarter to reflect revised expected cash outflows for fiscal year 2012. Additional funding for the project may be considered pending a program plan and financial plan.

13. 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.

14. 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.

15. This is the remaining authorization of the $23.5 million Oak Lane Community, Phase IV project. The remaining Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with plans and commitments for their one-third funding requirement per house.

Capital Outlay Projects Authorized as of December 31, 2011 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Auxiliary Enterprises Projects									
Auxiliary Maintenance Reserve									
Maintenance Reserve	6,600	6,600	3,222	0	0	11,398	0	11,398	3,222 (1)
Design Phase									
Construction Phase									
Campus Fiber Optic Improvement	1,600	1,600	267	0	0	2,000	0	2,000	373 (2)
English Field Improvements	0	800	62	0	0	1,600	0	1,600	62 (3)
Phase IV of Oak Lane Community (House 1)	3,500	3,500	317	0	0	4,663	0	4,663	383 (4)
Photovoltaic Array for Parking Structure	1,174	1,300	0	0	0	1,300	0	1,300	0 (5)
Renovate Ambler Johnston Hall	18,257	18,257	13,393	0	0	0	75,000	75,000	53,076 (6)
Repair McComas Hall Exterior Wall Structure, Ph III	2,000	2,000	6	0	0	3,100	0	3,100	6 (7)
Close-Out									
Addition to Jamerson Center	0	250	23	0	0	18,000	0	18,000	14,004 (8)
Parking Structure	1,000	850	617	0	0	0	30,000	30,000	23,389 (9)
Repair McComas Hall Exterior Wall Structure, Ph I & II	799	762	753	0	0	0	6,000	6,000	5,991 (10)
West End Market Renovation & Expansion	5,399	5,228	4,489	0	0	7,310	0	7,310	6,571 (11)
On Hold and Not Funded									
Indoor Athletic Training Facility	0	5	1	0	0	0	25,000	25,000	1 (12)
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (13)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (14)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	18,837	18,837	0 (15)
TOTAL	40,329	41,152	23,150	0	0	49,371	198,384	247,755	107,259
GRAND TOTAL	$ 138,627	$ 160,755	$ 67,251	$ 296,674	$ 0	$ 144,333	$ 368,770	$ 809,778	$ 338,876

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, 2011 through December 31, 2011 and the Capital Outlay report be accepted.

March 26, 2012

2012-13 Compensation for Graduate Assistants

FINANCE AND AUDIT COMMITTEE

March 8, 2012

Graduate students who work as graduate assistants while pursuing the master's or doctoral degrees provide a valuable service to the university. Many teach undergraduate classes while others support faculty in scholarly and sponsored research activities. To be competitive in the recruitment and retention of high quality graduate students, it is important for the university to provide compensation packages that are comparable with those offered by peer institutions. The key components of the compensation packages are competitive stipends, tuition assistance, and health insurance.

<u>Graduate Stipends</u>

One of the primary goals of Virginia Tech during the 1980's was to build a graduate stipend schedule that was competitive with those offered by comparable institutions. A stipend table was developed and levels have been adjusted each year. Individual amounts within the table were realigned to eliminate perceived discrepancies, and a new category was added for graduate students working on sponsored research projects. To respond to increasing competition for quality graduate students among peer institutions, the graduate student stipend scale was revised for Fall 2003 and approved by the Board to better position Virginia Tech departments and to reflect the minimum stipend levels authorized by the National Science Foundation. The Fall 2004 stipend scale added 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 to provide flexibility for situations where a defined level of resource does not exactly match one of the steps, so that the actual stipend may be established within the range of a step. In 2011-12, an academic year supplement of $200 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 2012, the current average monthly stipend for full-time graduate assistants is $1,756 per month, which falls within step 12 of the 2011-12 scale.

The university proposes advancing the stipend scale for 2012-13 by providing a base stipend increase, as well as an enhanced supplement. A base stipend increase of one percent is recommended effective August 10, 2012. Additionally, the university proposes enhancing the total stipend by increasing the academic year supplement of $200 by $100 for a total academic year supplement of $300 to help mitigate the university's assigned costs. Consistent with prior years, the proposed minimum and maximum stipends for a full assistantship are displayed on the attached table.

*Presentation Date: March 26, 2012*

Tuition Assistance

In the 1990's, the university developed a more comprehensive program of tuition scholarships for graduate students. Four sources finance the tuition program: the General Fund appropriation for graduate student financial assistance, a scholarship program in the Educational and General budget, tuition payments planned in the budgets of grants and contracts, and private funds. For 2012-13, the university proposes to continue the tuition remission program for graduate students on assistantship, including the remission of the technology fee, first added to the remission package for Graduate Assistants in 2011-12.

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, and proposes to maintain that level of support in 2012-13.

The university offers four levels of health insurance coverage, with the maximum $500,000 coverage level implemented in 2011-12. The table below displays the proportion of participation in the four levels of coverage available.

Full-time Graduate Assistant Health Insurance
As of January, 2012

Participation by Plan

Level of Coverage
- $50,000
- $100,000
- $250,000
- $500,000
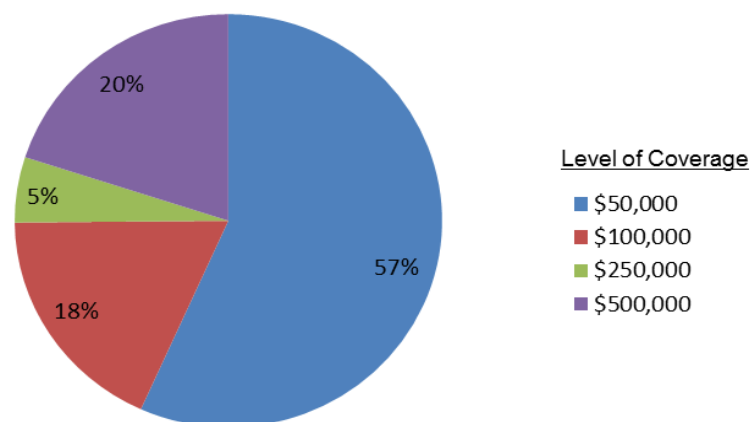
Note: $500k level new for 2011-12.

In order to qualify, full-time graduate students must have a 50 percent or greater appointment. Graduate students also have the option to decline coverage if they so choose.

In 2011-12, the university provided 90 percent of the $1,979 annual premium cost of the Basic Plan, which provided a $300 annual deductible, a $1,500 out-of-pocket maximum, a $25 co-pay for doctors' visits ($10 with a Schiffert Health Center referral), and a $50,000 maximum benefit. Students can obtain higher coverage levels and optional dental benefits for an additional cost. The university is currently unclear about the level of benefits that it will be able to provide to the students in fiscal year 2013 due to the uncertainties related to the Federal Affordable Care Act and specifically, rulings related to the Student Health Insurance Coverage regulation. The university is currently negotiating the renewal of the student health insurance plan. The university intends to continue coverage at 90 percent of the premium cost for the upcoming year.

RECOMMENDATION:

That the graduate assistant compensation program for 2012-13 be approved.

March 26, 2012

2012-13 Full-Time Graduate Monthly Stipend Compensation
Effective August 10, 2012

Step	Components			Total Stipend		
	Monthly Base		AY Supplement	Monthly	9 Month	12 Month
Step 1	$ 1,252 -	$ 1,252	$300	$ 1,285 - $ 1,285	$ 11,565 - $ 11,565	$ 15,420 - $ 15,420
Step 2	1,253 -	1,303	300	1,286 - 1,336	11,574 - 12,024	15,432 - 16,032
Step 3	1,304 -	1,350	300	1,337 - 1,383	12,033 - 12,447	16,044 - 16,596
Step 4	1,351 -	1,398	300	1,384 - 1,431	12,456 - 12,879	16,608 - 17,172
Step 5	1,399 -	1,446	300	1,432 - 1,479	12,888 - 13,311	17,184 - 17,748
Step 6	1,447 -	1,496	300	1,480 - 1,529	13,320 - 13,761	17,760 - 18,348
Step 7	1,497 -	1,543	300	1,530 - 1,576	13,770 - 14,184	18,360 - 18,912
Step 8	1,544 -	1,593	300	1,577 - 1,626	14,193 - 14,634	18,924 - 19,512
Step 9	1,594 -	1,640	300	1,627 - 1,673	14,643 - 15,057	19,524 - 20,076
Step 10	1,641 -	1,689	300	1,674 - 1,722	15,066 - 15,498	20,088 - 20,664
Step 11	1,690 -	1,736	300	1,723 - 1,769	15,507 - 15,921	20,676 - 21,228
Step 12	1,737 -	1,783	300	1,770 - 1,816	15,930 - 16,344	21,240 - 21,792
Step 13	1,784 -	1,833	300	1,817 - 1,866	16,353 - 16,794	21,804 - 22,392
Step 14	1,834 -	1,881	300	1,867 - 1,914	16,803 - 17,226	22,404 - 22,968
Step 15	1,882 -	1,929	300	1,915 - 1,962	17,235 - 17,658	22,980 - 23,544
Step 16	1,930 -	1,977	300	1,963 - 2,010	17,667 - 18,090	23,556 - 24,120
Step 17	1,978 -	2,025	300	2,011 - 2,058	18,099 - 18,522	24,132 - 24,696
Step 18	2,026 -	2,075	300	2,059 - 2,108	18,531 - 18,972	24,708 - 25,296
Step 19	2,076 -	2,122	300	2,109 - 2,155	18,981 - 19,395	25,308 - 25,860
Step 20	2,123 -	2,170	300	2,156 - 2,203	19,404 - 19,827	25,872 - 26,436
Step 21	2,172 -	2,219	300	2,205 - 2,252	19,845 - 20,268	26,460 - 27,024
Step 22	2,220 -	2,265	300	2,253 - 2,298	20,277 - 20,682	27,036 - 27,576
Step 23	2,266 -	2,314	300	2,299 - 2,347	20,691 - 21,123	27,588 - 28,164
Step 24	2,315 -	2,363	300	2,348 - 2,396	21,132 - 21,564	28,176 - 28,752
Step 25	2,364 -	2,412	300	2,397 - 2,445	21,573 - 22,005	28,764 - 29,340
Step 26	2,413 -	2,458	300	2,446 - 2,491	22,014 - 22,419	29,352 - 29,892
Step 27	2,459 -	2,510	300	2,492 - 2,543	22,428 - 22,887	29,904 - 30,516
Step 28	2,511 -	2,556	300	2,544 - 2,589	22,896 - 23,301	30,528 - 31,068
Step 29	2,557 -	2,604	300	2,590 - 2,637	23,310 - 23,733	31,080 - 31,644
Step 30	2,605 -	2,653	300	2,638 - 2,686	23,742 - 24,174	31,656 - 32,232
Step 31	2,654 -	2,700	300	2,687 - 2,733	24,183 - 24,597	32,244 - 32,796
Step 32	2,701 -	2,749	300	2,734 - 2,782	24,606 - 25,038	32,808 - 33,384
Step 33	2,750 -	2,797	300	2,783 - 2,830	25,047 - 25,470	33,396 - 33,960
Step 34	2,798 -	2,846	300	2,831 - 2,879	25,479 - 25,911	33,972 - 34,548
Step 35	2,847 -	2,893	300	2,880 - 2,926	25,920 - 26,334	34,560 - 35,112
Step 36	2,894 -	2,942	300	2,927 - 2,975	26,343 - 26,775	35,124 - 35,700
Step 37	2,943 -	2,990	300	2,976 - 3,023	26,784 - 27,207	35,712 - 36,276
Step 38	2,991 -	3,039	300	3,024 - 3,072	27,216 - 27,648	36,288 - 36,864
Step 39	3,040 -	3,088	300	3,073 - 3,121	27,657 - 28,089	36,876 - 37,452
Step 40	3,089 -	3,135	300	3,122 - 3,168	28,098 - 28,512	37,464 - 38,016
Step 41	3,136 -	3,185	300	3,169 - 3,218	28,521 - 28,962	38,028 - 38,616
Step 42	3,186 -	3,232	300	3,219 - 3,265	28,971 - 29,385	38,628 - 39,180
Step 43	3,233 -	3,280	300	3,266 - 3,313	29,394 - 29,817	39,192 - 39,756
Step 44	3,281 -	3,329	300	3,314 - 3,362	29,826 - 30,258	39,768 - 40,344
Step 45	3,330 -	3,376	300	3,363 - 3,409	30,267 - 30,681	40,356 - 40,908
Step 46	3,377 -	3,427	300	3,410 - 3,460	30,690 - 31,140	40,920 - 41,520
Step 47	3,428 -	3,473	300	3,461 - 3,506	31,149 - 31,554	41,532 - 42,072
Step 48	3,474 -	3,522	300	3,507 - 3,555	31,563 - 31,995	42,084 - 42,660
Step 49	3,523 -	3,570	300	3,556 - 3,603	32,004 - 32,427	42,672 - 43,236
Step 50	3,571 -	3,618	300	3,604 - 3,651	32,436 - 32,859	43,248 - 43,812

Short-Term Disability Program for Restricted Faculty

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

March 7, 2012

Virginia Tech is an established academic research institution. The university's research endeavors are significantly supported through contributions made by the restricted faculty, most of whom are special research faculty. Restricted faculty are referred to as "restricted" because they are appointed contingent upon availability of funding. The number of restricted faculty is growing at Virginia Tech given the growth in the university's research program. The Vice President for Research established a Task Force on Special Research Faculty to develop strategies to compete for and retain research faculty to further advance the university's research portfolio.

Restricted faculty currently participate in a long-term disability program. However, restricted faculty members have limited access to a short-term disability program. A short-term disability program is provided to all regular teaching and administrative professional faculty that may be used for illness, accidents, and pregnancy-related conditions. The majority of the restricted faculty accrue five hours of sick leave per pay period and accrued sick leave does not extend beyond the date of termination of the restricted appointment. A small number of restricted faculty who are enrolled in the state's Virginia Retirement System (VRS) plan have the option of enrolling in the state provided Virginia Sickness and Disability Program (VSDP) or choosing to accrue five hours of sick leave per pay period. Due to the restrictions related to portability of VRS retirement benefits and one year waiting period for accessing VSDP disability benefits, most restricted faculty opt to enroll in the five hours of sick leave per pay period. Restricted faculty enrolled in the five hours of sick leave plan do not have income protection for extended illness or injury and can enter into leave without pay status.

To address this gap in disability program coverage, the Task Force on Special Research Faculty recommended that the university offer a short-term disability program to eligible restricted faculty. The university completed a competitive bid process for a short-term disability plan and has identified a program covering restricted faculty for up to 26 weeks at 60 percent of their pay that can be offered at a reasonable cost to the university. As with our other benefits eligible employees, the short-term disability plan will be provided for restricted faculty in addition to the existing sick leave.

The Board of Visitors has the authority to establish a disability program for faculty. This request is for approval to establish a short-term disability program for eligible restricted faculty.

RESOLUTION TO ESTABLISH A SHORT-TERM DISABILITY PROGRAM
FOR RESTRICTED FACULTY

WHEREAS, Virginia Tech is a major academic research institution with almost 800 restricted faculty, most of whom are special research faculty, who serve on one-year restricted contracts due to the source of their funding; and

WHEREAS, Virginia Tech faces strong competition in attracting and retaining talented research faculty to help foster continued growth in Virginia Tech's research portfolio; and

WHEREAS, teaching and administrative and professional faculty receive short-term disability leave at the time of their appointment which provides full pay until the university's long-term disability program is activated; and

WHEREAS, restricted faculty have access to a long-term disability benefit; and

WHEREAS, restricted faculty have access to participate in the state provided Virginia Sickness and Disability Program (VSDP) based on enrollment in the Virginia Retirement System (VRS) upon hire; and

WHEREAS, only a small minority of restricted faculty have opted to participate in the VSDP program due to the restrictions placed on portability of the VRS benefits and due to one year waiting period to access VSDP; and

WHEREAS, the majority of the restricted faculty who have chosen the option to accrue five hours of sick leave per pay period may enter into a leave without pay status if they are ill or injured for an extended period of time; and

WHEREAS, Virginia Tech competes with other major research institutions which offer short- and long-term disability benefits to restricted faculty; and

WHEREAS, the Task Force on Special Research Faculty convened by the Vice President for Research recommends that Virginia Tech offer a short-term disability benefit to restricted faculty; and

WHEREAS, the cost of short-term disability program can be incorporated into the fringe benefit rates on grants and contracts, which will reduce the impact on university Educational and General budgets; and

WHEREAS, Virginia Tech desires to establish a short-term disability program which will cover eligible restricted faculty for up to 26 weeks at 60 percent of their pay; and

WHEREAS, the Board of Visitors has authority to establish benefit programs for faculty,

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors approves establishing and providing a short-term disability benefit to eligible restricted faculty effective July 1, 2012.

RECOMMENDATION:

That the above resolution establishing a short-term disability benefit program for eligible restricted faculty be approved.

March 26, 2012

Capital Project for Unified Communications and Network Renewal Project

**JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE**

February 28, 2012

The university's communication infrastructure is integral to supporting all communications on campus and supports the institution's core mission of teaching, research, and outreach. The university's aging communications system has exceeded its useful life and must be replaced.

Network Information Systems explored alternatives to update the communication system in fiscal year 2011. A request for proposals was issued earlier this fiscal year to obtain solution specifications, an implementation schedule, and cost estimates. Several proposals were received this fall including a solution that meets the university's needs at a competitive price. The proposal included a limited offer period, and the university executed a contract in November 2011 to secure the price and benefits to the university.

The proposed implementation strategy is to improve four complementary communication infrastructure components over five years. 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 unified communications component replaces the outdated campus telephones and voicemail systems. Upgrading the IP Network involves replacing outdated internet protocol equipment across the entire network system. Upgrading the cable plant replaces old horizontal and vertical cabling for 41 campus buildings. The facilities upgrade involves constructing or renovating equipment rooms on an as needed basis to support updated communications and data equipment.

The nature of the work and procurements may be implemented as an operating activity. However, the university funding plan calls for the use of debt to more closely align sources with user benefits, and a capital authorization is needed to access debt. Thus, the university is requesting this capital project authorization to upgrade the unified communication system.

The estimated project costs inclusive of design, construction, and equipment is $16.5 million. As with all self-supporting projects, the university has developed a financing plan to provide assurance regarding the financial feasibility of the project. This funding plan calls for the use of debt which may be serviced from Telecommunications Services auxiliary revenue. Any cash designated for the project accumulated prior to the issuance of permanent debt may be used directly for project costs and to lower the total debt issuance.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a project authorization for the Unified Communications and Network Renewal project.

RESOLUTION ON CAPITAL PROJECT FOR
UNIFIED COMMUNICATIONS AND NETWORK RENEWAL PROJECT

WHEREAS, the university's communication infrastructure is integral to supporting all communications on campus and supports the institution's core mission of teaching, research, and outreach; and,

WHEREAS, the university's aging communications system has exceeded its useful life and must be replaced; and,

WHEREAS, the proposed implementation strategy is to improve four complementary communication infrastructure components over five years; and,

WHEREAS, the estimated project cost inclusive of design, construction, materials, and equipment for the unified communications and network renewal project is $16.5 million; and,

WHEREAS, the university has developed a 100 percent nongeneral fund resource plan that can successfully support the $16.5 million of project costs; and,

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

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

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral funded major capital outlay projects; and,

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

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to move forward with the Unified Communications and Network Renewal project at a total project cost of $16.5 million and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed the $16.5 million project authorization, plus related issuance costs and financing expenses.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to complete the Unified Communications and Network Renewal project be approved.

March 26, 2012

Committee Minutes

Committee on Research

Solitude Room
The Inn at Virginia Tech and Skelton Conference Center
4:15-5:45 p.m.

March 25, 2012

Committee Members Present:

Ms. Beverley E. Dalton, Chair
Mr. John C. Lee, IV
Mr. George Nolen
Mr. Michael J. Quillen
Mr. John G. Rocovich, Jr.

Guests:

Dr. Charles Steger, Dr. Mark McNamee, Dr. Robert Walters, Mr. Dwight Shelton, Dr. Daniel Wubah, Mr. Frederick Cobb, Jr., Mr. Douglas Fahl, Mr. Cordel Faulk, Mr. William Holtzman, Calvin D. Jamison, Jr., Ms. Suzanne Obenshain, Mr. Bruce Pencek, Ms. Deborah Petrine, Mr. Paul Rogers, Mr. Matthew Banfield, Mr. T.J. Beckett, Mr. Ralph Byers, Ms. Natalie Hart, Ms. Kay Heidbreder, Ms. Elizabeth Hooper, Dr. William Knocke, Dr. Satish Kulkarni, Ms. Sharon Kurek, Ms. Maxine Lyons, Ms. Sandra Muse, Ms. Beth Tranter and Dr. Richard Turner.

1. **Opening Remarks and Approval of November 6, 2011 Minutes.** Ms. Dalton welcomed those in attendance. The minutes were unanimously approved.

2. **Remarks from the President.** Dr. Steger welcomed those in attendance.

3. **Task Force on Conflict of Interest and Consulting (Research Administration).** Ms. Tranter's presentation was postponed to a later date due to time constraints.

4. **Towards Becoming the "Destination Campus" for Sustainable Enegry Innovation (Research Initiatives).** Dr. Satish Kulkarni, Director of Energy Research Initiatives in the Office of the Vice President for Research and Research Professor in the Department of Engineering Science and Mechanics within Virginia Tech's College of Engineering, provided an overview of energy-related research at Virginia Tech. Dr. Kulkarni's presentation focused on both the federal and state contexts for energy research as well as areas of energy research expertise within the university.

5. **The Macromolecules and Interfaces Institute at Virginia Tech (Research Initiatives).** Dr. Richard Turner, Director of Macromolecules & Interfaces Institute (MII), discussed the growth of research, education and outreach programs in polymer science and engineering at Virginia Tech. In June 2012, MII will host the World Polymer Congress at Virginia Tech with strong participation from U.S. and international leaders in the field including one Nobel Laureate.

Adjournment.

There being no further business, the meeting adjourned at 6:05 p.m.

Towards Becoming the 'Destination Campus' for Sustainable Energy Innovation

Satish V. Kulkarni, Ph.D.
Director of Energy Initiatives
Office of the Vice President of Research
Research Professor, Engineering Science and Mechanics

Presented to
The Board of Visitors

March 25, 2012

Today's Agenda

→ • **Our Vision, Strategies**

• **Global, National and Local Scenes**

• **Current Activities**

   – **DOE Innovation Hubs**
   – **Fossil Energy: Coal**
   – **Clean Energy: Nuclear**
   – **Renewable Energy: Biofuels**
   – **Energy Transmission and Distribution**
   – **Energy Efficiency**
      • **Stationary - Buildings**
      • **Transportation – Autos**

• **Challenges, Path Forward**

• **Acknowledgements**

VirginiaTech
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Our Vision, Strategies

- **Vision:**

'**Destination Campus'*** **for Sustainable Energy Innovation**

- **Strategies:**

  - **Align with: National/State policies, goals and initiatives, University's long-range plan**

  - **Team Science and Engineering**
    - **Integrate competencies and capabilities**
    - **Identify strategic thrust area leaders**

  - **Focus, prioritize, perform gap analysis, invest and recruit**

  - **Outreach, elevate profile**

  - **Develop and sustain partnerships with universities, national labs and industry**

  - **International collaborations**

* Draft, Virginia Tech: A Plan For A New Horizon, February 3, 2012

VirginiaTech
Invent the Future

Today's Agenda

- **Our Vision, Strategies**

→ - **Global, National and Local Scenes**

- **Current Activities**

  - **DOE Innovation Hubs**
  - **Fossil Energy: Coal**
  - **Clean Energy: Nuclear**
  - **Renewable Energy: Biofuels**
  - **Energy Transmission and Distribution**
  - **Energy Efficiency**
    - **Stationary - Buildings**
    - **Transportation – Autos**

- **Challenges, Path Forward**

- **Acknowledgements**

VirginiaTech
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Globally, unsustainability is our greatest challenge

- **Global Sustainability* Committee Report, 2011:**

"The real drivers of unsustainability are in developed countries and the big elephant moving in this room is the **US**."

*Development that meets the needs of the present without compromising those of future generations. (UN, 1987)
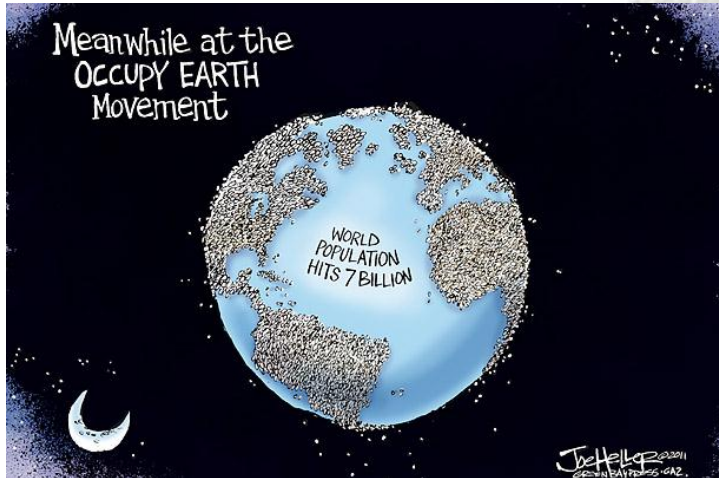
Per capita availability of resources is decreasing
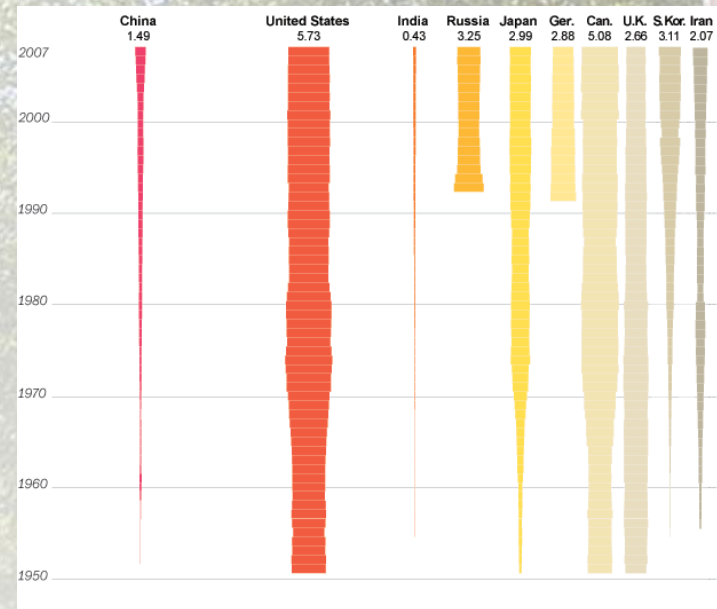
Per capita fossil fuel Carbon emissions (2007, in tons) are increasing
(Carbon Dioxide Information Analysis Center, ORNL)

U.S. energy flow-2009
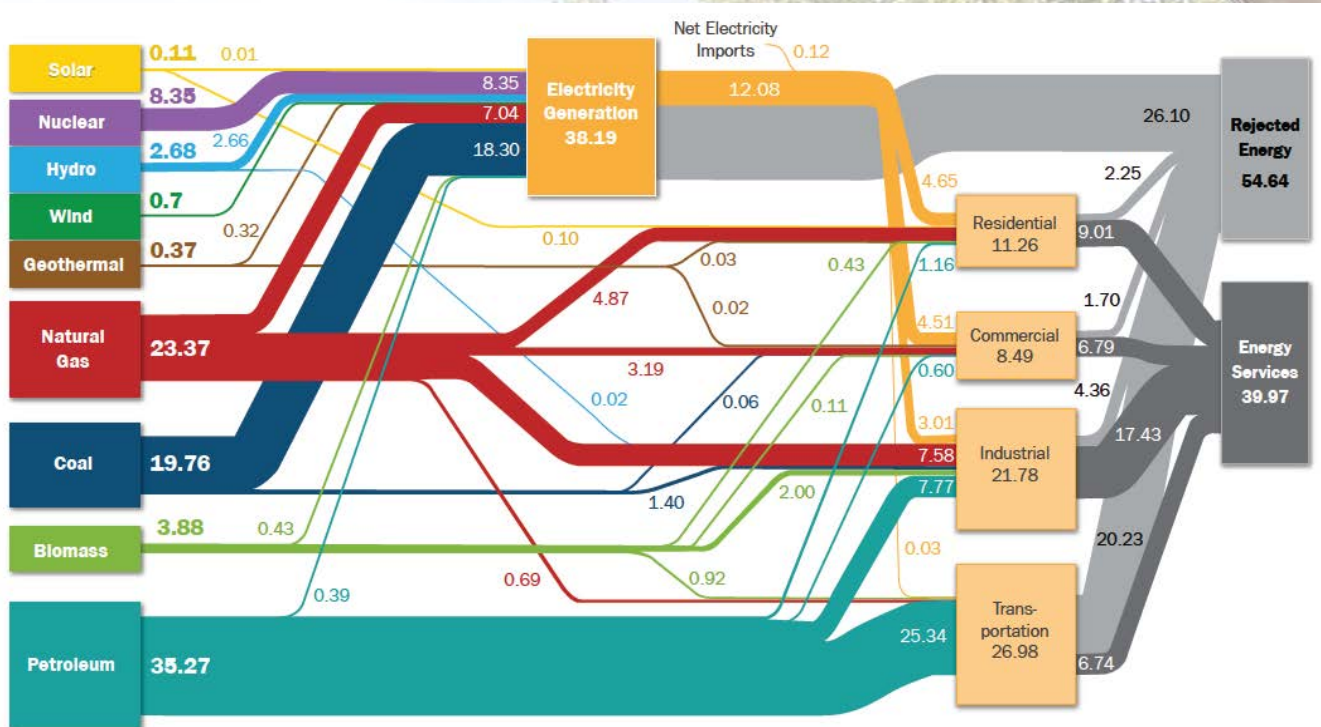
Values are in quadrillion british thermal units. Total energy input is approximately 95 Quads. EIA data as portrayed by Lawrence Livermore National Laboratory.[17]

U.S. goals for a sustainable energy future

- *By 2035, 80% of electricity will come from clean energy sources*

- *By 2025, reduce oil imports by 1/3*

- *By 2020, make non-residential buildings 20% more energy efficient*

- *By 2025, CAFÉ* Standards @ 54.5 mpg*

- *By 2050, reduce GHG emissions to 50% of 2000 emissions, i.e., to 12.8 Gt/yr***

*CAFE - Corporate Average Fuel Economy, July 2011
**e.g., 1 Gt (Gigaton) of GHG is equivalent to building 273 'zero emission' 500MW coal-fired plants

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DOE's Quadrennial Technology Review (QTR)* has framed six strategies to address national energy challenges

ENERGY SUPPLY **ENERGY DEMAND**

STATIONARY
- Deploy Clean Electricity
- Modernize the Grid
- Increase Building and Industrial Efficiency

TRANSPORT
- Deploy Alternative Hydrocarbon Fuels
- Electrify the Vehicle Fleet
- Increase Vehicle Efficiency
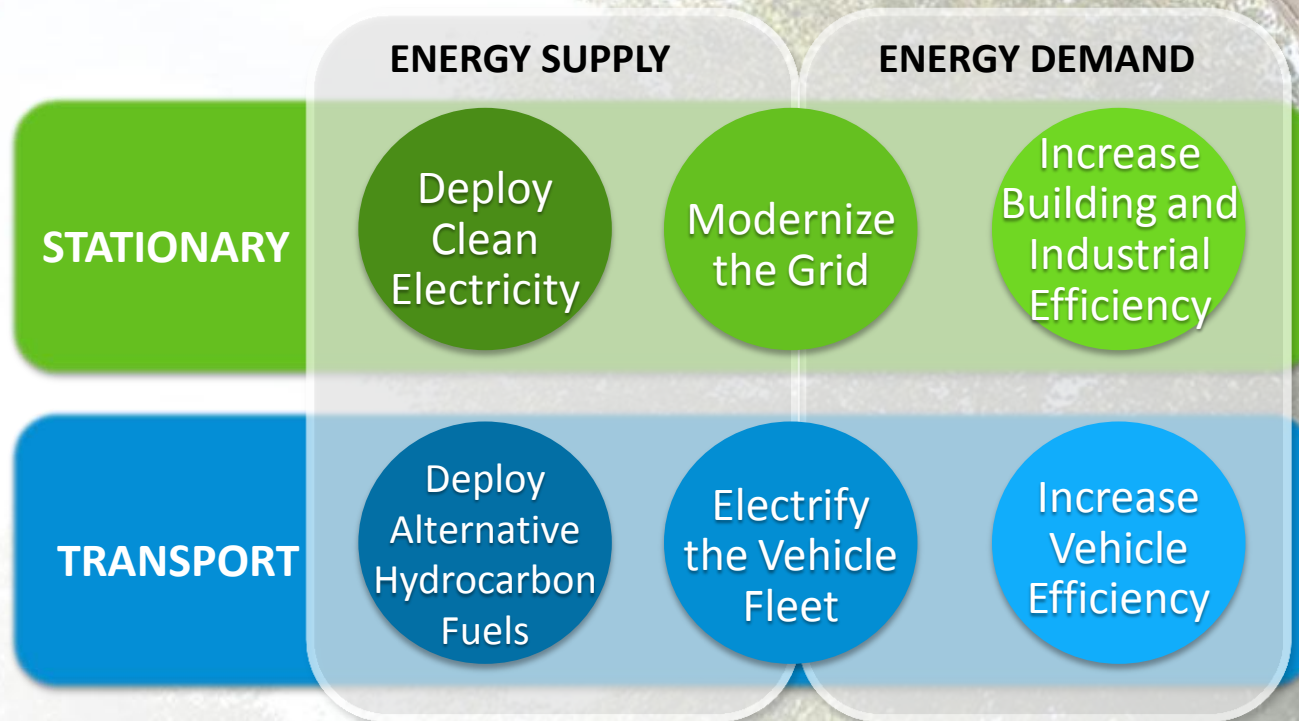
- **QTR gives greater emphasis to the transport sector relative to the stationary sector**
- **In balancing timescales, the majority of the DOE effort should be for mid-term impact (i.e. with consequential impact in 5-15 years)**

*October 2011

VirginiaTech
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DoD QDR (2010) and the Energy Security Act(2011): Energy and Climate Change are two key issues

- **Decrease consumption of petroleum**
  - Obtain 25% of its energy from renewable sources by 2025
  - Increased use of electric and hybrid vehicles
- **Reduce reliance on the grid**
  - Fund Energy Conservation Investment Program
- **Energy efficiency serves as a force multiplier**
- **Adapt to the impacts of climate change**

Energy and the Pentagon

The Defense Department is the largest user of energy in the United States, and 80 percent of its energy comes from oil.

Total cost: $15 billion

Operational

$11 billion

Training, moving and sustaining troops and weapons platforms for military operations

Other includes ship fuel oil, diesel and gasoline

Jet fuel **81%**
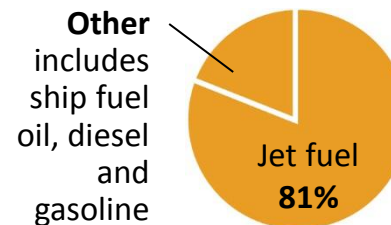
Facilities

$4 billion

Bases, camps and fixed facilities

Other such as natural gas, fuel oil and fleet fuel

Electricity **64%**
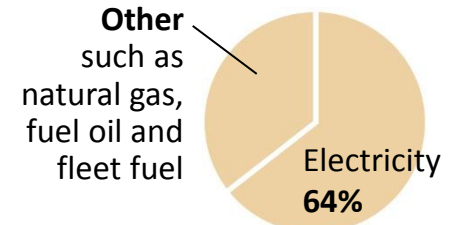
Source: Federal Energy Management Report (fiscal 2010)

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Govt-funded basic research has been declining in relation to business-funded applied research

Funding sector

Universities and colleges 3.5%
Other nonprofit 3.0%
Federal government 26.1% — $104B
Business 67.4% — $270B
$400 Billion

Performing sector

Other nonprofit 3.9%
Universities and colleges 12.9% — $41B
Federal government 10.5% — $34B
FFRDCs $12B
Business 72.7%
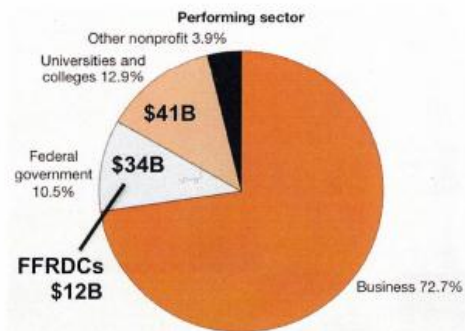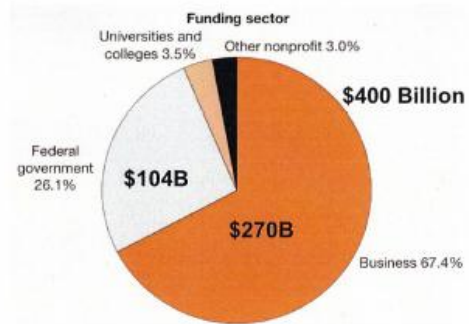
National R&D expenditures, by funding source:

Percent

Business
Federal government
Other

1953 1958 1963 1968 1973 1978 1983 1988 1993 1998 2003 2008
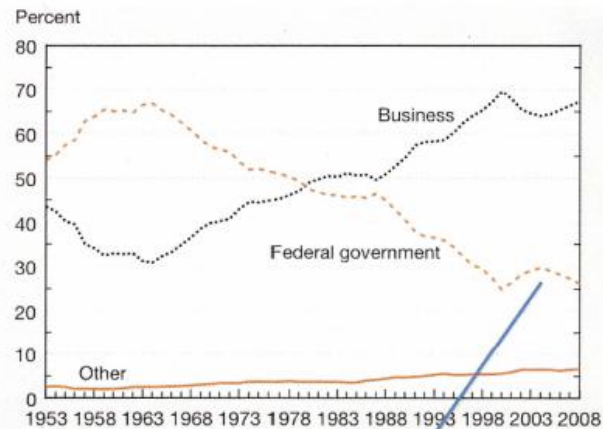
The share of basic research, typically funded by the Federal Government, has been declining in relation to business-funded applied research

3

Partnership with industry is vital

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Goal for the Commonwealth:
"Energy Capital of the East Coast"

- **Governor McDonnell declared October, 2011 as the Energy Month in Virginia**

   "We must utilize traditional energy sources such as coal and natural gas, while also leveraging new sources such as wind, solar and biomass. We must build consensus around an energy policy that will support economic development and job creation."

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Today's Agenda

- **Our Vision, Strategies**

- **Global, National and Local Scenes**

- **Current Activities**

  – **DOE Innovation Hubs**
  – **Fossil Energy: Coal**
  – **Clean Energy: Nuclear**
  – **Renewable Energy: Biofuels**
  – **Energy Transmission and Distribution**
  – **Energy Efficiency**
    - **Stationary - Buildings**
    - **Transportation – Autos**

- **Challenges, Path Forward**

- **Acknowledgements**

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DOE has funded 3 innovation hubs, and considering 3 more

Funded:

- **Greater Philadelphia Innovation Cluster (GPIC) for Energy Efficient Buildings @ Penn State**
  - **Prof. John Burns of ICAM/Virginia Tech is a Co-PI**

- **Fuels from Sunlight @ Caltech/LBNL**
- **Consortium for Advanced Simulation of Light Water Reactors (CASL) @ ORNL**

Proposed:

- **Batteries and Energy Storage**
  - **FOA released**

- **Critical Materials/Rare Earths**

  - **Prof. Roe-Hoan Yoon of Mining and Minerals Eng/Virginia Tech is leading the NETL-University Energy Partnership (UEP*) Team**

- **Grid Technologies**

  - **Team with UEP, Univ of Pittsburgh in the lead**

*Virginia Tech, West Virginia Univ, Carnegie Mellon, Penn State, Univ of Pittsburgh

Fossil Energy: Coal research and funding at Tech is robust

- **Virginia Center for Coal and Energy Research (VCCER) covers a broad spectrum of areas and sponsors** (Director: Prof. Michael Karmis)

- **Current funding: ~$45M**

- **Project examples:**

  - **Carbon Management:** US DoE

  - **Environmental Impacts:** Mining/Energy Industries

  - **"Green" Feedstocks:** US DoE

  - **Mine Safety:** CDC NIOSH

  - **Reduction of Methane Emissions in China:** U.S. EPA

- **Center for Advanced Separation Technologies (CAST) helps US Coal industry** (Director: Prof. Roe-Hoan Yoon)

- **5 university consortium formed in 2001**

- **Total funding: ~$21M** (DOE, NETL, Industry, Dept of State; Coal India-under negotiation)

- **Project goals:**

  - **Maximize coal recovery**
  - **Protect the environment**
  - **Create jobs from recovering waste coal**
    - **~ 4 billion tons of fine in impoundments**

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Clean Energy: Nuclear

- **Recent events and U.S. nuclear power strategy***
  - **Earthquakes: Fukushima; Mineral, VA**
    - **Focus on safety and spent fuel storage issues**
  - **A culture of prudence**
    - **Maintain high performance, extend lifetime of reactors**
  - **Proposed**
    - **NRC recently licensed 2 AP-1000 reactors for Southern Co in GA**
    - **DOE supporting affordable, ultra-safe Small Modular Reactors (<300MWe)**

- **Virginia has a vertically integrated nuclear power industrial infrastructure and 40% of the State's power supply is from nuclear sources.**

- **Engineering is resurrecting nuclear engineering in Mechanical Engineering Dept.**

  - **Prof. Ali Haghighat, former Chair of Nuclear Engineering at Florida State, at Virginia Tech**

* Dr. Vic Reis, Senior Advisor, DOE

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We are leveraging our regional presence

R&D
Power, Security, Medicine

Support of Nuclear Policy

Workshops in collaboration with government & industry

Mission

Human Capital

International Collaboration

Nuclear Science and Engineering Lab (NSEL) @ VTRC

Vision: Enable Nuclear Engineering Program at Virginia Tech to assume a leading role in nuclear education and research in the NCR

NSEL Leadership: Profs. Haghighat (Director), Kulkarni and Farkas
NSEL Organization: NSEL operates under auspices of ICTAS

ICTAS
Institute for Critical Technology and Applied Science

VT, Blacksburg

VTRC, Arlington

CAER, New London

Nuclear Engineering Research Triangle @ VT, VTRC and CAER*

* Center for Advanced Engineering Research

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Our recent activities

- **University-wide networking meeting, 1/2012:**

  "Nuclear Science and Engineering: Front End to Back End"

- **Several proposals to DOE in fission and fusion**

- **Outreach to industry and India**

- **Engagement with senior DOE leadership**

- **Symposium on "Low Power Critical Facility/SUNRISE*" at VTRC, 3/2012**

  DOE/NE Asst Secy Dr. Pete Lyons is Keynote Speaker; Chair: Prof Haghighat

*Southeast Universities Nuclear Reactors Institute for Science and Education

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Renewable Energy: Biofuels - the landscape

- **Bioenergy is at the intersection of conflicting interests of food, biofuels, paper and pulp industries, electrical utilities, cogeneration, PUCs, EPA, and conservation advocates**

- **After 30 years, Congress let expire in December, 2011 the ~$6B annual subsidy for corn ethanol (first generation biofuel)**

  - But while subsidies are gone, US law requires oil refiners to blend corn ethanol into fuel (12.5B gal in 2012)

- **Congress also mandated purchase of 250M gal of cellulosic ethanol (second generation biofuel) in 2011; actual production: 6.6M gal**

  - DOE has funded efforts in 2011 totaling ~$750M in this area (incl. one jointly with US Navy)

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We are focusing on a systems-level approach for second generation biofuels

Economics

Life Cycle Analysis

Feedstock → Conversion → Products → Product Distribution

Logistics

Environmental Impacts

Social/ Behavioral Aspects
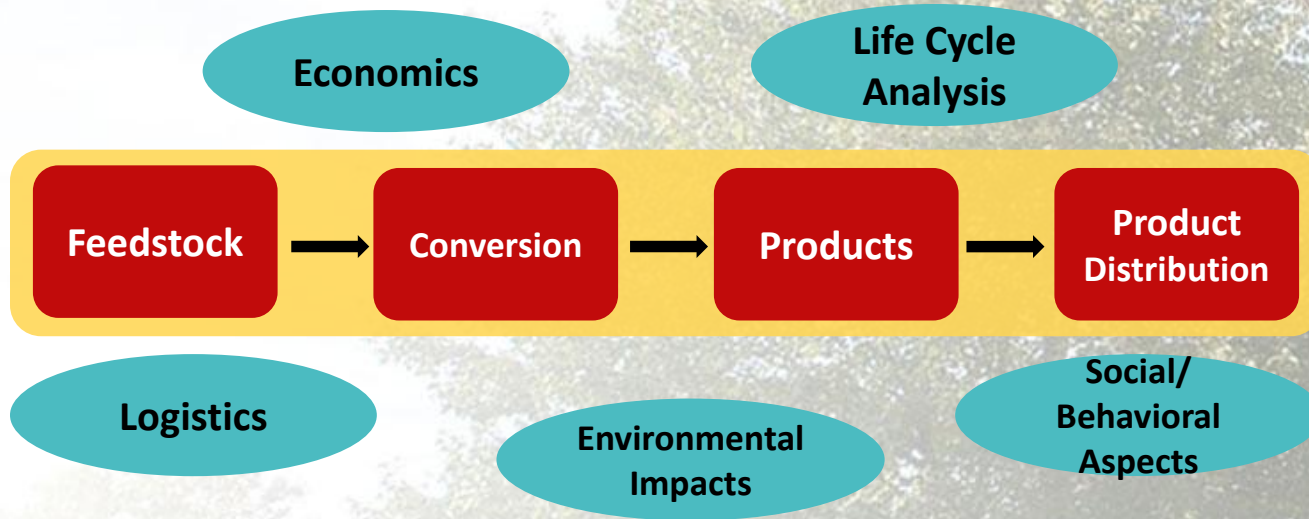
- Research in this area is conducted in the Colleges of Agriculture and Life Sciences (CALS), Natural Resources and Environment (CNRE) and Engineering, and ICTAS

- Much of the work focuses on non-food crops such as switchgrass and woody biomass
  - Conversion of cellulose to biofuels by employing enzymes, microorganisms and bacteria

- Algae-based third generation biofuels?

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A unique opportunity to elevate the profile of bioenergy on the state and national platforms

- **CALS sponsored a Bioenergy Networking Symposium in Nov 2011 for VT researchers** (led by Prof. Mary Leigh Wolfe, Dept. Head, Biological Systems Eng.)
  - **University-wide steering group established**

Virginia Tech
Blacksburg, VA

Bio-Energy Center
ORNL, Oak Ridge, TN

IALR
Danville, Virginia

THE INSTITUTE FOR ADVANCED LEARNING AND RESEARCH

Institute for Sustainable and Renewable Resources
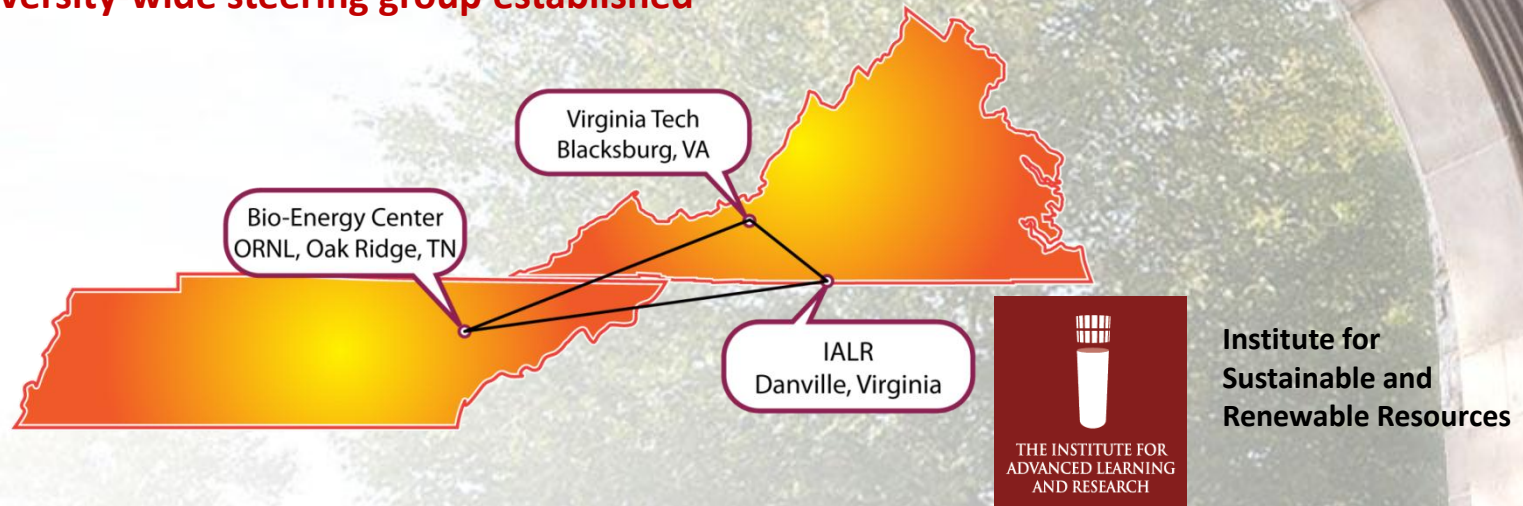
- **ORNL's Bioenergy Centre Director Paul Gilna at VT and IALR on Feb 20-21, 2012 (A Bioenergy Research Triangle also?)**

- **Ongoing discussion on bioenergy issues with MeadWestVaco in Richmond, Industrial Energy Consumers of America and Pinchot Institute in Washington DC, and the Commonwealth** (CNRE Dean Paul Winistorfer exploring hosting a forum of stakeholders of the Bioenergy Enterprise)

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- **Challenges, Path Forward**

- **Acknowledgements**

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Energy Transmission and Distribution:
The ECE* Dept is a recognized leader in grid technologies

Center for Power Electronics Systems (CPES)

Future Energy Electronics Center (FEEC)

Center for Power and Energy (CPE)

Center for Photonics Technology (CPT)

- *Power systems*
- *Power electronics*
- *Alternative energy*
- *Sensors*
- *Smart grid*
- *Control infrastructure*

Center for Energy and the Global Environment (CEAGE)

Microelectronics, Optics and Nanotechnology (MicrON)

Wireless@ Virginia Tech

Center for Embedded Systems for Critical Applications (CESCA)

*Electrical and Computer Engineering

- **The University hosts the DOE Smart Grid Information Clearinghouse web portal**

  – Led by Prof Saifur Rahman, Director, Advanced Research Institute at VTRC

- **The Department is also home to three members of the National Academies of Engineering who are experts in this field**

  – Profs Arun Phadke, Jim Thorp, Fred Lee

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Energy Efficiency in Buildings (EEB):
Tech also has a strong interdisciplinary competency

- **Buildings (residential and commercial) consume ~40% of energy in most countries**

  – With existing technology, it is possible to reduce this demand by >25% with appropriate policies and incentives

- **While the focus in developing countries like China and India will be on new construction,
  the greatest potential in the US is for
  increasing energy efficiency in existing construction**

- **We are leveraging our strengths on many fronts**

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Integration of architecture, design and technology

Virginia Tech's LumenHaus
won 2012 Honor Award for Architecture from the American Institute of Architects
(College of Architecture and Urban Studies, Assoc Dean Robert Schubert et al.)

LumenHaus at Times Square

- interdisciplinary research in net-zero energy housing
- Creative use of screens and shutters

Sustainable Building Design Initiative
(Center for Power Electronics Systems, ECE Dept: Prof. Fred Lee, Director; Est. 1983, became NSF ERC in 1998)

Solar Panels · Wind Turbine · Utility · Electric Car · Batteries · Energy Control Center
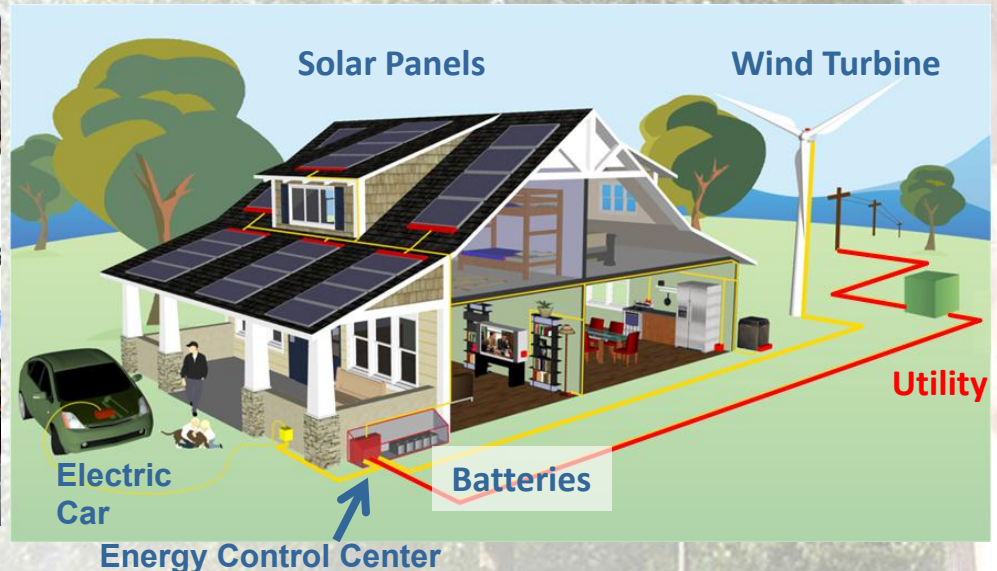
- DC distribution, no circuit breakers
- Low dependency on the utility
- High efficiency, controllability and safety
- Increased comfort

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Integration of architecture, design and technology (cont.)

<u>Center for Energy Harvesting Materials and Systems</u>
Novel techniques for harvesting unused energy

*An NSF I/UCRC
(Industry/University Cooperative Research Center)

Prof. Shashank Priya,
Director
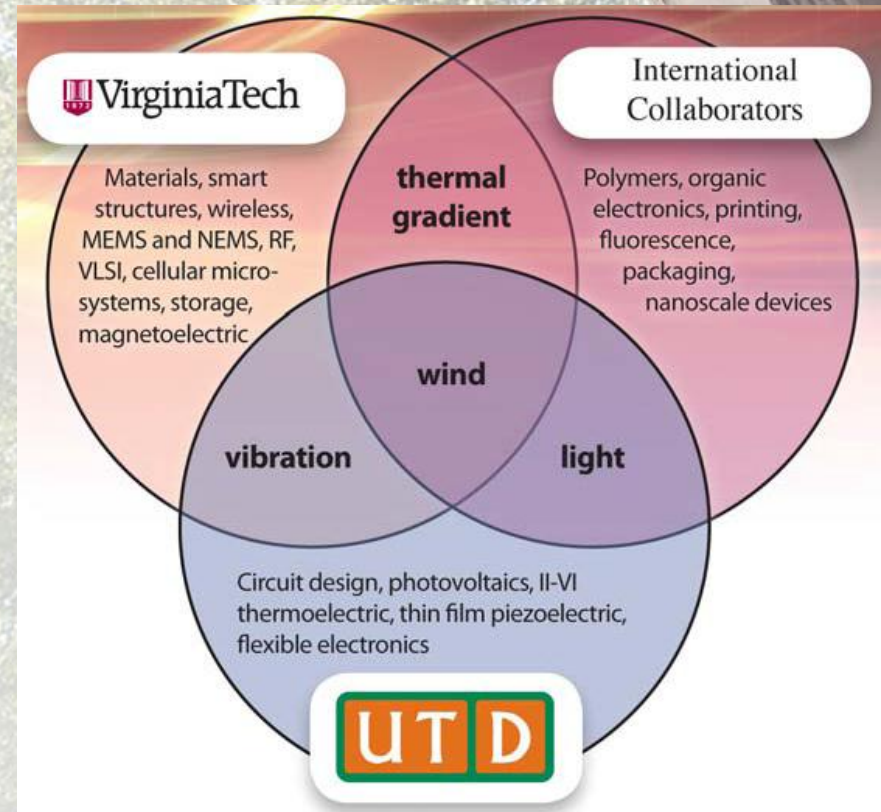
UTD-University of Texas, Dallas

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Energy Efficiency in Automobiles:
US announces 54.5 mpg CAFÉ* Standards by 2025

- **Largest mandatory fuel economy increase in history**

  - Current value: ~ 27.5 mpg; 18 mpg in 1978

- **Will drastically reduce America's fuel consumption and carbon footprint and change the way cars are made**

- **Presents a major challenge to automakers, who must determine what technologies or combination of technologies will allow average fleet fuel economy to climb so high**

- **Virginia Tech is poised to play a major role**

* CAFE - Corporate Average Fuel Economy, July 2011

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Our research in energy efficient vehicles is wide ranging

Lightweight structural composites
(Scott Case & Jack Lesko – ESM;
Don Baird – CHE; Jim McGrath –
CHEM; funded by BMW and DOE)

Fuel cell vehicles
(Jim McGrath & Bob Moore – CHEM; Dave Dillard &
Scott Case – ESM; Mike Ellis – ME; funded by GM)

Power converters for hybrid vehicles
(Jason Lai – ECE)
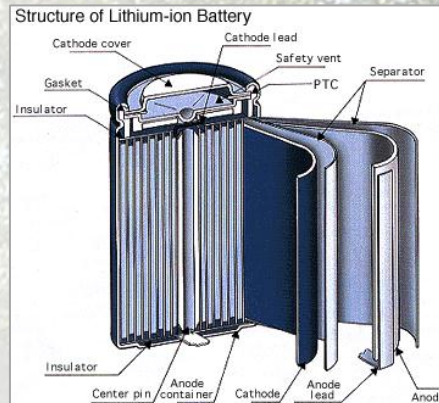
Lithium ion batteries
(Bob Moore – CHEM)

Structure of Lithium-ion Battery

Cathode cover — Cathode lead
Gasket — Safety vent
Insulator — Separator
PTC
Insulator
Center pin — Anode container — Cathode — Anode lead — Anode
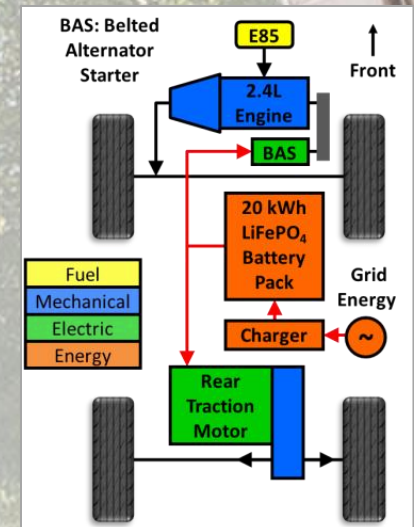
Hybrid electric vehicles
(Doug Nelson – ME)

BAS: Belted Alternator Starter
E85
Front
2.4L Engine
BAS
Fuel
Mechanical
Electric
Energy
20 kWh LiFePO$_4$ Battery Pack
Grid Energy
Charger
Rear Traction Motor

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Virginia Tech Transportation Institute (VTTI) research in energy efficient vehicles

- **National Tire Research Center (NTRC)** – Located at the Virginia International Raceway, it is a partnership of VTTI, GM, ME Dept, IALR, the Southside Virginia community, and the Virginia Tobacco Commission. (Frank Della Pia)

Reduced rolling resistance of tires

- **Recently announced NSF I/UCRC** (Prof Saied Taheri)
  - Industry partners: Michelin, Apollo, Caterpillar, Toyo, Yokohama, Goodyear, Bridgestone, Ford, et al.

- **The Virginia Green Highway Initiative** – A partnership of VTTI, ICTAS/Engineering, OVPR and VA DOT with the primary goal of increasing energy efficiency and reducing GHG emissions in the ground transportation domain (Andrew Alden)

  - Diesel-Fuel Cell hybrid truck

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Virginia Tech wins the EcoCAR competition in 2011 with an Extended-Range Electric Vehicle

- Over a three-year period, the Virginia Tech team achieved a fuel efficiency of 81.9 mpg gasoline equivalent using E85 *(featured in DOE's Quadrennial Technology Report, October, 2011)*

- DOE Secretary Chu: "The ingenuity and dedication shown by the students of Virginia Tech … will help them launch careers as leaders in the clean energy field."

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Leverage our competencies and capabilities at VT, IALR, NTRC and CCAM in "automotive engineering, manufacturing"
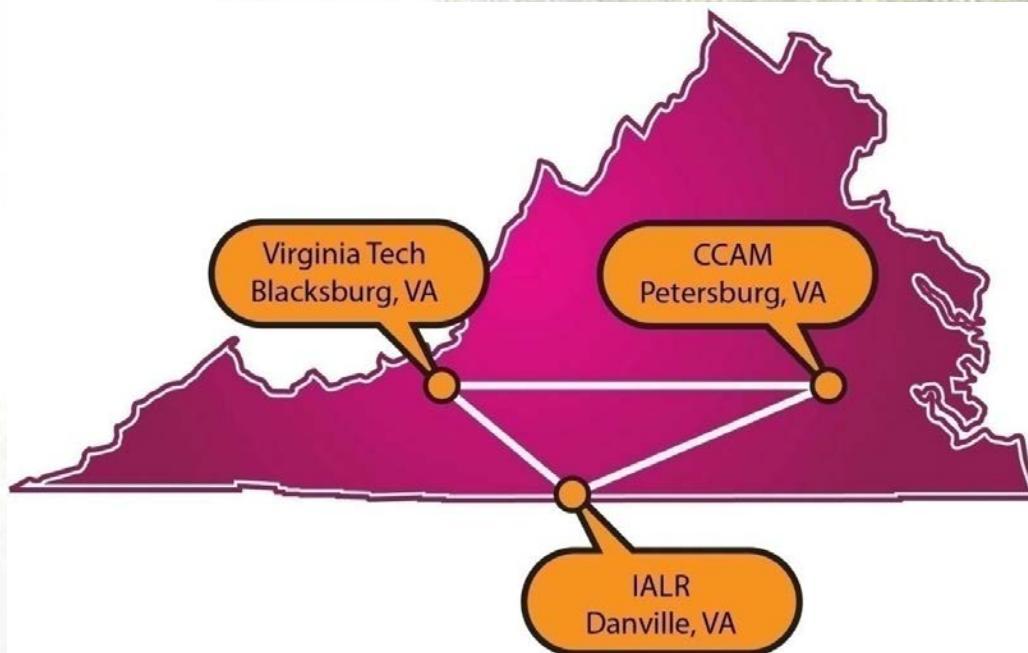
National Tire Research Center

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- **Challenges, Path Forward**

- **Acknowledgements**

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Challenges

- **In some areas we are well integrated, in some rather diffused; we have gaps in others-**

  - e.g., Energy-water-climate change nexus?

- **Enhanced outreach to stakeholders, elevate profile**

- **A stronger partnership with industry**

- **Looming federal budgets cuts - hopefully not in clean energy**

- **US falling behind in 'Green' business**

  - Recent bankruptcies: Solyndra, Ener1

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Path Forward

- **Continue-**

    - **development, as part of the University's long-range planning, of a strategic plan for energy**

    - **integration and alignment of competencies, expansion of R&D opportunities**

    - **outreach to stakeholders, elevate profile**

- **University/Industry Energy Innovation Alliance**

    - **Virginia Tech-Dominion/AEP/etc.. (at the President/CEO level)**

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Path Forward (cont.)

- **Outreach to stakeholders, elevate profile**

  - **Deans' Energy Forums/Symposia (at the national level)**

    - SUNRISE Symposium on Nuclear Energy at VTRC, March 12, 2012
    - Nuclear Regimes: Future Outlook (jointly with Georgetown Univ)
    - Bioenergy – A Reassessment of S&T, Economics, Policies and Regulations (jointly with industry and the State)
    - Competitiveness Issues in the Deployment of Clean Energy (jointly with Council on Competitiveness)
    - The 2025 CAFÉ Standards: Challenges and Opportunities (jointly with Detroit and USG)

Acknowledgements

Contributions of faculty, staff and students to the growth and successes of Virginia Tech's energy portfolio

Thank you

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MACROMOLECULES AND INTERFACES INSTITUTE
VIRGINIA TECH BOARD OF VISITORS RESEARCH COMMITTEE MEETING

S. Richard Turner

Director/Research Professor Chemistry

March 25, 2012
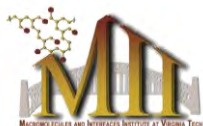
OUTLINE

- MII and the MII Mission
- 2010-2011 overview of accomplishments/activities
- Initiatives
- Strategic vision

MII@VT

- Formed 2004—consolidation of five centers in polymer science/engineering (ca. 1970's) (McGrath, Wilkes, Ward, Wightman (*inter alia)*

- Approximately 50 faculty members, 5 colleges, 14 departments

- Core faculty -$45 M funding (2005-2011)

- Interdisciplinary PhD program (40 students)

- Over 600 loyal alumni (PhDs) populating major companies and universities

- Short courses since 1977 (over 6000 alumni)

U.S. News and World Report
Polymer Program Ranking

Nationally Ranked Polymer Programs

1. UMass-Amherst
2. Univ. of Akron
3. Cal Tech
4. M.I.T.
5. **VIRGINIA TECH**
6. Case Western
7. Univ. So. Miss
8. Univ. of MN
9. Penn State
10. UNC Chapel Hill

MII MISSION

- Foster collaborative interdisciplinary environment in the macromolecular sciences and engineering
  - Maintain and advance VT's internationally recognized program in macromolecular science and engineering
  - Recruit/educate top-quality students
  - Initiate and promote world-class research
  - Outreach to industry and government

SOME CURRENT RESEARCH TOPICS DIRECTED TOWARD IMPORTANT SOCIETAL NEEDS
(MACROMOLECULES ARE "ENABLING MATERIALS")

- Energy
  - Fuel cell membranes, processing fabrication, and fuel cell performance and durability testing.--J. McGrath (CHEM), R. Moore (CHEM), D. Baird (CHE) , S. Case (ESM), D. Dillard (ESM), M. Ellis (ME)
  - Gas separation membranes—J. McGrath (CHEM) et al.
  - High performance nanocomposites (CNT/polymer, clay/polymer, D. Baird)
  - Energy storage (high surface area nanoporous polymers and carbon dioxide capture), R. Turner (CHEM)
  - Battery polymer gel electrolytes (R. Moore, CHEM, ICTAS)
- Sustainability/environment
  - Water purification treatment—chlorine resistant membranes--J. McGrath (CHEM), J. Riffle (CHEM)
  - Products from cellulose—new chemistries, new composites, structure/property– C. Frazier, K. Edgar, M. Roman, S. Renneckar (SB)
- Materials for medicine
  - Polymers for gene vectors, tissue engineering, controlled delivery, diagnostics, etc.--T. Long (CHEM), J. Riffle (CHEM), K. Edgar (SB), A. Whittingham (MSE), P. Rajagopalan (CHE)

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Maintaining Fundamental Competencies
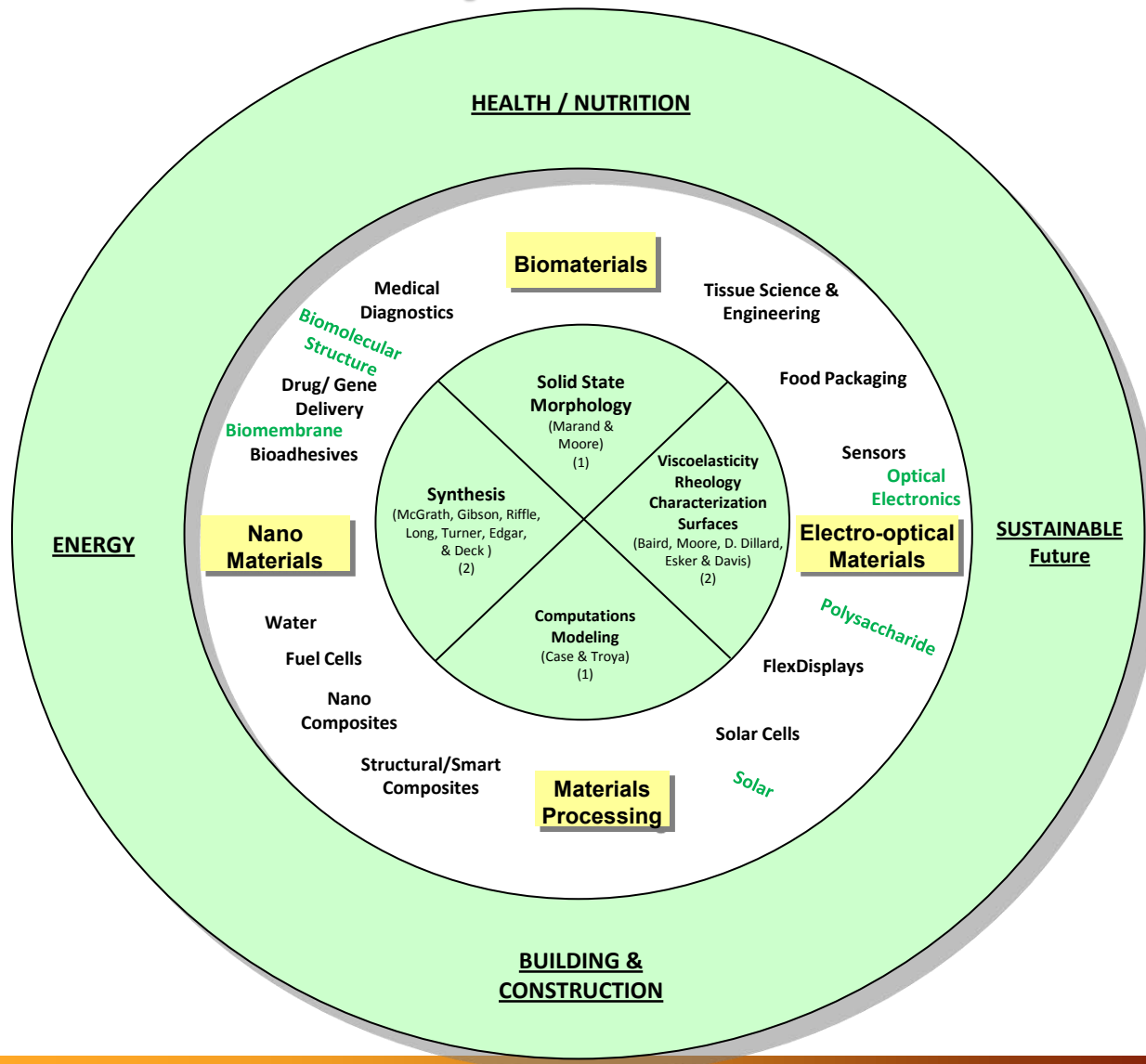
2010-2011 ACCOMPLISHMENTS/ACTIVITIES

Successful COR Five Year Review

- "…committee strongly and unanimously supports …fully meeting its mission as an interdisciplinary University Research Center."

- "…faculty and **students…open and responsive to collaborations…interdisciplinary research and new research directions.**"

- "…university is receiving an excellent return on investment…"

2010-2011 ACCOMPLISHMENTS

- Selected in the initial class of Graduate School IGEPs (Interdisciplinary Graduate Education and Research Programs—4 GRAs)
- Maintained status as "University Center" in OVPR review of centers
- Successful Technical Conference/Review (October 2010)—21 companies
  - 102 student posters
  - 24 faculty lectures
  - 3 external speakers (Senior VP Corporate Research 3M) (Last four reviews 6 NAS/NAE members)

Fralin/MII Visiting Scholar @ Virginia Tech
(Dennis Dean, Fralin)

- Bridge macromolecular science/engineering community with medical/biology community

- 2010—Prof. Mark Davis CalTech

- 2011—Prof. Claus Michael Lehr—Helmholtz Institute for Pharmaceutical Research, Saarland, Germany (nano-particle transport across biological membranes)

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2011 MACROMOLECULAR SCIENCE AND ENGINEERING PROGRAM

Total Graduates (2004 to present) - 56 (49 PHD; 7 MS) Dow (7), Milliken (2), PPG, P&G, Corning, Nanosonic, 3M, Sensors in Medicine, Fisk, Gelest, Polymer Solutions, NIH, DuPont, Pepsi, Yale, Clemson, US Navy

(All PhD students in polymers in high demand)

40 Students currently enrolled in MACR – Faculty Advisors from:

Chemistry – 16; Chemical Engineering – 4; Sustainable Biomaterials– 13; Materials, Science & Engineering – 1; Engineering Science & Mechanics – 2; Mechanical Engineering—1.

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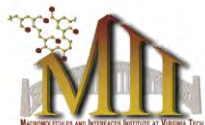
REU Summer 2011
(24 consecutive years of NSF support)

- 16 Summer Undergraduate Students
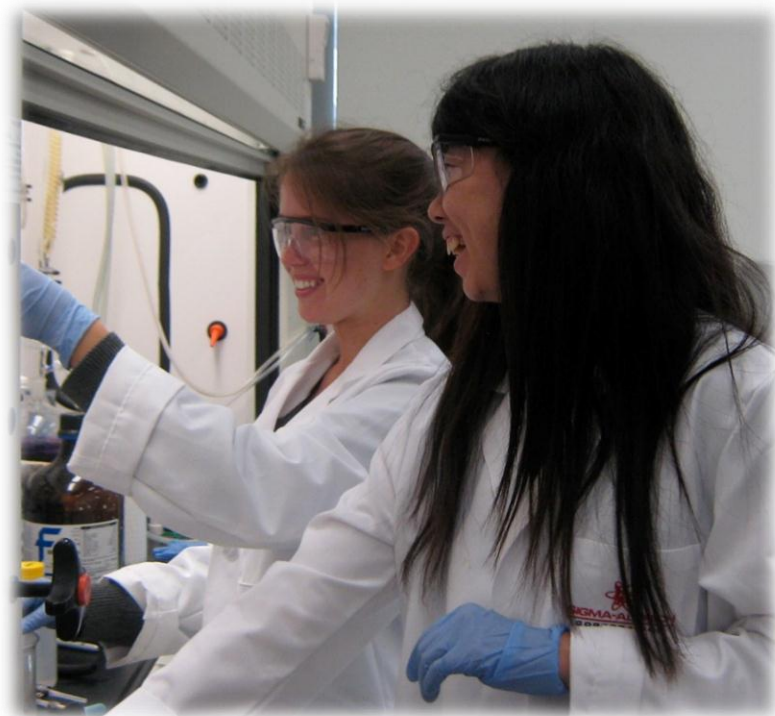
2011-2012 INITIATIVES

- Departmental hiring input
  - Chemical Engineering—endowed chair
  - Chemistry—assistant professor and/or opportunity hire—polymer synthesis
  - Materials Science and Engineering/Mechanical Engineering—targeted hire
- Interdisciplinary graduate student initiative
  - Pep talk—poster session-pizzas
  - Chevron-Phillips Lecture Series invitation (Kris Matyjaszewski—Carnegie-Mellon (NAE+)

IUPAC
International Union of Pure and Applied Chemistry

World Polymer Congress
June 24–29, 2012

Taipei 2008

Blacksburg 2012

Rio de Janeiro 2006

Paris 2004

Virginia Tech | USA

Glasgow 2010

www.Macro2012.org

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International Symposium Co-Organizers

Recent Developments in Synthesis
Professor Craig J. Hawker, University of California, Santa Barbara, USA
Professor Axel H. E. Müller, University of Bayreuth, Germany
Professor Eric Drockenmuller, University of Lyon, France

Modern Methods of Characterization
Dr. Kathryn L. Beers, National Institute of Standards and Technology, USA
Professor Taihyun Chang, Pohang University of Science and Technology (POSTECH), Korea

Surfaces and Interfaces
Professor Thomas P. Russell, University of Massachusetts, Amherst, USA
Professor Jin Kon Kim, Pohang University of Science and Technology (POSTECH), Korea
Professor Thomas Thurn-Albrecht, Martin-Luther-Universität Halle-Wittenberg, Germany

Macromolecules and Nanotechnology
Professor Paula T. Hammond, Massachusetts Institute of Technology, USA
Professor Kookheon Char, School of Chemical and Biological Engineering, Seoul National University, South Korea

Macromolecules in Biotechnology and Medicine
Professor Buddy D. Ratner, University of Washington, USA
Professor Julio San Roman del Barrio, Institute of Polymer Science and Technology, Madrid, Spain

Complex Macromolecular Systems
Professor Timothy P. Lodge, University of Minnesota, USA
Professor Ludwik Leibler, ESPCI Paris Tech, France

Energy, Optics, and Optoelectronics
Professor Stephen Z. D. Cheng, The University of Akron, USA
Professor Yong Cao, South China University of Technology, China

Sustainability Science and Engineering
Professor Benny D. Freeman, The University of Texas at Austin, USA
Dr. Anita Hill, The Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

Commercial Frontiers
Dr. Karl W. Haider, Bayer MaterialScience LLC, USA
Professor Zhen-Zhong Yang, Institute of Chemistry, Chinese Academy of Sciences, China
Dr. Maurits van Tol, DSM Netherlands

Advances in Interdisciplinary Interactions
Professor David A. Schiraldi, Case Western Reserve University, USA
Professor G. Julius Vancso, University of Twente, The Netherlands
Professor Toshio Nishi, WPI-AIMR Tohoku University, Japan

Polymer Physics
Professor Ralph H. Colby, Pennsylvania State University, USA
Professor Dimitris Vlassopoulos, University of Crete, Greece

Regional Organizing Committee
Macromolecules & Interfaces Institute at Virginia Tech

Professor Timothy Long, Committee Chair | 540-231-2480 | telong@vt.edu
Professor Richard Turner 540-231-4552 | srturner@vt.edu
Professor Robert Moore 540-231-0641 | rbmoore3@vt.edu
Professor Richey Davis 540-231-4578 | rmdavis@vt.edu
Professor Donald Baird 540-231-5998 | dbaird@vt.edu
Professor Judy Riffle 540-231-8214 | jriffle@vt.edu

Plenary Speakers

Professor Jean M. J. Fréchet
University of California, Berkley, and King Abdullah University of Science and Technology, Saudi Arabia

Professor Robert H. Grubbs
California Institute of Technology, USA

Professor Bernadette Charleux
National Center for Scientific Research (CNRS), Lyon, France

Professor Kazunori Kataoka
The University of Tokyo, Japan

Professor Xi Zhang
Tsinghua University, China

Professor Michael Rubinstein
University of North Carolina, Chapel Hill, USA

Professor E. W. "Bert" Meijer
Eindhoven University of Technology, The Netherlands

Professor Niyazi Serdar Sariciftci
Linz Institute for Organic Solarcells (LIOS) at the Johannes Kepler University, Austria

Professor Eugenia Kumacheva
University of Toronto, Canada

Professor Jorge E. Puig
University of Guadalajara, Mexico

Professor Katharina Landfester
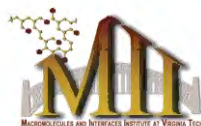Max Planck Institute for Polymer Research, Mainz, Germany

SOME STATISTICS ABOUT WPC

- 330 invited speakers, 11 simultaneous symposia
- Budget over $660K
- Industrial/agency support goal $400K
- Bus shuttles from Dulles and Charlotte
- Exhibit, excursions, etc.
- Excellent VT support
  - Burruss auditorium for plenary lectures
  - Torgersen, McBryde, Squires for symposia and posters
  - CPE!!

ROADMAP TO FUTURE

- Integrated hiring strategy—to bolster synergistic efforts—it is important to hire faculty with desire to work in collaborative mode

- Three endowed chairs (alumni reunion initiated in 2009)

- Highly visible/attractive space for interdisciplinary research
  - Fundamentals of polymeric materials have common science/engineering base—shared equipment

TEN YEAR VISION

- Progress on solving major societal grand challenges in energy, medicine, sustainability require "enabling" materials

- Integration of strong MII interdisciplinary science/engineering programs with innovation engines delivering important advanced technology for the Commonwealth and the nation

- MII occupation of showcase building with two floors of interdisciplinary research and modern offices

THANKS FOR LISTENING

Committee Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE
OF THE BOARD OF VISITORS

Smithfield Room
The Inn at Virginia Tech and Skelton Conference Center
8:30 a.m.

March 26, 2012

PRESENT: Dr. Calvin Jamison, Chair
Mr. Matthew Banfield
Mr. Frederick Cobb
Mr. Douglas Fahl

GUESTS: Ms. Kimberle Badinelli, Mr. Robi Basu, Ms. Kim Beisecker, Dr. Cynthia Bonner, Mr. Hunter Bradshaw, Mr. Tom Brown, Mr. Justin Camputaro, Mr. Matthew Cook, Mr. Cobin DiMeglio, Dr. Rick Ferraro, Dr. Martha Glass, Ms. Monika Gunesekera, Mr. Hikmet Gursoy, Dr. Karen Jones, Ms. Frances Keene, Mr. George Nolen, Mr. Cody Owens, Mr. Nicholas Roberts, Ms. Rhonda Rogers, Dr. Guy Sims, Capt. James Snyder, Dr. Edward Spencer, Mr. Jim Weaver, Mr. Billy Wesley, Mr. Ray Williams

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

1. **Opening remarks and approval of November 7, 2011 minutes:**   Dr. Calvin Jamison, Chair, provided opening remarks and submitted the minutes of the November 7, 2010 Student Affairs and Athletics Committee meeting to the committee for review and approval.   The minutes were approved as amended by adding Matt Banfield as an attendee during the joint session at the November meeting.

2. **Athletic Department Quarterly Report:**   Mr. Jim Weaver opened his comments by noting that he would respond to the three issues that were raised and proceeded to address those issues:

   What is the strategic plan for Olympic sports?   There is not a formal strategic plan for our Olympic sports, due to the down turn in the economy in the last four or five years.   Instead, the decision was made to chip away at the needs of Olympic sports a little at a time.   Every time we renovate or build new facilities in Athletics, the existing facility is passed down to an Olympic sport.   In conjunction with all of the renovations to the Jamerson Athletic Center and the lower floors of Cassell Coliseum, there is one project remaining and when that is concluded in the middle of the summer,

1

they will finally have air conditioning in all of the athletic facilities, which is a great step forward. The facility that they are waiting to complete is a brand new 8,000 sq. ft. weight training room for our Olympic sports, which will replace the 3500 sq. ft. space they are currently in. As newcomers to the ACC, we have really tried to do our best to enhance our Olympic sports as we have been able to add new facilities and increase salaries for coaches. Mr. Weaver also shared with the committee that after two of the three seasons of the Olympic sport ratings across the country, Virginia Tech is ranked after the winter season the highest ever, at 16th. Just two weeks ago, the wrestling program tied for the 11th spot at the NCAA event at Michigan, with a team that has two All Americans. Also, Olympic sports are now up to full scholarship capacity. The goal of athletics is to have our Olympic sports teams, fundraising efforts, and graduation rates all ranked among the best.

What steps are in place to prevent a fan or player from getting the university in trouble?   Mr. Weaver explained that in the compliance world there is an obligation to educate not just our coaches and staff, but our fan base as well and it is the educational component that is so important.

- Athletics has a big kick-off meeting at the beginning of the year; there are monthly meetings on compliance; and the coaches are asked to communicate if they are recruiting in certain areas where there is an active presence of alumni who would want to get involved in the recruiting aspect of things to make sure those individuals interact appropriately with student athletes and parents.
- Information on compliance is available in the athletic handbook and can be found on the hokiesports.com website and in the monthly Hokie Sports magazine, the football game program, where they reach 60,000 people, and a brochure that is mailed out every year to season ticket holders that gives them a much better idea of what they can do and what they cannot do in the area of compliance.
- We try to impress upon our coaches, staff, and fan base that the compliance department is an insurance policy for the decisions you make. So if there is any question whatsoever, we talk about it at every meeting that we have. There are five people on the compliance staff, one of which is an attorney. In the area of boosters, we tell them in no uncertain terms that they will be disenfranchised from the Hokie Club if they do anything to jeopardize the university's standing.
- To clarify what boosters or athletic representatives can do, Mr. Weaver explained that they are permitted to contact the Athletic Department or the recruiting coordinator or coach of a particular sport if they have a name of a recruit that they would like to submit. If the decision is made to actively engage in a recruiting process with the individual who has been suggested, the coach, in the

process of recruiting, might come back to the booster and try to find out more about the individual. The booster cannot engage in active communication with the recruit, with the exception if they have been a long-time family friend of that recruit's family, such as next door neighbor, etc.

- Coaches are required to sign a certification of compliance every year and the players are educated on the guidelines. In response to a question, Mr. Weaver noted that when violations happen innocently, there are ways to work with the NCAA to get through it.
- In the area of compliance with drug testing, Mr. Weaver explained that they participate in two drug programs; the NCAA drug testing program and Virginia Tech Athletics has their own program. He noted that they are one of the few programs that have penalties assigned for the first positive drug test.

What is the latest update on the issue of changes in football conferences? Mr. Weaver stated that he believes there will eventually be five, sixteen team conferences. The ACC was the aggressor last August in expansion of the conference. Athletic Directors, along with the conference, wanted to add the teams we wanted and not those we might have to take. Virginia Tech is doing everything it can to be a good member of the ACC and to cooperate with the conference staff when it comes to television issues.

3. ***Resolution Clarifying Corps of Cadets Policy:** Dr. Edward Spencer, Vice President for Student Affairs, and Capt. James Snyder introduced an amendment to the current Board of Visitors policy regarding requirements for New Cadets leaving the Corps prior to the last day that classes can be changed/dropped in the Fall. The amendment closes a loophole and ensures that the same policy applies whether the New Cadet chooses to leave or is removed due to disciplinary actions. The Committee recommends this Resolution for approval by the full board. Following review of the resolution by Dr. Spencer and Capt. Snyder Mr. Fahl moved that the Committee recommend to the full board for approval this resolution, the motion was seconded and carried.

4. **Presentations and Interactions with Student recipients of Division of Student Affairs Aspirations for Student Learning Awards and the President of the Student Government Association:** Dr. Edward Spencer introduced these students who then talked about their experiences at the University and engaged in dialogue with the Committee.

5. **Overview of Student Centers and Activities, the Cranwell International Center, and Multicultural Programs and Services:** Dr. Guy A. Sims, Assistant Vice President for Student Affairs, presented his three directors and their departments. Each of the areas represented, The Cranwell

International Center, the Center for Multicultural Programs & Services, and Student Centers and Activities, presented an overview of their programs which work in tandem to provide to the students, staff, and visitors of Virginia Tech exciting and enriching experiences based in community building, leadership, and service. The three areas highlighted how their programs and engagement with students represent and promote the university's Principles of Community, the Division of Student Affairs' Aspirations for Student Learning, and the spirit of our motto: *Ut Prosim*, That I May Serve.

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

VIRGINIA TECH BOARD OF VISITORS
STUDENT AFFAIRS AND ATHLETICS COMMITTEE
March 26, 2012

DIVISION OF STUDENT AFFAIRS ASPIRE AWARD RECIPIENTS

NAME	HOMETOWN	MAJOR
Hunter Bradshaw	Fredericksburg, VA	Political Science
Matthew Cook	King George, VA	Biology, Minor in Psychology
Minoka Gunesekera	Blacksburg, VA	Urban Affairs and Planning
Nicholas Roberts	Manassas, VA	Biochemistry

STUDENT GOVERNMENT ASSOCIATION PRESIDENT

Corbin DiMeglio	Dumphries, VA	Finance

Student Centers and Activities

Justin Camputaro

Students – Experiences – Excellence

Learning

Respect

Service

Innovation

Quality Facilities

Squires   GLC   Chapel   Johnston

More than 1.5 million guests every year

Recreational Activities

Venture Out

367 students have gone on trips
76% trip sell-out rate
Horseback riding, skiing/snow boarding
caving and rock climbing most popular

BreakZONE

55 events
1100 program participants
Hosted National Collegiate 9-Ball Tournament
& ACUI Regional Rec Tournament
VT student won Regional 9-Ball Title
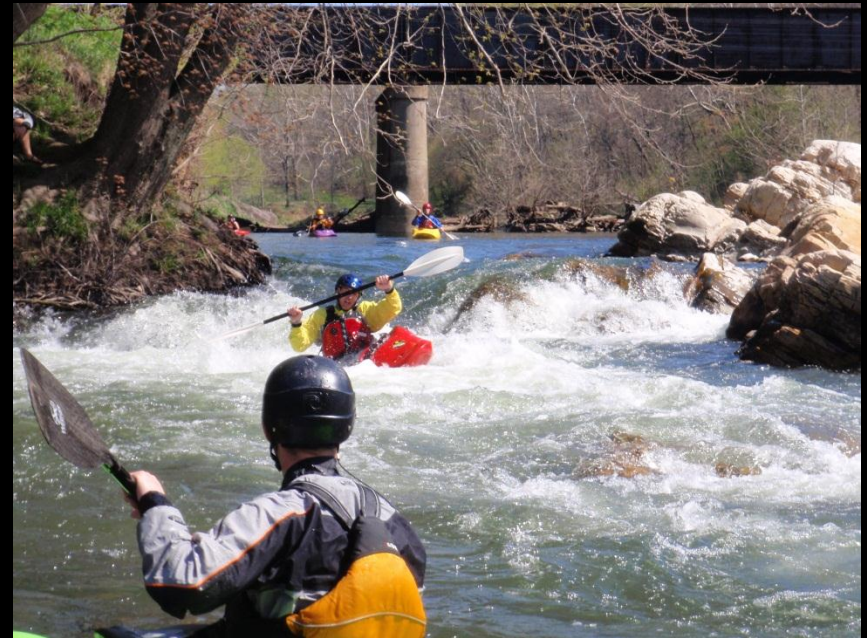
Art Program & Perspective Gallery

9 exhibits each year

Featuring local, regional, national and international artists

6623 visitors in 2011

Partnerships with Montgomery County school districts

Leadership

Leadership Tech
Student Government
SPLASH
Order of the Gavel
Who's Who
Student Leader Awards
Man & Woman of the Year

Explore

Expand

Engage

292 participants in Leadership Tech in 2011-12 (15% increase)

1745 participants since start in 2005

66,889 Hokie Effect Shirts sold

FLEX – SGA Freshman Leadership Experience

Student Organizations

726 Recognized Organizations

2nd largest Big Event
in the country
6,500 volunteers
905 service projects
1 day

#1 Collegiate Relay for Life
in the United States
Raised more than $600K

Programming

Homecoming

Virginia Tech Union (VTU) Lively Arts Series
(2 sold out shows this Fall)

Concerts featuring national recording artists

Partnerships with Academic Affairs, Hillel,
Black Organization Council and more

Acoustic Café and Movies on the Drillfield

Reshaping ourselves for the students of today. Preparing ourselves for the students of tomorrow.

Coming Together, Moving Forward

Student Centers and Activities

studentcenters.vt.edu

Virginia Tech
1872
Division of **Student Affairs**

CRANWELL INTERNATIONAL CENTER

March, 2012

Kim V Beisecker

Director

International students in the US

Students in the U.S.:
- 73,000 - 158,000
- 21,000 - 28,000
- 5,000 - 15,000
- Less than 5,000
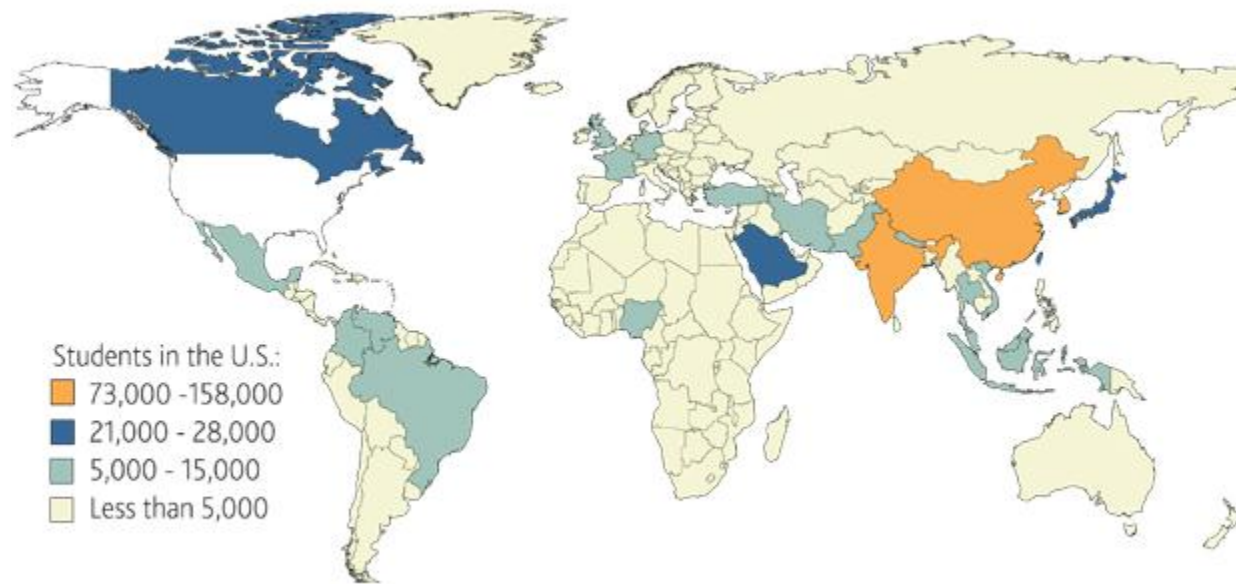
Open Doors   IIE 2011

International students in US
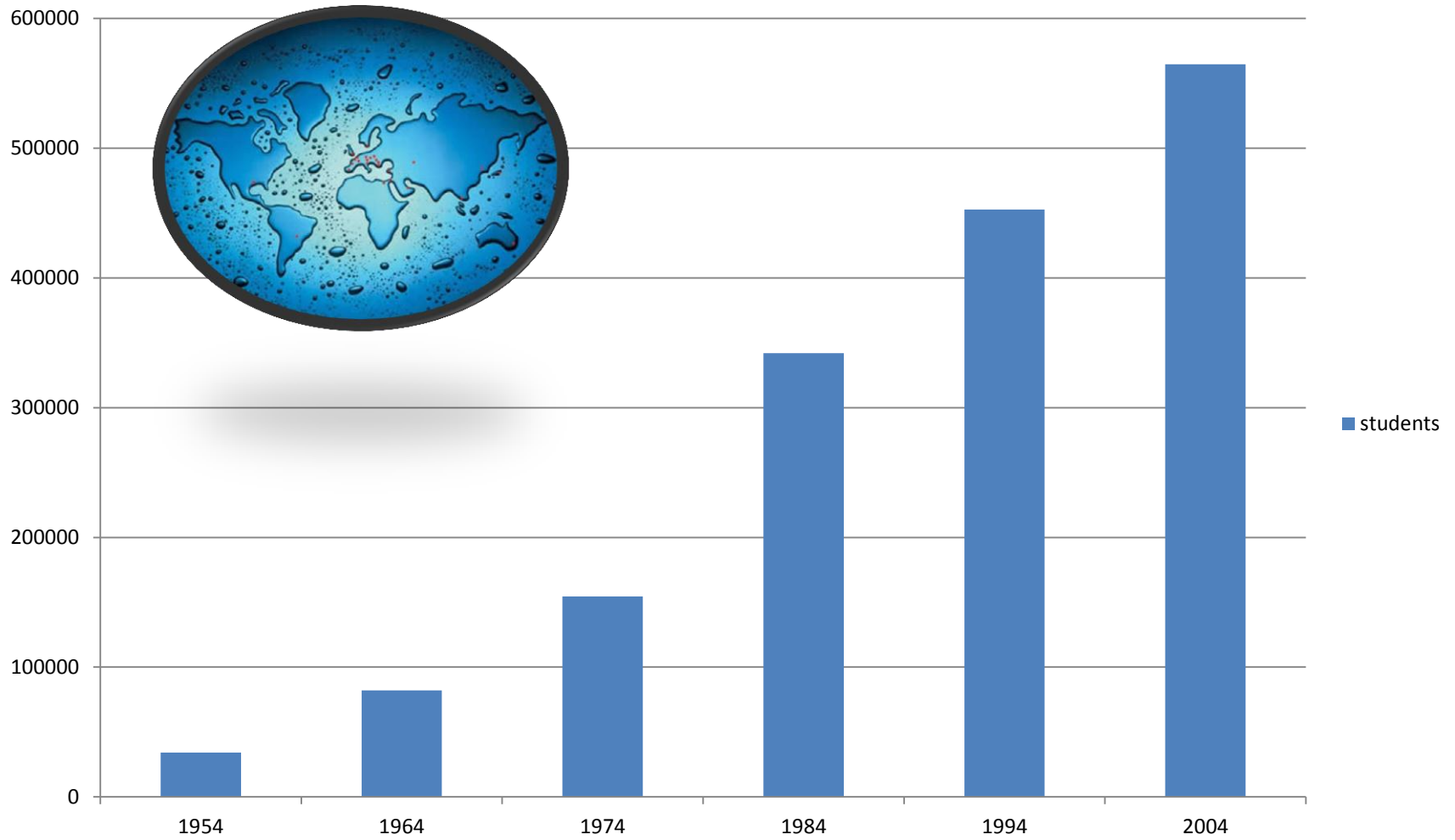
Open Door   IIE 2011

International students at VT
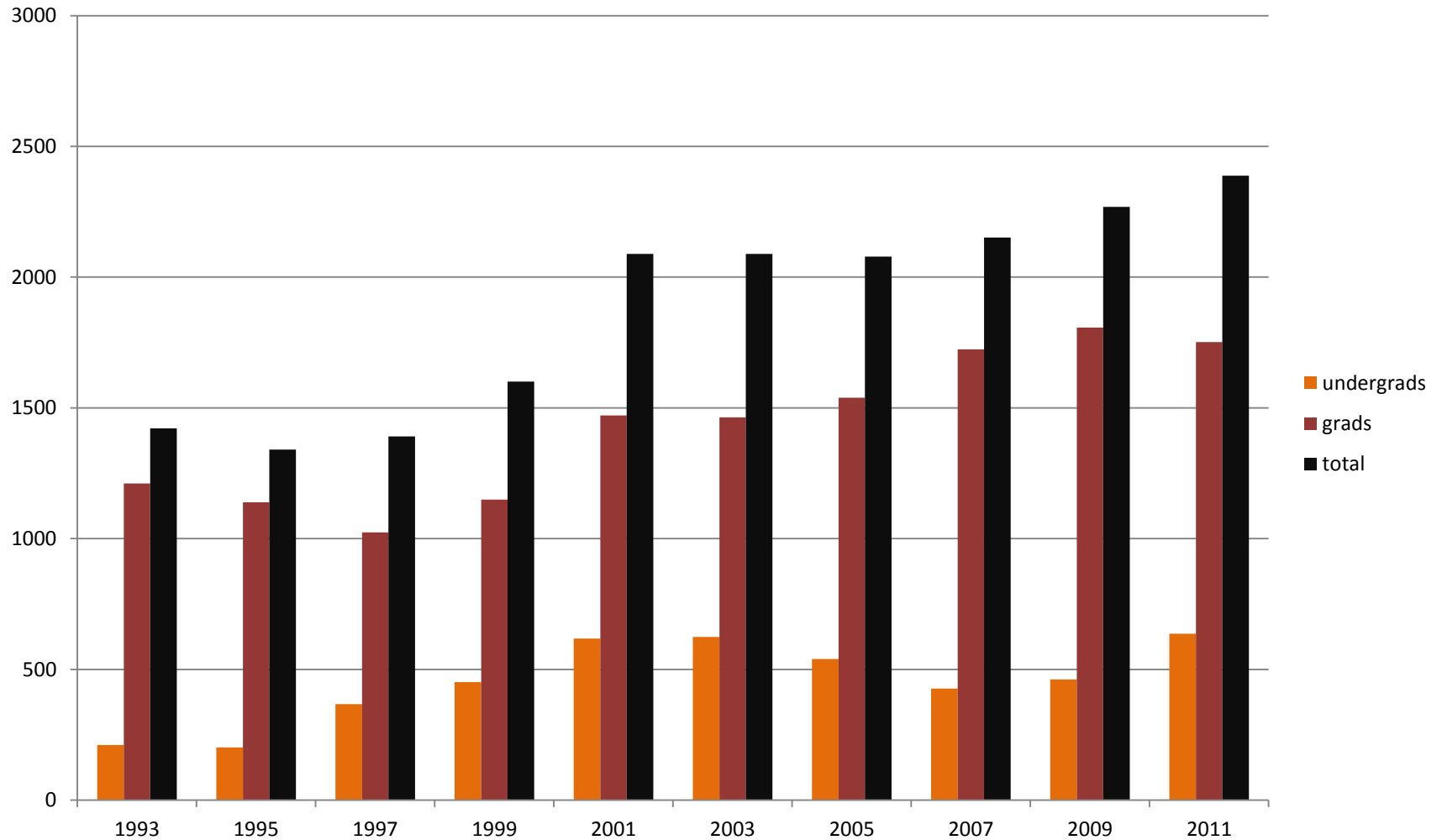
Growth in number of International students US and VT 1993-2011
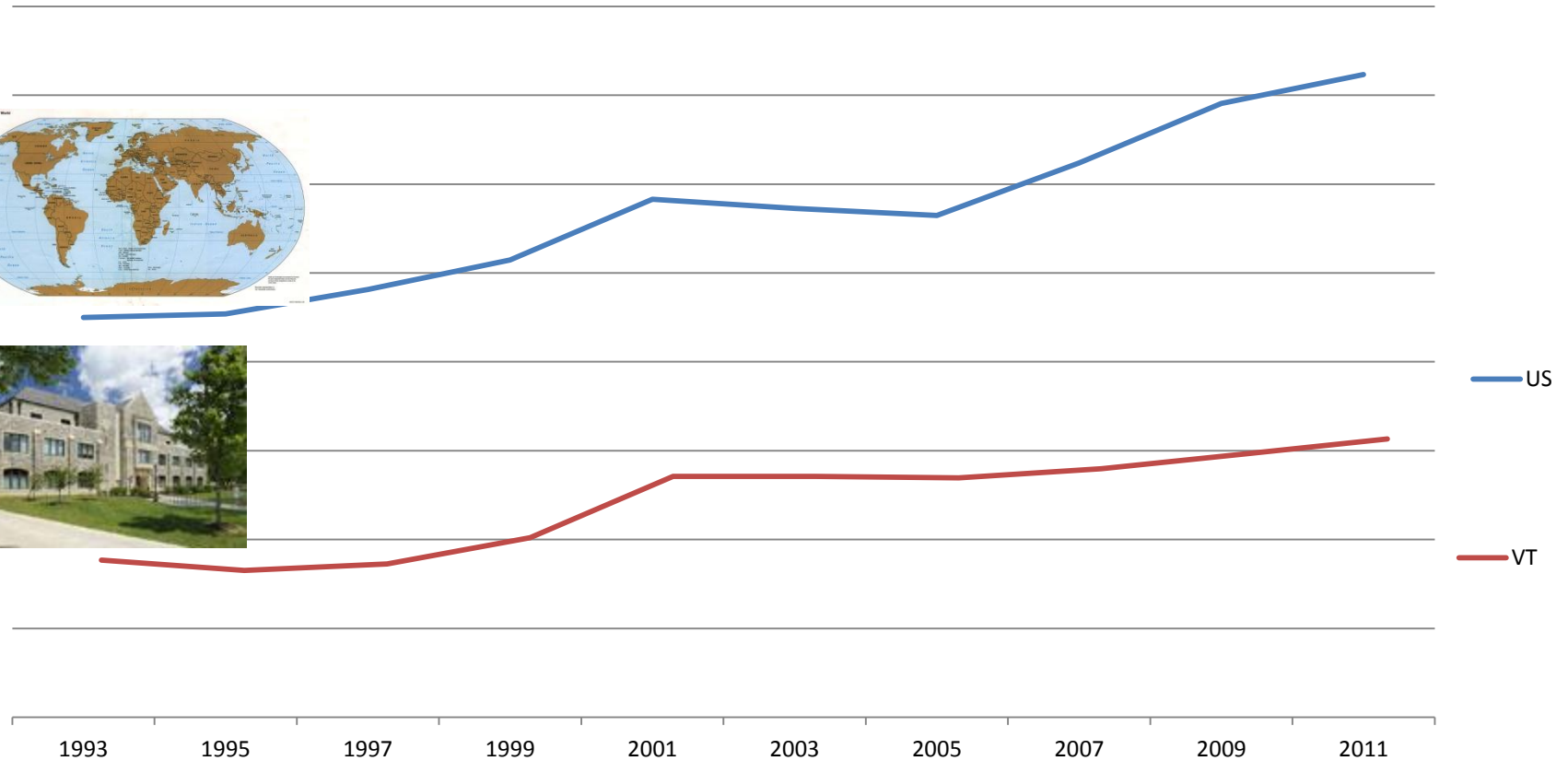
Open Doors   IIE   2011

% of students from specific countries

	CHINA	INDIA	SOUTH KOREA	CANADA	SAUDI ARABIA	IRAN
US 2011	22	14	10	4	3	1
VT 2011	28.6	18.1	7.8	0.6	2	4

Open Doors   IIE   2011
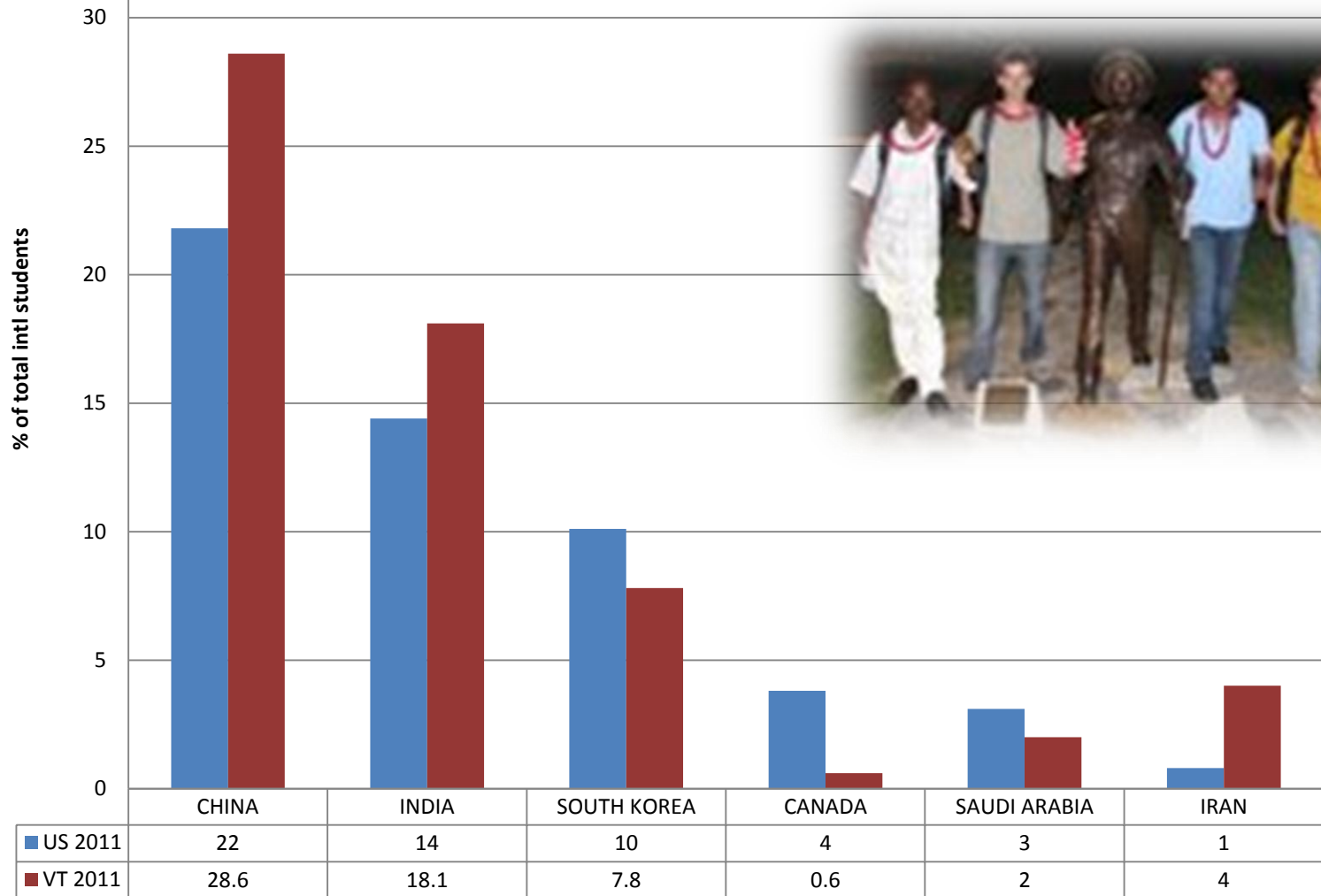
Levels of Study

At VT
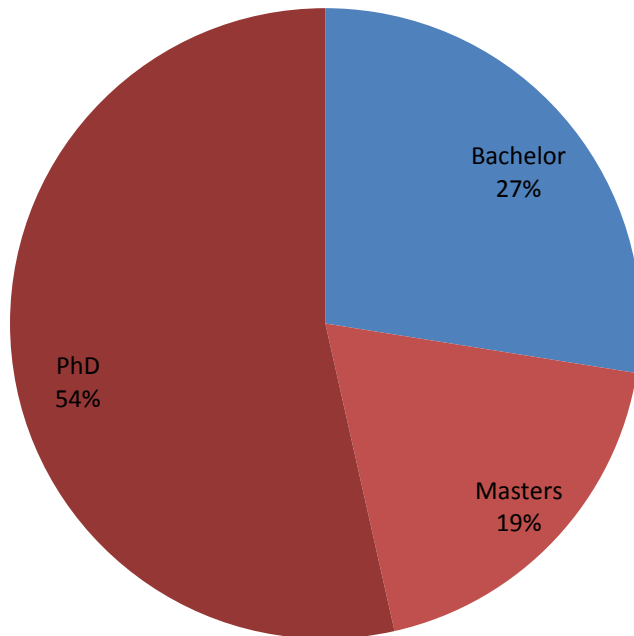
In US
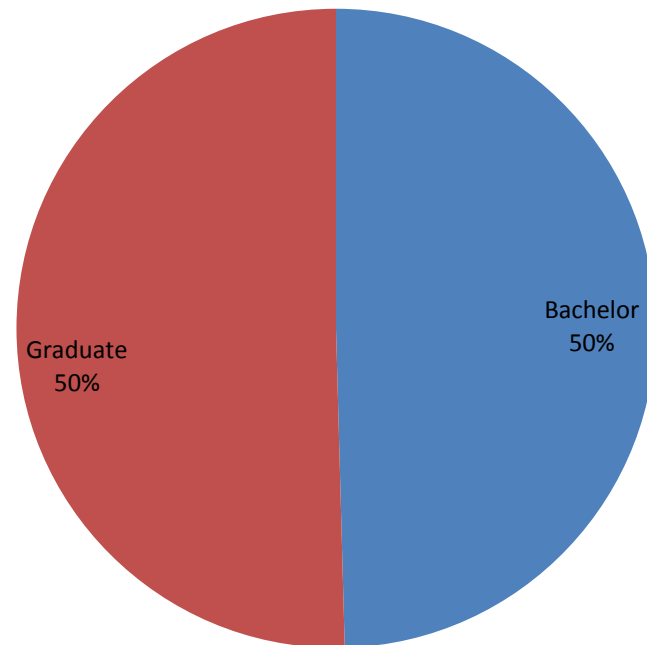
President John F. Kennedy

- *"… the importance of a more comprehensive program of educational and cultural activities as a component of our foreign relations"*

- In 1960, there were 3,640,000 students enrolled in higher education. 1.3 percent were international students

1960's

President Jimmy Carter

- *" Only by knowing and understanding each other's experiences can we find common ground on which we can examine and resolve our differences... As the world becomes more and more interdependent, such mutual understanding becomes increasingly vital."*

- In 1980, there were 11,570,000 students enrolled in US higher education. 2.5% were internationals

1980's

On September11, 2001,
3.7% of US Higher education students
were internationals.

2001

President Barack Obama

"We are home to the world's best colleges and universities, where more student come to study than any other place on Earth."

In 2010, the percentage of international students in US higher education was 3.5% or 690,923 students

2010's

260,327 US students are studying abroad
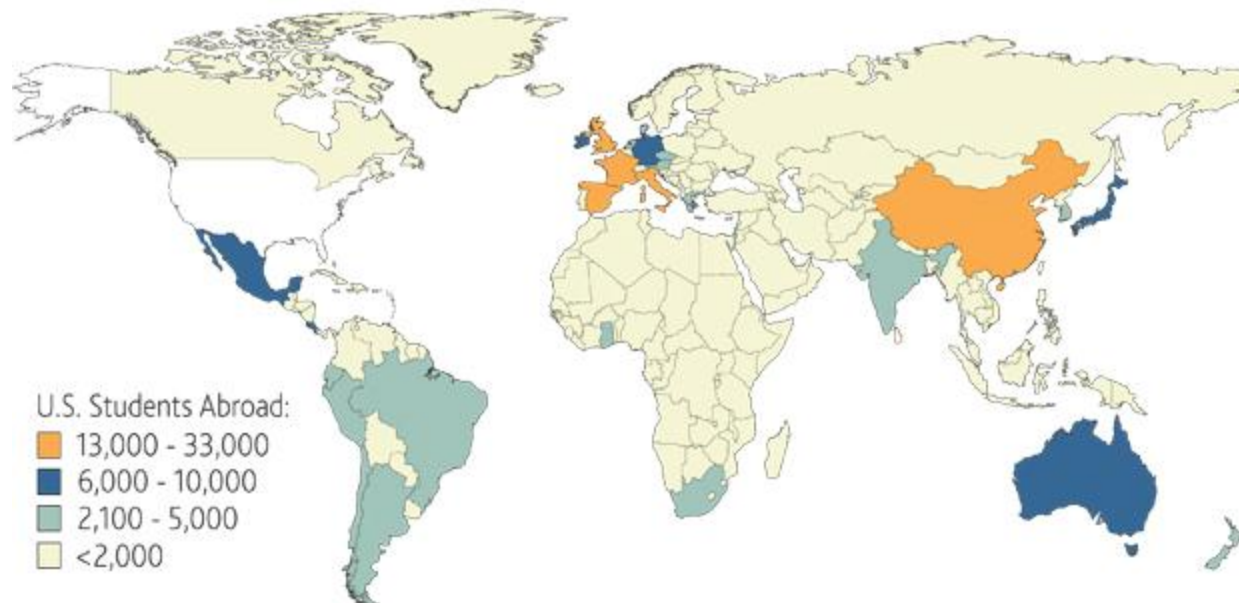
Overseas study for academic credit by U.S. students has more than doubled over the past decade.

1.4% of US higher education students study abroad

Open Doors   IIE   2011

Worldwide opportunities to study

- **US hosts 20% of students worldwide pursuing higher education outside of their home country**
- UK- 13%
- France- 8%
- China- 7%
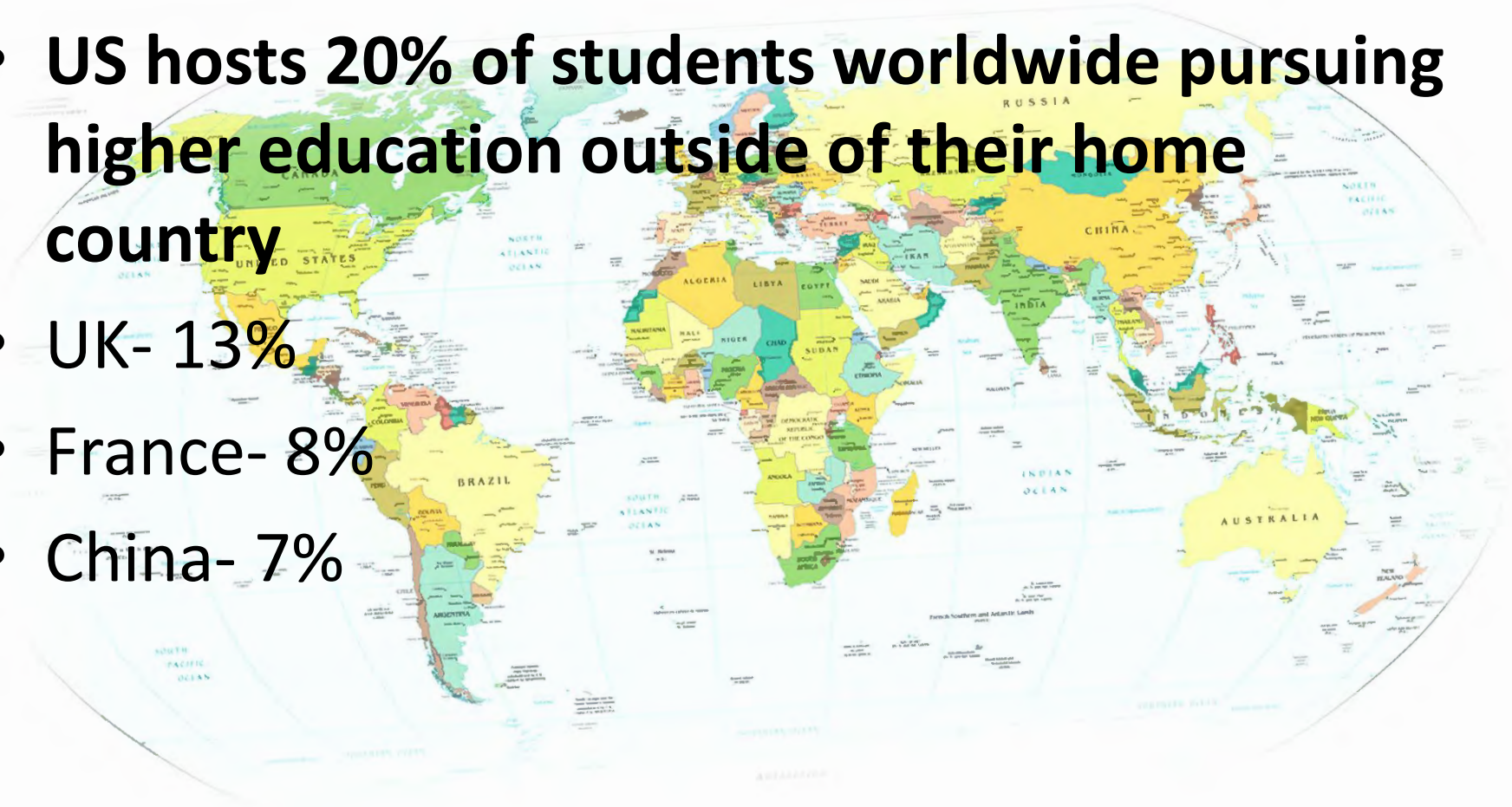
International students contribute $21 billion to the US economy

International students contribute $387.2 million in Virginia

Living expenses, room and board, books and supplies, health insurance, support for family members, travel, miscellaneous
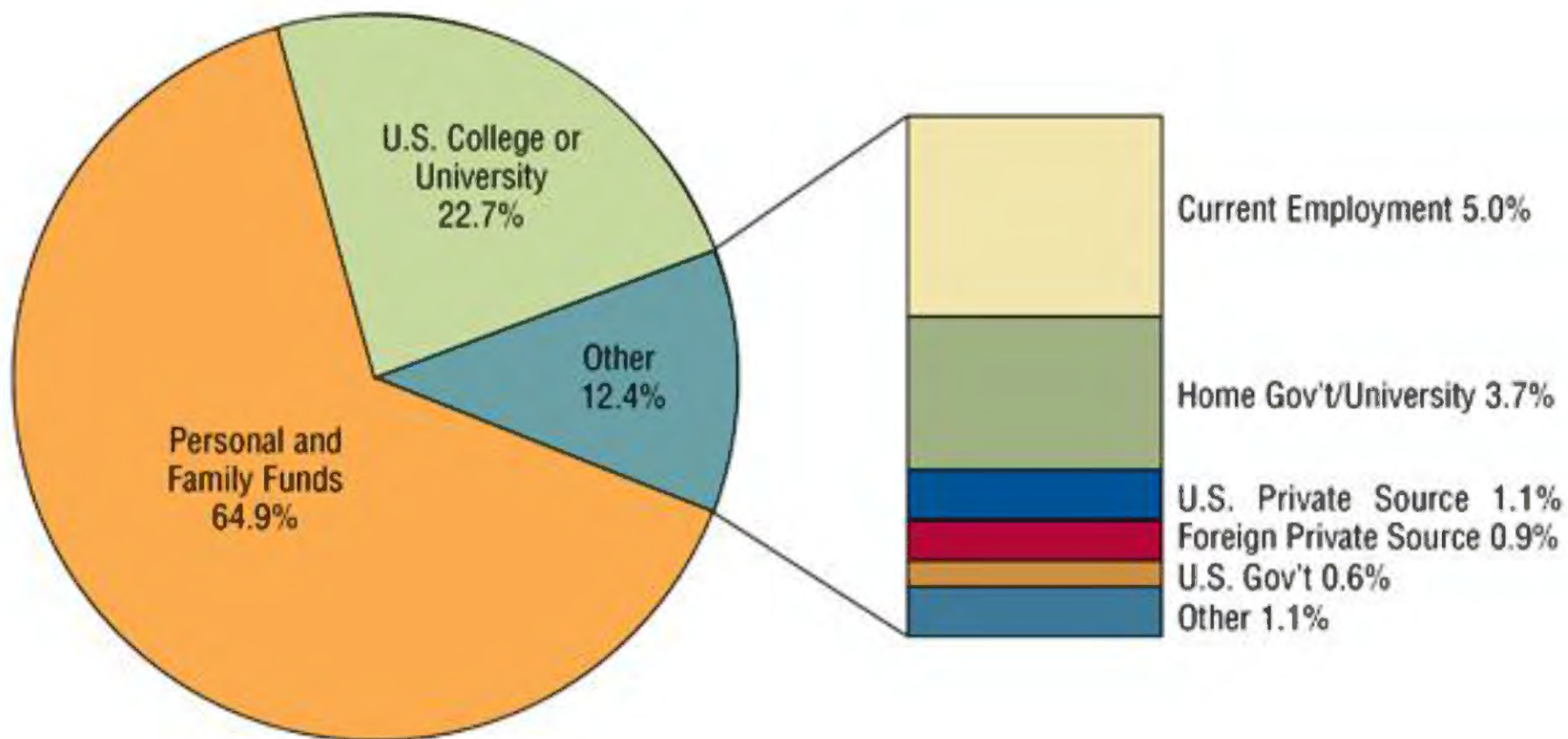
Figure 8B: Primary Source of Funding of International Students, 2008/09

Open Doors   IIE   2011

Ut Prosim

English Conversation groups

Global Ambassador Leadership Program

Street Fair – March 31

The more we know about each other, the more we learn about each other

MPS

Multicultural Programs and Services
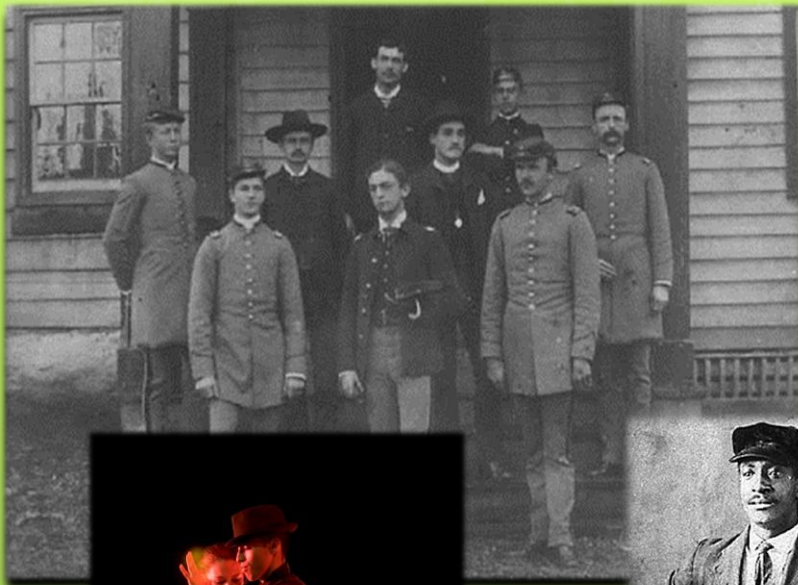
Our Mission

- transform the Virginia Tech community through cross-cultural exchange

- promote the academic, personal, and social success of all students, particularly those from under-represented and historically marginalized populations.

Our Approach

Validate Cultural Perspectives
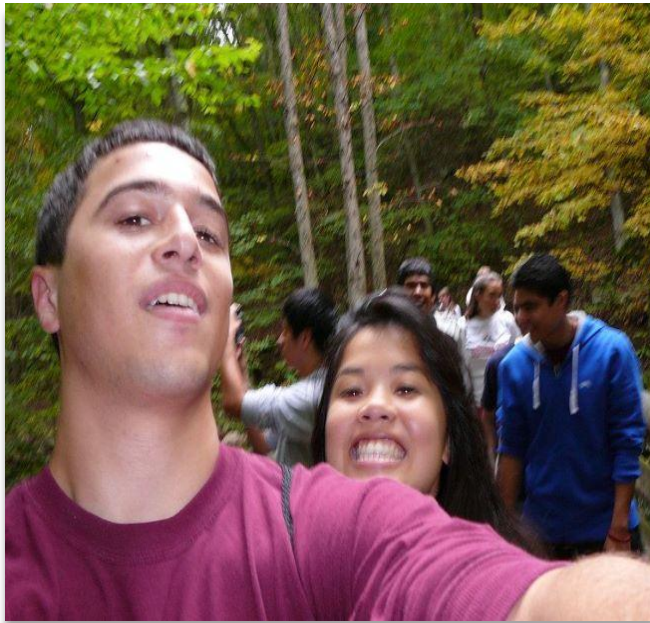
Promote Examination and Inquiry

Facilitate Exchange & Collaboration

Promote Entrepreneurship

Successes

- Extensive Out of Class Offerings

- Multi-level Partnerships

- Demand for Services

The Next Five

- Co-curricular Partnerships

- New Funding Models

- Staffing Training Demands

Questions?

RESOLUTION REGARDING CORPS OF CADETS PARTICIPATION

WHEREAS, the Board of Visitors previously adopted a policy on Corps of Cadets participation; and

WHEREAS, the Board of Visitors has concluded that students who initially enroll as a student in the Corps of Cadets should participate for a period of time sufficient to develop an understanding for corps life; and

WHEREAS, the Board of Visitors desires to reaffirm and clarify Virginia Polytechnic Institute and State University's Corps of Cadets participation policy.

NOW, THEREFORE, be it resolved that the Virginia Polytechnic Institute and State University's Corps of Cadets participation policy shall be as follows:

1. All Reserve Officer Training Corps (ROTC) participants are required to be members of the Corps of Cadets.

2. Any student who does not participate in an ROTC program may choose to be a member of the Corps of Cadets in the Civilian Leader Track, provided the student abides by all applicable rules and regulations of the Corps of Cadets.

3. All students who are in the Corps of Cadets are required to live in a University designated cadet residence hall unless the cadet is married and living with his/her spouse.

4. First semester cadets (freshmen and transfer students) may not change to non-cadet status until the last day designed by the University to drop a class without penalty (after the first six weeks of class). If a cadet leaves the Corps of Cadets prior to this date, either voluntarily or for disciplinary reasons, the student shall be withdrawn from the University for the remainder of the semester and may not re-enroll at Virginia Tech until the start of the subsequent semester, at the earliest.

RECOMMENDATION:

That the Resolution reaffirming and clarifying the Corps of Cadets Participation Policy be adopted.

March 26, 2012

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT

October 15, 2011 through February 24, 2012

Reason for Conflict	External Entity	Owner	Principal Investigator	Co - P.I.'s	College	Period of Performance	Award Amount	Project Description
Faculty Owned Business	Prime Photonics LLC	Anbo Wang	Shashank Priya		Mechanical Engr.	TBD	$ 29,999.00	Work involves modeling on the design, fabrication and characterization of the magnetoelectric energy harvester funded under an Air Force STTR award.
Faculty Owned Business	Prime Photonics LLC	Anbo Wang	Master Agreement			October 2011 thru June 30, 2012	$ 435,000.00	The master services agreement is for an amount not to exceed $435,000 in total. Work covered will include activities such as design, prototyping, and testing in research areas such as: fiber optic sensors, wireless sensors, energy harvesting devices and metamaterial technologies.
Faculty Owned Business	Techsburg, Inc.	Wing Ng	Kevin Lowe		Aerospace & Ocean Engineering	TBD	$ 100,000.00	Work provides for support and consultation on optical access requirements related to flow velocity.
Faculty Owned Business	Evaluation Consulting Services, Inc.	Lydia Marek Donna Brock	Shannon Jarrott	Karen DeBord Karen Gehrt Tracy White	Family & Child Development CALS Extension Louisa Coop. Ext.	TBD (5 years)	$ 70,000.00	This USDA/NIFA funded project has a subcontract/consulting agreement to Evaluation Consulting Services which will provide process and outcome evaluation to assess project development, implementation and success.

RESOLUTION HONORING
OFFICER DERIEK W. CROUSE

WHEREAS, Deriek W. Crouse, a United States Army veteran, joined the Virginia Tech Police Department on October 27, 2007; and,

WHEREAS, he received his law enforcement certification on February 12, 2008, from the Cardinal Criminal Justice Academy; and,

WHEREAS, Officer Crouse served in the patrol division and was trained as a Crisis Intervention Team (CIT) officer, General Instructor, Firearms Instructor, and Defensive Tactics Instructor, and completed training as both an Advanced Law Enforcement Rapid Response Instructor and a Mechanical and Ballistic Instructor; and,

WHEREAS, in 2008, Officer Crouse received an award for his commitment to the department's efforts to address Driving Under the Influence; and,

WHEREAS, Officer Crouse served as a member of the Virginia Tech Police Department Emergency Response Team; and,

WHEREAS, he embodied the university's motto of *Ut Prosim* (That I May Serve) and was a beloved co-worker, loving husband, and devoted friend; and,

WHEREAS, on December 8, 2011, Officer Crouse was tragically murdered while in the performance of his duties on campus; and,

WHEREAS, Officer Crouse made the ultimate sacrifice for the Virginia Tech community, and will be remembered in perpetuity for his unwavering courage and valor; and,

WHEREAS, he leaves behind a wife and five children who have also made the ultimate sacrifice for Virginia Tech;

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors hereby expresses its deepest appreciation and pays tribute to Officer Deriek W. Crouse for his dedicated and outstanding service to Virginia Tech, and for making the ultimate sacrifice in service.

RECOMMENDATION:

That the above resolution honoring Officer Deriek W. Crouse be approved.

March 26, 2012

**RESOLUTION ON NAMING THE ACADEMIC AND STUDENT AFFAIRS BUILDING FOR
DR. WILLIAM E. LAVERY**

WHEREAS, President Emeritus William E. Lavery is one of the most memorable and influential figures in the great history of Virginia Tech; and

WHEREAS, Dr. Lavery's connection to Virginia Tech included distinguished service as Director of Administration for the Extension division, Vice President for Finance, and Executive Vice President, culminating with his assuming the helm of the university as President from January 1975 through December 1987, expanding the university's reach as a comprehensive, coeducational, multiracial, research university; and

WHEREAS, Dr. Lavery championed the causes and needs of Virginia Tech's students, and is credited with alleviating shortages of classroom, laboratory, and office space; introducing a university core curriculum; expanding library holdings and degree programs; and attracting an undergraduate population with increasing academic standards through his bold vision, leaving an indelible imprint on the university and passionately equipping students for future academic and professional success; and

WHEREAS, among the most notable achievements of Dr. Lavery's presidency were the establishment of the Corporate Research Center and the Virginia-Maryland Regional College of Veterinary Medicine; and

WHEREAS, Dr. Lavery was a leader, volunteer, philanthropist, scholar, and university loyalist who remained close to Virginia Tech and the Blacksburg community after his retirement until his death in 2009; and

WHEREAS, he was a member of the Ut Prosim Society, the university's most prestigious donor recognition society; the Dalton Society in the College of Veterinary Medicine; the Virginia Tech Athletic Fund Board of Directors; and Hokies for Higher Education; and he was an honorary member of both the Monogram Club and Virginia Tech Alumni Association; and

WHEREAS, Dr. Lavery was a recipient of the William H. Ruffner Medal, the university's highest honor, and held the William B. Preston Professorship of International Affairs; and

WHEREAS, Bill Lavery forever will be remembered as a President beloved by the students he served and the university he led through generous contributions of time, talent, and resources, and as a model of a life lived in the spirit of Ut Prosim, *that I may serve*;

NOW, THEREFORE, BE IT RESOLVED, that in honor of Dr. William E. Lavery's extraordinary passion, inspirational legacy, and visionary leadership for Virginia Tech, the Academic and Student Affairs Building located on Turner Street and scheduled to open in Fall 2012 be known henceforth as Lavery Hall.

RECOMMENDATION:

That the above resolution naming Lavery Hall be approved.

March 26, 2012

RESOLUTION ON NAMING THE PLAYERS' LOCKER ROOM IN THE FOOTBALL PRACTICE FACILITY

WHEREAS, Frank Beamer '69 has led his alma mater's football program with distinction and class since 1987; and

WHEREAS, Frank Beamer led his alma mater to the 1999 BCS National Championship game and was tabbed the consensus 1999 national football coach of the year; and

WHEREAS, with 251 wins, Frank Beamer is the all-time winningest coach at Virginia Tech and the winningest active coach in NCAA history; and

WHEREAS, Frank Beamer has led his alma mater to 19 consecutive bowl games and since 2004 has been the only program in the country to post eight straight seasons of 10 wins or more; and

WHEREAS, Frank Beamer has led our football program to 4 ACC championships, 3 Big East titles, and 2 BCS bowl victories (Sugar and Orange); and

WHEREAS, Frank Beamer has been a major benefactor to the university and is a member of the prestigious Ut Prosim Society as a Senior Benefactor; and

WHEREAS, Frank Beamer is highly respected and held in deep esteem in his profession; and

WHEREAS, Frank Beamer has been a teacher, coach and mentor to many young men who have gone on to successful careers in the National Football League (NFL) and others who have been successful in their chosen careers; and

WHEREAS, Frank Beamer believes in and recruits true student-athletes to Virginia Tech, as evidenced by the positive graduation rates of our football players; and

WHEREAS, desiring to bestow honor and recognition to a man they feel has brought as much prestige and recognition to their alma mater as anyone in Virginia Tech's history, Win Sheridan, Brian Callaghan, Jeff Veatch and Ted Hanson have collectively pledged $750,000 to Virginia Tech Athletics as the requirement to name the Players' Locker Room; and

NOW, THEREFORE, BE IT RESOLVED that, in appreciation to Win Sheridan, Brian Callaghan, Jeff Veatch and Ted Hanson for their generosity towards Virginia Tech and the Department of Athletics and their desire to honor and recognize Coach Frank Beamer and his work with the Virginia Tech Football Program, the Players' Locker Room in the new Football Locker Room facility be named the Team United Locker Room.

Recommendation:

That the above resolution naming the Team United Locker Room be approved.

March 26, 2012

ALUMNI DISTINGUISHED PROFESSOR

Dr. Rosemary Blieszner, professor of adult development and aging in the Department of Human Development and of the Developmental Sciences Initiative in Psychology, is an exceptional educator whose service, leadership, research, pedagogy, and academic citizenship is truly distinctive. In 2002, she was appointed alumni distinguished professor for a period of ten years. Dr. Blieszner serves as the associate director of the Center for Gerontology, adjunct professor of sociology, and a faculty affiliate of women's studies. In 2009, she was appointed associate dean of the graduate school (a half-time position) and her position in human development became half-time.

Dr. Blieszner's dual role as associate dean of the graduate school and as a faculty member in human development provides her with the opportunity to sustain the traditional focus of alumni distinguished professors on undergraduate education while at the same time expanding the alumni disginguished professor focus to graduate education. As a member of the current strategic visioning subcommittee, "Tomorrow's Scholars," she has been able to contribute a unique perspective by linking faculty concerns regarding graduate education with initiatives for advancing graduate education.

Over the last 30 years, Dr. Blieszner's record of academic service to Virginia Tech has been both deep and broad. Appointed by President Charles Steger as University Director of Strategic Planning (2000-2001), she provided university-wide leadership for articulating a visionary set of goals, objectives, and strategies. She played a significant role in various faculty governance positions—from Senate Cabinet to the University Advisory Committee on Strategic Budget and Planning; the Commission on Faculty Affairs; and the President's Task Force on University Council, Commissions, and Committees.

Dr. Blieszner was invited to present the undergraduate commencement address in December 2009; served on the Faculty Honorifics Committee, the Women's Studies Advisory Board, the College of Liberal Arts and Human Sciences Promotion and Tenure Committee, the search committee for dean of the college, administrator of the graduate certificate in gerontology, chair of the spring awards ceremony for the Department of Human Resources, member of the department head for human resources search committee, and member of the Degree Requirement Standards, Criteria, and Academic Policy Committee of the Commission on Graduate Studies and Policies.

Dr. Blieszner's numerous teaching accomplishments include the University Alumni Teaching Award and election into the Academy of Teaching Excellence. In 2006, she received the College of Liberal Arts and Human Sciences Award for Excellence in Undergraduate Advising.

Known for her ability to motivate students to be self-directed learners, her innovative teaching emphasizes critical thinking, problem solving, and practice in future professional roles. Dr. Blieszner validates personal experiences as important sources of knowledge and has adopted a multicultural perspective by acknowledging the effects of gender, race, class, age, and other characteristics on the subject at hand. She is an often-requested teacher and advisory committee member. At professional meetings, it is not uncommon to see   Dr. Blieszner surrounded by her former students—now Virginia Tech alumni.

In her scholarly writings, Dr. Blieszner demonstrates sustained and collaborative teaching contributions. Three of her books are now being used as textbooks. In the past 10 years, Dr. Blieszner has secured funding for scholarships through six research grants and three grants in support of research dissemination. She has published 22 articles in peer-reviewed scholarly journals as well as three other scholarly works, written 12 chapters for edited books, and executed a publishing contract for a monograph, *Spiritual Resiliency and Aging: Hope, Relationality, and the Creative Self* and edited the *Handbook of Families and Aging*, 2nd edition. Dr. Blieszner's research focuses on family and friend relationships in adulthood and old age. Her interdisciplinary research on real-life problems address a crucial aspect of human existence from the combined perspectives of gerontology, family studies, psychology, and sociology.

Dr. Blieszner has a remarkable record of professional service. She has been named as a Fellow in four professional societies, including the National Council on Family Relations. She also serves on the editorial boards of nine scholarly journals; however, her most significant professional organization contribution has been her service for the past four years as editor-in-chief of the *Journal of Gerontology: Psychological Sciences*, published by the Gerontological Society of America. This work entails processing approximately 200 submitted manuscripts per year. Besides managing the day-to-day operations of the peer review process and making editorial decisions, she is responsible for regular reports to the Gerontological Society of America Publication Commititee, managing the budget, responding to author and reviewer inquiries, and supervising the work of a professional editorial assistant and a graduate assistant.

Dr. Blieszner's enduring loyalty and energy have enhanced Virginia Tech on many levels. She personally reflects the *Ut Prosim* spirit of the university, sharing her knowledge, research, time, and energies with both the campus and community.

RECOMMENDATION:

That Dr. Rosemary Blieszner be reappointed Alumni Distinguished Professor effective March 26, 2012 for a period of ten years.

March 26, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1980 and continuing for 31 years, Dr. James Bohland faithfully served Virginia Tech in numerous leadership positions on the Blacksburg campus and in the National Capital Region; and

WHEREAS, from 2002 to 2011, he served as vice president and executive director of the Virginia Tech National Capital Region (NCR) operations and led the NCR senior management team in the development and implementation of new strategic directions in resilience, security, sustainability, health, and technology; and

WHEREAS, his leadership and perseverance guided the inception and completion of the Virginia Tech Research Center in Arlington, Virginia, a U.S. Green Council LEED-certified facility; and

WHEREAS, as Senior Fellow for Biomedical, Bioengineering, and Health Projects from 2001 to 2005, he developed and implemented research and graduate degree programs in the biomedical, bioengineering, and health areas and managed collaborative agreements with selected medical schools; and

WHEREAS, from 2000 to 2001, he served as interim provost and approved the initial concept for the Institute for Critical Technology and Applied Science, helped establish the School of Biomedical Engineering, and played a pivotal role in the development of the university strategic plan; and

WHEREAS, in 1984, he guided establishment of the School of Public and International Affairs, served as its founding director, and led the school through its formative years; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. James Bohland for his distinguished, dedicated, and visionary service to the university with the title of Professor Emeritus of the School of Public and International Affairs.

RECOMMENDATION:

That the above resolution recommending Dr. James Bohland for emeritus status be approved.

March 26, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1991 and continuing for 20 years, Dr. S. K. De Datta faithfully served Virginia Tech in a variety of roles, including director of the Office of International Development, professor of Crop and Soil Environmental Sciences, associate dean of the College of Agriculture and Life Sciences, associate vice president for International Affairs, and director of the Office of International Research, Education, and Development; and

WHEREAS, he has been a leader in the internationalization of Virginia Tech; and

WHEREAS, under his guidance, the Office of International Research, Education, and Development became one of the largest international program offices in the United States, with a presence in 44 countries and a current research portfolio of over $90 million and a cumulative portfolio of $150 million; and

WHEREAS, he served on the degree committees of 77 master's and doctoral students who have gone on to achieve prominence around the world as leaders at major universities and international agriculture centers, as well as ministers of agriculture; and

WHEREAS, his distinguished career as a professor, researcher, and leader in the green revolution included the development of a high-yielding variety of rice that benefited millions of people in Asia; and

WHEREAS, his comprehensive book about rice, *Principles and Practices of Rice Production*, is viewed by many experts as the authoritative opus on rice; and

WHEREAS, his expertise in agriculture and his commitment to improving people's lives around the world has led to his receiving more than 30 international awards; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. S. K. De Datta for his distinguished service to the university with the title of Professor Emeritus of Crop and Soil Environmental Sciences.

RECOMMENDATION:

That the above resolution recommending Dr. S. K. De Datta for emeritus status be approved.

March 26, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, Dr. Charles C. Stallings faithfully served Virginia Tech for 32 years in the College of Agriculture and Life Sciences beginning in 1979; and

WHEREAS, as a member of the faculty in the Department of Dairy Science, he served the dairy industry of Virginia as an extension specialist, was a valued faculty colleague and advocate for the multiple missions of the Department of Dairy Science; and

WHEREAS, Dr. Stallings mentored graduate students and taught students in the Agricultural Technology Program, presented numerous workshops and short courses throughout Virginia, the nation, and in multiple countries in Eastern Europe and the Mid-East; and

WHEREAS, he hosted, taught, and consulted with multiple international teams of dairy industry professionals and dairy producers; and

WHEREAS, he contributed to the scientific and extension education literature and served administrative duties as interim department head of dairy science and associate director of Cooperative Extension; and

WHEREAS, he served professional societies, was an outstanding department, college, and university citizen; and

NOW, THEREFORE, **BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Charles Stallings for his service to the university with the title of Professor Emeritus of Dairy Science.

RECOMMENDATION:

That the above resolution recommending Dr. Charles C. Stallings for emeritus status be approved.

March 26, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1981 and continuing for 30 years, Dr. Dennis Welch has faithfully served Virginia Tech as a faculty member in the Department of English in the College of Liberal Arts and Human Sciences; and

WHEREAS, he has made significant contributions to the understanding of English literature through his work, in particular, on William Blake, as well as other American and British writers; and

WHEREAS, he has ably served his professional community through his membership in the American Society for Eighteenth-Century Studies, the North American Society for the Study of Romanticism, and the Southeastern American Society for Eighteenth-Century Studies; and

WHEREAS, he has taught, with dedication, a wide variety of undergraduate and graduate courses ranging across the English curriculum, placing strong emphasis on student learning and excellence in writing; and

WHEREAS, he has advised numerous students to help them develop skills necessary for successful careers; and

WHEREAS, he has 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 Dr. Dennis Welch for his distinguished service to the university with the title Associate Professor Emeritus of English.

RECOMMENDATION:

That the above resolution recommending Dr. Dennis Welch for emeritus status be approved.

March 26, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1978 and continuing for 34 years, Dr. James F. Wolf faithfully served Virginia Tech and the Center for Public Administration and Policy as a scholar, teacher, mentor, and leader on campus and in the National Capital Region; and

WHEREAS, from 1978 to 2006, he served with vision and great dedication as program director for the Center for Public Administration and Policy's (CPAP) Northern Virginia Program, leading the effort to successfully establish the doctoral program in the National Capital Region, and in 1988 to establish the Masters of Public Administration (MPA) program in the National Capital Region; and

WHEREAS, from 1992 to 1997, he served as program chair for the Center for Public Administration and Policy, coordinating the work of CPAP across the campus and National Capital Region operations; and

WHEREAS, from 2000 to 2001, he served as acting director for the School of Public and International Affairs at a crucial time in the school's formative years; and

WHEREAS, as a professor in the Center for Public Administration and Policy, he served as advisor and mentor for hundreds of graduate students and future scholars, practitioners, and citizens, and supervised more than 35 dissertations; and

WHEREAS, from 2004 to 2010 he served as the Center for Public Administration and Policy faculty liaison for the MPA program in Richmond, providing essential program guidance and coordination, teaching multiple courses, and advising students in the program to sustain this important CPAP and Virginia Tech initiative in the capital city of Virginia; and

WHEREAS, in 1995 his astute insight led to the establishment of a Federal reimbursement unit dedicated to improving the lives of at-risk youth and their families, especially children in foster care; the embedded research center in Fairfax County was established to bring research expertise to bear on challenging public problems; and

WHEREAS, his exceptional research, teaching, and outreach, including over 40 books, book chapters, and refereed journal articles, many co-authored with his doctoral students, contributed significantly to the knowledge, study, and practice of public leadership and management, organizational theory and behavior, regional and metropolitan governance, and the theory and practice of democratic governance; and

WHEREAS, as a generous and wise counselor he shared insights, created opportunities for collaboration, mentored junior faculty, and served in multiple leadership roles for university service;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes   Dr. James Wolf for his distinguished and dedicated service to the university with the title of Professor Emeritus of the Center of Public Administration and Policy and the School of Public and International Affairs.

RECOMMENDATION:

That the above resolution recommending Dr. James Wolf for emeritus status be approved.

March 26, 2012

ENDOWED PROFESSORSHIP

Joseph H. Collie Professorship of Chemical Engineering

The Joseph H. Collie Professorship was established by a generous gift from Joseph H. Collie, a 1950 graduate of Virginia Tech's Department of Chemical Engineering. It is awarded for a period of three years to a distinguished visiting professor who has extensive industrial experience and expertise in production, marketing, and sales of chemical products to introduce chemical engineering students to advanced business and marketing concepts in chemical distribution management.

In concurrence with the recommendations of the chemical engineering honorifics committee and Department Head John Walz, Dean Richard Benson nominates Dr. Peter Rim, the current holder of the Collie Professorship, for a second term of three years.

Dr. Rim is an expert in modern business strategies, product development processes, customer relations in a global society, and quality improvement and control. His background and expertise in both chemical technology and business management are valuable to students who seek careers in the chemical industry.

Dr. Rim has more than 25 years of experience in the development, commercialization, and marketing of performance polymer products. Prior to joining Virginia Tech in 2010, Dr. Rim led the product strategy, development, and commercialization of Honeywell Performance Fiber's nearly $1 billion dollar business. He established cost-effective external research and development capabilities at universities, suppliers, and other programs to supplement the in-house capabilities of Honeywell Performance Fibers.

Dr. Rim is considered a technical patent expert in new technology areas and his name appears on 12 patents and on more than 20 technical publications. He earned a bachelor's degree in pre-medicine, his master's degree and Ph.D. are in polymer science from Penn State. In addition, Dr. Rim received an M.B.A. from the University of Richmond.

Since joining Virginia Tech, Dr. Rim has been popular among chemical engineering students. His course, "Business and Marketing in Process Industries", is unique among all chemical engineering undergraduate programs in the U.S. He scored a perfect 4.0/4.0 on his teaching evaluations the first time he taught the course. He advises graduating seniors on industrial design projects and is working with the student chapter of the American Institute of Chemical Engineers. His colleagues are thankful to have a business-oriented, industrial practitioner to prepare undergraduates for the engineering and business worlds.

RECOMMENDATION:

That Dr. Peter Rim be re-appointed to the Joseph H. Collie Professorship, effective August 10, 2012, for a period of three years, with salary and operating funds given in accordance with the provisions of the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED FACULTY FELLOWSHIP

Robert H. Hord, Jr. Chemical Engineering Fellowship

The Robert H. Hord Jr. Chemical Engineering Faculty Fellowship was established by a generous gift from the late Robert H. Hord, Jr. Mr. Hord, a 1950 Master of Science graduate in power and fuel engineering, was an enthusiastic supporter of Virginia Tech's chemical and mechanical engineering programs.

The goal of the endowed faculty fellowship is to acknowledge and reward tenure-track faculty in junior ranks in the Department of Chemical Engineering who have shown exceptional merit in research, teaching and/or service. The intent of the award is "preemptive retention" of our rising stars.

Dr. Padma Rajagopalan is an associate professor of chemical engineering. She joined the department in 2007, and was promoted to associate professor in 2011. She is a recipient of the prestigious Faculty Early Career Development award from the National Science Foundation.

In reviewing Dr. Rajagopalan's record for the nomination, Dr. John C. Bischoff, the Distinguished McKnight University Professor at the University of Minnesota, writes, "Padma's strong publication record of 23 referred journal articles and her receipt of over $3.5M in external research funding from the National Science Foundation and National Institute of Health underscores the importance of her biomedical engineering research. In addition, the fact that she has been invited to start and develop a Center on System Biology of Engineered Tissues is a recognition of her success in research, in her ability to attract external funding, and shows the respect and confidence from her colleagues. Padma's numerous educational outreach activities are a testament to her commitment to educate and encourage female and minority high school students to pursue careers in science and engineering."

Dr. David Kaplan, an endowed professor of chemical and biomedical engineering and chair of Biomedical Engineering, and director of the National Institute of Health Resource Center in Tissue Engineering at Tufts University, writes, "…it would be difficult for me to envision a more deserving candidate for this honor based on her level of scholarship, impact and overall efforts in support of the department and Virginia Tech…She is indeed a rising star in the field of chemical engineering…I am pleased to be able to strongly support this nomination".

The Honorifics Committee of the College of Engineering unanimously and enthusiastically supports this nomination.

RECOMMENDATION:

That Dr. Padma Rajagopalan be appointed to the Robert H. Hord Jr. Chemical Engineering Faculty Fellowship effective April 10, 2012, for a period of five years, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED PROFESSORSHIP

Robert B. Pamplin Professorship in Hospitality and Tourism Management

Founded in 2011, the Robert B. Pamplin Professorship in Hospitality and Tourism Management is one of several named professorships established with a portion of the $10 million endowment presented to the Pamplin College by Robert B. Pamplin, Sr. and   Robert B. Pamplin, Jr. This professorship supports excellence in education in Hospitality and Tourism Management.

In concurrence with the recommendation of the college honorifics committee, Dean Richard Sorensen nominates Dr. Richard Perdue to hold the Robert B. Pamplin Professorship in Hospitality and Tourism Management.

Dr. Perdue received his Ph.D. in recreation resource management from Texas A&M University. In July 2005, he joined the Pamplin College of Business as professor and department head. Dr. Perdue has achieved significant national and international recognition for his research accomplishments. He has served as principal investigator on externally funded research projects totaling in excess of $200,000. Dr. Perdue has published 48 papers in the field's major journals, two books, numerous book chapters, research monographs, and technical reports. He is a Fellow in the International Academy for the Study of Tourism and has served as the academy's secretary, president, and board chair. Dr. Perdue is also active in the Travel and Tourism Research Association as a member of its board of directors, current vice president, and president-elect. He is a recipient of the association's Charles R. Goeldner Article of Excellence Award.

As department head, Dr. Perdue teaches a wide range of courses in both undergraduate and graduate programs. He has supervised three doctoral dissertations, served on seven doctoral dissertation committees, and been an external examiner for Doctoral students in Hong Kong and Australia. Dr. Perdue is frequently asked to teach in tourism doctoral colloquia in the United States, Europe, Asia, and Australia.

RECOMMENDATION:

That Dr. Richard Perdue be appointed to the Robert B. Pamplin Professorship in Hospitality and Tourism Management, effective January 10, 2012, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholar match program.

March 26, 2012

ENDOWED PROFESSORSHIP

Thomas L. Phillips Endowed Professorship

Dr. Richard Benson, Dean of the College of Engineering, has nominated Professor Naren Ramakrishnan to the Thomas L. Phillips Professorship in Engineering. The Raytheon Corporation created the Thomas L. Phillips Professorship in 1992 in honor of its retired chief executive officer (1968 – 1991) and chair of its board of directors (1975 – 1991). He received his bachelor's and master's degrees in electrical engineering from Virginia Tech in 1947 and in 1948, respectively. He joined Raytheon upon his graduation as an electronics design engineer.

Dr. Ramakrishnan earned his Ph.D. in Computer Sciences from Purdue University in 1997. He received a Masters of Computer Science and Engineering from Anna University in India in 1993, and a Bachelor of Engineering in Electronics and Instrumentation from Annamalai University, India in 1992. He joined the Department of Computer Science in 1998, after spending a year at Purdue as a Visiting Assistant Professor of Computer Sciences.

Dr. Ramakrishnan is one of the top researchers in the theory and practice of data mining, the science of finding interesting and actionable patterns hidden in massive data sets. He has published 17 edited books/proceedings and book chapters, 74 journal articles and 91 peer-reviewed conference/workshop papers. He has been Principal Investigator or Co-Principle Investigator on 27 grants with combined funding of $20.1 million dollars with a personal share of $6.2 million dollars. His research has resulted in two pending patent applications. Moreover, Dr. Ramakrishnan has graduated 6 Doctoral and 12 Master of Science students; he is an excellent teacher and research mentor.

In 2009, Dr. Ramakrishnan was named an *Association for Computing Machinery Distinguished Scientist*. Recently, he was selected to attend two important Computing Research Association workshops: *Discovery and Innovation in Health Information Technology (2009)* and *Leadership in Science Policy Institute (2011).* In January 2011, Dr. Ramakrishnan became Director of the *Institute for Critical Technology and Applied Science Center for Discovery Analytics.* Dr. Ramakrishnan has served as Associate Head for Graduate Studies in our department since 2008. He serves on the editorial boards of five journals, including the flagship of the Institute of Electrical and Electronics Engineers Computer Society, *Institute of Electrical and Electronics Engineers Computer.* He has served on 36 program committees since 2008, including as program chair of the *Seventh Institute of Electrical and Electronics Engineers International Conference on Data Mining (2007)* and general chair for that conference in 2008; this is the premier conference in data mining.

Dr. Ramakrishnan is a rare faculty member. He is an excellent researcher, a strong mentor, a respected leader, and a consensus-building individual.

RECOMMENDATION:

That Dr. Naren Ramakrishnan be appointed to the Thomas L. Phillips Endowed Professorship, effective April 10, 2012, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED PROFESSORSHIP

James S Tucker Professorship

In concurrence with the recommendations of the honorifics committees of the Bradley Department of Electrical and Computer Engineering and the College of Engineering, Dean Richard Benson nominates Dr. Jason Lai to hold the James S. Tucker Professorship.

Dr. Lai earned his Ph.D. and Master of Science in Electrical Engineering from the University of Tennessee, Knoxville, Tennessee in 1989 and 1985, respectively. He received the B.S. in Electrical Engineering from the National Taiwan Normal University, Taipei, Taiwan in 1975 and joined the Bradley Department of Electrical and Computer Engineering in 1996 as a tenure-track associate professor. He received tenure and was promoted to full professor in 2004. After receiving his Ph.D. in 1989, he worked at the Power Electronics Applications Center (1989-93) and Oak Ridge National Laboratory (1993-96).

Dr. Lai has established an outstanding research program in power electronics for energy applications and has founded the highly successful Future Energy Electronics Center. His research focuses on high-power converters for energy applications. He is a highly successful scholar who is able to couple his research with industrial applications and consider practical limitations such as cost and thermal issues. He has secured over $12 million in external funding, with his personal share exceeding $9.4 million. He has published over 60 journal papers with most of these appearing in high quality Institute of Electrical and Electronics Engineers transactions. He has won eight Best Paper Awards from the Institute of Electrical and Electronics Engineers which is the world's largest technical society. He has published 187 conference papers and has given numerous keynote addresses and other invited talks. His innovation is further demonstrated by the award of 19 United States and international patents.

Dr. Lai is a dedicated and effective educator and mentor. He teaches courses in power electronics and electronic circuit design and is very active in teaching short courses on power inverters and other topics related to power electronics. He has advised 28 Master of Science and 11 doctoral students to completion. Three of his doctoral students are in faculty positions at other institutions. He is currently advising 6 Master of Science and 20 doctoral students.

Dr. Lai actively involves undergraduate students in research and mentors student teams for design competitions. One team won the $10,000 Grand Prize Award in the International Future Energy Challenge in July 2011. Other student teams mentored by Dr. Lai, won the Best Presentation Award in 2003 and the Best Performance Award in 2001 at the International Future Energy Challenge. A student team mentored by Dr. Lai won the First Place Award of $10,000 from the TI Engibous Prize Analog Design Competition in 2009.

Dr. Lai has received numerous honors that recognize his success as a researcher and educator. He was named the Institute of Electrical and Electronics Engineers Institute Fellow in 2007 for "contributions to high performance high power inverters." He has won eight "best paper" or similar awards from leading conferences in his field. Within Virginia Tech, Professor Lai was presented with the Dean's Award for Research Excellence in 2010.

Dr. Lai's service record is equally impressive. He has served in numerous leadership positions in professional societies including Program Chair, General Chair, and Steering Committee Chair for the Institute of Electrical and Electronics Engineers at the Applied Power Electronics Conference in 2004, 2005, and 2006. He was the founding chair in 2001 and the Steering Committee Chair in 2011 for the International Future Energy Challenge, General Chair for the 2008 National Science Foundation Workshop on Advanced Power Conditioning for Alternate Energy Systems, General Chair for the 2000 Institute of Electrical and Electronics Engineers Workshop on Computers in Power Electronics, and General Chair for the 1992 Electrical Power Research Institute Power Electronics Devices and Components Workshop. He also served as chairs of the Standards Committee from 1995 to 2003 and Academic Affairs from 2011 to present for the Institute of Electrical and Electronics Engineers Power Electronics Society.

RECOMMENDATION:
That Dr. Jason Lai be appointed to the James S. Tucker Professorship effective April 10, 2012, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED FELLOWSHIP

Elizabeth and James E. Turner Jr. '56 Faculty Fellowship

Dr. Richard Benson, Dean of the College of Engineering has nominated Professor Wu-chun Feng to the Elizabeth and James E. Turner Jr. '56 Faculty Fellowship. The Turner Fellowship was funded by Ayco Charitable Foundation and was established in 2011.

Dr. Feng earned his Ph.D. in Computer Science from the University of Illinois, Urbana-Champaign in 1996. He received an Master of Science in Computer Engineering in 1989, a Bachelor of Science in Computer Engineering in 1988, and a Bachelor of Science Honors in Music in 1988, all from Pennsylvania State University. Dr. Feng was a Visiting Assistant Professor at the University of Illinois, Urbana-Champaign from 1996-1998, at which time he joined Los Alamos National Laboratory. At first he was a technical staff member and then as founder/team leader of R&D in Advanced Network Technology in the Computer and Computational Sciences division. Dr. Feng left Los Alamos in January 2006 to join the Department of Computer Science at Virginia Tech.

Dr. Feng is an outstanding computer science researcher in efficient, high performance computing and networking, with emphasis on energy-efficiency and accelerator-based computation, especially as applied to problems in bioinformatics. His research contributions sit at the synergistic intersection of computer architecture, systems software, middleware, and applications software.

He has 195 articles published in peer-reviewed conferences, journals and books. Dr. Feng's career total of externally sponsored research funding is ~$18.62M with a personal share at ~$9.52M. He has additional research funding of ~$5.36M with a personal share of ~$3.32M. This research funding was obtained since he joined Virginia Tech. In 2010, he led a strong interdisciplinary team on a successful $2M *National Science Foundation Major Research Instrumentation* grant that funded *HokieSpeed,* a new ~200 node Graphics Processing Unit/Central Processing Unit supercomputer at Virginia Tech. He is a four-time winner of an *International Business Machines Faculty Award* (2007, 2008, 2010, and 2011). In 2008, he won the *NVIDIA Professorship Partnership Award*. In 2011, he became the Principle Investigator of an NVIDIA *Compute Unified Device Architecture Research Center* at Virginia Tech and received the *Advanced Micro Devices Incorporated Faculty Fellow* award. This is the first time that such an award given. This outstanding recognition from computer companies is a strong indication of the practical impact of Dr. Feng's research. In addition, he was selected to be an *Association for Computing Machinery Distinguished Scientist* in 2010.

Recommendation:

That Dr. Wu-chun Feng be appointed to a Turner Fellowship, effective April 10, 2012, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED FELLOWSHIP

The Elizabeth and James E. Turner Jr. '56 Faculty Fellowship

Dr. Richard Benson, Dean of the College of Engineering, has nominated Dr. Shashank Priya to the Elizabeth and James E. Turner Jr. '56 Faculty Fellowship. The Turner Fellowship was funded by Ayco Charitable Foundation and was established in 2011.

Dr. Priya is currently an associate professor at Virginia Tech, jointly appointed in the Departments of Mechanical Engineering and Materials Science and Engineering. He received his Ph.D. in Materials Engineering from The Pennsylvania State University in 2003. Dr. Priya was initially appointed at Virginia Tech as a tenure-track associate professor in 2007, and was conferred tenure in 2010. He previously held the position of Assistant Professor of Materials Science and Engineering at The University of Texas at Arlington from 2004-2007. Dr. Priya has an impressive record of productivity and scholarly accomplishments, and he has assumed key leadership roles in our department, college, and university community. He is currently Director of the NSF Center for Energy Harvesting Materials and Systems, which is funded through the National Science Foundation's Industry/University Cooperative Research Center Program.

Over his academic career, Dr. Priya has established an extremely strong research program in the area of energy harvesting and piezoelectric materials. Dr. Priya has obtained over $23,500,000 in funding since joining the Virginia Tech faculty. He is a very creative and innovative researcher with his research leading to nine patents or patent applications and ten intellectual property disclosures. Dr. Priya has more than 170 refereed journal publications, 35 refereed conference papers, and 50 invited or keynote presentations. His work is widely cited and he has published in the leading journals in his field. Dr. Priya has graduated 3 Doctor students, 7 Masters students, and is currently advising or co-advising 22 graduate students. In addition, Dr. Priya is committed to mentoring undergraduate students. He has worked very closely with a large number of undergraduate students in a variety of highly creative senior design projects.

Dr. Priya currently serves as an associate editor or editorial board member for two archival journals in his field, the *Journal of the American Ceramic Society*, and the *Journal of Advanced Dielectrics*. He also serves as Chair of the Electronics Division of the American Ceramic Society and has organized or chaired a number of workshops, symposia, and international conferences.

Dr. Priya has won a number of awards, both external and from Virginia Tech, all of which reflect his passion for scholarship and academic pursuits. Among the more notable and recent awards are the Air Force Office of Scientific Research Young Investigator Award in 2008 and the College of Engineering Dean's Award for Excellence in Research in 2011.

RECOMMENDATION:

That Dr. Shashank Priya be appointed to the Turner Fellowship, effective April 10, 2012, with the salary supplements as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

ENDOWED PROFESSORSHIP

CHARLES E. VIA, JR PROFESSOR IN
THE VIA DEPARTMENT OF CIVIL AND ENVIRONMENTAL ENGINEERING

Dr. Richard Benson, Dean of the College of Engineering, has nominated Dr. John C. Little to hold the Charles E. Via, Jr Professorship in the Via Department of Civil Engineering, concurring with the College of Engineering Honorifics Committee. The nomination is likewise recommended by the Honorifics Committee of the Department of Civil Engineering as well as by Department of Civil Engineering Head, Dr. W. Samuel Easterling. This professorship is funded through the endowment established in 1987 by Mrs. Marion Via Bradley.

Dr. Little is a multi-talented, nationally and internationally recognized faculty member who brings significant visibility to Virginia Tech. He is widely published with approximately 100 refereed papers to his credit. Most of his papers are published in journals with a high impact factor with 12 papers in Environmental Science and Technology (impact factor of 4.8) and 6 papers in Water Research (impact factor of 4.5). Dr. Little has focused his research in two main areas, indoor air pollution and management of oxygen in reservoirs. Both areas deal with mass transfer processes in environmental systems and Dr. Little is recognized as one of the world's experts in both areas.

Dr. Little has been active in interdisciplinary research and has collaborated with colleagues in China, Spain, and Switzerland. On campus, he played a central role in securing an National Science Foundation IGERT award and he served as Director for half the project period. He also served as co-chair of the Interdisciplinary Program in Environmental Biogeochemistry. This GAANN program was funded for $1.1 million and supported 12 Doctoral students in 3 departments and 3 colleges. Overall, Dr. Little has participated in over $9,000,000 in funded research. He has been the advisor for 8 Doctoral, 5 Post-Doctoral and 16 Master of Science (3 co-advised) students and is currently advising 2 Doctoral and 2 Master of Science students. He received a Faculty Early Career Program award from National Science Foundaiton and recently, one of his Ph.D. advisees was awarded the Best Dissertation by the Association of Environmental Engineering and Science Professors.

Dr. Little is a valued colleague and dedicated departmental citizen. He is committed to his teaching and student advising. Dr. Little likewise contributes in significant ways to the service mission of the department and university.

Dr. Little received a bachelor degree in chemical engineering and a masters degree in physical chemistry from the University of Cape Town and a masters and Ph.D. in environmental engineering from the University of California, Berkeley.

In summary, John is an internationally recognized scholar and has been very successful in securing interdisciplinary funding which has benefitted the greater University.

RECOMMENDATION

That Dr. John C. Little be appointed the Charles E. Via, Jr. Professor, effective April 10, 2012, with a salary supplement as provided by the endowed funds of the Via Endowment and the eminent scholar match if available.

March 26, 2012

ENDOWED PROFESSORSHIP

Wyatt Professorship

In concurrence with the recommendations of the honorifics committees of the School of Biomedical Engineering and Sciences and the College of Engineering, Dean Richard Benson nominates Dr. Stefan Duma to hold the Harry Wyatt Professorship in Engineering.

Dr. Duma earned his Ph.D. in Mechanical Engineering from the University of Virginia in 2000. He received a Bachelor of Science in Mechanical Engineering from University of Tennessee in 1995, and a M.S. in Industrial Engineering from the University of Cincinnati in 1996. He joined the Department of Mechanical Engineering in 2000 and was promoted to full professor in 2006. Dr. Duma founded the Virginia Tech - Wake Forest Center for Injury Biomechanics in 2003, a center which has become widely recognized as the premier center in the world for the study of human impact injury. Since 2009, Dr. Duma has served as the Department Head for the Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences.

Dr. Duma is internationally recognized for his landmark studies in injury biomechanics and traumatic brain injury. He is a prolific author who has published over 300 technical papers in the field of injury biomechanics including 104 peer reviewed journal papers and 2 books. His research has been recognized with the Stapp Conference Best Paper Award, four Best Student Awards at Stapp Conferences, and the Association for Advancement of Automotive Medicine Best Scientific Paper Award in 2004 and 2007. In 2006, he was awarded the Technology Review: TR35 Award for Innovation in Biomechanics Research. He is a Fellow of the Association for the Advancement of Automotive Medicine, and Associate Editor of the journals Annals of Biomedical Engineering and Accident Analysis and Prevention.

RECOMMENDATION:

That Dr. Stefan Duma be appointed the Harry Wyatt Professor in Engineering, effective April 10, 2012, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

March 26, 2012

FACULTY RESEARCH LEAVES 2012 – 2013

Virginia Tech provides tenured faculty, and faculty on continued appointment, with professional development opportunities in the form of paid leave for the purpose of intensive study or research that increases the quality of the individual's professional stature and future contribution to the university. A study-research leave provides one-half salary for up to one year. A research assignment leave provides full salary for one semester.

The following faculty members are requesting study-research leave for the purpose and period of time specified:

Janet Abbate, Associate Professor, Science and Technology in Society, fall 2012: to conduct archival research on the history of computer science.

Thomas Brandon, Associate Professor, Civil and Environmental Engineering, spring 2013 – fall 2013: to assist the U.S. Army Corps of Engineers in a major revision of levee and dam design and analysis standards.

Brian Britt, Professor, Religion and Culture, academic year 2012-13: to research the significance of Walter Benjamin's work as it pertains to the current humanities debate on religious tradition and human agency.

Jeffrey Connor, Associate Professor, Engineering Education, academic year 2012-13: to write a book regarding modern practice and principles of engineering.

Andrea Dietrich, Professor, Civil and Environmental Engineering, spring 2013 – fall 2013: to collaborate with colleagues at national and international universities on global safe water and water-related human health issues.

Daniel Gallagher, Associate Professor, Civil and Environmental Engineering, spring 2013 – fall 2013: to research the techniques of Bayesian modeling and integrate the approaches into advanced numerical risk analysis methods.

Neil Hauenstein, Associate Professor, Psychology, academic year 2012-13: to conduct field research for the Defense Equal Opportunity Management Institute on the effects of diversity climate on unit effectiveness.

Jungmeen Kim-Spoon, Associate Professor, Psychology, academic year 2012-13: to research adolescent decision making processes related to health risk behaviors.

Kathy Lu, Associate Professor, Materials Science and Engineering, academic year 2012-13: to collaborate with colleagues at the Institut für Materialwissenschaft of Technische Universität Darmstadt in Darmstadt, Germany on nanomaterials and high temperature materials.

Allen MacKenzie, Associate Professor, Electrical and Computer Engineering, academic year 2012-13: to collaborate with colleagues at Trinity College Dublin in Ireland regarding the intersection of wireless technology and spectrum policy.

Chris North, Associate Professor, Computer Science, spring 2013: to collaborate with colleagues at Sandia National Labs in Albuquerque, New Mexico on large-scale interactive visualization used by cybersecurity analysts in the evaluation of massive quantities of complex information.

Kyungwha Park, Associate Professor, Physics, academic year 2012-13: to research magnetic nanostructures and to establish new research directions in hybrid structures with national and international collaborators.

Raghu Pasupathy, Associate Professor, Industrial and Systems Engineering, academic year 2012-13: to collaborate with leaders in the field of simulation optimization.

Frank Quinn, Professor, Mathematics, academic year 2012-13: to research ring spectra and orientations of bundles, complete two books, and prepare articles and chapters for publication.

Jesse Richardson, Associate Professor, School of Public and International Affairs, academic year 2012-13: to research the impact of emerging regulatory doctrine on water supply and water allocation issues.

Lucinda Roy, Alumni Distinguished Professor, English, spring 2013 – fall 2013: to complete a full-length poetry manuscript and a collection of short fiction.

Helen Schneider, Associate Professor, History, academic year 2012-13: to conduct archival research in China, Taiwan, England, and the United States on how social welfare providers developed and maintained the well-being of Chinese citizens in the midst of war and revolution.

Tatsu Takeuchi, Associate Professor, Physics, academic year 2012-13: to develop new collaborations in particle physics and cosmology and to complete several manuscripts.

Deborah Tatar, Associate Professor, Computer Science, spring and fall 2013: to develop a book that brings together various perspectives on the new human-computer interaction.

Zhijian Tu, Professor, Biochemistry, academic year 2012-13: to collaborate with colleagues at the Beijing Genome Institute in Shengzhen, China on the genome and transcriptome analysis of *Aedes albopictus*, an emerging disease vector of dengue in Asia and Europe.

Linbing Wang, Professor, Civil and Environmental Engineering, academic year 2012-13: to develop a smart transportation infrastructure research and education program with colleagues at the National Center for Materials Service Safety, University of Science and Technology, Beijing, China.

Dane Webster, Associate Professor, School of Visual Arts, academic year 2012-13: to expand knowledge of the open source tool software known as Processing and to gain expertise in Java script to further develop the breadth of digital tools available in 3D design courses.

The following faculty members are requesting research assignments for the purpose and period of time specified:

Ozzie Abaye, Professor, Crop and Soil Environmental Sciences, fall 2012: to assess existing agriculture programs, applied curricula, and curricula-linked research efforts at the University of Thiès, Senegal.

Montasir Abbas, Associate Professor, Civil and Environmental Engineering, fall 2012: to collaborate with colleagues at Massachusetts Institute of Technology and at Delft University of Technology, Netherlands, in developing a joint research and educational program on multi-scale causality modeling in transportation.

Sheryl Ball, Associate Professor, Economics, fall 2012: to develop research skills in neuroeconomics and to collaborate with the neuroeconomics faculty at the Virginia Tech Carilion Research Institute.

Dean Bork, Associate Professor, School of Architecture + Design, spring 2013: to complete a book manuscript entitled, *Christian Perspectives on Landscape Architecture*.

Daniel Breslau, Associate Professor, Science and Technology in Society, spring 2013: to complete a manuscript on the role of economists and economic knowledge in the design of electricity markets in the United States.

Brenda Brand, Associate Professor, School of Education, fall 2012: to develop the robotics collaborative with Mississippi Valley State University and the Indianola public school system.

Jennifer Brill, Associate Professor, School of Education, fall 2012: to research pedagogies and assessments that advance a novice to expert practitioner and to complete three manuscripts on the topic.

Toni Calasanti, Professor, Sociology, spring 2013: to research the experience of chronic health conditions in later life and to write related articles and grant proposals.

Kirby Deater-Deckard, Professor, Psychology, fall 2012: to collaborate with colleagues in the United States, Europe, Africa, South America, and Asia to examine cultural factors in adolescent mental and behavioral health outcomes; and to collaborate with colleagues in the United Kingdom and Israel to examine parenting stress and infant development.

Megan Dolbin-MacNab, Associate Professor, Human Development, spring 2013: to research grandparent-headed families and develop a proposal for external funding.

Edward Falco, Professor, English, fall 2012: to write a play in the expressionist style and pursue production possibilities for previous plays.

Wu-Chun Feng, Associate Professor, Computer Science, fall 2012: to research the personalization of computational sequence search and analysis on genomes from next-generation sequencers.

George Filz, Professor, Civil and Environmental Engineering, fall 2012: to research the use of ground improvement technologies for civil infrastructure applications.

Michael Garvin, Associate Professor, Myers-Lawson School of Construction, Fall 2012: to develop interdisciplinary proposals in sustainable infrastructure development and infrastructure lifecycle integration.

Richard Goff, Associate Professor, Engineering Education, fall 2012: to research the knowledge transfer tools and practices of industry and university academic design teams.

Deborah Good, Associate Professor, Human Nutrition, Foods, and Exercise, fall 2012: to determine which tissue-specific expression of Nhih2 is necessary for high physical activity levels in mammals.

Charles Hagedorn, Professor, Crop and Soil Environmental Sciences, fall 2012: to collaborate with colleagues at the Southern California Coastal Water Research Project Institute on molecular-based methods for rapid assessment of water quality.

Conrad Heatwole, Associate Professor, Biological Systems Engineering, spring 2013: to collaborate with colleagues at universities in Zambia and Brazil on watershed management.

Antoine Hobeika, Professor, Civil and Environmental Engineering, spring 2013: to collaborate with colleagues at Delft University of Technology in Netherlands on agent-based modeling concepts in transportation engineering.

Angela Huebner, Associate Professor, Human Development, fall 2012: to research the adjustment of military families following deployment and to pursue clinical research funding on the topic.

Steven Janosik, Associate Professor, School of Education, spring 2013: to conduct a national study at institutions of higher education on student perception and behavior regarding the Jeanne Clery Act.

Yan Jiao, Associate Professor, Fish and Wildlife Conservation, spring 2013: to establish new collaborations in ecosystem-based research and to complete a book on quantitative fisheries.

Sharon Johnson, Associate Professor, Foreign Languages and Literatures, spring 2013: to conduct research at three French archives and to draft a manuscript regarding the French 19th century news source that related "horrible crimes"—*canards sanglants*.

Mahmood Khan, Professor, Hospitality and Tourism Management, spring 2013: to conduct interdisciplinary research on franchising using subjects from different parts of the world.

Jim Kuypers, Associate Professor, Communication, fall 2012: to complete two books—one on political communication and one on meta-criticism.

Ronald Lewis, Professor, Animal and Poultry Sciences, fall 2012: to collaborate with the U.S. Meat Animal Research Center on genetic improvement of the efficiency of livestock production systems.

Barbara Lockee, Professor, School of Education, fall 2012: to collaborate with colleagues at the University of Southern California's Institute for Creative Technology and at Independent Student Media Films in Los Angeles, California, on a design-based research program focusing on Science, Technology, Engineering, and Mathematics (STEM) learning through student digital media production.

Susan Magliaro, Professor, School of Education, fall 2012: to build the foundation and launch the School of Education's new Center on University-School Partnerships.

Eva Marand, Professor, Chemical Engineering, spring 2013: to establish a Fulbright-sponsored research program with colleagues at the Institute of Macromolecular Chemistry of the Academy of Sciences, Prague, Czech Republic developing functionalized carbon nanotube/polymer mixed matrix membranes for water purification and desalination applications.

Herve Marand, Professor, Chemistry, spring 2013: to research small-angle X-ray scattering to multicomponent polymer systems, biomacromolecules, and polymer solutions, and to broaden research in the area of phase transition to the study of protein crystallization.

Yasuo Miyazaki, Associate Professor, School of Education, spring 2013: to expand measurement models in hierarchical linear and nonlinear models that will improve the practice of educational testing.

Kevin Myles, Associate Professor, Entomology, fall 2012: to analyze the next generation sequencing data, write a manuscript on the topic, and develop a practical computing course with special emphasis on the analysis of next generation sequencing data.

Wayne Neu, Associate Professor, Aerospace and Ocean Engineering, fall 2012: to collaborate with colleagues at the Naval Oceanographic Office, Stennis Space Center, Mississippi on three autonomous underwater vehicles.

Maury Nussbaum, Professor, Industrial and Systems Engineering, spring 2013: to contact experts, solicit potential collaborators, and generate major grant applications to research occupational falls.

JoAnn Paul, Associate Professor, Electrical and Computer Engineering, spring 2013: to write a textbook that bridges concepts used in computer design and analysis with brain organization.

John Phillips, Professor, Biological Sciences, fall 2012: to collaborate with colleagues at Charles University in the Czech Republic and at Dartmouth College to investigate neural circuits and neural processing mechanisms responsible for integrating magnetic input with other spatial information in the hippocampal complex of rodents.

David Radcliffe, Professor, English, spring 2013: to create software for the digital archive, *Lord Byron and His Times*, and to add prosopography data files and documents to the archive.

Maren Roman, Associate Professor, Wood Science and Forest Products, fall 2012: to study biological concepts, research methods, and terminology relevant to medication applications of nanomaterials.

Rachel Scott, Associate Professor, Religion and Culture, fall 2012: to complete a book on Islamic historiography that illustrates the diverse relationship between the past and present as constructed by modern Islamic thinkers.

Cliff Shaffer, Professor, Computer Science, spring 2013: to advance the OpenDSA project, which is an international collaboration to develop an open-source, creative-commons active eTextbook for data structures and algorithms courses.

Mark Shimozono, Professor, Mathematics, spring 2013: to collaborate with colleagues at the University of Michigan on affine Schubert calculus and to participate in the Institute for Computational and Experimental Research in Mathematics program at Brown University.

Richard Shyrock, Associate Professor, Foreign Languages and Literatures, spring 2013: to write a manuscript about the politics of the French symbolist movement.

Cynthia Smith, Associate Professor, Human Development, fall 2012: to expand expertise in advanced methods and statistics and to complete articles for publication in child development journals.

Mark Stremler, Associate Professor, Engineering Science and Mechanics, fall 2012: to collaborate with colleagues at the Isaac Newton Institute for Mathematical Sciences in Cambridge, United Kingdom on topological dynamics in the physical and biological sciences.

Uwe Täuber, Professor, Physics, fall 2012: to collaborate with colleagues in the field of complex systems science at Centre de Recherche en Épistémologie Appliquée at the École Polytechnique and the L'institut des Systèmes Complexes, Paris, France in applying tools of statistical physics to ecological and sociological problems.

Pavlos Vlachos, Professor, Mechanical Engineering, fall 2012: to collaborate with colleagues at the Food and Drug Administration to study aspects of the regulatory process and to improve procedures for assessing cardiovascular implant approval procedures.

Anastasia Vogt Yuan, Associate Professor, Sociology, fall 2012: to research racial ethnic differences in mental health across the life course and to write a book on the topic.

Linda Wallace, Associate Professor, Accounting and Information Systems, spring 2013: to develop and test a model linking information technology controls to successful compliance with the Sarbanes-Oxley Act of 2002.

Yue Wang, Professor, Electrical and Computer Engineering, fall 2012: to collaborate on novel bioinformatics algorithms for analyzing the multiplatform genomic/molecular data produced by The Cancer Genomic Atlas project.

Jason Jianhua Xuan, Associate Professor, Electrical and Computer Engineering, fall 2012: to collaborate with cancer biologists at Johns Hopkins University and the National Institutes of Health in developing and using novel computational systems biology approaches to study drug resistance in breast cancer and ovarian cancer.

RECOMMENDATION:

That the above study-research leaves and research assignments be approved as requested.

March 26, 2012

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE

Quarter ending December 31, 2011

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and for administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the university has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty
    New Appointments with Tenure or Continued Appointment   1
    New Appointments to Tenure-Track or Continued Appointment-Track   14
    New Appointments to Non-Tenure Track   0

    Adjustments in Salary   5

Administrative and Professional Faculty
    New Appointments   4

    Adjustments in Salary   27
    Adjustments in Salary – Contractual Arrangement   9
    One-time payments for Post-Season Sports Events   54

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report.

March 26, 2012

FACULTY PERSONNEL CHANGES
March 26, 2012

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

					CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS			BASE	ONE-TIME
Agriculture & Life Sciences								
Cheng, Zhiyong	Assistant Professor	Human Nutrition, Foods & Exercise	Reg	9	10-Apr-12	100	$ 78,000	
Architecture & Urban Studies								
Ahram, Ariel	Assistant Professor	School of Public and International Affairs	Reg	9	10-Aug-12	100	$ 72,000	
Eckerd, Adam	Assistant Professor	School of Public and International Affairs	Reg	9	10-Aug-12	100	$ 70,000	
Jones, Michael	Assistant Professor	Center for Public Administration and Policy	Reg	9	10-Aug-12	100	$ 68,000	
Nickel, Patricia	Assistant Professor	School of Public and International Affairs	Reg	9	10-Aug-12	100	$ 68,000	
Business								
Junkunc, Marc	Assistant Professor	Management	Reg	9	10-Aug-12	100	$ 135,000	
Engineering								
Bickford, Lissett	Assistant Professor	Biomedical Engineering	Reg	9	10-Aug-12	100	$ 85,000	
Liberal Arts & Human Sciences								
Labuski, Christine	Assistant Professor	Sociology	Reg	9	10-Aug-12	100	$ 60,000	
Medina Vidal, Dennis	Assistant Professor	Political Science	Reg	9	10-Aug-12	100	$ 55,000	
Ulrich, Catherine	Assistant Professor	School of Education	Reg	9	10-Aug-12	100	$ 58,000	
Warnick, Quinn	Assistant Professor	English	Reg	9	10-Aug-12	100	$ 58,000	
Veterinary Medicine								
Luo, Xin	Assistant Professor	Biomedical Sciences & Pathobiology	Reg	12	1-Feb-12	100	$ 113,333	
Theus, Michelle	Assistant Professor	Biomedical Sciences & Pathobiology	Reg	12	25-Dec-11	100	$ 113,333	
Vice President for Research								
Gourdie, Robert	Professor - Tenured	Virginia Tech Carilion Research Institute	Reg	12	1-Jul-12	100	$ 250,000	
Sheng, Zhi	Assistant Professor	Virginia Tech Carilion Research Institute	Reg	12	1-Feb-12	100	$ 110,000	

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Liberal Arts & Human Sciences								
Gardner, Thomas	Professor	English	Reg	9	25-Dec-11	100	$ 110,200	
Thorp, Daniel	Associate Professor	History	Reg	12	10-Aug-11	100	$ 95,778	
			Reg	12	10-Aug-11	100	$ 109,178	
Engineering								
Socha, John	Assistant Professor	Engineering Science & Mechanics	Reg	9	25-Dec-11	100	$ 96,324	
Science								
Moore, Robert	Professor	Chemistry	Reg	9	3-Oct-11	100	$ 137,400	
Ross, Nancy	Professor	Geosciences	Reg	12	25-Dec-11	100	$ 147,733	

Presentation Date: March 26, 2012

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

					CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS			BASE	ONE-TIME
Dean of Libraries								
Gilbertson, Keith	Digital Technologies Development Librarian	Library	Reg	12	25-Nov-11	100	$ 66,000	
Matthews, Brian	Associate Dean for Learning and Outreach - Continued Appointment	Library	Reg	12	25-Nov-11	100	$ 112,000	
Xie, Zhiwu	Associate Professor	Library	Reg	12	10-Oct-11	100	$ 75,000	
President								
Sarfo-Kantanka, Victoria	Assistant Director of Compliance	Athletics	Reg	12	25-Oct-11	100	$ 42,500	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

| NAME | TITLE | DEPARTMENT | REG or RSTR | MONTHS | CURRENT ACTION | | | |
| | | | | | EFF DATE | % APPT | ANNUAL RATE | |
							BASE	ONE-TIME
Dean of Libraries								
Tomlin, Patrick	Head, Art & Architecture Library	Library	Reg	12	10-Oct-11	100	$ 58,000	
Walters, Tyler	Dean of University Libraries	Library	Reg	12	25-Dec-11	100	$ 198,600	
Engineering								
Benson, Richard	Dean of Engineering	Dean, Engineering	Reg	12	10-Oct-11	100	$ 335,000	
Natural Resources								
Mortimer, Michael	Director, Natural Resources Program	Natural Resources	Reg	12	25-Oct-11	100	$ 130,950	
President								
Adair, Charles	Head Women's Soccer Coach	Athletics	Reg	12	25-Nov-11	100		$ 4,000
Ballein, John	Assistant Athletic Director for Football Operations	Athletics	Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000
Beamer, Frank	Head Football Coach	Athletics	Reg	12	30-Dec-11	100		$ 25,000
			Reg	12	1-Feb-12	100		$ 17,500
Beamer, Shane	Associate Head Coach	Athletics	Reg	12	10-Dec-11	100	$ 202,527	
			Reg	12	10-Jan-12	100		$ 30,000
			Reg	12	10-Jan-12	100		$ 4,000
Brown, Cornell	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 202,527	
			Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000
East, Timothy	Associate Athletic Director for External Affairs	Athletics	Reg	12	10-Jan-12	100		$ 6,000
Ferguson, Jarrett	Director of Strength and Conditioning for Football	Athletics	Reg	12	10-Jan-12	100		$ 11,050
			Reg	12	10-Jan-12	100		$ 1,500

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Foster, Robert	Defensive Coordinator	Athletics	Reg	12	10-Dec-11	100	$ 471,762	
			Reg	12	10-Jan-12	100		$ 55,000
			Reg	12	10-Jan-12	100		$ 5,000
Gabbard, Thomas	Associate Athletic Director for Internal Affairs	Athletics	Reg	12	10-Jan-12	100		$ 6,000
Garnes, Bruce	Deputy Director, Football Operations	Athletics	Reg	12	10-Jan-12	100		$ 3,000
Gentry, Roy M.	Assistant Athletic Director, Athletic Performance	Athletics	Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000
Gilbert-Lowry, Reyna	Assistant Director of Athletics, Student Life	Athletics	Reg	12	10-Jan-12	100		$ 1,750
Goforth, Michael	Associate Director of Athletics for Athletic Training	Athletics	Reg	12	10-Jan-12	100		$ 14,713
			Reg	12	10-Jan-12	100		$ 1,500
Gray, Torrian	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 202,527	
			Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000
Helms, Christopher	Associate Director of Athletics, Olympic Sports	Athletics	Reg	12	10-Jan-12	100		$ 6,000
Hicks, Kevin	Director of Athletic Broadcast & Visual Communications	Athletics	Reg	12	10-Jan-12	100		$ 4,000
Hill, Rickey	Head Spirit Coach	Athletics	Reg	12	10-Jan-12	100		$ 2,000
Jaudon, Jon	Associate Director of Athletics for Administration	Athletics	Reg	12	10-Jan-12	100		$ 6,000
Karlin, Lester	Director, Equipment Services	Athletics	Reg	12	10-Jan-12	100		$ 10,392
			Reg	12	10-Jan-12	100		$ 1,500
Lycan, Erin	Assistant Women's Soccer Coach	Athletics	Reg	12	25-Nov-11	100		$ 2,000
McCloskey, Sharon	Senior Associate Athletic Director	Athletics	Reg	12	10-Jan-12	100		$ 6,000
McKee, David	Assistant Band Director	Athletics	Reg	12	10-Jan-12	100		$ 6,000
Middleton, Polly	Assistant Band Director	Athletics	Restr	9	10-Jan-12	100		$ 4,000
Newsome, Curtis	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 212,653	
			Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION				
					EFF DATE	% APPT	ANNUAL RATE		
							BASE	ONE-TIME	
O'Cain, T. Michael	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 252,776		
			Reg	12	10-Jan-12	100		$ 25,000	
			Reg	12	10-Jan-12	100		$ 3,000	
O'Rourke, Kim	Chief of Staff	President	Reg	12	10-Oct-11	100	$ 158,188		
Panella, Martha	Associate Director for Sports Information	Athletics	Reg	12	10-Jan-12	100		$ 500	
Parker, Timothy	Assistant Athletic Director for Compliance	Athletics	Reg	12	10-Jan-12	100		$ 3,000	
Pososki, Peter	Assistant Women's Soccer Coach	Athletics	Reg	12	25-Nov-11	100		$ 2,000	
Ridenour, Minnis	Senior Fellow for Resource Development	President			1-Dec-11	Adjunct	$ 40,000		
Rudd, Lisa	Associate Athletics Director, Financial Affairs	Athletics	Reg	12	10-Dec-11	100	$ 87,815		
			Reg	12	10-Jan-12	100		$ 5,000	
Sherman, Kevin	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 202,490		
			Reg	12	10-Jan-12	100		$ 25,000	
			Reg	12	10-Jan-12	100		$ 3,000	
Short, Keith	Strength and Conditioning Coordinator	Athletics	Reg	12	10-Jan-12	100		$ 7,779	
			Reg	12	10-Jan-12	100		$ 1,500	
Smith, Clarence	Assistant Athletic Director, Ticketing Services	Athletics	Reg	12	10-Jan-12	100		$ 4,000	
Smith, David	Assistant Director of Athletics for Media Relations	Athletics	Reg	12	10-Jan-12	100		$ 4,000	
Stinespring, Brian	Offensive Coordinator	Athletics	Reg	12	10-Dec-11	100	$ 349,980		
			Reg	12	10-Jan-12	100		$ 55,000	
			Reg	12	10-Jan-12	100		$ 5,000	
Underwood, Casey	Director of Outside Facilities	Athletics	Reg	12	10-Jan-12	100		$ 1,000	
Weaver, James	Director of Athletics	Athletics	Reg	12	10-Jan-12	100		$ 70,979	
Wells, Jeremy	Assistant Director of Athletics for Sports Marketing & Promotions	Athletics	Reg	12	10-Jan-12	100		$ 2,000	

Presentation Date: March 26, 2012

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Wiles, Charles	Assistant Football Coach	Athletics	Reg	12	10-Dec-11	100	$ 244,554	
			Reg	12	10-Jan-12	100		$ 25,000
			Reg	12	10-Jan-12	100		$ 3,000
Yianilos, Christopher	Director of Federal and NCR Relations	President	Reg	12	25-Nov-11	100	$ 172,300	

Senior Vice President & Provost

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Finney, Jack	Associate Provost	Provost - Administration	Reg	12	25-Nov-11	100	$ 209,000	
McNamee, Mark	Senior Vice President & Provost	Provost - Administration	Reg	12	10-Oct-11	100	$ 346,996	
Smith, Kenneth	Associate Provost	Provost - Administration	Reg	12	25-Nov-11	100	$ 142,000	

Vice President for Administrative Services

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Flinchum, Wendell	Chief of Police and Director of Security	Police	Reg	12	25-Oct-11	100	$ 143,444	
Irvin, Andrew	Associate Vice President for Human Resources	Human Resources	Reg	12	25-Oct-11	100	$ 187,425	
McCoy, Heidi	Chief of Staff	Vice President for Administrative Services	Reg	12	25-Oct-11	100	$ 109,790	
Mulhare, Michael	Director of Emergency Management	Emergency Management	Reg	12	25-Oct-11	100	$ 135,482	
Wilson, Sherwood	Vice President for Administrative Services	Vice President for Administrative Services	Reg	12	10-Oct-11	100	$ 264,185	

Vice President for Finance and CFO

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Kaloupek, William	Director of Materials Management	Purchasing	Reg	12	10-Jan-11	100	$ 121,000	
Shelton, Millard	Vice President for Finance and CFO	Vice President for Finance and CFO	Reg	12	10-Oct-11	100	$ 275,966	

Presentation Date: March 26, 2012

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

					CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS			BASE	ONE-TIME

Vice President for Outreach & International Affairs

Dooley, John	Vice President for Outreach & International Affairs	Vice President for Outreach & International Affairs	Reg	12	10-Oct-11	100	$ 215,000	
Leuschner, Ian	Director	International Support Services	Reg	12	25-Nov-11	100	$ 70,000	
Short, Susan	Associate Vice President for Engagement	Outreach Program Administration	Reg	12	1-Oct-11	100	$ 145,000	
Weimer, Scott	Director of Continuing & Professional Education	Continuing & Professional Education	Reg	12	1-Dec-11	100	$ 93,000	

Vice President for Development and University Relations

| Arsenault, Rhonda | Associate Vice President for Advancement Services | University Development | Reg | 12 | 25-Nov-11 | 100 | $ 154,024 | |
| Corvin, Thimothy | Senior Associate Vice President for Development | University Development | Reg | 12 | 25-Nov-11 | 100 | $ 241,500 | |

Vice President for Research

| Hall, Roderick | Associate Vice President for Research | Research/Interdisciplinary Programs | Reg | 12 | 10-Nov-11 | 100 | $ 180,000 | |
| Moore, David | Associate Vice President for Research Compliance | Research Compliance | Reg | 12 | 25-Oct-11 | 100 | $ 158,600 | |

Vice President for Student Affairs

| Spencer, Edward | Vice President for Student Affairs | Vice President for Student Affairs | Reg | 12 | 10-Oct-11 | 100 | $ 210,000 | |

Matthew C. Banfield
Undergraduate Representative to the Virginia Tech
Board of Visitors

March 26, 2012

Good afternoon Rector Nolen, President Steger, members of the Board, and guests – my fellow Hokies. Given the gap between today and the last time we met, I would like to offer a short report on the state of the undergraduate student body and where we stand thus far.

Before Christmas break, a group of students filled Cassell Coliseum to celebrate fall commencement. On January 19, members of the community gathered in the Haymarket theatre in Squires for the Martin Luther King Jr. Twitter Town Hall. At this event, a panel of students and administrators responded to questions and comments that attendees sent in via Twitter that revolved around diversity topics on campus. On February 2, more than seventy students traveled to Richmond to lobby the General Assembly in favor of an increase in spending for higher education in Virginia. Also this spring, the University Commission on Student Affairs, which is chaired by and comprised primarily of students, passed a resolution redefining commission membership, which in turn will increase efficiency. Finally, this past weekend, the Class of 2013 celebrated their collective successes with the annual Ring Banquet and formal Ring Dance. Student engagement at Virginia Tech has been and will continue to be at an all time high.

In line with the principle of engagement, I have worked to bring together the three points of the academic triangle to improve communication and collaboration between students, faculty, and administrators. At the beginning of this spring semester, the President's office graciously approved a program I am piloting, to provide gift cards to students that can be used to take a faculty member or administrator to lunch at the Inn. The desired outcome is that students will feel more engaged in their educations. I will be following up with each gift card recipient by the end of the year to gauge the success of this program.

This Wednesday, March 28, will mark the first annual VTVoice Town Hall Forum cosponsored by the Student Government Association and myself. The event will take place in Squires Student Center and will host a mix of students and administrators from a variety of departments. Upon check in, all 100 attendees will be given a table rotation schedule for the night. Each table will be focused around a different campus topic and will be assigned participants based either on an administrator's area of expertise or the students' pre-designated interests. Topics for discussion range from campus transportation, on campus dinning, academic advising and the Curriculum for Liberal Education, student/faculty relationships,

and campus safety, just to name a few. I am excited about the prospect of allowing students a chance to sit down with their administrators.

The primary concern I would like to bring to your attention on behalf of the undergraduate student body is the level of student engagement in the classroom, or rather the lack thereof. I would attribute this to two factors. First, talking to students from a diverse pool of majors and academic departments, it appears that many introductory levels courses, or courses primarily associated with the Curriculum for Liberal Education, are being taught with a less than enthusiastic attitude. For instance, I heard from one student who described a situation in which he had a professor in an introductory level class who read directly from a series of power point slides and encouraged no student interaction in class. Additionally, all exams for this class were online, and as the course progressed, exam questions were cumulative. The concern I have is that courses like this seem to offer no educational product to our students. The general apathy on behalf of these uninterested faculty inspire no desire to learn in the students in these classes either. I do not mean any negative reflection upon our faculty as a whole, because for the most part I believe that we are fortunate to have access to the best and the brightest, but unfortunately stories such as this one are not exactly rare.

The second factor that I would attribute to a lack in academic engagement is the way the Curriculum for Liberal Education is currently organized. Right now, undergraduate students are required to fill a number of graduation requirements with classes that are meant to broaden their general understanding of the world and increase their ability for cognitive thinking. What is happening, however, is that students are viewing these classes purely as requirements that they "need to get through." For instance, many students use an online music appreciation class to fill one of the area requirements. Because of the nature of the class, students can work in groups and use Google to find answers to questions. This is being done so that an entire semester of coursework can be completed in six hours. These classes, for the most part, are not challenging our students to think in a way that they find applicable to their lives, and therefore, our students are having a difficult time investing themselves in them. I was speaking with one student about this recently, and she brought up a good point that I would like to share. She learned about a department on campus that paid a web developer to redesign the department website. As a computer science major, she questioned why a project like redesigning a department website could not be a capstone type assignment where she could work alongside marketing majors to accomplish the web task. This would not only save the university money, but it would provide the interdisciplinary collaboration and exposure sought by the Curriculum for Liberal Education, while also providing the students a real world project that is applicable to their major. Ideas like this one could be applied to any discipline.

More in classroom engagement is needed to give our students the best competitive advantage following graduation.

Thank you for your attention today, and I am looking forward to speaking with you all the June meeting.

GRADUATE STUDENT REPRESENTATIVE CONSTITUENCY REPORT TO THE VIRGINIA TECH BOARD OF VISITORS

March 26, 2012

Thank you, Rector Nolan. Good afternoon President Steger, distinguished board members and guests.

Graduate students must strike a delicate balance between being students themselves in their respective programs of study, and, simultaneously conducting research, teaching undergraduate students, and navigating the "graduate" process. While the graduate school, and in particular, the Vice President and Dean for Graduate Education, Dr. Karen DePauw, have been extremely supportive and advocated on behalf of all graduate students, there still remain obstacles to having successful graduate experiences and completing graduate degrees at Virginia Tech. This afternoon I highlight three main areas, that if addressed, I know would assist in recruiting the best and the brightest graduate students, retaining those students, and graduating them to whatever their careers entail. These areas include: 1) graduate climate, 2) graduate mentoring, and 3) childcare/family needs.

GRADUATE CLIMATE
Since graduate students spend a significant portion of their time on research, teaching, and fulfilling requirements for their own degrees, graduate climate is extremely important! I have heard and witnessed many times over the years that some graduate students leave their studies because of problems in their individual departments or programs. These problems range from not having enough academic support, to wanting to start a family and being discouraged, to feeling as if they do not fit because of their race, ethnicity, gender, cultural background, national origin, sexual orientation, age, familial obligations, disability, etc., and it goes on and on.

In an effort to address this very issue, last semester I formed the Graduate BOV Think Tank. Comprised of six graduate students (Akiko Nakamura, Amanda Rumore (now Dr.), Mitch Hager, Angelo Colon, Robyn Jones, and Keyana Ellis) this group embodies a collaborative endeavor to facilitate positive changes in graduate climate at Virginia Tech. We spent several meetings discussing and planning strategies to achieve success in this area. We found that all constituency groups *except* the graduate student body have had some sort of climate assessment recently. We unanimously decided that this is not acceptable. As a result, we met with Dr. William Lewis, VP of Diversity and Inclusion, his assistant Mr. Perry Martin, and have secured the support of the Office of Diversity and Inclusion (ODI) and the graduate school to design and implement a climate assessment survey for graduate students. My hope is to be able to make significant progress in this area; I will report future actions at the June board meeting.

The next two concerns directly impact the graduate climate at Virginia Tech.

GRADUATE MENTORING
At our November board meeting, the joint session between the academic affairs and student affairs subcommittees focused on the topic of undergraduate advising. I think it is

important to identify that graduate students also struggle when it comes to academic advising and mentoring; however, graduate students' experiences with mentoring and advising are completely different. This is an area that has been of great concern over the last decade to graduate representatives to this board. Graduate students' advising or mentoring is not delegated to the department chair or a professional advisor. Instead, graduate students compose their own committees and select "advisors" to help guide them through the process. The chair can be an advisor, a mentor, both, or neither. Not all mentors or advisors are equal, nor does there exist a standard approach for all mentors or advisors to take. Although graduate students tend to have more active roles in selecting an advisor, this does not guarantee harmony with advisor and advisee.

In the hopes of addressing some of these concerns, one of my colleagues, Ms. Akiko Nakamura, has attempted to assist in fostering successful graduate advisor and advisee relationships. Akiko, a PhD Candidate in Chemistry at Virginia Tech, has organized dialogue sessions for graduate students in her department and her college as a whole. In her own words: "The goals of these sessions were designed to raise issues and to facilitate discussion on graduate advising so that attendees can learn and grow from a rich discussion." During those sessions, Akiko has emphasized the importance of graduates: "1) self-motivation and self-advocacy; 2) compatibility and communication in relationships between advisors, committee members, and advisees; 3) how to navigate and embrace changes throughout the stages of a graduate degree, and 4) developing independence and demonstrating competence in their respective fields/disciplines." To date, Akiko has facilitated two sessions at the graduate life center (GLC), one focusing on the Chemistry department, and one for the College of Science. She and those working with her have received positive feedback from 100% of the participants thus far and the effort continues to grow. Great Job, Akiko!

CHILDCARE NEEDS/CONCERNS
In November, I promised to share the results of data collected regarding some of the needs and concerns of graduate students with children. Before I do that, I wish to thank Mrs. Shaimaa Abdallah, a PhD student in Electrical and Computer Engineering, who is currently a VP in the Graduate Student Assembly (GSA) and the President elect for next year. Without her help, I would not have been able to complete this project that I helped to begin two years ago. In addition, it would also not have been possible without the help from the graduate school and Dr. DePauw.

The survey yielded 905 respondents, approximately 200 undergraduate, and 700 graduate students. Some of the major sample descriptions include: 62% identified as female. Close to 28% were 18 to 22 years old, nearly 18% were 23 to 25 years old, and 48.5% ranged from 26 to 59 years of age. Approximately a quarter of the sample identified as being international. 35% of the sample indicated that they currently live off campus with a spouse and child(ren). Approximately 20% are graduate students married with children, nearly 16% are graduate students married without children, and close to 3% are graduate students who are single parents. Approximately 1.5% of the undergraduates sampled indicated they were married, married with children, or single parents. Nearly 30% of the entire sample indicated that they had children or expected to have children in the coming year. 21% indicated that their children currently require some type of babysitting,

daycare, or supervision. 56% said they would consider using babysitting services if managed by VT (or a Co-op). Nearly 90% of the entire sample indicated they would advocate for a childcare facility or center on the Blacksburg campus. More than 50% indicated they would be willing to volunteer in such a center. When those with children were asked if they would ever consider leaving Virginia Tech to attend another university with better childcare services (even if the university/school was ranked lower than VT) 11% indicated they would leave!

Open ended responses consisted of four main themes: 1) many graduate students felt they had to choose between starting a family and pursuing or continuing their graduate studies—most indicated that they would opt to begin a family over completing a degree even if they were close to completing their studies; 2) females, compared to males, felt extremely disadvantaged in graduate studies because they felt they lacked enough support to be able to be both great students and great parents. However, some men also indicated they felt stressed and unsupported to begin families; 3) the cost of child care and the lack of quality services were extremely burdensome and cost prohibitive on top of the fact that graduate stipends do not allow most graduate students to even consider daycare facilities or options; and 4) Virginia Tech should seriously consider giving some support to graduate students with families if it is expected that the "best and the brightest" will attend and remain at Virginia Tech—this point was made by those with children as well as graduate and undergraduate students without children. Although this survey has only captured 900 graduate and undergraduate students we have strong cause to believe that this has been, currently is, and will continue to be a grave concern for the changing demographics of graduate students returning to graduate education.

I hope these results say to you what they have said to me: NOW is the time to act and to assist our non-traditional graduate and undergraduate students with children and families. Without doing so, we will fail to positively impact graduate climate, adapt to changing graduate demographics of non-traditional students, and sustain our great institution.

Thank you for your time and attention.

~Michelle F. McLeese   March 26, 2012

Staff Senate Constituency Report
Virginia Tech Board of Visitors
March 2012
Maxine Lyons, Staff Senate President

Rector Nolen, members of the Board of Visitors, President Steger, administrators, and guests: I am glad to be here today and share information from the Staff Senate.

As I mentioned last fall, a major topic of discussion and concern among staff was and still is the proposed changes to the state leave system. Depending upon the outcome of the legislation (when it comes up again) many staff could possibly lose several days of their annual leave every year, and possibly, their accrued leave, if this proposal is enacted. Hal Irvin, Associate Vice President for Human Resources, addressed this issue at the November and December Staff Senate meetings. There was a website opened through the Virginia Tech Human Resources department that allowed staff to register their input and verbalize how this would affect them. These responses were then summarized and shared with Richmond. The proposal has not been publicized since that time.

Dr. William Lewis, Vice President for Diversity and Inclusion addressed the January meeting of the Staff Senate. He talked about monitoring the Diversity strategic plan from its implementation to reporting; promoting signature programs such as the Martin Luther King, Jr. Celebration week; coordinating and communicating the Diversity Development Institute's courses and certificates; engaging alumni and University Development in Diversity and Inclusion efforts; and promoting other Diversity Signature Programs. The largest part of his presentation was focused on the Strong Together campaign. I'll be glad to describe that further if you are not aware of this program. Dr. Lewis discussed the Principles of Community and suggested that it is time to revisit those principles because "We can be strong only when we are together".

Dr. Steger and Dwight Shelton spoke to the Senate at the March meeting and discussed the state budget and how it may impact the staff. The budget had not been passed at that time so it was still subject to change.

I have currently set up the April Senate meeting with polycom capabilities so that staff in the Northern Capital Region can attend remotely. Several staff areas in the National Capitol Region have already signed on to be included in the meeting. This is a great step in bringing staff closer together and sharing important information.

Thank you for allowing me this time to bring you information regarding VT Staff. I'll be glad to take questions or comments at this time.

Respectfully,

Maxine Lyons
President, Staff Senate

Constituency report of the Virginia Tech faculty to the Board of Visitors
March 26, 2012

Bruce Pencek
President, Faculty Senate

Rector Nolen, ladies and gentlemen of the board, and fellow members of our university:

In my last two reports I called attention to dissatisfaction in the Virginia Tech faculty about managerial decisions that intrude on our ability to generate and disseminate knowledge to students, citizens, and the world. In this report I will update you about the problems I mentioned and outline our efforts to resolve them and avoid the necessity of calling attention to others in future.

In August, I noted that some teaching faculty perceive geographical disparities in their access to university resources -- from information technologies to collaboration to simple attention by colleagues and administrators. Since then, faculty in the National Capital Region have told me they perceive that they must make special efforts to remain "on the radar" of their college administrations, especially on tenure and promotion of faculty who have never worked in down here. (Graduate students in the NCR have told me similar things about their uncertain sense of connection to home departments in Blacksburg.)

Both in NCR and in Blacksburg, cost-recovery models – rents charged Tech teaching faculty to use space in Tech's research-funded facilities -- create incentives for teaching and research faculty *not* to work with one another. This makes it difficult to train graduate students to get the most from Tech's intellectual and physical resources. It also raises questions of the efficient utilization of university assets.

I cannot affect the price of office or lab space in Tech's many locations, but I have been reasonably successful developing regular conversations between the faculty senate in Blacksburg and the National Capital Region Faculty association. In addition to bridging spatial separations of Tech faculty, I would like to see more pervasive communication across the

Balkanized categories of faculty: collegiate and extra-collegiate, teaching, research, and clinical, academic and administrative/professional.

In November, I sketched how campus planners appeared committed to construction projects, seemingly without much attention to the needs or expertise of researchers and instructors. At the time I used the proposed Multi-Modal Transportation Facility as an example of the phenomenon I called "policy by inadvertence." It had come to the attention of faculty and college administrators mainly because of the vigilance of some faculty stakeholders, who saw that exhaust fumes and vibrations from idling buses could wreak havoc on nearby environmentally sensitive, and expensive, lab equipment.

The proposed bus terminal remains a hot-button issue. Since substantial misgivings about it were raised in faculty senate, it has been working its way through governance commissions, where different constituencies are airing their views. Sadly, different versions of consultations and planning have been reported to the faculty senate from different governance bodies. Shared governance is working, but not as amicably as it could. To reduce the tensions, the senate officers have proposed ongoing, informal conversations among stakeholders. We'll see what happens.

Meanwhile, senators are gathering and depositing every hint we hear of about changes in the infrastructure in which we work – the outsourcing of email to Google, exterior signage, and most recently, the new classroom building.

Since November, of course, a much more public conflict has arisen: the proposed construction of an athletic training facility in Stadium Woods. Again, faculty whose teaching and research involved that location were nearly caught off guard by the proposal that other parts of the university seem to have regarded as a foregone conclusion. In December the faculty senate unanimously passed a resolution condemning construction there.

Naturally, we were concerned about the value of the site itself, but we were also energized because the proposed construction highlighted how important management decisions affecting teaching, research, and outreach on can bypass our system of shared university governance.

For all its cumbersome workings, governance *is* communication, and communication is fundamentally what universities are all about.

We in the faculty senate were especially concerned that the 2006 Campus Master Plan and amendments, as endorsed by this board, seemed not to mean what they said in designating Campus Woods and the transportation facility site as "environmental greenways."

President Steger's special committee on Stadium Woods development offers a structured way to ascertain the interests and values at stake. It might prove to be a model for resolving similar controversies. It is still gathering information, and I will not prejudge whatever recommendations it offers before the June BOV meetings.   Faculty senate president-elect Sarah Karpanty is a member, and she will soon be able to provide you her first-hand account of how well is worked.

Tech faculty are not hostile to efficient and environmentally sensitive transportation. We are not hostile to the benefits of additional athletic training facilities. But we would rather stick to what we are getting paid for, doing well, without having to react to other parts of the university.

Coincidentally, the same night we took our stand on Stadium Woods, the faculty senate also debated a separate instance of administrative practices having diverged from published university policies. The specific controversy was over the procedures for the periodic review of deans, but the thrust of the debate was much the same as with the building proposals.

Without consultation at the time of administration action, members of the campus community look to official documents for guidance about the purposes, rationales, and appropriate procedures. If the official actions appear to override the documents, it is appropriate to seek an explanation and work to realign practices and policy statements.

Unlike the building proposals, however, we had a governance body to which to refer the question: the Commission on Faculty Affairs. Accordingly, this semester the provost's office, working with the commission, is not only addressing the senate's concerns but exploring a

thoroughgoing reworking of the policy as faculty -- and deans and grad students -- on the commission identified needs. Inclusive governance worked.

Transparency is hard work. As part of university governance, the faculty senate should practice what it preaches about aligning practices and governing documents. In many respects, we do not. But for the first time in over a decade, we have begun a self-study project to assess what purposes our senate serves, what provisions of our constitution and bylaws serve those purposes and what are flawed or simply obsolete. We hope that the fruits of this review and revision will come to the board next year.

The faculty actually have high hopes about making campus decision-making more inclusive and deliberative. In the planning phase, whether of the knowledge organization or the physical plant, we have a model in the long-range planning project we heard about yesterday.   At the implementation stage, as general plans gel into specific proposals and deadlines become real, a more active use of existing governance bodies and processes – by administrators, students, staff, and faculty alike – would go far to win buy-in rather than wasteful confrontation.