Virginia Tech Board of Visitors Meeting
November 8-9, 2015

Information Session

Minutes

A. Minutes: Academic Affairs Committee

B. Resolution: Approval to Amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Federal Executive Order 13665

C. Resolution: Approval of the Establishment of a School of Neuroscience at Virginia Tech

D. Resolution: Approval of Tenure Appointments in the College of Science for Faculty in the School of Neuroscience

E. Minutes: Buildings and Grounds Committee

F. Resolution: Approval on Appointments to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority

G. Resolution: Approval for an Underground Electric Utility Easement at the Middleburg Agricultural Research and Extension Center (AREC)

H. Resolution: Approval to Amend the Temporary Construction Easement at Virginia Tech Hampton Roads Agricultural Research and Extension Center (ARC)

I. Minutes: Finance and Audit Committee

J. Resolution: Approval of the Year-to-Date Financial Performance Report (July 1, 2015-September 30, 2015)

K. Resolution: Approval of the 2016-2022 Six-Year Plan

L. Resolution: Approval of the Pratt Fund Program and Expenditures Report

M. Resolution: Approval of the Capital Project for Residential Door Access Improvements

N. Resolution: Approval of the Capital Project for Planning the Corps Leadership and Military Science Building

O. Resolution: Approval of the Capital Project for Planning for Athletics Facilities Improvements

P. Minutes: Student Affairs and Athletics Committee

Q. Report: President's Report

R. Resolution: Approval of External Awards

S. Resolution: Approval of Naming University Facility (1)

T. Resolution: Approval of Emeritus Status (3)

U. Resolution: Approval of Endowed Chairs, Professorships, and Fellowships (3)

V. Resolution: Approval of Faculty Research Leave Request (1)

W. Resolution: Ratification of the Personnel Changes Report

X. Resolution: Honoring Frank Beamer

Y. Reports: Constituent Reports

Annual Progress Report:

Plan for a New Horizon
2012 - 2018

Board of Visitors
November 8, 2015

Overview of Indicators Supporting Scholarship Domains

Scorecard Indicators Key

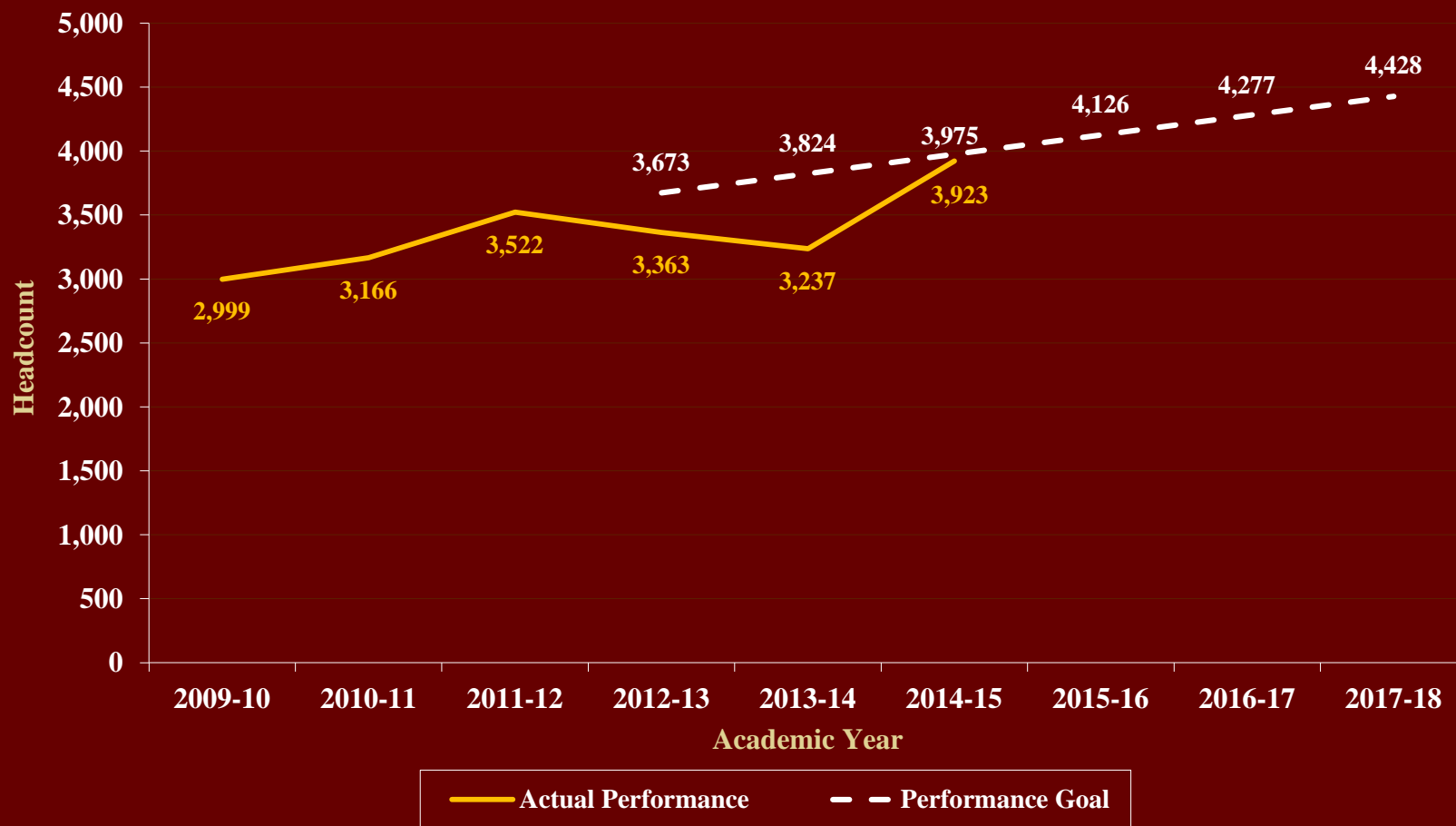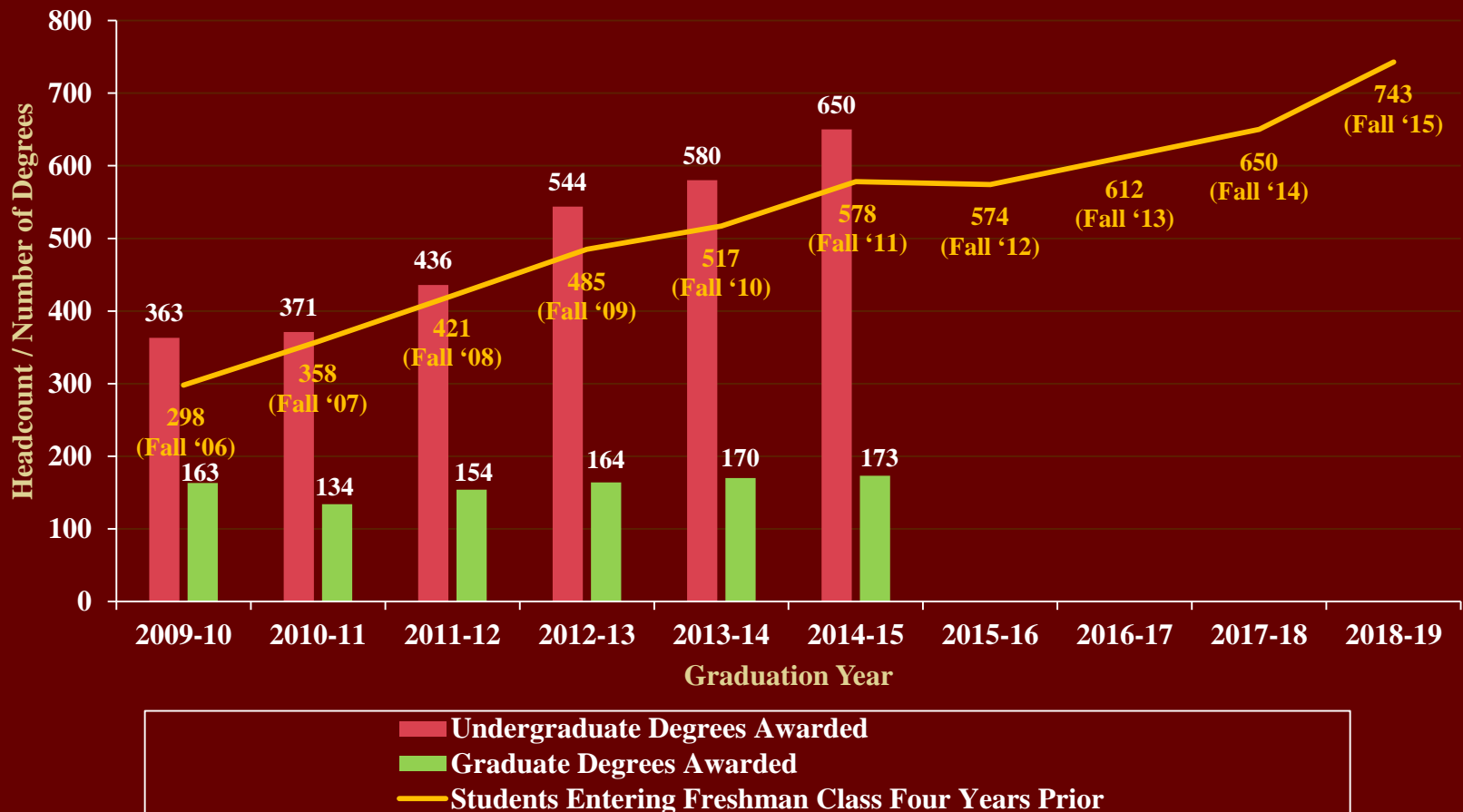|	
🟢	**Performance is improving annually.**
🟡	**Performance is level or mixed.**
🔴	**There is a moderate or periodic decrease in performance where ongoing improvement was expected.**
◇	**Performance is below the expected target.**

Learning

The number of graduating undergraduates who participated in research experiences

Headcount (y-axis) vs **Academic Year** (x-axis)

Actual Performance:
- 2009-10: 2,999
- 2010-11: 3,166
- 2011-12: 3,522
- 2012-13: 3,363
- 2013-14: 3,237
- 2014-15: 3,923

Performance Goal:
- 2012-13: 3,673
- 2013-14: 3,824
- 2014-15: 3,975
- 2015-16: 4,126
- 2016-17: 4,277
- 2017-18: 4,428

Legend: —— Actual Performance   – – – Performance Goal

Underrepresented students entering the freshman class and degrees awarded

Legend:
- Undergraduate Degrees Awarded
- Graduate Degrees Awarded
- Students Entering Freshman Class Four Years Prior

Y-axis: Headcount / Number of Degrees (0–800)
X-axis: Graduation Year

Graduation Year	Undergraduate Degrees Awarded	Graduate Degrees Awarded	Students Entering Freshman Class Four Years Prior
2009-10	363	163	298 (Fall '06)
2010-11	371	134	358 (Fall '07)
2011-12	436	154	421 (Fall '08)
2012-13	544	164	485 (Fall '09)
2013-14	580	170	517 (Fall '10)
2014-15	650	173	578 (Fall '11)
2015-16			574 (Fall '12)
2016-17			612 (Fall '13)
2017-18			650 (Fall '14)
2018-19			743 (Fall '15)

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Graduate enrollment

STEM-H degrees awarded
(based on SCHEV definition of STEM-H)

Number of Degrees (y-axis), ranging from 0 to 4,500

Academic Year (x-axis): 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18

All STEM-H Degrees Actual: 3,965 (2012-13), 4,147 (2013-14), 4,257 (2014-15)

In-State UG Actual: 1,979 (2012-13), 2,034 (2013-14), 2,064 (2014-15)

In-State UG Goal (IPS Target): 1,921, 1,926, 1,929, 2,007

Legend:
- — — In-State UG Goal (IPS Target)
- —— All STEM-H Degrees Actual
- —— In-State UG Actual

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Student credit hours taught in special sessions
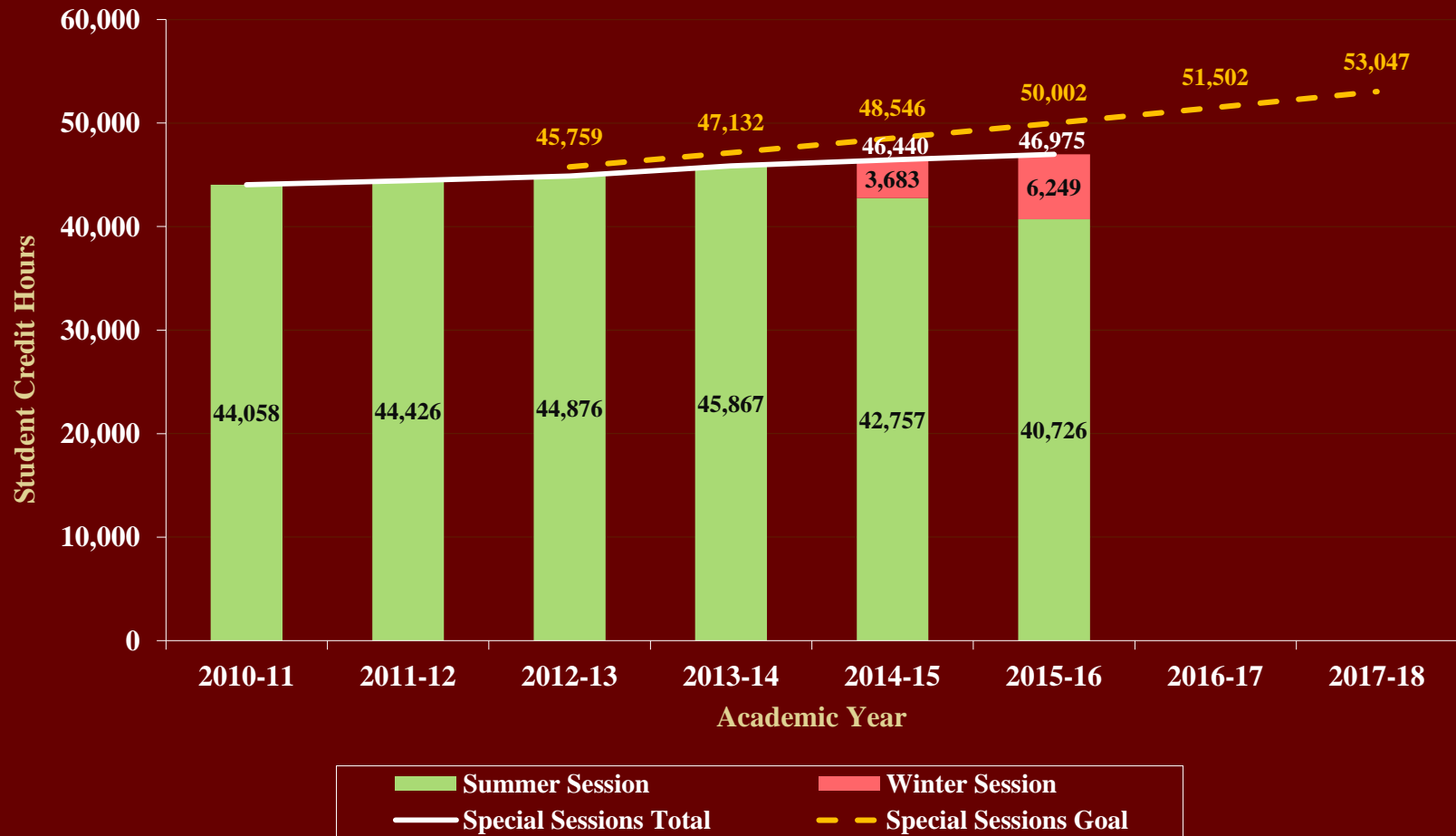
Percent of graduating undergraduates who participated in virtual courses

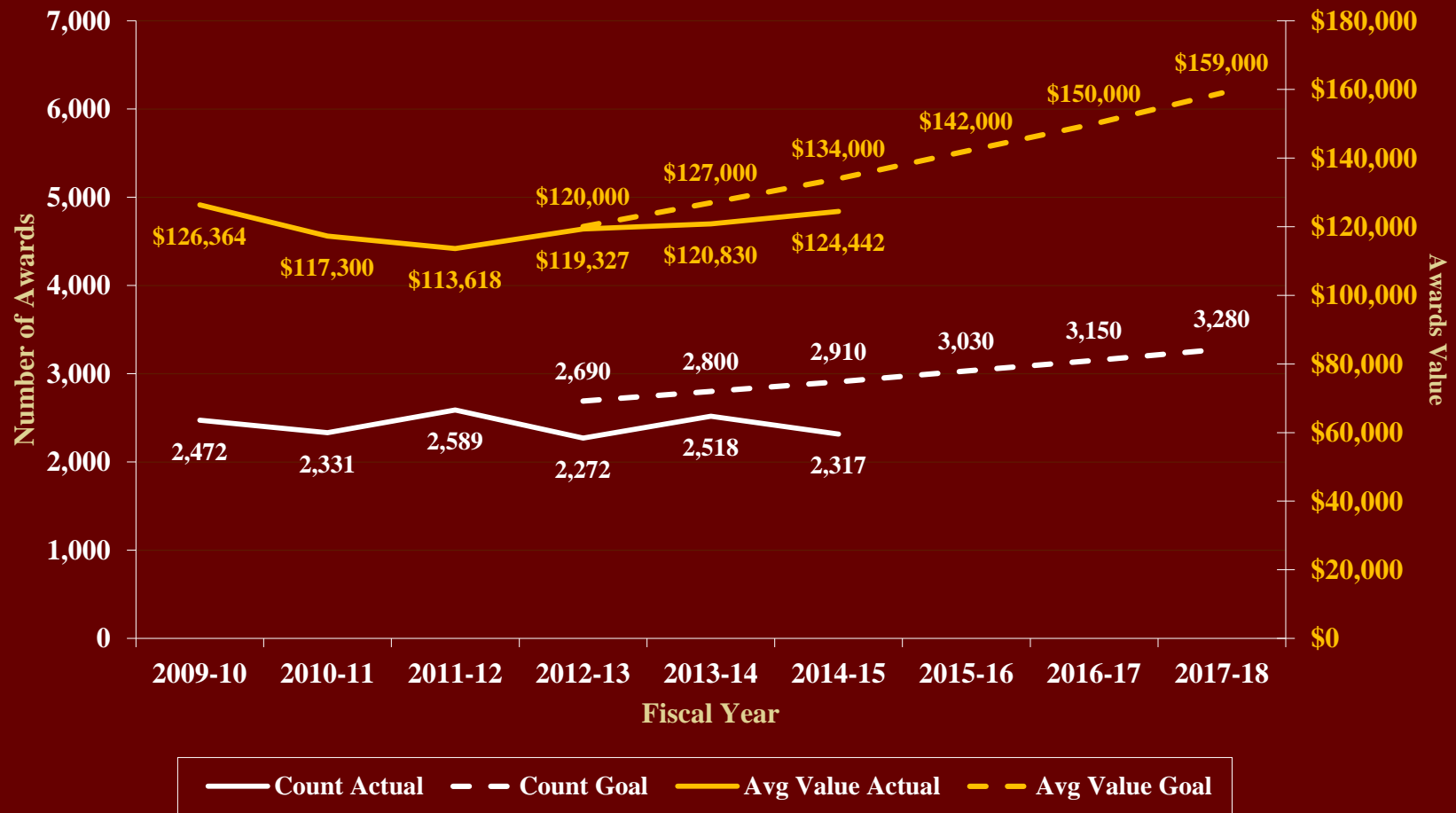**Percent of Graduating Undergraduates** (vertical axis, left)
Student Credit Hours (vertical axis, right)
Academic Year (horizontal axis)

Academic Year	Only 1 Course	2 to 3 Courses	More Than 3 Courses	Actual Performance	Performance Goal	Virtual SCHs Taught
2010-11	21%	34%	25%	79.5%		50,839
2011-12	20%	32%	30%	81.3%		51,515
2012-13	18%	32%	32%	82.4%	85%	54,212
2013-14	19%	33%	32%	84.1%	88%	58,276
2014-15	20%	34%	33%	86.7%	91%	69,317
2015-16					94%	
2016-17					97%	
2017-18					100%	

Legend:
- Only 1 Course
- 2 to 3 Courses
- More Than 3 Courses
- Actual Performance
- Performance Goal
- Virtual SCHs Taught

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Discovery

Total research expenditures reported to the National Science Foundation (NSF)

Count and average value of sponsored awards
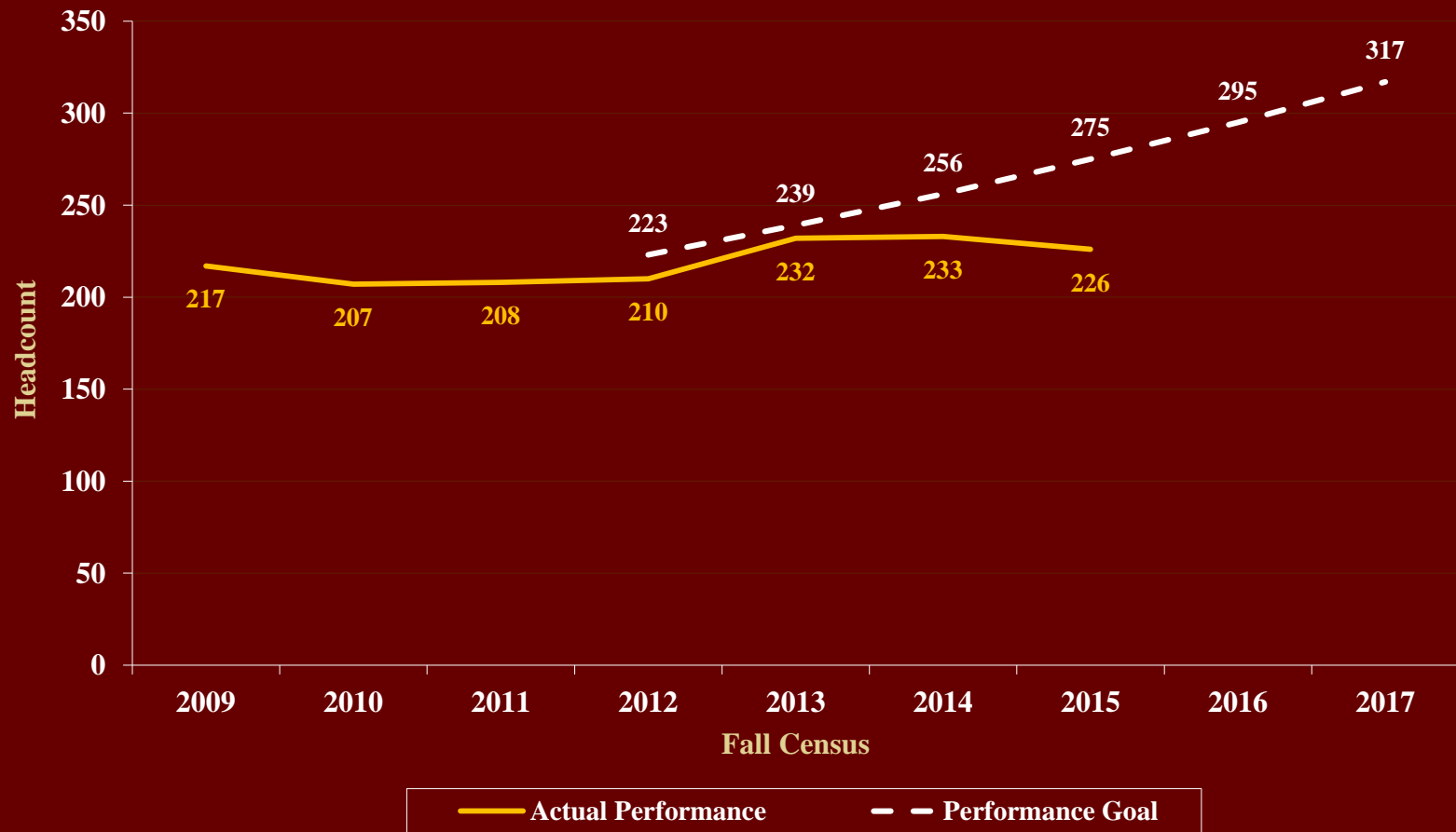

Chart showing Number of Awards (left axis, 0–7,000) and Awards Value (right axis, $0–$180,000) by Fiscal Year (2009-10 through 2017-18).

Avg Value Actual (solid gold line): $126,364 (2009-10), $117,300 (2010-11), $113,618 (2011-12), $119,327 (2012-13), $120,830 (2013-14), $124,442 (2014-15)

Avg Value Goal (dashed gold line): $120,000 (2012-13), $127,000 (2013-14), $134,000 (2014-15), $142,000 (2015-16), $150,000 (2016-17), $159,000 (2017-18)

Count Actual (solid white line): 2,472 (2009-10), 2,331 (2010-11), 2,589 (2011-12), 2,272 (2012-13), 2,518 (2013-14), 2,317 (2014-15)

Count Goal (dashed white line): 2,690 (2012-13), 2,800 (2013-14), 2,910 (2014-15), 3,030 (2015-16), 3,150 (2016-17), 3,280 (2017-18)

Legend: Count Actual — Count Goal — Avg Value Actual — Avg Value Goal

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Faculty Publications and Citations

(Per Academic Analytics, LLC)

Goal:
Top 1/3rd (66th percentile)
of Very High Research,
Public Universities

VT Conference Proceedings — 95%, 93%, 96%

VT Article Publications — 46%, 40%, 52%

(Goal line): 33%, 37%, 40%, 44%, 48%, 51%, 55%, 59%, 62%, 66%

VT Citations — 19%, 19%, 23%

VT Book Publications — 16%, 14%, 19%

Percentile Rank

Calendar Year: 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022

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Number of post-doctoral appointments reported to the National Science Foundation

Engagement

Number of graduating undergraduates who have participated in a study abroad experience or foreign language course.

Legend:
- Foreign Language Actual
- Study Abroad Actual
- Either Actual
- Either Goal
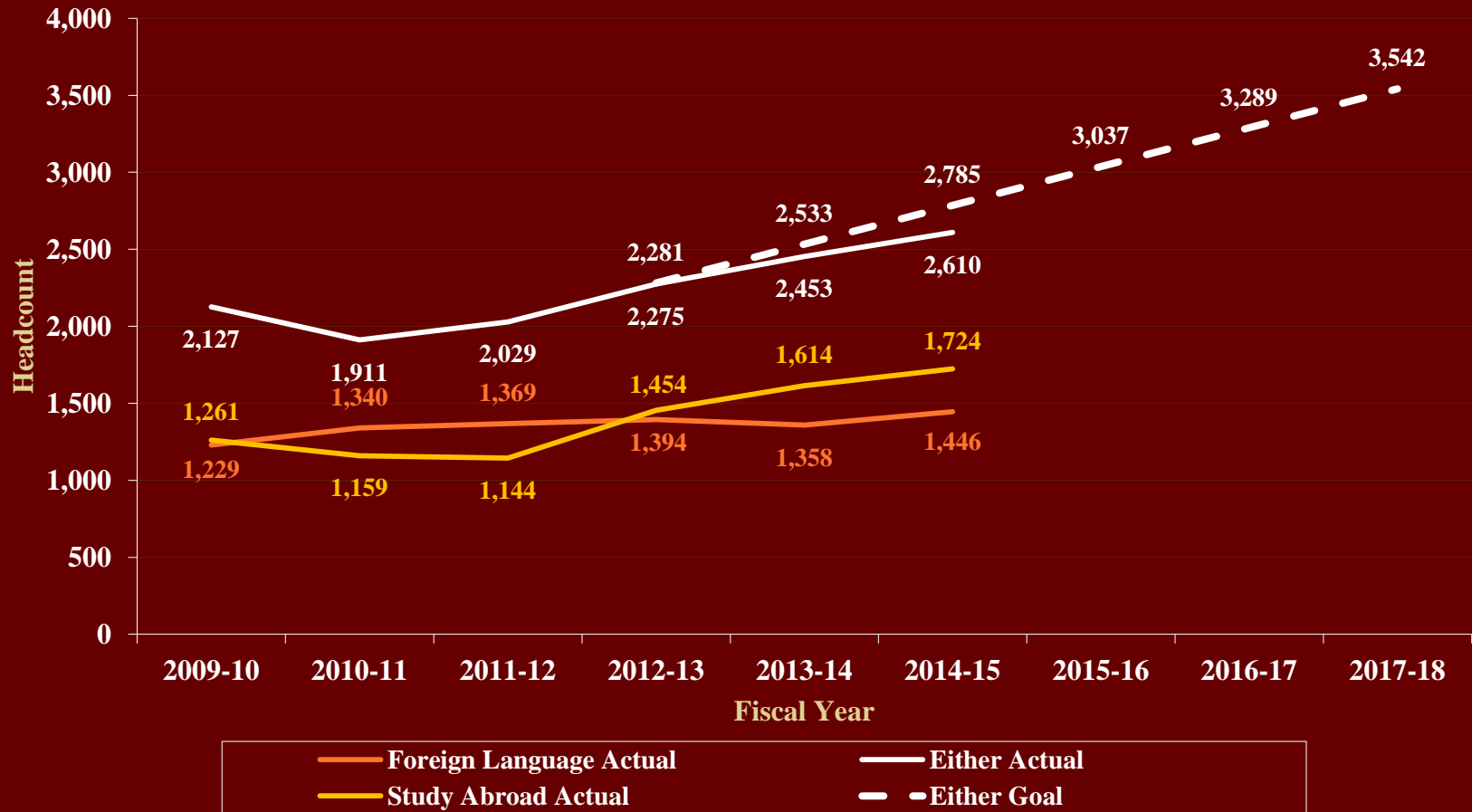
Academic Midterm Report

- Expand the definition of "T" in STEM
  - Increase STEM degrees in areas of market need

- Develop K-20 pipeline for underrepresented
  - Inclusivity as a learning outcome
  - Faculty diversity (including gender) in quality metrics

- Integrate institutes into undergrad curriculum
  - Improve undergraduate research experiences

- Expand notion of experiential learning
  - Research, internships, co-ops, industry incubators and industry mentors

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- Nuancing technology-enhanced education and the future of the residential experience
    - Online adaptive learning (esp. for bottleneck courses)
    - Collaborative learning in residential experience

- Increase scholarship quality
    - Diversify paths for faculty to succeed
    - Redistribute teaching load
    - Focus definition of internationally recognized faculty

- Diversify research income streams
    - Long-term engagement with industry
    - Enhance scholarship to grow research dollars long-term

The Future

The Past

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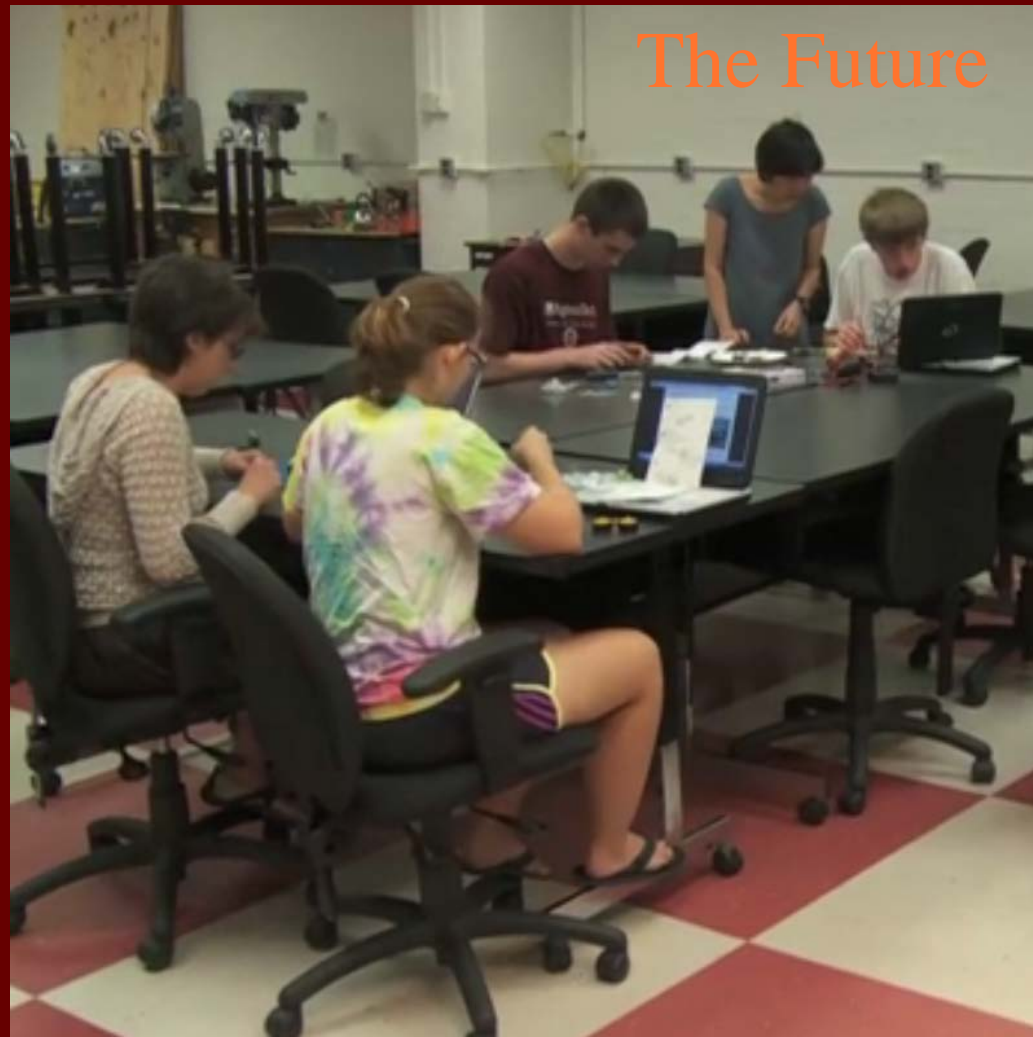
Indicators Supporting Foundation Strategies:

Organizational Development

Campus Infrastructure

Resource Development

Scorecard Indicators Key

🟢	**Performance is improving annually.**

🟡	**Performance is level or mixed.**

🔴	**There is a moderate or periodic decrease in performance where ongoing improvement was expected.**

Indicators for Organizational Development

- Expenditures with SWaM suppliers as measured by percentage of annual goal achieved

- Management's timely response to Internal Audit Comments

- Workforce Composition of Faculty: Snapshot of census data as of September 30

- Workforce Composition of All Employees: Snapshot of census data as of September 30

Expenditures with SWAM Suppliers
as Measured by Percentage of Annual VT Target

Chart: Expenditures with SWAM Suppliers as Measured by Percentage of Annual VT Target

Fiscal Year	Actual percentage of VT Target fulfilled
FY2006	103%
FY2007	102%
FY2008	125%
FY2009	122%
FY2010	91%
FY2011	92%
FY2012	95%
FY2013	106%
FY2014	86%
FY2015	104%

VT Target (100.0%)
State Requirement (85.0%)

Legend:
- VT Target
- Actual percentage of VT Target fulfilled
- State required percentage of VT Target to be fulfilled

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Management's Timely Response to Internal Audit Comments

Chart: Management's timely response to Internal Audit Comments vs. Target (95%)

- FY2011: 96%
- FY2012: 98%
- FY2013: 100%
- FY2014: 98%
- FY2015: 98%
- Target: 95%

Legend:
- ■ Management's timely response to Internal Audit Comments
- − − Target

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Trends Among Underrepresented Tenure & Tenure-Track Faculty

Percentage of Tenure & Tenure-Track Faculty Underrepresented

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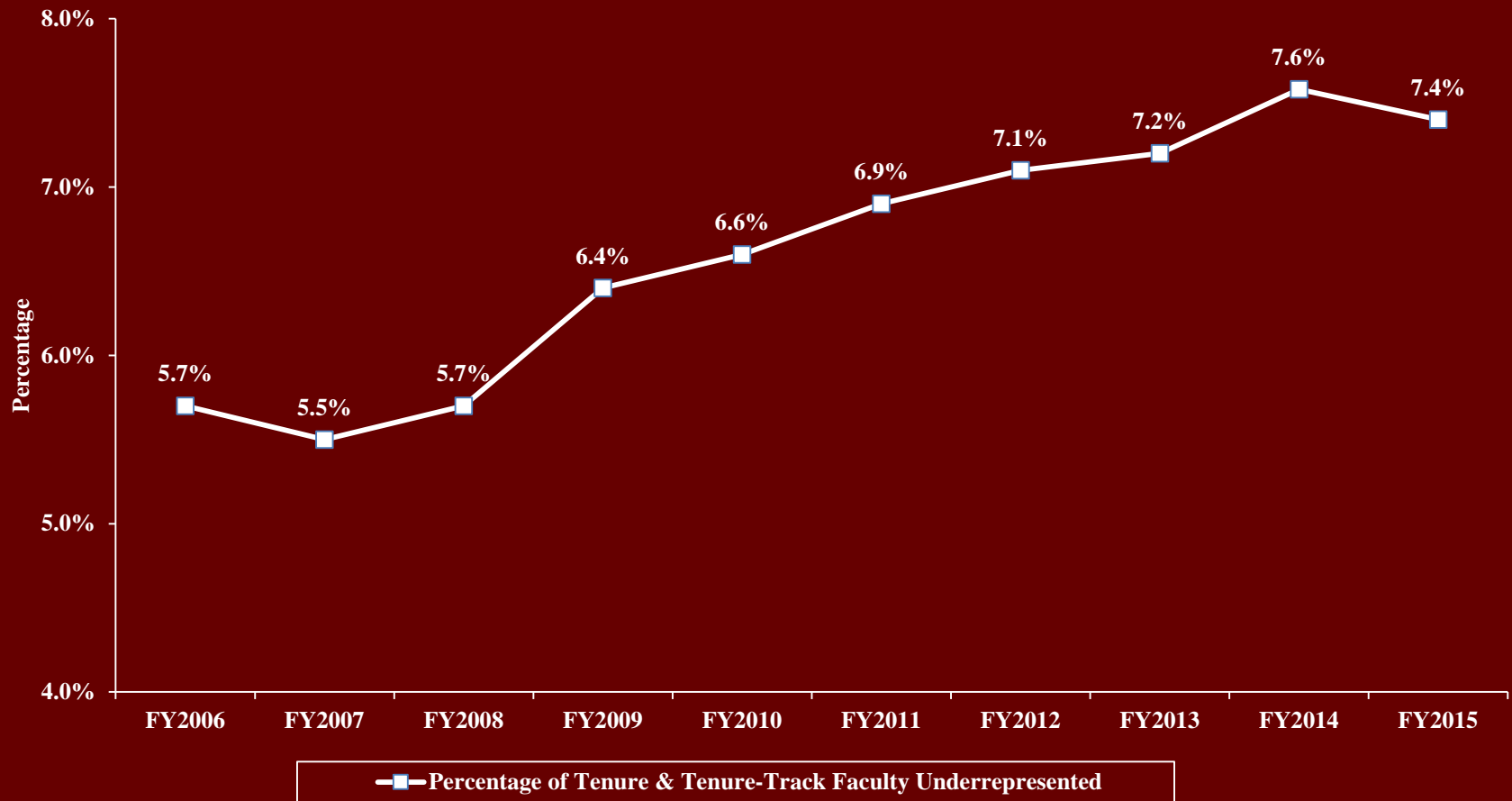
Trends Among Minority Faculty & Staff

Legend: Staff — Admin/Prof Faculty — All other Faculty — Total

All other Faculty: 22.7%, 23.5%, 23.7%, 23.9%
Total: 13.7%, 14.0%, 14.2%, 14.6%
Admin/Prof Faculty: 13.1%, 12.4%, 12.7%, 13.3%
Staff: 7.9%, 8.0%, 8.0%, 8.5%

Years: 2012, 2013, 2014, 2015

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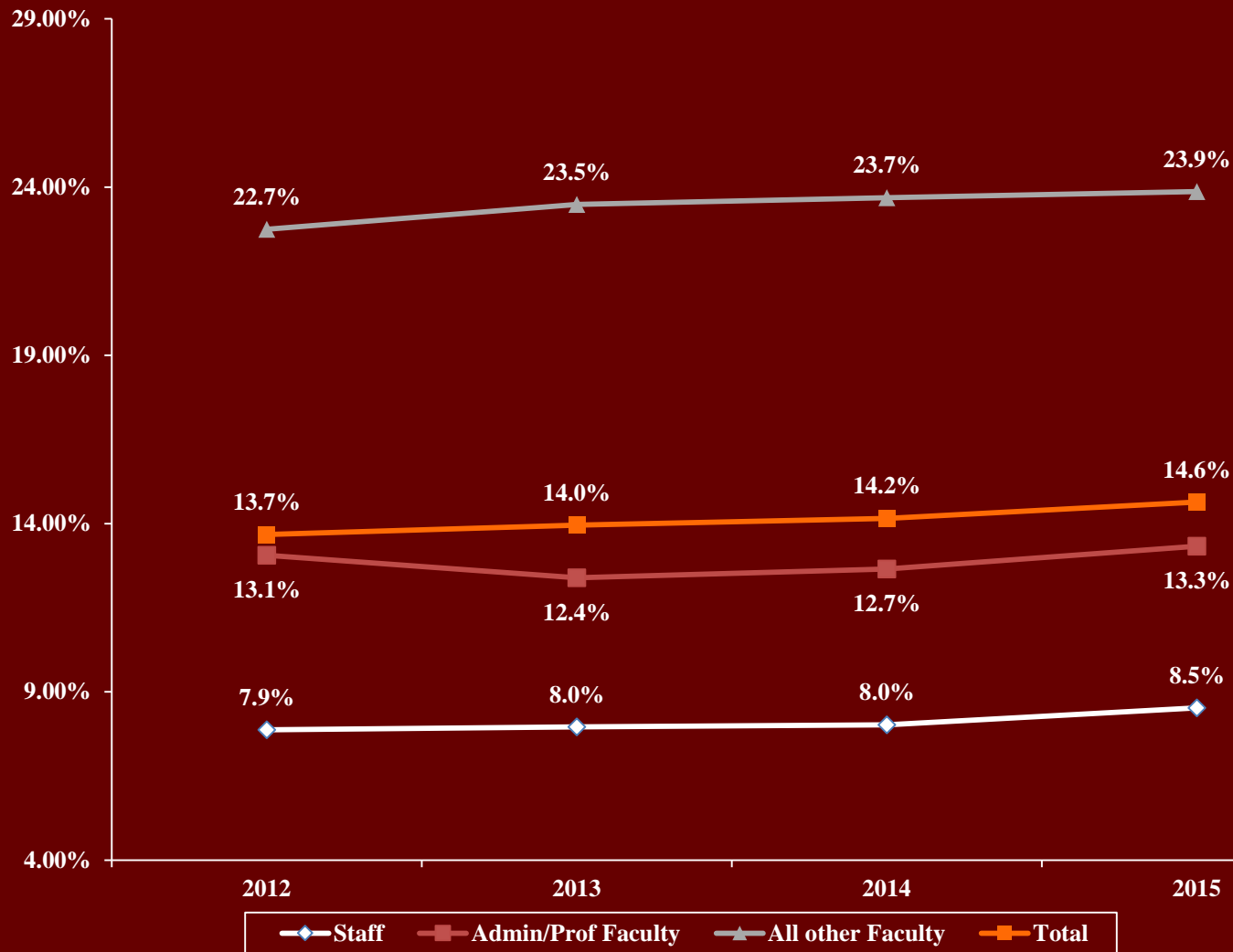
Indicators for Efficiency, Cost Containment, & Infrastructure

- Classroom Utilization Rate

- Classroom Laboratory Utilization Rate

- E-Commerce Transactions

- Dollar Volume of Rebates earned through the virtual card

- Administrative Cost Efficiency

Classroom Utilization Rate
(Reported Biennially)

Legend:
- Actual Rate - Classroom Utilization
- Target Rate - Classroom Utilization

Data points:
- FY2006: 71%
- FY2008: 74%
- FY2010: 73%
- FY2012: 70%
- FY2014: 69%
- Target: 60%

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Classroom Laboratory Utilization Rate
(Reported Biennially)

E-Commerce Transactions

Legend:
- non-payroll disbursements
- Target Disbursements
- electronic cash receipts vs traditional receipts
- Target-Electronic cash receipts

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Dollar Volume of Rebates

	FY2011	FY2012	FY2013	FY2014	FY2015
Dollar volume of rebates earned through virtual card	$54,906	$313,738	$444,832	$471,687	$590,759
Target					$450,000

Administrative Cost Efficiency as compared to Peer Institutions
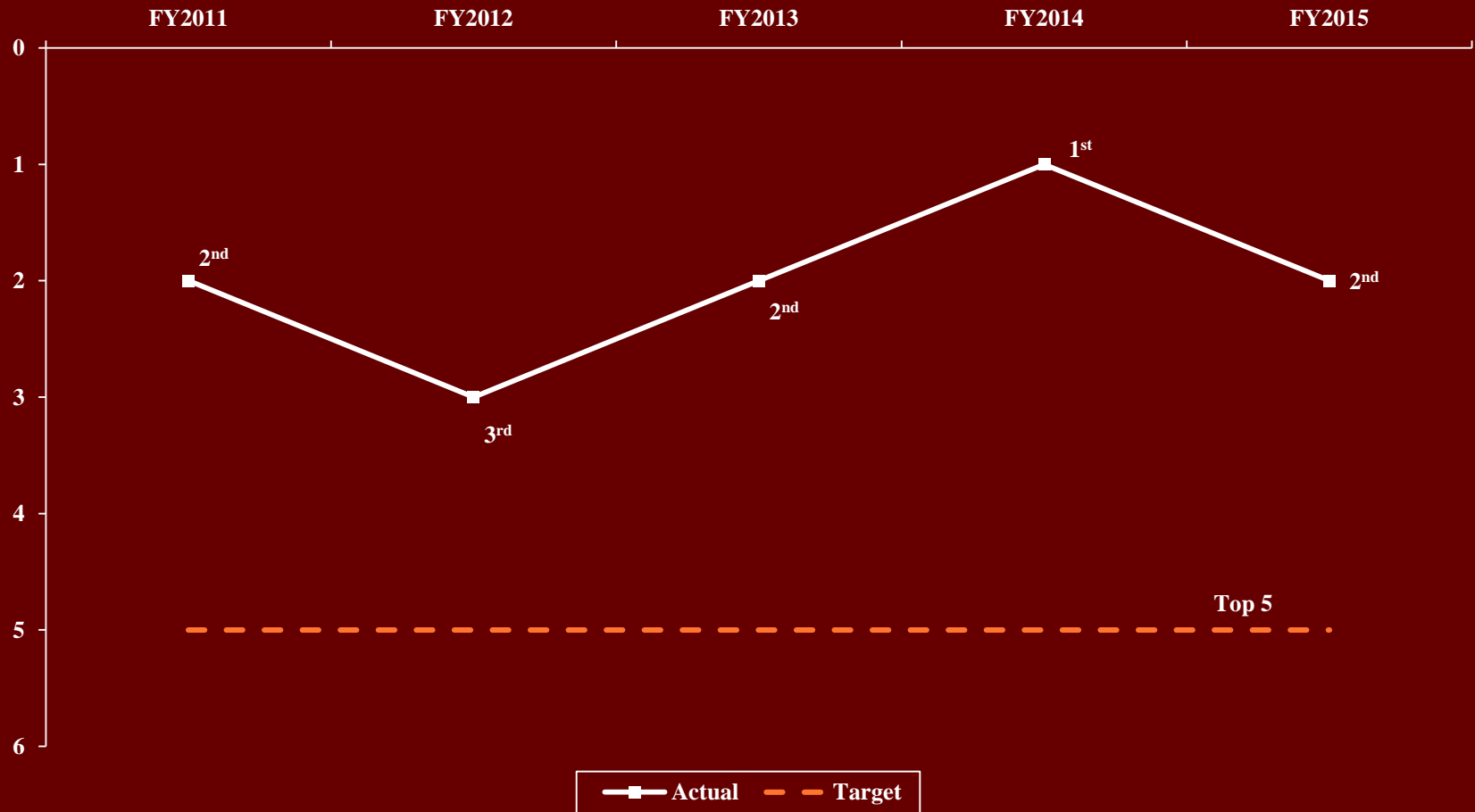
Other Indicators for Campus Infrastructure

- Police Department Average Response Time
- Compliance with Best Practices of Virginia Crime Commission

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Indicators for Resource Development

- Progress of Faculty Salaries

- Funding of Base Budget Adequacy

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Progress of faculty salaries towards 60th percentile of SCHEV peers

Chart: Progress of faculty salaries towards 60th percentile of SCHEV peers, FY2007–FY2015.

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Actual Salary percentile	29%	31%	23%	24%	16%	17%	22%	28%	33%
Targeted Salary percentile	42%	46%	49%	53%	56%	60%	60%	60%	60%

Legend: —■— Actual Salary percentile   – –■– – Targeted Salary percentile

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Funding of Base Budget Adequacy

- FY2011: -$71,280,183
- FY2012: -$46,667,104
- FY2013: -$31,741,172
- FY2014: -$18,731,169
- FY2015: -$9,706,871

Funding of Base Budget Adequacy

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Funding of Base Budget Adequacy

2015-16 BBA Calculated Need vs. Actual Resources
$ in millions

Updating the BBA model to <u>include Fall 2015 enrollment and faculty salaries at the 60th percentile</u> of peers demonstrates <u>a $48.9 million shortfall as compared to actual revenue available</u>.
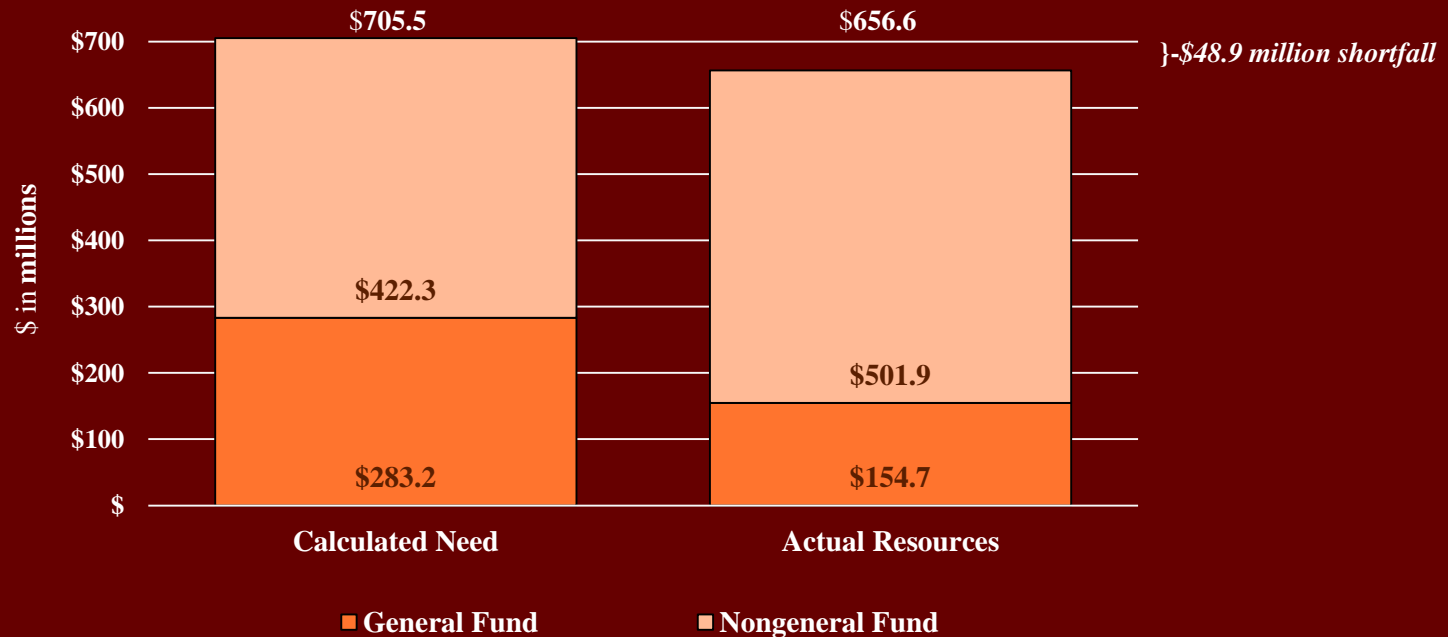
Indicators for Resource Development

- ● Undergraduate Financial Aid Resources

- ● Maintenance Reserve Support

- ● University debt ratio

- ● Central funding of research computing

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Increase in Undergraduate Financial Aid Resources

- Actual
- Target

	FY2011	FY2012	FY2013	FY2014	FY2015
Actual	$1,260,241	$2,291,658	$799,398	$842,841	$922,085
Target					$500,000

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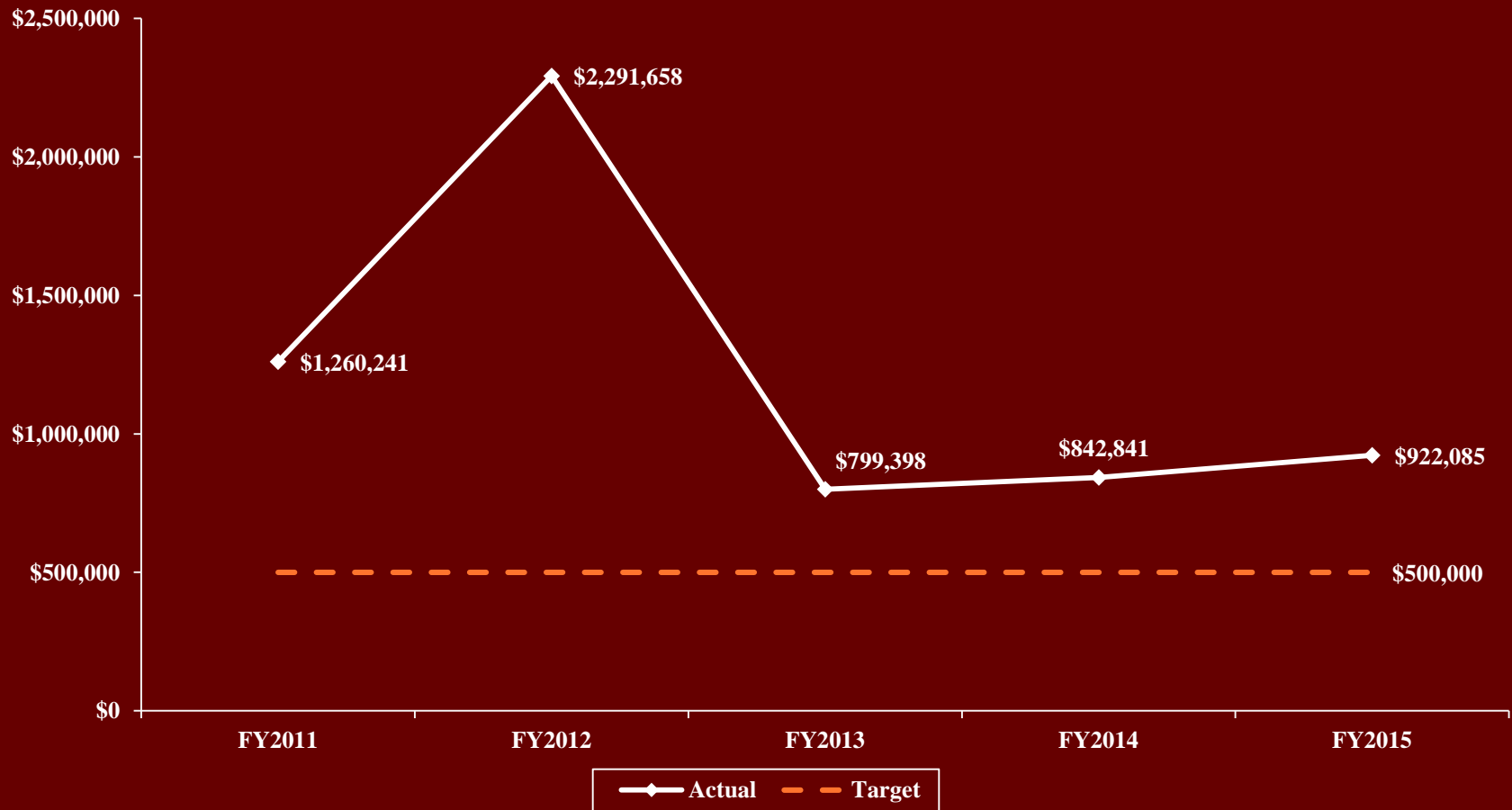
Undergraduate Financial Aid Resources

Total Undergraduate Financial Resources

FY2011: $26,005,120
FY2012: $28,296,778
FY2013: $29,096,176
FY2014: $29,939,017
FY2015: $30,861,102
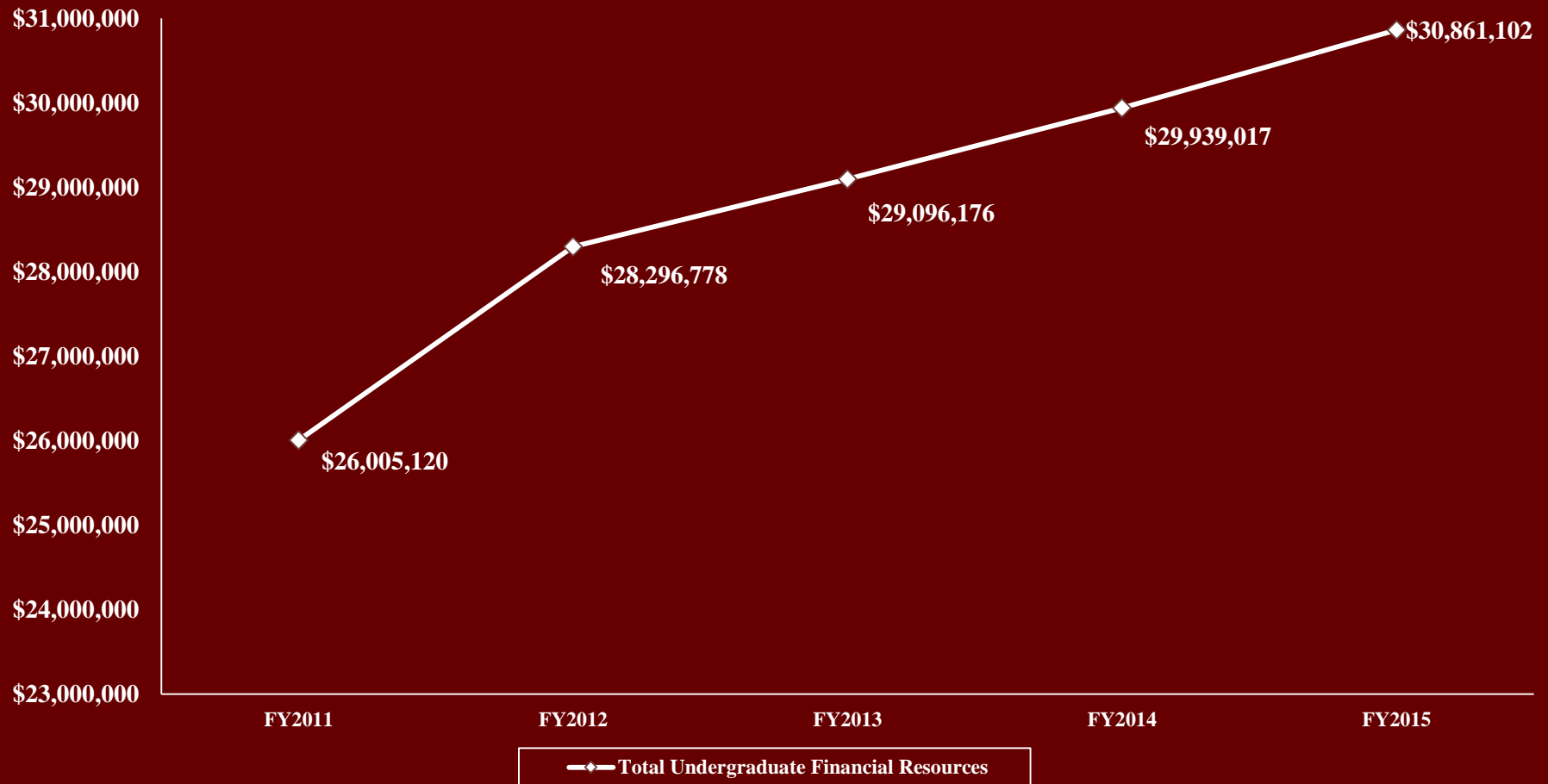
Total Undergraduate Financial Aid Resources does not include Private Support. It is comprised of Unfunded Scholarships, General Fund, and Institutional Resources

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Incremental Maintenance Reserve Support: Auxiliaries

- FY2012: $988,635
- FY2013: $983,610
- FY2014: $353,204
- FY2015: $1,067,432
- Target: $200,000

Actual — — **Target**

Maintenance Reserve Support: Auxiliaries

Chart: Total Maintenance Reserve

Year	Total Maintenance Reserve
FY2011	$5,221,729
FY2012	$6,210,364
FY2013	$7,193,974
FY2014	$7,547,178
FY2015	$8,614,610

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University Debt Rating

MOODY'S	S&P		MOODY'S	S&P		MOODY'S	S&P		MOODY'S	S&P
Aaa	AAA		Aaa	AAA		Aaa	AAA		Aaa	AAA
Aa1	AA+		Aa1	AA +		Aa1	AA +		Aa1	AA +
Aa2	AA		Aa2	AA		Aa2	AA		Aa2	AA
Aa3	AA-		Aa3	AA-		Aa3	AA-		Aa3	AA-
A1	A+		A1	A+		A1	A+		A1	A+
A2	A		A2	A		A2	A		A2	A
A3	A-		A3	A-		A3	A-		A3	A-
Baa1	BBB+		Baa1	BBB+		Baa1	BBB+		Baa1	BBB+
Baa2	BBB		Baa2	BBB		Baa2	BBB		Baa2	BBB
Baa3	BBB-		Baa3	BBB-		Baa3	BBB-		Baa3	BBB-
MOODY'S	**S&P**		**MOODY'S**	**S&P**		**MOODY'S**	**S&P**		**MOODY'S**	**S&P**
2012			**2013**			**2014**			**2015**	

VT's Rating   Restructuring requirement

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University Debt Ratio

5% = **Finance** and Audit Committee Internal Guidance

Actual Debt Ratio values:
- FY2006: 2.80%
- FY2007: 3.30%
- FY2008: 3.10%
- FY2009: 3.04%
- FY2010: 3.45%
- FY2011: 3.48%
- FY2012: 3.67%
- FY2013: 3.82%
- FY2014: 4.01%
- FY2015: 4.35%

Projected Debt Ratio values:
- FY2016: 4.20%
- FY2017: 3.80%
- FY2018: 3.77%
- FY2019: 3.93%
- FY2020: 4.19%
- FY2021: 4.46%

Legend: ■ Actual Debt Ratio   ▲ Projected Debt Ratio   Finance and Audit Committee Internal Guidance

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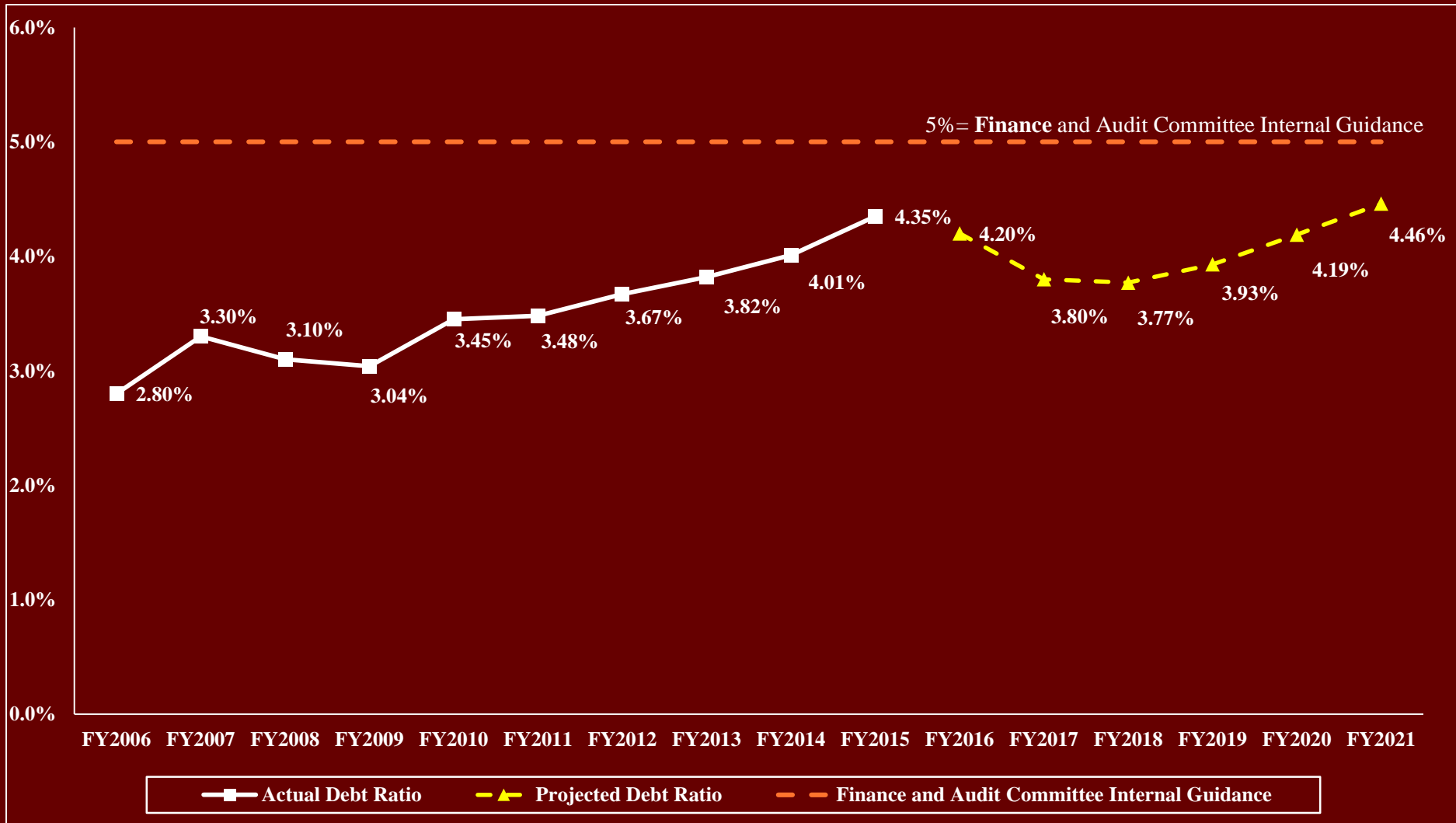
Central Funding of Research Computing

(as percentage of annual externally funded research expenditures for previous year)
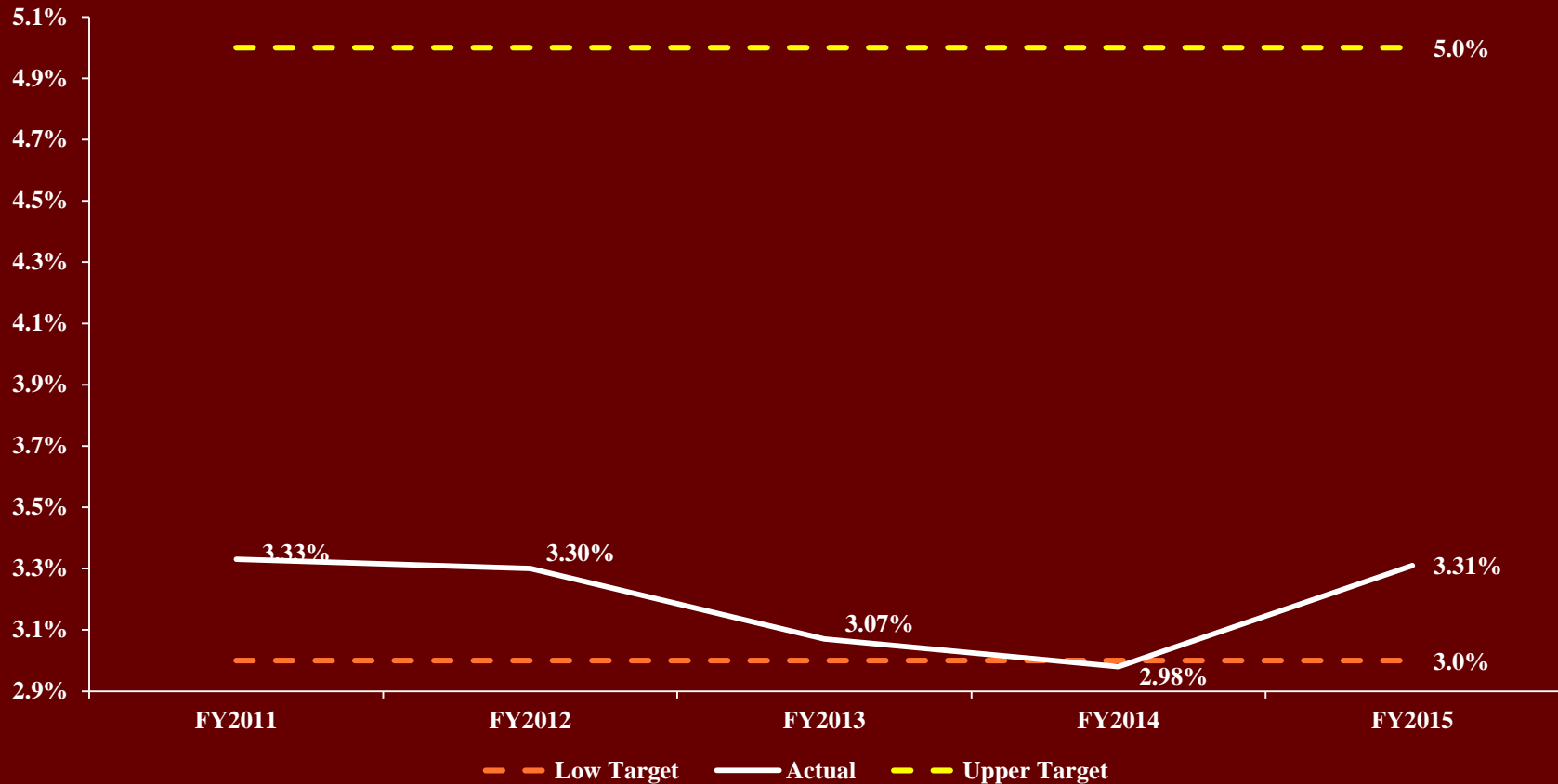
Actual FY15 dollar amount = $9,552,732 ($3,675,252 Budget Office allocation, $318,000 Investment Computing Program, and $5,559,480 additional IT support)

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Measures for Effective Resource Development

- Endowment Market Value

- VT Foundation Assets

- Annual Fundraising total (cash flow) at face value

Endowment Market Value

($ Millions)

Dollars in Millions

- $900.0
- $800.0
- $700.0
- $600.0
- $500.0
- $400.0
- $300.0

FY2006 — $447
FY2007 — $525
FY2008 — $528
FY2009 — $452
FY2010 — $502
FY2011 — $601
FY2012 — $595
FY2013 — $660
FY2014 — $796
FY2015 — $818

━■━ Actual endowment market value
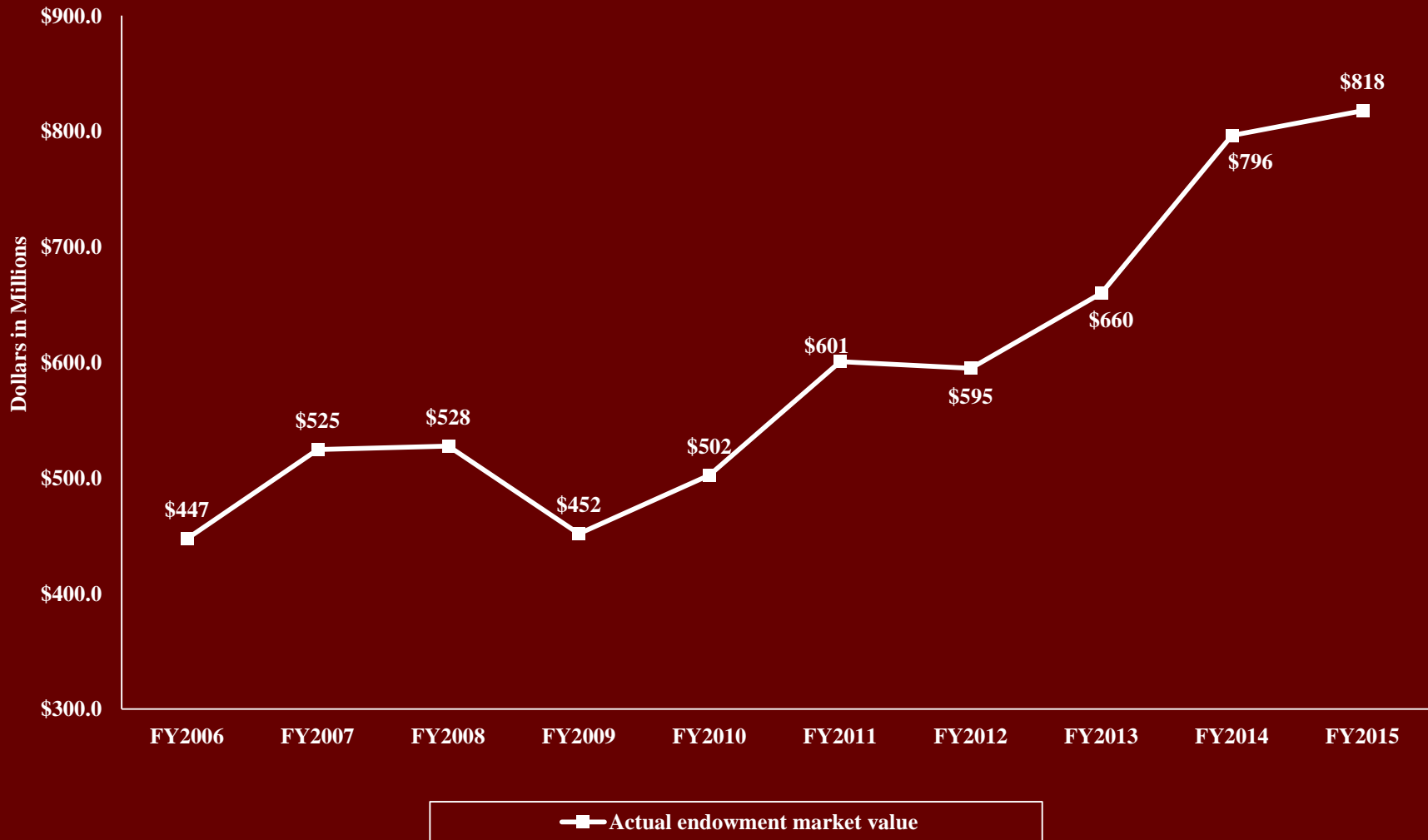
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VT Foundation Assets

($ Millions)

$900.0 – $1,600.0 (y-axis, $ Millions)

- FY2010: $1,023.6
- FY2011: $1,155.1
- FY2012: $1,210.7
- FY2013: $1,300.0
- FY2014: $1,490.0
- FY2015: $1,510.0

Legend: ◆ VT Foundation Assets
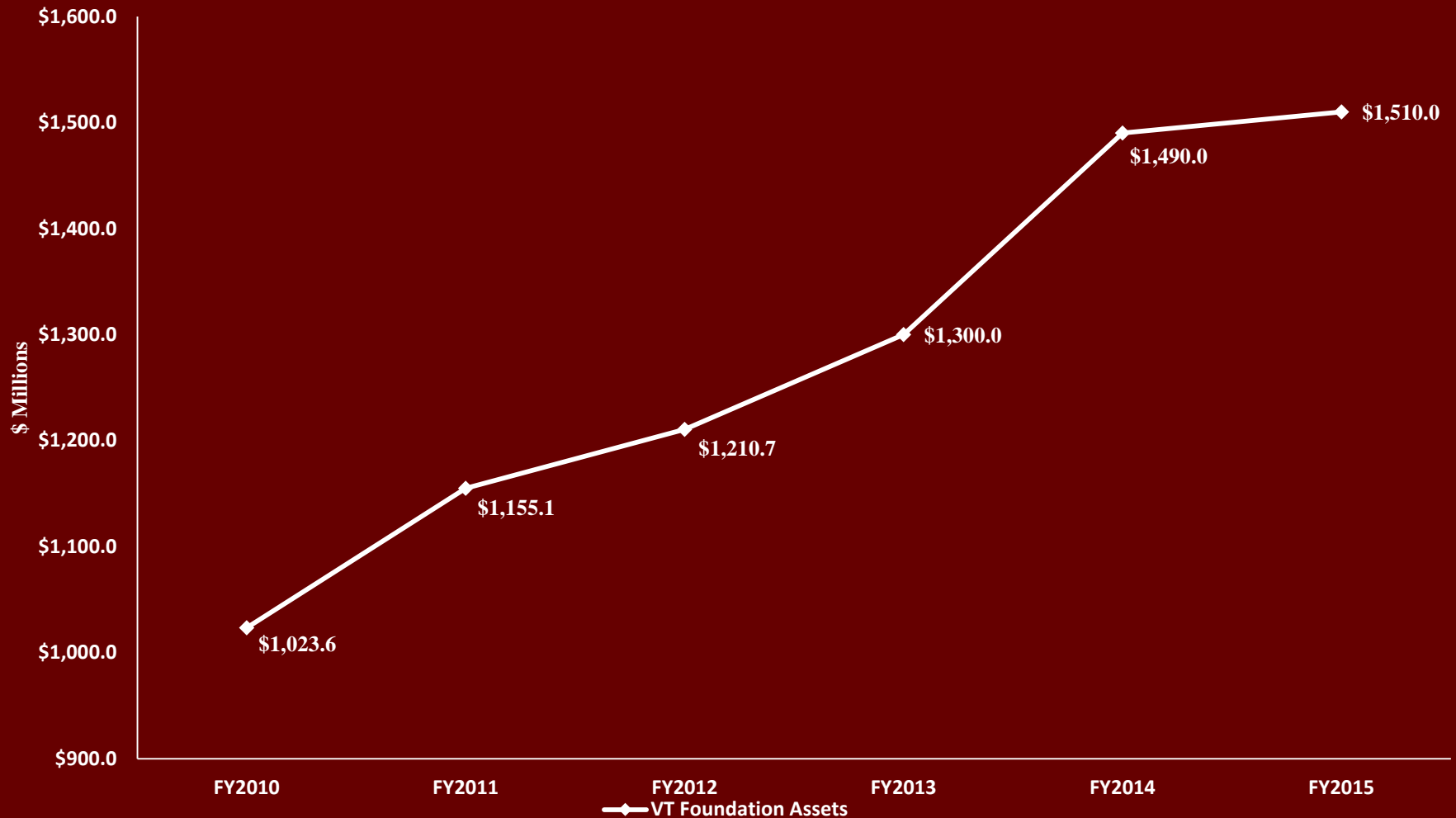
Annual Fund Raising (cash flow) at Face Value

($ Millions)

Actual fundraising total (cash flow) at face value

FY	Value ($ Millions)
FY2006	$75.3
FY2007	$83.8
FY2008	$91.1
FY2009	$79.2
FY2010	$81.8
FY2011	$92.2
FY2012	$76.2
FY2013	$90.0
FY2014	$80.1
FY2015	$89.70
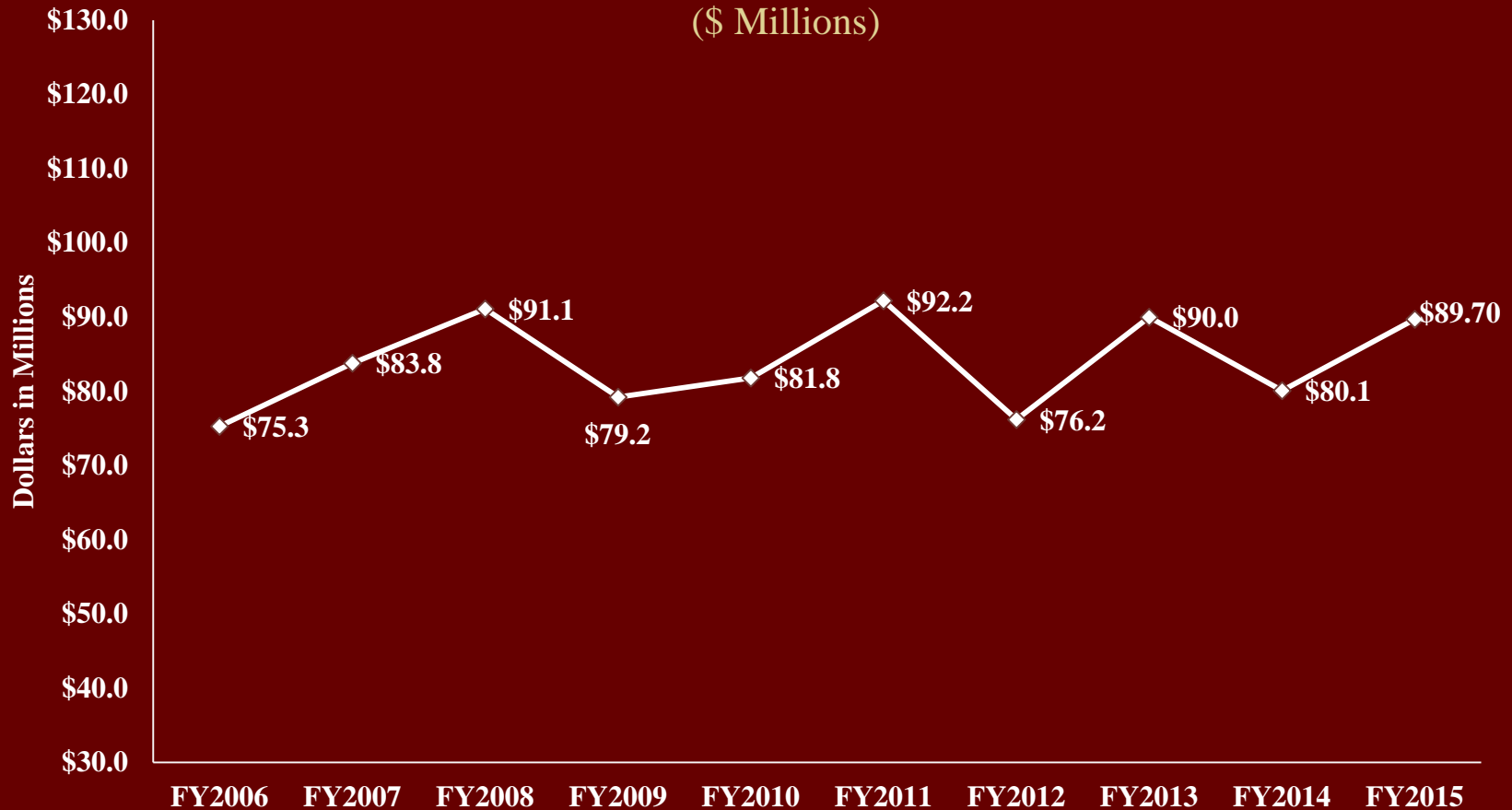
Questions?

Overview of Restructuring Act

November 8, 2015

Background and
the Original Restructuring Act

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Restructuring Act

The *Restructured Higher Education Financial and Administrative Operations Act* passed in 2005 was ***a landmark legislation*** that significantly changed the State's relationships with the higher-education institutions

"The legislation will not only benefit individual universities, it will also help the commonwealth, ensuring it will have one of the strongest and more flexible higher education systems in the State"

- Minnis Ridenour, Sr. Fellow for Resource Development and then - Executive Vice President and Chief Operating Officer

Highlights of Virginia's Restructuring Act

- The 2005 Act's major provisions relating to all institutions were:

    - BOV authority to establish tuition and fees

    - Certain financial benefits

    - Opportunity for increased autonomy in operations

    - Pursuit of specific State goals and related performance measures

    - The Accountability process

        - Annual performance evaluation

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Path to Restructuring

2003

Internal Work by UVA, W&M, and VT on Charter University Proposal

2004

- Charter Proposal Rejected

- Joint Sub-Committee established to study the administrative and financial relationships between the State and the public institutions of higher education

2005

- *Enactment of Restructuring Act which covers all public higher education institutions in Virginia*

- Boards of Visitors of all institutions commit to statewide goals and attain Level 1 autonomy

2006

- *Negotiation and Approval of Management Agreements for UVA, VT, CWM (Level 3 autonomy)*

- Agreement Period: July 1, 2006 – June 30, 2010

Source: Presentation to Administration on Reform of Public Higher Education in Virginia

Vice President for Finance

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Path to Restructuring
(*continued*)

2008
- Negotiation and approval of Management Agreement for VCU (Level 3 autonomy)
- Enactment of legislation defining Level 2 status
- Negotiation and Approval of MOU by institutions seeking **Level 2 authority in two of the following areas**:
  - Procurement
  - Information Technology
  - Capital Outlay

2009
- Renegotiation and some further strengthening of Management Agreements
- Management Agreement language extended to June 30, 2015

2012
- Level 2 institutions authorized to seek third area of authority

2014
- Terms of Management Agreements *extended indefinitely* unless the Governor, General Assembly, or institutions seek to renegotiate or revise

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Major Operating Provisions of the Restructuring Act

- Tuition and Fee approval by the Board of Visitors

- Tiered autonomy – Three levels of autonomy

- Six-year Financial Plans submitted biennially

- Related financial incentives:
  - Interest on tuition and fees and all other nongeneral fund E&G revenues
  - Automatic re-appropriation of year-end balances
  - Pro rata share of rebates on credit card purchases of $5,000 or less
  - Rebate of transaction fees from eVA (state procurement system) paid for sole source procurements

Inclusion of Standards for the Academic Program in the Restructuring Act

- The Act identified nine academic-related statewide goals:

  - Student access

  - Affordability

  - Broad range of high quality academic programs

  - Academic Standards – implementing and assessing learning outcomes

  - Appropriate student progress towards a degree

  - Transfer agreements with community college system

  - University-based support for economic development

  - Increase in externally funded research, patents, and licenses

  - Assistance to underperforming elementary and secondary schools

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Inclusion of Operating Standards in the Restructuring Act

- The Act identified three financial and administrative operating standards :
  - Development of Six-Year Financial Plan
  - Adherence to a series of six financial and five administrative performance goals
  - Campus Safety and Security

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Assessment through Performance Measures 2006 - 2011

- The Act required reporting on academic, finance, and administrative performance standards

- 2005 Restructuring Act had a set of 16 academic standards and additional financial and administrative performance standards

- SCHEV reviewed and certified institutional compliance with performance standards, along with Secretaries of Finance, Administration, and Information Technology

- Financial incentives dependent upon meeting the standards

Restructuring Act: Levels of Autonomy

Three institutions: Norfolk State, Richard Bland, and Virginia State

LEVEL 1

- Managerial Autonomy for all institutions that commit to meet statewide goals

- Must meet education-related performance and institutional benchmarks to receive financial incentives

Nine institutions: CNU, GMU, JMU, Longwood, ODU, Radford, UMW, VMI, and VCCS

LEVEL 2

- MOU negotiated with respective Cabinet Secretary

- MOU provides greater autonomy in **2 of the 3 functional areas** – Procurement, Information Technology, and Capital Outlay

Four institutions: CWM, UVA, VCU, and VT

LEVEL 3

- Management Agreement negotiated with Administration and approved by the General Assembly

- **Broad managerial and financial autonomy in core functional areas**: finance, human resources, information technology, procurement, capital outlay, and leases

- Additional "asks" from Governor upon approval of the Management Agreement such as:
  - Additional institutional financial aid
  - Increased research expenditures
  - Additional Transfer Students

Management Agreement – Level 3

Overview of Management Agreement – Level 3

- A revision to the original narrative from the charter university proposal

- UVA, CWM, and VT described in the Restructuring Act as approved to apply for Level 3 status

- During 2004 – 2005, these three universities worked, in conjunction with state officials, on the development of the criteria and elements of Level 3 status

- During 2005 – 2006, these three universities worked to meet the criteria for Level 3

- Institutions were requested to develop additional performance standards and propose performance measures for each of the six management agreement areas

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Overview of Management Agreement – Level 3

- Level 3 status given to UVA, W&M, and VT effective July 1, 2006

- In approving the Management Agreements, the Governor presented additional "asks" that the institutions needed to accept:

  - Increases in institutional financial assistance

  - Increases in research activities and expenditures

  - 1,250 additional VCCS transfer students accepted; VT committed to approximately 700 of the 1,250 transfer student request

  - Support for K-12 education and depressed region of the State

Eligibility Criteria for Level 3 Status of Management Agreement

- AA minus or better bond rating

- Demonstrated successful past performance in state decentralization programs

- Administrative infrastructure, experience, and depth of expertise to locally manage operations

- Consistent adherence to the state's financial and administrative standards

- Adoption of expanded performance and accountability standards

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Management Agreement – Areas of Autonomy

- Management Agreement institutions were provided a greater level of authority and autonomy in six administrative areas:
  - Finance and Accounting
  - Procurement
  - Capital Outlay and Construction
  - Human Resources
  - Leasing
  - Information Technology

Finance and Accounting
Level 3: Authorities and Benefits

- BOV authority to establish tuition and fees

- Ability to control and manage moneys generated & received by the university and to retain resulting interest earnings

- Operation of the university accounting system, independent of state system

- Authority to create and implement own financial management policies & system

BENEFITS TO VIRGINIA TECH

BOV authority to establish tuition and fees	Authority to hold locally and invest university nongeneral funds	Tailored financial management policies and procedures to meet the needs of the university resulting in reduced costs:
- Address university resource needs in an uncertain economic environment		- Travel Reimbursement
- Position university to leverage strengths in core academic areas i.e. differential fees	Investment of nongeneral funds has resulted in **incremental return of approx. $2M - $2.4M annually** depending on investment levels and current rate of return	- Moving and Relocation Programs - Purchasing Card Program

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Procurement
Level 3: Authorities and Benefits

- Substitutes a uniform set of Procurement Rules in lieu of the Virginia Public Procurement Act
- Authority to operate a separate automated procurement system
- Allows institution to retain all proceeds from the sale of recycling & surplus property

BENEFITS TO VIRGINIA TECH

Establishment of an e-procurement system, Hokiemart, for both external and internal purchases - Created a streamlined process - Establishment of new contracts and discounts; better visibility of contracts	- Built a foundation to develop further process enhancements resulting in a fully automated procurement to payment system - Reduced administrative and personnel Costs - Purchasing Card Program	Separate procurement policies established Purchasing Card Rebate Reduced fees for eVA (state procurement system) from sole-source procurements

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Capital Outlay and Construction
Level 3: Authorities and Benefits

- Board authority to establish and initiate nongeneral fund projects
- Use State pre-appropriation process but institutional process for post-appropriation management for projects with General Fund support
- Ability to designate a Building Official and establish internal review unit

BENEFITS TO VIRGINIA TECH

Construction cost savings resulting from BOV approval of nongeneral fund projects	Better Resource Management	Implementation of multiple contracting strategies, including Construction Manager at Risk and Design-Build
Avoidance of cost escalations	Pre– and Post– appropriation for nongeneral fund projects are managed locally	Establishment of the Office of University Building Official
Shorter timelines for Planning through Construction	Post-appropriation for General Fund projects are managed locally	

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Human Resources
Level 3: Authorities and Benefits

- Ability to develop and implement new human resources system

- Elimination of duplication, manual reporting to state human resources system

BENEFITS TO VIRGINIA TECH

The Act created "covered employee" category who are eligible to be governed by university human resource programs	Established a University Staff System - University can set Human Resource policies customized for VT needs - Autonomy to establish employee rewards and recognition programs	Enabled the university to implement the Staff Merit Process Established a Staff Performance Management System

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Real Estate/Leasing
Level 3: Authorities and Benefits

- Enter into operating/income lease or capital lease
- Grant or convey easements on any land owned or controlled by the institution
- Acquire easements across non-institution land

BENEFITS TO VIRGINIA TECH

Autonomy from State Regulations

- reduced response times and improved support for research and instructional programs
- ability to meet the needs of the university effectively and expediently

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Information Technology
Level 3: Authorities and Benefits

- Autonomy from state: Exemption from Virginia Information Technologies Agency (VITA) and Information Technology Investment Board (ITIB)

BENEFITS TO VIRGINIA TECH

- Ability to manage all sizes of information technology projects locally, using university-designed plans and processes, along with post audit review by the Commonwealth , as needed.
- reduced response times and improved support for research and instructional programs
- ability to meet the needs of the university effectively and expediently

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Higher Education Opportunity Act of 2011

Impact of the Higher Education Opportunity Act of 2011

- The Higher Education Opportunity Act (HEOA) impacted current business and restructuring activities in several ways, including:

  - Restatement of State goals for higher education, deleting some goals while, including some new ones such as STEM-H education and degrees

  - Replaced the Six-Year Financial Plan, with the current combination of academic, financial, and enrollment plans

  - Established the current development, review, and approval processes for the Six-Year plans

  - Established new avenues to explore opportunities for increased restructuring authorities

  - Modified the performance measurement process, as described subsequently

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Assessment through Performance Standards
2012 - Present

- After 2011, the HEOA legislation suspended the old performance measures and established new measures effective FY 2013 -14

  - Transition from an annual assessment to biennial assessment period

  - Fewer Performance Standards

    - Six Academic Standards:

      - undergraduate enrollment, associates and bachelor's degree awards, STEM-H degree awards, in-state, upper-level program-placed FTE students, under-represented population degree awards, transfers from instate two-year institutions

    - Financial and Administrative Standards in the areas of:

      - Finance and Accounting   Debt Management
      - Procurement   Human Resources
      - Capital Outlay   Information Technology

Assessment through Performance Standards
2012 - Present

- Virginia Tech reported the results under the new performance standards in Fall 2014

- SCHEV certified all institutions of higher education as meeting the Institutional Performance Standards for 2014-15 through 2015-16

- Next biennial assessment scheduled for 2016

Restructuring Challenges and Opportunities

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Restructuring Act – Challenges

- State attempts to roll-back institutional authority:

    - Compensation programs for faculty and staff:

        - Board authority to manage faculty compensation was curtailed

        - University authority to develop staff compensation program was curtailed

    - Board's authority to establish tuition and fees:

        - Athletic Fee Cap

- Legislation does not always recognize existing authority granted to certain institutions under Restructuring, including enterprise systems, such as:

    - Vendor Data Standards (State procurement system)

    - Cardinal (new State accounting system)

    - Additional IT procedures and reporting requirements

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Restructuring Act – Challenges

- Non-appropriation of related financial incentives during economic downturn:
  - Retention of interest earnings
  - Purchasing card rebate
- Consideration of pulling back cash balances of existing categories of cash assets
- Restructuring Act provided for university retention and management of all nongeneral funds (self-generated revenue). However, this authority has been impacted from time to time, including:
  - Attempts to capture Auxiliary resource balances
  - Withholding of Auxiliary balance interest earnings
  - Reversion of university resources for state-calculated savings (i.e. fuel, printing costs)

Restructuring Act – Additional Opportunities

- Consider creation of a Level 4 category:
  - Institutional autonomy with regard to enrollment change and enrollment mix
  - Guaranteed year-end interest carryover of operating funds to support multi-year financial planning
  - Other autonomy benefits under development
- Flexibility in implementing state mandated compensation adjustments
- Eliminate agency eVA (state procurement system) fees:
  - Eliminate eVA requirements for all purchases under $5,000
  - Annual savings from eVA fees would be in the range of $700,000 - $800,000

Restructuring Act – Additional Opportunities

- Remove mandatory requirement to purchase from Virginia Correctional Enterprise

- Relief from future use of or administrative charges for current or future state administrative systems

- Eliminate reversion of nongeneral funds to cure general fund deficits

- Continuity of operations, in the event that a state budget is not passed

- Ability to locally manage budget reductions, state program might freeze hiring or furlough employees

- Independence of nongeneral funds from state appropriation process

- Enable local approval of 100% NGF supplements to state authorized capital projects

Restructuring Act – Current Activities

- Finance VP's from all four Level 3 institutions meet periodically to discuss issues as they arise and to consider improvements to restructuring

- Met with current Administration to discuss restructuring and further avenues for financial and administrative efficiencies. Representation from all four management agreement schools and a few Level 2 schools

- CSSBO Officers conference to discuss efficiencies

- Biennial Report to BOV on Performance Standards
  - Report presented in September 2014 BOV meeting

- University continues to report on requirements from original Management Agreement request:
  - Report on Outreach to Economically Distressed Region of Virginia
  - Report on Cooperative Contracts and Alliances
  - Nongeneral Fund Project Notifications

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Questions ?

MINUTES

November 9, 2015

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, November 9, 2015, at 1:15 p.m. in Torgersen Boardroom (Room 2100), Virginia Tech Campus, Blacksburg, Virginia.

Present	**Absent**
Mr. James L. Chapman, IV (Vice-Rector)	Mr. Mehul P. Sanghani
Dr. Nancy V. Dye	
Mr. William D. Fairchild, III	
Mr. B. Keith Fulton	
Mr. Charles T. Hill	
Mr. Mehmood S. Kazmi	
Ms. Deborah Leigh Martin Petrine (Rector)	
Mr. Michael J. Quillen	
Mr. Wayne H. Robinson	
Dr. J. Thomas Ryan	
Mr. Steve Sturgis	
Mr. Dennis H. Treacy	
Mr. Horacio A. Valeiras	

Constituent Representatives:
Dr. Rami Dalloul, Faculty Representative
Mr. Walter D. Cook III (Dan), Staff Representative
Mr. Mohammed Seyam, Graduate Student Representative
Ms. Morgan Sykes, Undergraduate Student Representative

Also present were the following: President Timothy Sands, Mr. Robert Broyden, Ms. D'Elia Chandler, Ms. Shelia Collins, Mr. John Cusimano, Mr. Brian Daniels, Ms. Wanda Dean, Dr. Karen DePauw, Dr. John Dooley, Mr. Eric Earnhart, Dr. Jack Finney, Police Chief Kevin Foust, Ms. Rachel Gabriele, Mr. Mark Gess, Ms. Hunter Gresham, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Tim Hodge, Dr. Rachel Holloway, Ms. Elizabeth Hooper, Ms. Angela Kates, Dr. Chris Kiwus, Ms. Sharon Kurek, Dr. Stephen McKnight, Dr. Scott Midkiff, Mr. Mike Mulhare, Ms. Kim O'Rourke, Mr. Mark Owczarski, Dr. Patty Perillo, Mr. Charles Phlegar, Dr. Ellen Plummer, Dr. Scot Ransbottom, Dr. Thanassis Rikakis, Ms. Savita Sharma, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Tom Tillar, Dr. David Travis, Ms. Tracy Vosburgh, Dr. Sherwood Wilson, faculty, staff, students, guests, and reporters.

* * * * *

Rector Petrine asked for a motion to approve the minutes of the August 31, 2015, meeting as distributed. The motion was made by Mr. Robinson and seconded by Mr. Fairchild. The minutes were approved unanimously.

* * * * *

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

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

* * * * *

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

Resolution to Amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Federal Executive Order 13665

That the resolution to amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Federal Executive Order 13665 be approved. (Copy filed with the permanent minutes and marked Attachment B.)

* * * * *

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

Resolution to Establish a School of Neuroscience at Virginia Tech

That the resolution to establish a School of Neuroscience at Virginia Tech be approved. (Copy filed with the permanent minutes and marked Attachment C.)

* * * * *

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

Resolution to Enable Tenure Appointments in the College of Science for Faculty in the School of Neuroscience

That the resolution to designate the College of Science as the tenure home for faculty in the School of Neuroscience until final approval of the School is achieved be approved. (Copy filed with the permanent minutes and marked Attachment D.)

* * * * *

FOR INFORMATION ONLY (NO ACTION REQUIRED):

STATUS REPORT ON ACTION TAKEN AT THE MARCH 30, 2015
BOARD OF VISITORS MEETING

Ph.D. in Executive Business Research

On March 30, 2015, the Board of Visitors approved a Doctor of Philosophy Degree in Executive Business Research for submission to the State Council of Higher Education for Virginia (SCHEV). Vice Provost Jack Finney reported that based on feedback received subsequently by the Pamplin College of Business from SCHEV, the Provost notified SCHEV that Virginia Tech was withdrawing the proposal for a stand-alone degree and instead would offer a concentration in executive business research within the existing Ph.D. in business.

* * * * * * * * * *

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

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

Mr. Fairchild announced that due to time constraints, the Buildings and Grounds Committee deferred several informational (non-action) agenda items. The Committee will convene in a special meeting before the end of December to discuss these items. [Note: The meeting was held on Friday, November 20, 2015, on campus.]

* * * * *

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

Resolution on Appointments to the
Blacksburg-Virginia Polytechnic Institute Sanitation Authority

That the resolution recommending Raymond D. Smoot, Jr. and Ron Rordam be reappointed as joint representatives, and Sherwood G. Wilson, Vice President for Administration, be reappointed as the university's representative to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority Board of Directors be approved. (Copy filed with the permanent minutes and marked Attachment F.)

* * * * *

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

Resolution for an Underground Electric Utility Easement at the Middleburg Agricultural Research and Extension Center (AREC)

That the resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute underground electric easements to Dominion Virginia Power be approved. (Copy filed with the permanent minutes and marked Attachment G.)

* * * * *

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

Resolution to Amend the Temporary Construction Easement at Virginia Tech Hampton Roads Agricultural Research and Extension Center (AREC)

That the above resolution authorizing the Vice President for Administration, or his successor, to amend the existing 10' wide temporary construction easement on Virginia Tech property along the shared boundary line with the Northampton Executive Center, LLC (NEC) to increase the temporary construction easement area by approximately 10' along approximately 147.51' of the shared border and allow for debris removal and selective underbrush clearing in the area designated on the said MSA, P.C. attached drawing on the Property, in accordance with all applicable Virginia Tech policy and procedures and the Code of Virginia (1950), as amended, be approved. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * * * * * *

REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

As part of his report, Mr. Chapman noted that the Committee discussed the JLARC recommendations to be addressed by the Board of Visitors and recommended that a letter be provided to the General Assembly as well as to JLARC reporting the progress made by the university on the implementation of the recommendations in advance of the upcoming General Assembly session.

* * * * *

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

Resolution for Approval of the Year-to-Date Financial Performance Report (July 1, 2015 – September 30, 2015)

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, 2015, through September 30, 2015, and the Capital Outlay report be approved. (Copy filed with the permanent minutes and marked Attachment J.)

* * * * *

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

Resolution for Approval of the 2016-2022 Six-year Plan

That the Board of Visitors approve the 2016 – 2022 six-year plan. (Copy filed with the permanent minutes and marked Attachment K.)

* * * * *

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

Resolution for Approval of the Pratt Fund Program and Expenditure Reports

Pratt Fund Activity Statement for the College of Engineering

That the 2014-15 Pratt Funds Activity Statement for the College of Engineering be approved. (Copy filed with the permanent minutes and marked Attachment L.)

Pratt Fund Activity Statement for Animal Nutrition

That the 2014-15 Pratt Funds Activity Statement for Animal Nutrition be approved. (Copy filed with the permanent minutes and marked Attachment L.)

* * * * *

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

Resolution to Approve the Capital Project for Residential Door Access Improvements

That the resolution authorizing Virginia Tech to complete the Residential Door Access Improvements Project be approved. (Copy filed with the permanent minutes and marked Attachment M.)

* * * * *

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

Resolution to Approve the Capital Project for Planning the Corps Leadership and Military Science Building

That the resolution authorizing Virginia Tech to plan the Corps Leadership and Military Science Building be approved. (Copy filed with the permanent minutes and marked Attachment N.)

* * * * *

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

Resolution to Approve the Planning Authorization for the Capital Project for Athletics Facilities Improvements

That the resolution authorizing Virginia Tech to complete designs for the Athletic Facilities Improvements Project be approved. (Copy filed with the permanent minutes and marked Attachment O.)

* * * * * * * * *

REPORT OF THE RESEARCH COMMITTEE

Rector Petrine called on Mr. Treacy for the report of the Research Committee. Mr. Treacy reported that due to the BOV Information Session exceeding the allotted time on Sunday, November 8, 2015, the Research Committee was unable to meet as scheduled. The agenda items will be carried over to the March 2016 meeting.

* * * * * * * * *

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Petrine called on Mr. Robinson for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment P.)

* * * * * * * * * *

PRESIDENT'S REPORT

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

A copy of **President Sands' remarks to the Board of Visitors** is filed with the permanent minutes and marked Attachment Q.

* * * * * * * * *

Motion to Begin Closed Session

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

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

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

3. Special recognitions.

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

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

Motion to Return to Open Session

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

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

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

* * * * *

Upon motion by Mr. Chapman and second by Mr. Sturgis, unanimous approval was given to the resolutions for approval of **External Awards (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment R.)

* * * * *

Upon motion by Dr. Ryan and second by Mr. Fairchild, approval was given to the resolution to **Name a University Facility** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment S.)

* * * * *

Upon motion by Dr. Ryan and second by Mr. Treacy, approval was given to the resolutions for **Emeritus status (3)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment T.)

* * * * *

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

* * * * *

Upon motion by Dr. Ryan and second by Mr. Treacy, approval was given to the resolution for a **Faculty Research Leave Request (1)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment V.)

* * * * *

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

* * * * *

Rector Petrine announced that the Board gave unanimous approval at the BOV Information Session on November 8, 2015, to the **Resolution of Appreciation Honoring Frank Beamer**. The resolution was presented earlier today to Coach Beamer. (Copy filed with the permanent minutes and marked Attachment X.)

* * * * *

Upon motion by Mr. Fairchild and second by Mr. Sturgis, approval was given to the **Hokie Stone Inspection Policy Update** as follows:

> At the request of the Board of Visitors, the Buildings and Grounds Committee received an update on the "Best Practices for Building Envelope Maintenance," a report prepared by Whitlock Dalrymple Poston & Associates (W.D.P.) at the request of the Board of Visitors in October 2012 and presented in its final format in September 2013. The Committee finds that the university is fully complying with the recommendations set forth in this report, specifically, "perform[ing] periodic visual inspections" of the Hokie Stone facades that are overseen by a "registered professional" and tracked through a "computerized maintenance management system." **The Committee recommends that the policy directive originally issued by Dr. Sherwood Wilson on October 18, 2012, be clarified to reflect the mandatory interval for these inspections as semi-annually (two times per year) to align with current university practice.**

* * * * *

Litigation Report
No Action Required

* * * * *

Constituent Reports (no action required)
(Presented at BOV Information Session on November 8, 2015)

Undergraduate Student Representative to the Board – Ms. Morgan Sykes
Graduate Student Representative to the Board – Mr. Mohammed Seyam
Staff Representative to the Board – Mr. Dan Cook
Faculty Representative to the Board – Dr. Rami Dalloul

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

* * * * *

The date of the next regular meeting is March 20-21, 2016, in Blacksburg, Virginia.

* * * * *

Following a motion by Mr. Chapman and second by Mr. Fairchild, the meeting was adjourned at 3:09 p.m.

_____
Deborah Petrine, Rector

_____
Kim O'Rourke, Secretary

Committee Meeting Minutes

ACADEMIC AFFAIRS COMMITTEE

Inn at Virginia Tech and Skelton Conference Center
Drillfield Conference Room

November 9, 2015

Board Members Present:

Tom Ryan (chair), B. K. Fulton, Mehmood Kazmi, Rami Dalloul (faculty representative), Mohammed Seyam (graduate student representative)

Guests:

Rosemary Blieszner, Kris Bush, Matt Chan, Lay Nam Chang, Wanda Dean, Karen DePauw, Corey Earles, Jack Finney, Rachel Gabriele Natalie Hart, Kay Heidbreder, Rachel Holloway, Pat Hyer, Maria Jernigan, Sara Lane, Peggy Layne, Gary Long, Christina McIntyre, Steve McKnight, Alison Matthiessen, Alyssa Noble, Mark Owczarski, Kim O'Rourke, Ellen Plummer, Thanassis Rikakis, Karen Eley Sanders, Timothy Sands, Russell Shrader, Natasha Smith, Nate Smith, Harald Sontheimer, Bethany Teague (WSLS), David Travis, Patrick Tunno, Sara Vandyke,

OPEN SESSION

1. **Welcome.** Tom Ryan, academic affairs committee chair, welcomed committee members and guests.

   Tom Ryan requested that the committee adopt a change to the agenda such that the update on the Ph.D. in business research be heard during the Academic Administration portion of the meeting. The committee supported Tom Ryan's request and the agenda was adjusted.

2. **Approval of Minutes.**

   A motion passed unanimously to approve the minutes of the committee's August 31, 2015 meeting.

3. **Report of Closed Session Action Items.** In Closed Session, the committee considered three appointments to emeritus status, three appointments to endowed professorships or fellowships, received information regarding three reappointments to endowed professorships, considered one request for a faculty research leave, and ratified the faculty personnel changes report.

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

4. **Provost's Update.** Thanassis Rikakis, executive vice president and provost, shared with the committee that, pending approval by the board, the vice provost for inclusion and diversity will begin in February. Inclusion and diversity efforts will include additional investments in student pipeline efforts, faculty searches, and inclusivity as a learning outcome.

The search for the vice president for research and innovation has concluded and negotiations are underway with a finalist. This vice president will play a central role in advancing the university's research portfolio.

5. **Academic Administration.**

a. **Pratt Funds Overview.** Jack Finney, vice provost for faculty affairs, presented the Pratt Funds Overview report for the committee's consideration and approval. The Pratt Funds are a significant source of support in the College of Agriculture and Life Sciences and in the College of Engineering.

The committee unanimously approved the Pratt Funds Overview report.

b. **Resolution to Amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Executive Order 13665.** Jack Finney presented a resolution for the committee's consideration and approval. The resolution seeks to amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to comply with Executive Order 13665 that prohibits federal contractors from discriminating against applicants or employees who inquire about their pay.

The committee unanimously approved the Resolution to Amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Executive Order 13665.

c. **Ph.D. in executive business research.** Jack Finney reported to the committee that the Pamplin College of Business accepted feedback received from the staff at the State Council for Higher Education of Virginia (SCHEV) and the executive business research curriculum will be offered within the currently offered Ph.D. in business rather than as a stand-alone Ph.D. as proposed.

6. **Academic Affairs.**

a. **Presentation on Curriculum and Degree Management.** Rosemary Blieszner, assistant vice provost for enrollment and degree management, presented the processes by which curricular changes are considered. The university's curriculum and degree offerings are the purview of the faculty. New and revised courses and degrees are proposed and reviewed by a series of committees and commissions

prior to inclusion in the curriculum. New degrees and other substantial academic proposals are brought to the board for approval and shared with the State Council of Higher Education for Virginia and, as necessary, with the Southern Association of Colleges and Schools (SACS).

b. Resolution to Approve the Establishment of a School of Neuroscience at Virginia Tech. Lay Nam Chang, dean of the College of Science, introduced Harald Sontheimer, professor of neurobiology in the College of Science, who presented a resolution to establish a School of Neuroscience. The school will integrate academic offerings and research efforts across the university and the Virginia Tech Carilion Research Institute. The school will advance Virginia Tech's academic offerings and will position the university for additional research funding.

The committee unanimously approved the Resolution to Approve the Establishment of a School of Neuroscience at Virginia Tech.

c. Resolution for Tenure Appointments in the College of Science for Faculty in the School of Neuroscience. Jack Finney presented to the committee a resolution that would create a temporary administrative structure in the College of Science for tenure track and tenured faculty recruited for the School of Neuroscience.

The committee unanimously approved the Resolution for Tenure Appointments in the College of Science for Faculty in the School of Neuroscience.

d. 21st Century Economies: Preparing Virginia Tech Graduates. Thanassis Rikakis, executive vice president and provost shared with the committee how Virginia Tech will continue to prepare graduates for successful careers. Leveraging and building upon current strengths, the university will maintain its comprehensive nature while significantly growing curricula that promotes deep understanding of technology in multiple and varied disciplines. The university will identify and support destination areas across the university. Students and faculty will engage in activities designed to engage in complex problem solving and innovation training.

7. **Adjournment.** The meeting adjourned at 10:45.

Curriculum & Degree Management

Dr. Rosemary Blieszner
Assistant Vice Provost, Degree Development

Board of Visitors, November 9, 2015

VirginiaTech
Invent the Future®

Curriculum Overview

- Virginia Tech's academic mission is intentionally comprehensive and diverse

- The 8 colleges and Graduate School offer
  - 74 undergraduate degrees
  - 124 graduate and professional degrees
    - 70 master's
    - 54 doctoral + professional (DVM)

Composition of Coursework and Credits
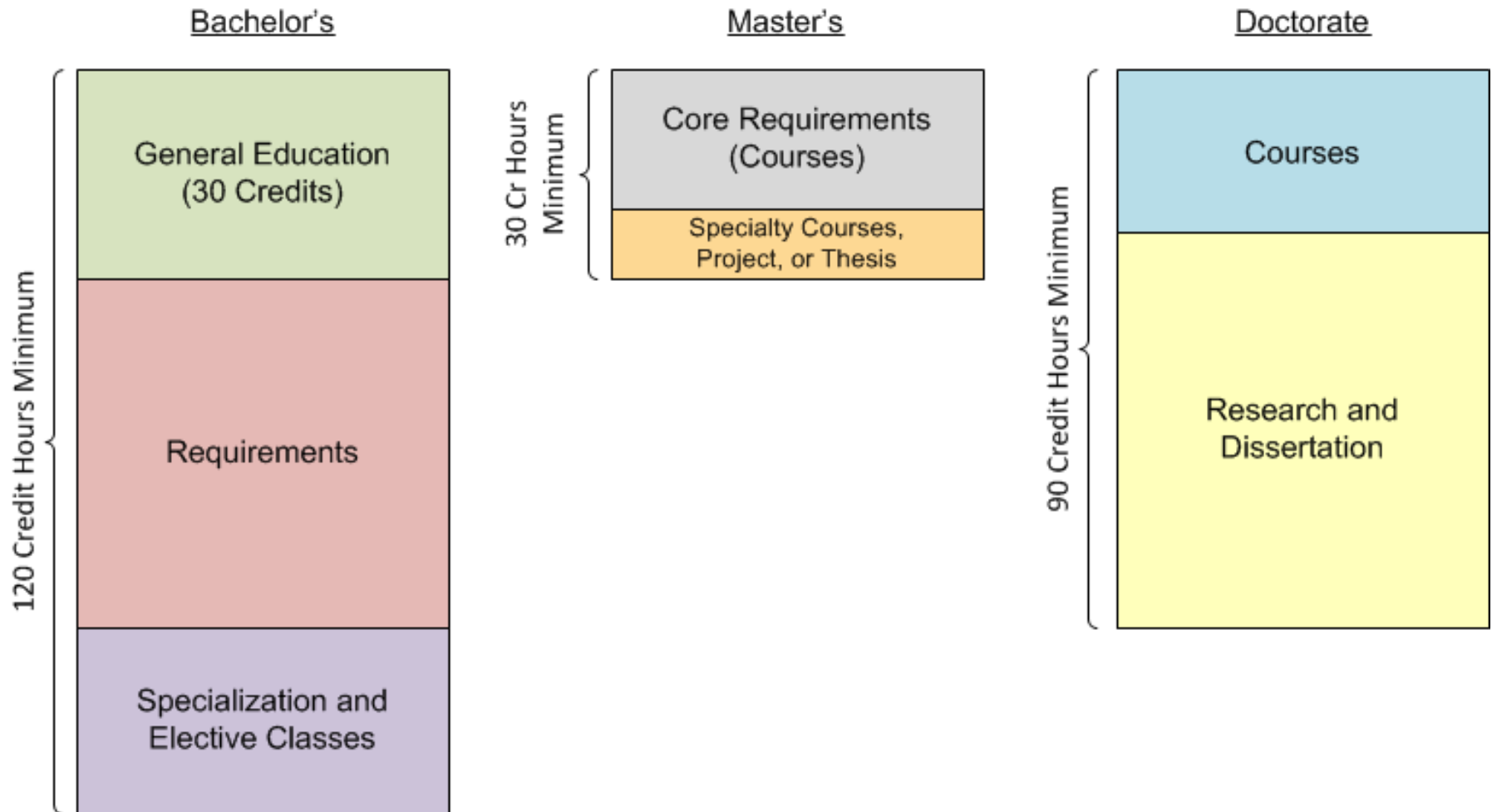
Degree Development Process

- **The curriculum is kept fresh and responsive to student needs by discontinuing idle degrees and developing new ones**

- **The faculty and colleges drive adjustments to the curriculum**

Considerations for New Degrees

Expert Review Process

- **Degree development and organizational changes require internal and external reviews and approvals**
  - Department, college, and university levels
  - Board of Visitors
  - State Council of Higher Education for Virginia (SCHEV)
  - Substantive changes to Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

8 Degree Approval Steps

STEP I. Preapproval	
Institutional Plan for <u>Undergraduate</u> or <u>Graduate</u> Education	Preapproval to develop proposal by Provost's Academic Affairs Council

Prepare necessary documents to begin internal review process: 1) draft SCHEV proposal   2) VT degree proposal

STEP II. Initial Curriculum Approval	
Department Curriculum Committee	College Curriculum Committee

STEP III. Campus-wide Evaluation
15-day academic review (post on HokieCAPS); Respond to concerns/comments from university community

STEP IV. University Curriculum Approval
Review and approval by <u>Undergraduate</u> or <u>Graduate</u> Curriculum Committee
Prepare resolution Resolution and VT degree proposal are reviewed in steps 5-8 Continue to develop draft SCHEV proposal

STEP V. Commissions
Review and approval by Commission on <u>Undergraduate</u> or <u>Graduate</u> Studies and Policies (2 readings)

STEP VI. University
Review and approval by University Council (2 readings)

STEP VII. Board of Visitors
Review and approval by Academic Affairs Committee & Board of Visitors

STEP VIII. External Review and Approval	
State Council of Higher Education for Virginia (SCHEV): Academic Affairs Committee & Council	Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC) for notification or approval (substantive changes)

Under Discussion / Development

- Undergraduate courses and minors – Pathways to General Education

- School of Plant and Environmental Sciences

- BS in Biomedical Engineering

- MS in Translational Biology, Medicine, Health

- PhD in Government, Security, Environment Policy

- Discontinue PhD in Hospitality & Tourism and Graduate Certificate in Critical Design Thinking

21st Century Economies:
Preparing Virginia Tech Graduates

21st Century Economies

- The economy will need experts in all areas of human activity (from social sciences to agriculture) that have a deep understanding of digital technology and its effects on their area of expertise

- Experts in one area/discipline with the ability to collaborate with diverse cohorts, in highly instrumented environments to innovate and solve complex (local+global) problems

- Up-to-date experts
  - dynamic/adaptive
  - lifelong learning

Virginia Tech Graduates for 21st Century Economies

To have successful careers and fulfilling lives, Virginia Tech graduates must be:

- Experts in a relevant area of the economy

- Dynamic

- Technologically competent

- Comprehensively educated

- Adept at innovation and problem-solving through collaborative experiential learning

- Able to thrive in a diverse, inclusive and global environment

- Able to self-educate and retool over a lifetime

Virginia Tech as a Destination for 21st Century Economies Education

Ideally positioned:

- A comprehensive curriculum
- A strong tradition in technology
- A land-grant mission of developing practical skills through experiential learning
- Interdisciplinary record and experience
- Embraces continuous innovation

Advancing VT as a Destination for 21st Century Economies Education

- Significantly grow X+Technology curricula
- Outcome: Deep understanding of technology and ability to participate in technology development for the area
- Continue to grow our engineering strengths in a controlled and targeted manner
- Maintain comprehensive nature
- Identify and support signature areas across the university (destination areas)
- Remain dynamic and advance adaptive learning

Advancing VT as a Destination for 21st Century Economies Education

- Become more diverse and inclusive

- Develop structures for complex problem solving and innovation training
  - Majors in destination areas across the university
  - Shared infrastructure and collaborative innovation spaces
  - Expanded experiential learning with industry involvement
- Recruit and retain the best faculty and students
  - Work on K-20 pipeline
  - Focus on strengths
  - Secure resources for faculty endowment and student scholarships
- Diversify resources
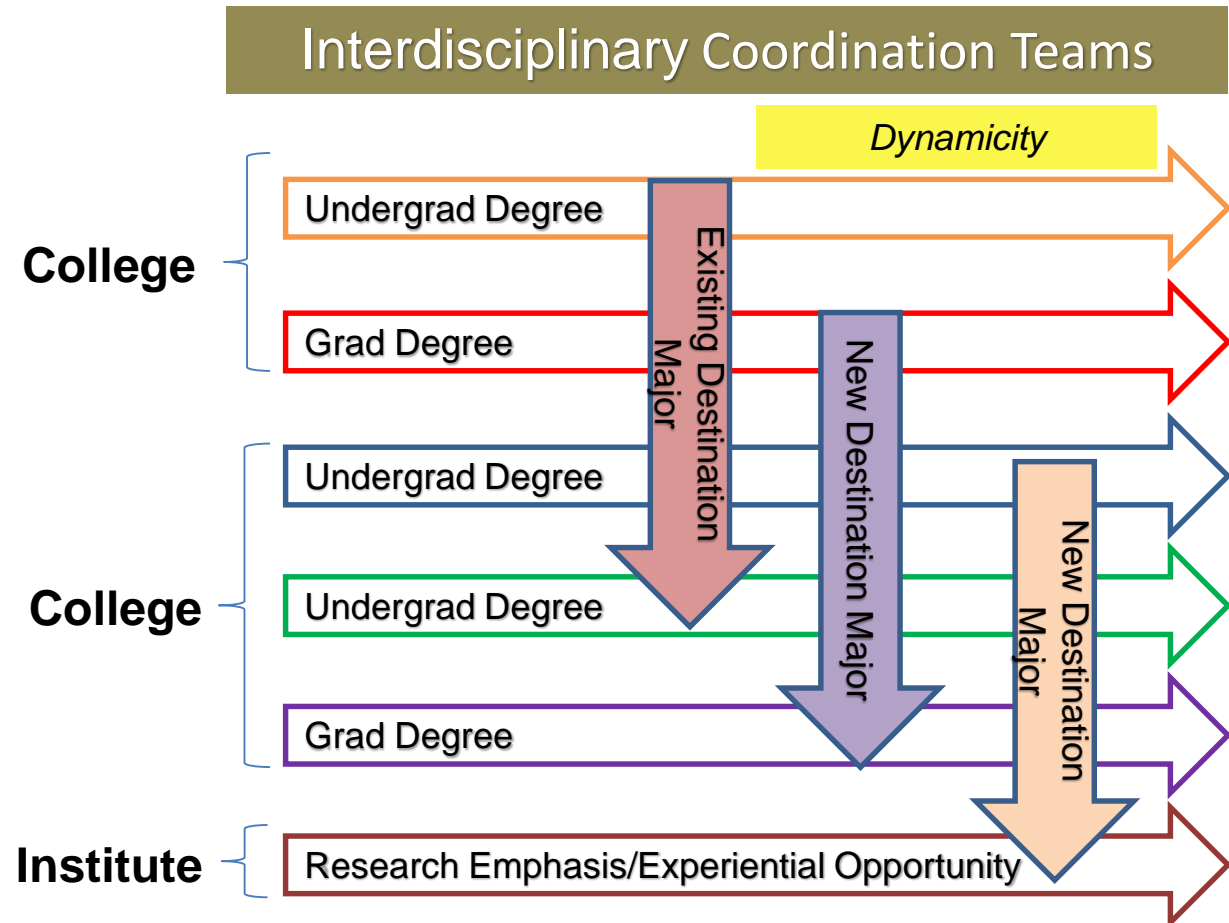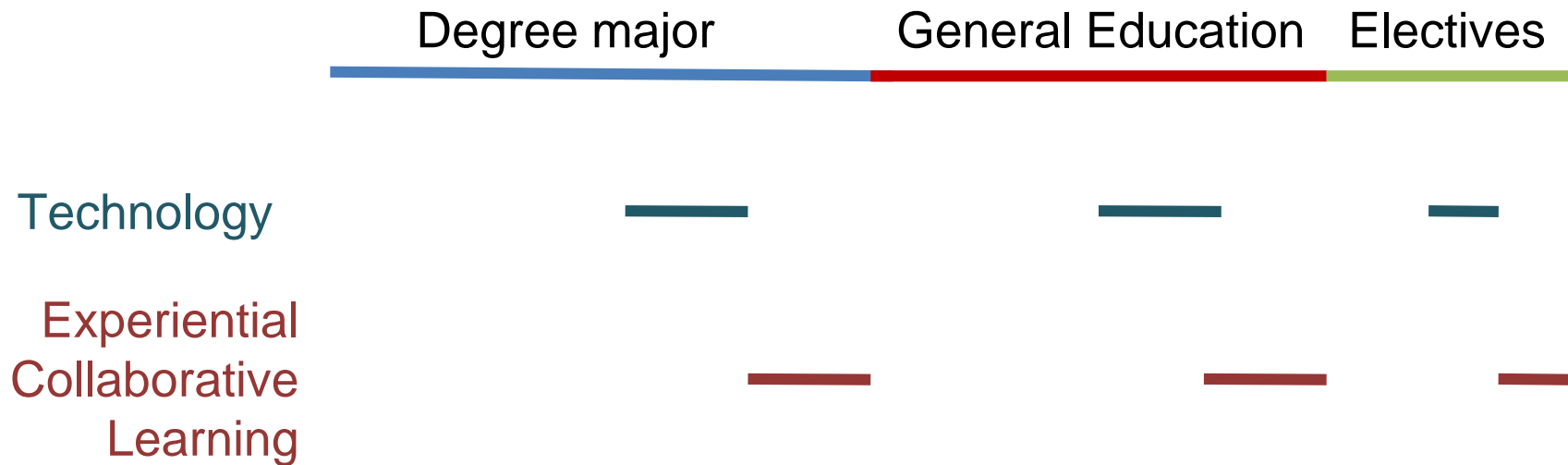
Evolving Ideas for Destination Areas

- The Adaptive Brain
- Autonomous Systems
- Built Environment
- Digital Arts, Communication and Marketing
- Data, Information and Decision in a Complex World
- Innovation and Entrepreneurship
- Integrated Health and Well-being
- New Materials as Systems
- Security Studies and Management in the Cyber-Physical World
- Sustainability at the Intersection of Energy, Water and Food

Questions?

Summary

<u>Reappointments</u> to Endowed Chairs, Professorships, or Fellowships (3)

November 9, 2015

<u>College of Engineering</u>

Saifur Rahman	Joseph R. Loring Professor of Electrical and Computer Engineering
Jeff Reed	Willis G. Worcester Professor of Electrical Engineering
Yue Joseph Wang	Grant A. Dove Professor of Electrical and Computer Engineering

ENDOWED PROFESSORSHIP
Joseph R. Loring Professorship in Electrical and Computer Engineering

The Joseph R. Loring Professorship of Electrical and Computer Engineering was created in 2003. Dr. Richard Benson, dean of the College of Engineering has renominated Professor Saifur Rahman to this endowed position for the third five-year term starting in 2015, concurring with the recommendations of the Bradley Department of Electrical and Computer Engineering Honorifics Committee and the College of Engineering's Honorifics Committee.

Dr. Rahman came to Virginia Tech in 1979 as an Assistant Professor. He was promoted to Associate Professor in 1983 and Professor in 1987. He was named the Joseph R. Loring Professor in the Bradley Department of Electrical and Computer Engineering in 2005. He was the Founding Director of the Alexandria Research Institute (ARI) in 1998.

Dr. Rahman has a long and consistent record of research funding. He is an internationally known researcher in the areas electrical power, renewable energy and smart grid. Over the last five years his interests and contributions have ranged from pioneering work in smart grids, grid integration of large-scale wind and solar photovoltaic power systems to his recent work on energy efficiency for which he received a $2 million contract from the US Department of Energy in 2013. His is also active in other areas that range from digital libraries to critical infrastructure protection. He consults on these topics and lectures and offers short courses for a wide variety of government agencies, the World Bank, United Nations programs, non-government organizations and domestic and foreign electric utility companies. Over the last five years Dr. Rahman has secured almost $6 million in grants to support his research. In 2014, under his leadership ARI provided support to Dominion Virginia Power to win a $47 million US Department of Energy contract to develop the multi-megawatt wind turbine facility off the coast of Virginia. During the last five years he has published 16 conference papers, 13 journal papers and given 25 keynote speeches and 91 invited presentations in over 20 countries.

Dr. Rahman is a Fellow of the IEEE and received the IEEE Millennium Medal in 2000 for outstanding achievements and contributions to IEEE. In 2014 he was named to the IEEE Technical Activities Board Hall of Honor "for sustained contributions to quality improvements of IEEE publications and development of processes for diverse publication products". Dr. Rahman has organized a number of major conferences, including chairing the IEEE Innovative Smart Grid Technologies Conferences in Washington, DC in 2013, 2014 and 2015, and the Asia Pacific Power and Energy Conference held in several cities in China in 2010, 2011 and 2012.

Dr. Rahman's excellence in teaching is well known. He has developed eight new courses at levels ranging from 2000 to 6000. He has supervised 20 Ph.D. and 33 M.S. thesis students to completion. He is currently supervising 12 Ph.D. and three M.S. students. He has developed numerous short courses for continuing education.

Dr. Rahman chaired the US National Science Foundation Advisory Committee for International Science and Engineering from 2010 to 2013. In 2014 he served on the

Committee of Visitors for the Electrical, Communications, Cybersecurity and Systems program at NSF. During 2010 to 2015 Dr. Rahman served as the vice president for New Initiatives and Outreach, and Publications for IEEE Power & Energy Society. During the same period he has served as the founding editor-in-chief for the IEEE Transactions on Sustainable Energy.

In recognition of his expertise and contributions to research on energy efficiency, Dr. Rahman was recently appointed to the Virginia Governor's Executive Committee on Energy Efficiency. He is the only member from the academia of this 12-member committee. He is also a member of the board of governors of the Virginia Energy Efficiency Council.

RECOMMENDATION:

That Dr. Saifur Rahman be re-appointed the Joseph R. Loring Professor of Electrical and Computer Engineering, effective November 10, 2015, with a salary supplement as provided by the Loring Endowment and if available, with funds from the eminent scholars match program.

November 9, 2015

ENDOWED PROFESSORSHIP
Willis G. Worcester Professorship in Electrical Engineering

The Willis G. Worcester Professorship in Electrical Engineering was created in 1983. The professorship is traditionally awarded to a leading researcher. Dr. Richard Benson, dean of the College of Engineering has nominated Professor Jeffrey H. Reed to continue in this endowed position, concurring with the recommendations of the Bradley Department of Electrical and Computer Engineering Honorifics Committee and the College of Engineering Honorifics Committee. He has held this title since 2005.

Dr. Reed came to Virginia Tech in 1992 as an Assistant Professor. He was promoted to Associate Professor in 1997 and Professor in 2001. He has served as Director of the Mobile and Portable Radio Research Group, and founded Wireless@Virginia Tech in 2006. He is its leading representative and advocate for the group. In 2010 he was the Founding Faculty Member and Interim Director of the Ted and Karen Hume Center for National Security and Technology, a center whose goal is to create the next generation of leadership for the intelligence community. He constantly represents wireless at Virginia Tech to the outside world, making connections and opening doors for his colleagues.

Dr. Reed has advised national leadership on telecommunications policy issues, meeting with White House staff, congressional staff, and regulatory authorities on numerous issues related to wireless communications. His advisory work on the President's Council of Advisors in Science and Technology report to the President, "Realizing the Full Potential of Government Held Spectrum to Realize Economic Growth," has led to reforms that will enable greater availability of spectrum for wireless communication systems. He currently serves on a Department of Commerce advisory committee on spectrum issues.

Dr. Reed has a long and consistent record of research funding. He is an internationally known researcher in the areas of software defined radios (a radio with very little hardware and software performing many of the functions of the analog components of an old fashioned radio) and cognitive radios (radios that incorporate intelligence in the way they operate). He is without question a leading academic authority on these topics. He is co-founder of several companies that have leveraged VT research, including Federated Wireless, Cognitive Radio Technologies, and PFP Cybersecurity.

Dr. Reed has been a PI or co-PI for over 140 sponsored projects totaling $63M, with his personal share of approximately $11.5M million while at Virginia Tech. He has authored and co-authored 94 journal articles and over 130 refereed conference papers. His most cited publication, "Overview of Spatial Channel Models for Antenna Array Communications Systems," in *IEEE Personal Communications 1998* has 875 citations, a very large number in ECE disciplines. He has co-authored three books and has contributed to or edited 25 books. He is the sole author of the first book on software radio and recently co-authored a textbook on cellular communications.

Dr. Reed has supervised 31 Ph.D. students and 47 masters students to the completion of their degrees. He is currently supervising 10 Ph.D. students and 1 masters student.

Dr. Reed is a Fellow of the IEEE for his contributions to software defined radio, communications signal processing, and educational leadership. He has received several awards including the Wireless Innovations Forum's International Achievement Award for his lifetime work.

Dr. Reed's excellence in teaching is well known. He has developed or significantly revised a total of six courses, three undergraduate and three graduate courses. Almost all of the ECE communications area graduate students take his software radio or his cellular communications course. His courses are well received in terms of both content and delivery.

RECOMMENDATION:

That Dr. Jeff Reed be re-appointed the Willis G. Worcester Professor of Electrical Engineering, effective November 10, 2015, with a salary supplement as provided by the Worcester Endowment and the eminent scholar match if available.

November 9, 2015

ENDOWED PROFESSORSHIP
Grant A. Dove Professorship in Electrical and Computer Engineering

The Grant A. Dove Professorship in Electrical and Computer Engineering was established in November 2004. This gift was a charitable award from Comcast (formerly Media One), a company for which Grant Dove served on the board of directors and recognizes his contributions. Mr. Dove spent the bulk of his professional career with the Dallas-based company, Texas Instruments. He is credited with convincing the military to buy the Strike missile, one of TI's best selling weapons of the 1960s. Later, his important projects included the development of computers for use in the oil and gas industry, and the development of the HARM missile. When Mr. Dove retired from TI, he was an Executive Vice President. He had also been involved as a founder, investor, and director of a number of companies in the information technology sector, including Comcast (formerly Media One which was a spin-off of US West). Mr. Dove had previously served 10 years on the board of directors of US West. The purpose of the professorship is to recognize Mr. Dove's contributions and to attract and/or retain an eminent scholar in the field of electrical and computer engineering for instruction and research in the College of Engineering.

Dr. Richard Benson, Dean of the College of Engineering has re-nominated Professor Yue Joseph Wang to the Grant A. Dove Professorship in Electrical and Computer Engineering, concurring with the recommendations of the Bradley Department of Electrical and Computer Engineering Honorifics Committee and the College of Engineering Honorifics Committee. Dr. Yue Joseph Wang is eminently qualified because of his pioneering research accomplishments in the field of bioinformatics, systems biology, medical imaging, and signal processing.

Dr. Wang received the Ph.D. at the University of Maryland in 1995, joined the Virginia Tech Bradley Department of Electrical and Computer Engineering in 2003 as an Associate Professor, and was promoted to Professor in 2006. He is an affiliate faculty member in the Virginia Tech's new Translational Biology, Medicine, and Health program. He is the founding Director of the Virginia Tech Computational Bioinformatics and Bio-Imaging Laboratory.

Dr. Wang has a long and consistent record of research funding. His major contribution is to machine learning and signal processing in exploring high-dimensional big data for biomedical research. His recent work has consisted of modeling biological networks and identifying biomarkers for facilitating precision medicine. He has been Primary Investigator or Co-Primary Investigator of 28 projects, with personal responsibility for approximately $12 million.

Dr. Wang has supervised twelve PhD and seven MS students and has trained ten postdoctoral fellows since he joined Virginia Tech in 2003. He has authored or coauthored 125 publications in refereed journals, 78 refereed conference publications accepted on the basis of a full paper review, 50 conference papers accepted on the basis

of an abstract review, and has written eight books and/or book chapters. He is currently supervising five Ph.D. and two M.S. students. He also holds a patent for "independent component imaging".

Dr. Wang is an elected Fellow of the AIMBE (American Institute for Medical and Biological Engineering) since 2004. He was on the ISI Highly Cited Researchers by Thomson Scientific in 2004 with current google citations of 6,500+. He has published in <u>Nature Reviews</u> with an impact factor of 37.4, in <u>Nature Medicine</u> with an impact factor of 27.4, and in <u>Nature Communications</u> with an impact factor of 11.5. He was named Alumnus of the Year in Engineering and Information Technology by the University of Maryland Graduate School in 2005 and received the Virginia Tech Dean's Award for Excellence in Research in 2006.

Dr. Wang is active professionally. He is currently the Associate Editor for *International Journal of Biomedical Imaging* and *EURASIP Journal on Bioinformatics and Systems Biology.* He also served as an Associate Editor for *Institute of Electrical and Electronics Engineers Signal Processing Letters* from January 2005 – December 2007. He has served as a member of the several technical and program committees for international conferences. He has also served as a charter member in National Institutes of Health BioData Management & Analysis Study Section. He has been an invited speaker to many universities and government agencies.

<u>RECOMMENDATION:</u>

That Dr. Yue Joseph Wang be re-appointed the Grant A. Dove Professor of Electrical and Computer Engineering, effective November 10, 2015, with a salary supplement as provided by the Grant A. Dove Endowment and if available, with funds from the eminent scholars match program.

November 9, 2015

RESOLUTION TO AMEND VIRGINIA TECH'S EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT TO COMPLY WITH FEDERAL EXECUTIVE ORDER 13665

WHEREAS, Federal contractors are prohibited from discriminating in employment decisions as outlined in Executive Order 11246; and

WHEREAS, President Obama issued Executive Order 13665 to federal contractors amending Executive Order 11246 to prohibit discrimination against applicants or employees who inquire about their pay; and

WHEREAS, Virginia Tech is a federal contractor; and

NOW, THEREFORE, BE IT RESOLVED that Virginia Tech's Equal Opportunity and Affirmative Action statement be amended to include that <u>Virginia Tech does not otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants or any other basis protected by law.</u>

AND, BE IT FURTHER RESOLVED, that the above language be included, as appropriate, in printed and web-based policies and related documents.

RECOMMENDATION:

That the Board of Visitors approve the Resolution to Amend Virginia Tech's Equal Opportunity and Affirmative Action Statement to Comply with Federal Executive Order 13665.

November 9, 2015

RESOLUTION TO APPROVE THE ESTABLISHMENT OF
A SCHOOL OF NEUROSCIENCE AT VIRGINIA TECH

Documents included:

1. Resolution to Approve the Establishment of a School of Neuroscience at Virginia Tech
2. Supporting Documentation-School of Neuroscience at Virginia Tech
3. Presentation – slides

Resolution for the Establishment of a School of Neuroscience at Virginia Tech

WHEREAS, neuroscience is a broad and diverse field of study that does not rely on one particular academic discipline for laying the interdisciplinary and translational understanding of the workings of the human neurological system, from the cellular level to an appreciation of that which concerns the human mind and behavior; and

WHEREAS, research and education in neuroscience is a broad and multi-faceted subject that requires interaction between academic disciplines to develop and to deliver world class education and research; and

WHEREAS, faculty from the College of Science, the University, and the Virginia Tech Carilion Research Institute wish to combine their respective program strengths and partner across traditional boundaries; and

WHEREAS, faculty, with support from their respective departments and colleges, have proposed the establishment of a School of Neuroscience at Virginia Tech; and

WHEREAS, the oversight and administration required to bring neuroscience to the forefront of Virginia Tech's scholarly landscapes is above the level of a typical academic department; and

WHEREAS, the proposed School will increase the quality of undergraduate programs and the number of students completing graduate degrees in Neuroscience with a research component; and

WHEREAS, the proposed School supports the mission of the College of Science at Virginia Tech with continued emphasis on giving students a comprehensive foundation in the scientific method coupled with training from a translational perspective so that tomorrow's graduates can implement their knowledge in ways that contribute to the public good; and

WHEREAS, the proposed School supports the mission of Virginia Tech to serve the Commonwealth, the nation, and world community through the discovery and dissemination of new knowledge; and

WHEREAS, the proposed School will enhance the stature of Virginia Tech as an internationally recognized university for research and scholarship; and

WHEREAS, the proposed School will provide a unified identity within Virginia Tech, to the academic community and be the only School of its kind in the nation,

NOW, **THEREFORE**, **BE IT RESOLVED**, that the proposal for the establishment of a School of Neuroscience at Virginia Tech, housed within the College of Science, be approved and the proposal forwarded to the President, Board of Visitors and State Council of Higher Education for Virginia (SCHEV) for approval.

RECOMMENDATION:

That the resolution for the establishment of a School of Neuroscience at Virginia Tech be approved.

November 9, 2015

Virginia Polytechnic Institute and State University
Organizational Change

Formation of the School of Neuroscience

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Virginia Polytechnic Institute and State University
Organizational Change

Formation of the School of Neuroscience

Institution
Virginia Tech

Proposed Change
Establish a new School of Neuroscience to be housed within the College of Science, effective Fall 2016

Background
Neuroscience has quickly emerged as one of the "hottest" disciplines in the life sciences. In response to this demand, over the past six years, Virginia Tech has been keenly focused on expanding its ability to educate and train students in the field of neuroscience. One such innovation was Virginia Tech's formation of the Virginia Tech Carilion Research Institute (VTCRI) in Roanoke. A second innovation was the formation of the Academy of Integrated Science within the College of Science into which several cutting-edge, cross-disciplinary degree programs have been placed. The Academy of Integrated Science, which Dean Lay Nam Chang established in 2011, now encompasses undergraduate degree programs in computational modeling and data analytics, nanoscience, systems biology, and neuroscience. It is also the home to the Integrated Science Curriculum and the Division of Science, Technology, and Law. The last innovation, the B.S. degree in Neuroscience, is one of the emerging new undergraduate majors that many students are seeking at Virginia Tech. Neuroscience has a far reach into essentially any aspect of human endeavor. It is a discipline that explores how people perceive the world, make decisions, develop emotions, and show empathy. It is a science that uses a fact-based approach to examine and evaluate interactions among individuals and interactions between genes and the environment that shape minds, behavior and susceptibility to disease. As such, neuroscience is not just the application of biology to the brain, but instead a science that informs and is informed by essentially every aspect of human endeavor.

Purpose of Proposed Change
The School of Neuroscience will provide the oversight and administration required to bring neuroscience to the forefront of Virginia Tech's scholarly landscape, which requires coordination above the level of the typical academic department. The School of Neuroscience will lay the foundation for the interdisciplinary and translational understanding of the workings of the human neurological system, from the cellular level, to an appreciation of all that is essential to the human mind and behavior. As such, the focus on neuroscience involves not only trained scholars and researchers in the field, but scholars in essentially every department in the extant College of Science (i.e., Biological Systems, Psychology, Mathematics, Physics, Chemistry, Statistics, and

Economics), and many other colleges at Virginia Tech (Engineering, Agriculture and Life Sciences, Liberal Arts and Human Studies, Veterinary Medicine).

Rationale

Located within the College of Science, the Virginia Tech School of Neuroscience will provide support and visibility to the innovations in neuroscience mentioned above, including Virginia Tech's new B.S. in Neuroscience degree program. The establishment of the School will facilitate the recruitment of faculty members who traditionally have sought employment at medical schools incorporating multiple neuroscience foci such as Neurology, Neurosurgery, Anesthesiology, and Neurobiology. Importantly, the School of Neuroscience at Virginia Tech will be able to recruit a significant number of additional students, both within the Commonwealth and across the nation, who would otherwise choose to attend other colleges and universities with integrated neuroscience foci. Thus, the School of Neuroscience will be a way of promoting Virginia Tech as a leader in education, research, and outreach in this important field.

Virginia Tech is currently not maximizing available research funding earmarked by NIH, NSF and DOD for Neuroscience research, including marquis programs such as the Administrations $400 Mio Brain Initiative. Through recruitment of new faculty members to the School of Neuroscience, Virginia Tech has the opportunity to tap into these additional research funds to increase its market share. This effort will have a significant impact on extramural funding to VT and the Commonwealth.

The proposed School of Neuroscience fits well with the overall mission of Virginia Tech, which is to serve the Commonwealth, the nation, and world community through the discovery and dissemination of new knowledge. Paramount to the School of Neuroscience mission is teaching a superior caliber of students in this new and cutting edge area of knowledge in order to: expand their professional opportunities, advance social and community development, foster economic competitiveness, and improve the quality of life.

The proposed School of Neuroscience also supports the mission of the College of Science at Virginia Tech with continued emphasis on giving students a comprehensive foundation in the scientific method coupled with training from a translational perspective so that tomorrow's graduates can implement their knowledge in ways that contribute to the public good. The College of Science is dedicated to fostering a research-intensive environment that promotes scientific inquiry and outreach, and the School of Neuroscience will embrace the same mission.

Curriculum

The proposed School of Neuroscience will immediately administer the B.S. Neuroscience degree, which started in fall 2015. Over the next several years, Virginia Tech plans to develop

an additional B.A. in Neuroscience degree (tailored to pre-professional students seeking careers in Business, Finance, Law, or Public Policy) and a Minor in Neuroscience. The current and future degree programs will be built on collaborative work and education of students in the classroom, and on student interactions with researchers and practitioners, providing an unparalleled breadth of neuroscience education at the undergraduate level. Through the curriculum and research training, students learn the theories and methods that link behaviors observed in everyday life with new discoveries in neuroscience, obtained by advanced technologies. Graduates of the programs will be proficient in understanding genetic, molecular, structural, physiological, cognitive, and behavioral aspects of the central and peripheral nervous systems in humans and in nonhuman animals. In addition, they will learn the application of neuroscience to engineering, to art, to architecture, and to decision-making. This portfolio of skills ensures that program graduates are highly competitive for the biomedical research employment market in industry and in government, and for graduate degree programs in neuroscience and across related life sciences.

The expanded curriculum will include innovative courses in neuro-law, neuro-analytics, neuroscience of decision making, neuro-economics, neuro-sociology, neuro-ethics, neuro-robotics, neuro-arts, neuro-architecture, and many others, which will give future professionals with an interest in business, finance, management, law, and policy a distinct advantage, and will differentiate a Virginia Tech Neuroscience major from any other in the country.

As the proposed School of Neuroscience grows, it will also pursue additional graduate degrees including Masters and Ph.D. programs. In the immediate future the program will partner with the existing Translational Biology in Medicine and Health (TBMH) program, which has a Neuroscience track.

Faculty

Faculty in the new School of Neuroscience comprise those with academic appointments directly in the School and those who hold joint appointments in other academic units. Existing faculty with expertise and an interest in neuroscience will be invited to join the School of Neuroscience as founding faculty members. VT expects to expand the neuroscience faculty by recruiting five new faculty members in academic years 2015/16 and 2016/17, with the majority being recruited at the tenure track Assistant Professor level. However, well-qualified midcareer applicants will also be considered. These positions derive from the existing pool of faculty lines appropriated to the college of science. The long-term goal is to recruit an additional ten faculty members. These new faculty will hold their tenure in the School of Neuroscience, ensuring that their academic advancement is being reviewed by a fitting group of peers. Since Neuroscience is a laboratory-intensive course, we will utilize two instructors (one existing, one to be hired in the future) to run multiple concurrent sessions of the introductory and advanced laboratories. Finally, post-doctoral fellows will be recruited and funded through faculty externally-funded research grants.

Administration
Dr. Harald Sontheimer, a recently appointed Professor of Neuroscience and I. O. Wilson Chair in the College of Science, will serve as Head and direct the School of Neuroscience.
Dr. Sontheimer is an expert on the biology of glial cells in cortical functioning, and occupies a joint faculty appointment with the Virginia Tech Carilion Research Institute. He previously directed a center for developmental disabilities research, overseeing the activity of 92 faculty members with a $38.4M annual budget. Dr. Sontheimer will be responsible for the daily function of the School of Neuroscience, including the managerial oversight, hiring of all faculty and staff, development of an innovative curriculum, seeking out extramural funding opportunities, soliciting philanthropic support, and promoting the School's visibility through community outreach and national advertisements.

Dr. Sontheimer will be joined by Ms. Anne Wailes (Operations/Business Manager), Ms. Naya Sou (Assistant Director for Academic Advising).

At present, there is adequate space (existing and planned) to accommodate the new School of Neuroscience. The School of Neuroscience will be located in Sandy Hall on the Blacksburg campus, with renovations scheduled for completion in 2017. This facility will provide main administrative offices for the director and related staff (including advising space), as well as offices for student advisors, instructional faculty, and future post-doctoral fellows. This space will also contain gathering and study spaces for neuroscience majors and minors including a Neuroscience Commons that will serve as a meeting hub for the students. It is important to stress that the distributed nature of this discipline, which involves many departments across the colleges, requires a centrally located hub that the students are naturally drawn to for advising and collegial learning. The renovation plans are in the advanced stages of programming and with funding in place, construction will begin in December 2015. Until the completion of this space, the School of Neuroscience's administrative space will be housed in Suite 4500 on the North End Center in the College of Science.

For the five new faculty recruits, laboratory and office space has been secured in Virginia Tech's existing Virginia Bioinformatics Institute and the Integrated Life Sciences Building. Programmatic joint hires, such as the recruitment of a neurochemist, may be placed in existing departmental space, upon mutual agreement with the relevant unit.

Evaluation of the Proposed School
The evaluation of the proposed school will follow the guidelines of Virginia Tech Policy 6150. The evaluation is based on a five-year cycle, with the first assessment of the efficacy of the school scheduled to occur in 2021. In accordance with Policy 6150, internal and external review panels will examine the demonstrated accomplishments of the school. The evaluation criteria are

to involve: the benefit of the school to the university, assembly of a critical mass of neuroscience faculty, the success of the degree program, effective interdisciplinarity (in education, research and outreach), external funding, and the operation of the school both in administrative and fiscal management.

The evaluation of the approved degree program is to be an important contribution to the evaluation of the proposed school. Following the guidelines of the SCHEV approved proposal, the internal evaluation of the Neuroscience degree will take place in 2019. The first complete SCHEV review process will occur in 2022 and then follow a seven-year cycle.

The benchmarks of success for the degree program are:
- Attain at least 100 majors by the target year of operation
- 80% or more of the majors complete the program requirements in 4 years
- 50% of the graduates seeking entry-level positions find employment in Neuroscience related fields within one year after graduation
- 20% of the graduates gain acceptance into medical training
- 15% of the graduates gain acceptance into post-baccalaureate education (e.g., M.S. and/or Ph.D. neuroscience programs) within one year after graduation
- 75% of employers report high satisfaction with graduate job performance after 1 year of employment (via surveys)

Other evaluation criteria of the degree program include annual assessments of student progress through the major and annual on-line interviews of all Neuroscience Majors. From these data, longitudinal studies on the program are to be performed.

As all degree programs at Virginia Tech are required to meet the guidelines of Academic Quality and Improvement (AQI) process, the information gathered from the Neuroscience degree review will support evidence-based decision making in the program and will foster continuous improvement in the academic community. This improvement will, in turn, have a pronounced impact on the growth and efficacy of the proposed school.

Resources
All administrative and faculty positions will be funded centrally by the School of Neuroscience, in direct conjunction with the College of Science. The operating budget for the School of Neuroscience is listed on the following page. The items listed under "current operations" comprise the salary and fringe of two individuals who are currently working in the College of Science on the existing Neuroscience degree program. Items listed under the heading of "allocated resources" include T&R faculty and start-ups, teaching, support, and administrative positions for the proposal school.

Virginia Tech will not request any new state resources to initiate or maintain the School of Neuroscience.

Current Operations	FTE	Amount
Salaries, Director and Admin Assistant	2 (1 each)	$259,250
including Fringe		$84,946
Allocated Resources	**FTE**	
New Faculty salaries	5	$450,000
Fringe 36.29%		$163,290
Faculty Start-up @ $750,000	5 start-ups	$3,750,000
Operations Manager	1	$100,000
Fringe 35.14%		$35,135
Instructors	2	$120,000
Fringe 42.05%		$50,454
Advisors	1	$60,000
Fringe 42.05%		$25,227
IT/Technical Support	0.25	$20,000
Fringe 37.73%		$7,545
Recruiting & Advertising		$20,000
Seminars & Outreach		$20,000
Items		
Signage		$300
Business cards		$200
Promotional materials		$1,000
Website development		$5,000
Estimated Total		**$5,172,347**
Allocated Resources		**$4,828,151**

Appendix 1. Proposed School of Neuroscience Organizational Chart
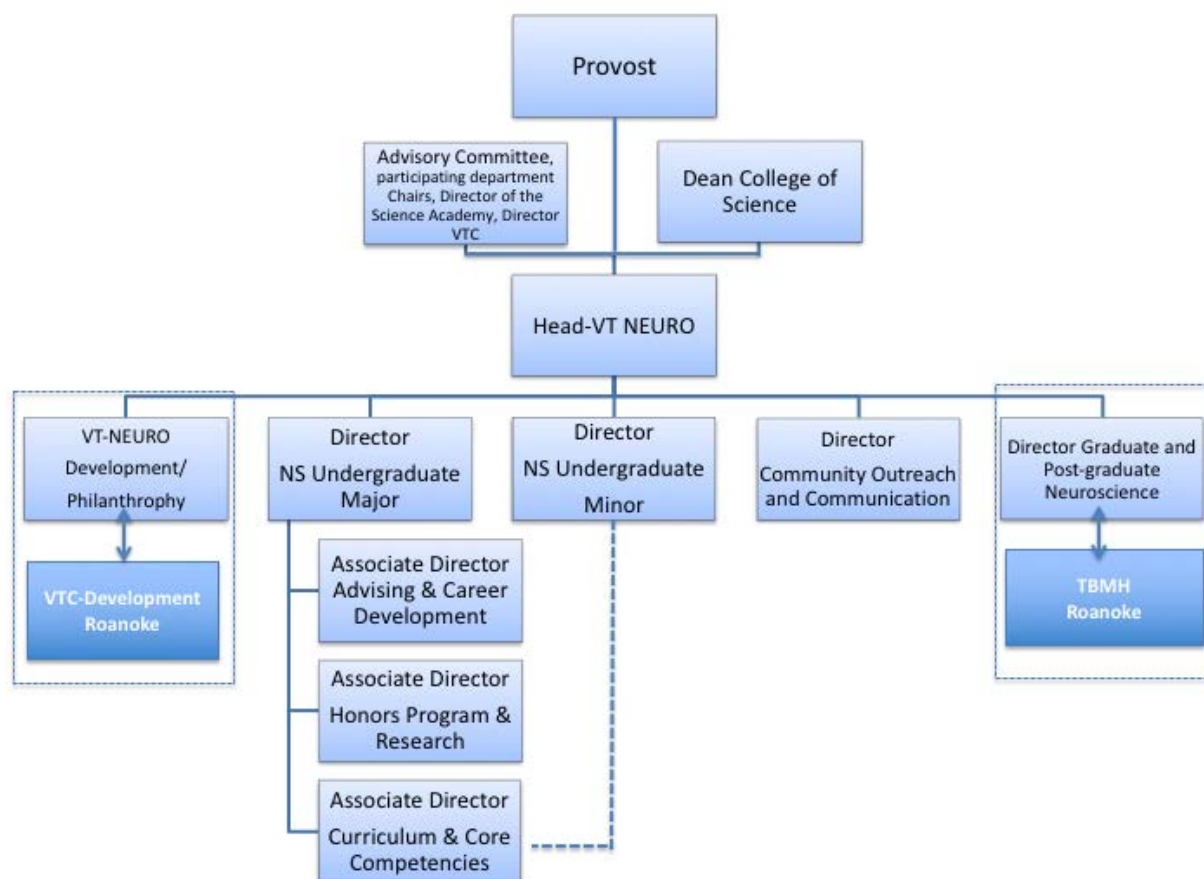
Appendix 2: Letter of Support from Dean of College

VirginiaTech
College of Science

Office of the Dean (0405)
College of Science
North End Center, Suite 4300, Virginia Tech
300 Turner Street NW
Blacksburg, Virginia 24061
540/231-5422 Fax: 540/231-3380
www.science.vt.edu

August 24, 2015

To whom it may concern:

Neuroscience is becoming one of the fastest growing arenas of study. It is having an impact beyond the traditional domains of biological science, and biomedical research. It is a field that is appealing to a large number of students, faculty and researchers, precisely because it reaches across multiple disciplines.

Virginia Tech is well positioned to be a key player in this field. Building upon strengths in basic science and engineering, and in social science and humanities, the neuroscience program here will offer unique venue for education, research and outreach important to many parts of society. As such, this enterprise cannot be contained in one traditional department. To fully engage the intellectual power within the University requires the establishment of a unit that is built from the beginning to cut across organizational boundaries. Hence the proposed School of Neuroscience, which will be located within the College of Science as its launch point.

The College has been planning for this outcome for the last four years, both in terms of recruitment of students and faculty, and also in terms of budgetary constraints. In the past year, through a combination of existing College resources, and substantial help from the University, all of the requisite pieces came together. We now have a Director, Dr. Harald Sontheimer, the inaugural I.D. Wilson Professor, an entering class of close to two hundred students, and a plan to recruit faculty members with a broad collective expertise. Required resources to support the effort have been identified, and through careful planning, I don't expect the School to compromise fiscally any of the existing programs.

Sincerely,

Lay Nam Chang
Dean
College of Science

Invent the Future

Appendix 3: Letter of Support from Department Heads

VirginiaTech
College of Science

Office of the Dean (0405)
College of Science
North End Center, Suite 4300, Virginia Tech
300 Turner Street NW
Blacksburg, Virginia 24061
540/231-5422 Fax: 540/231-3380
www.science.vt.edu

August 24, 2015

To the Review Committee:

We write to express our support for the proposed "School of Neuroscience", which, upon approval, will be housed in the College of Science. It is for this reason that we support housing Neuroscience in a School as opposed to a Department. We further believe that by establishing the School of Neuroscience, Virginia Tech has the opportunity to recruit outstanding additional faculty members and most importantly to attract a significant number of students seeking to obtain a degree in Neuroscience who would otherwise choose to join one of our competitors.

Sincerely,

Brenda Winkel
Head
Department of Biological Sciences

Peter Haskell
Chair
Department of Mathematics

James M. Tanko
Chair
Department of Chemistry

Patrick Huber
Chair
Department of Physics
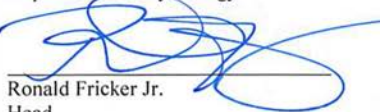
Sudipta Sarangi
Head
Department of Economics

Robert Stephens
Chair
Department of Psychology

Nancy L. Ross
Head
Department of Geosciences

Ronald Fricker Jr.
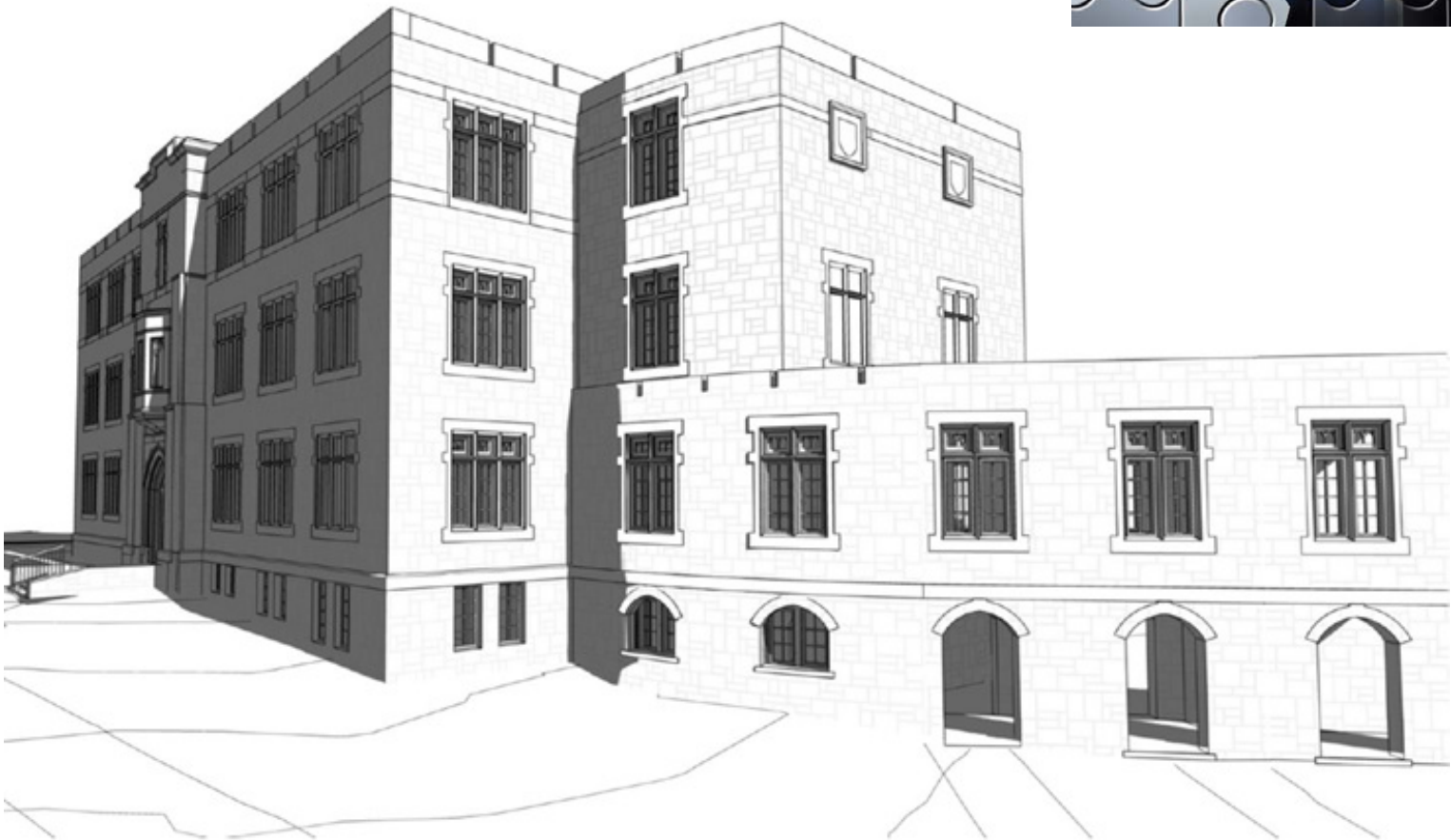Head
Department of Statistics

Invent the Future

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
An equal opportunity, affirmative action institution

Appendix 3, page 7

The Proposed School of Neuroscience
BOV 11/9/2015
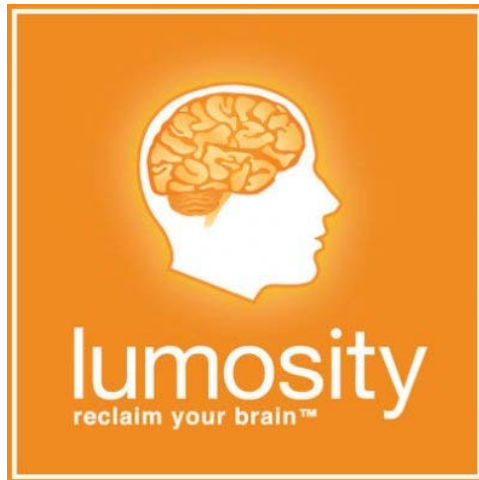
What is Neuroscience?

The scientific study of Brain-Mind & Behavior

- **Broad, interdisciplinary**

- **Attempts to explain complex behavior at a genetic, molecular, cellular and systems level**

- **Evolved from neurology and biology as independent discipline**

- **One of the "hot" emerging majors with tremendous student interest**

What draws students to Neuroscience?

Neuroscience Subdisciplines

- **Genetic Neuroscience**
- **Molecular Neuroscience**
- **Cellular Neuroscience**
- **Neurophysiology**
- **Systems Neuroscience**
- **Developmental Neuroscience**
- **Cognitive Neuroscience**
- **Clinical Neuroscience**

- **Behavioral Neuroscience**
- **Social Neuroscience**
- **Neuroeconomics**
- **Neuroethology**
- **Neuro-Law**
- **The Artistic Brain**
- **Computational Neuroscience**
- **Neuro-Robotics**

VirginiaTech

Careers Paths of Neuroscience Students

Pre-Health Major (Med/Dentistry/Vet/PA/Optometry)

– **Physician, Dentist, Veterinarian, Physicians Assistant**

Pre-Lifesciences Major (Graduate studies)

– **Graduate Faculty, Federal Research National Institutes of Health (NIH)/Centers for Disease Control and Prevention (CDC), Biotech, Big Pharma, Sales & Product Support**

Pre-Professional Major (A broad range of professions)

– **Law, Business, Finance, Architecture, Marketing, Art, Science Policy, Educational Leadership**

VIRGINIA TECH COLLEGE OF SCIENCE

VirginiaTech

Attachment C

Why a "School of Neuroscience"?

- **Captures the interdisciplinary nature of Neuroscience and prevents "siloing"**

- **Communicates to students and faculty that Virginia Tech is making this a major emphasis area**

- **Positions VT-Neuroscience to be a Destination Program**

- **Support the "One Health Mission" of Virginia Tech, Virginia Tech Carilion Research Institute (VTCRI), Veterinary Medicine and Carilion Clinic**

- **Tremendous potential economic impact for Virginia Tech and the Commonwealth**

VIRGINIA TECH COLLEGE OF SCIENCE
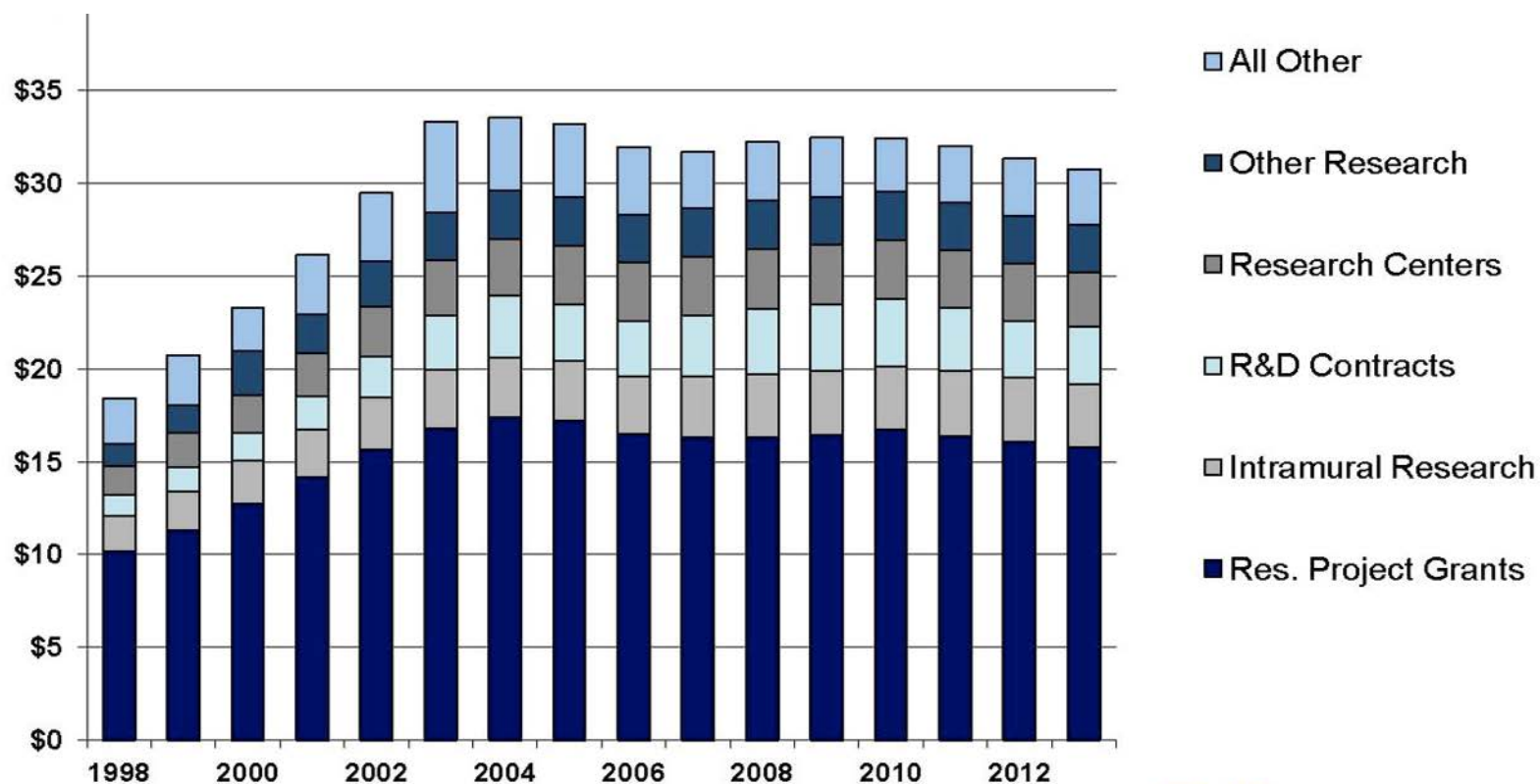
VirginiaTech

Direct Economic Impact

- Additional 800-1000 students

    => $4M/year additional tuition revenue

- 30 additional faculty at Virginia Tech & VTCRI

    => $20 M/year grant expenditures

- Institutional & individual training grants

- Joint large grant initiatives with engineering, computer science, Veterinary Medicine, Carilion Clinic

- Access to federal funding streams where Virginia Tech is not currently receiving its market share (NINDS, NIMH, NIDA, NSF, DOD)

Federal Funding:
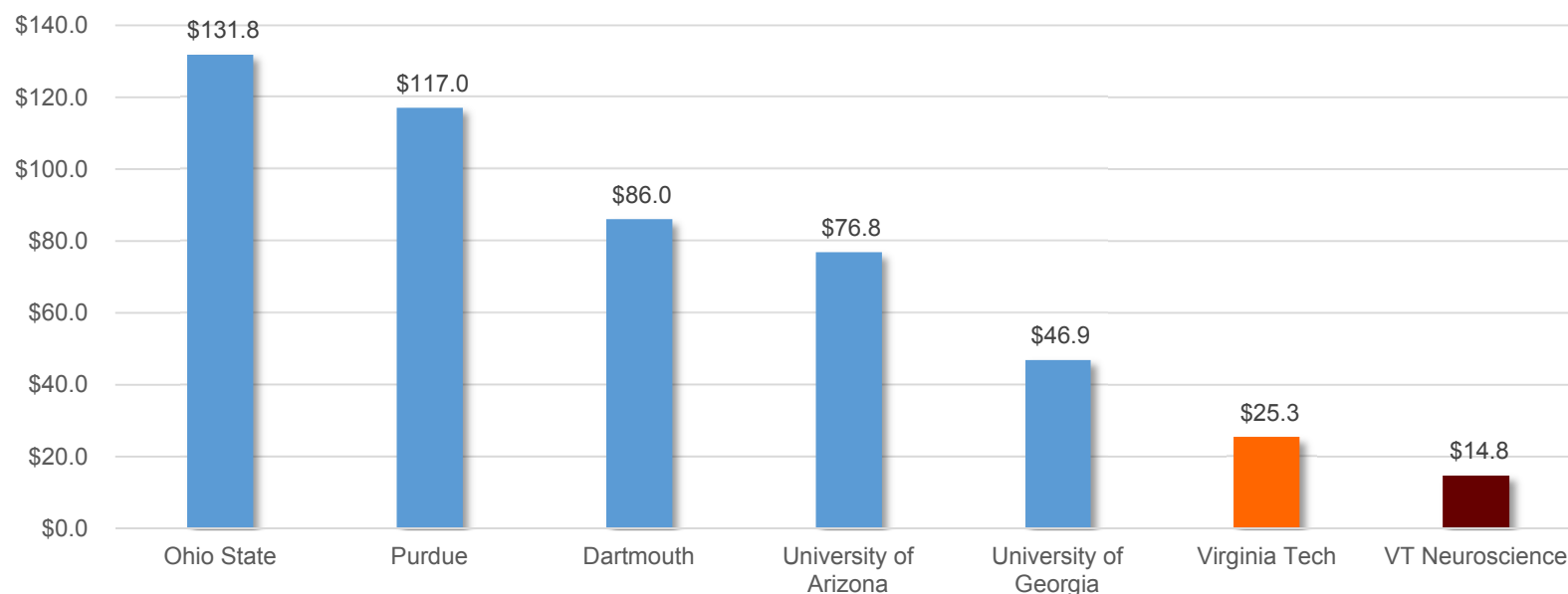## National Institutes of Health (NIH)

Source: AAAS Report: Research and Development series and agency budget documents. FY 2012 and FY 2013 figures are latest estimates.
© 2012 AAAS

Virginia Tech Funding (2014)

NIH Funding 2014
($ in millions)

	Ohio State	Purdue	Dartmouth	University of Arizona	University of Georgia	Virginia Tech	VT Neuroscience
#of PIs	247	87	118	154	98	55	28
$ per PI (in thousands)	$ 534	$ 1345	$ 729	$ 499	$ 479	$ 460	$ 529

We don't realize our fair market share and have plenty of room to grow!

VirginiaTech

Federal Funding:
National Science Foundation (NSF)
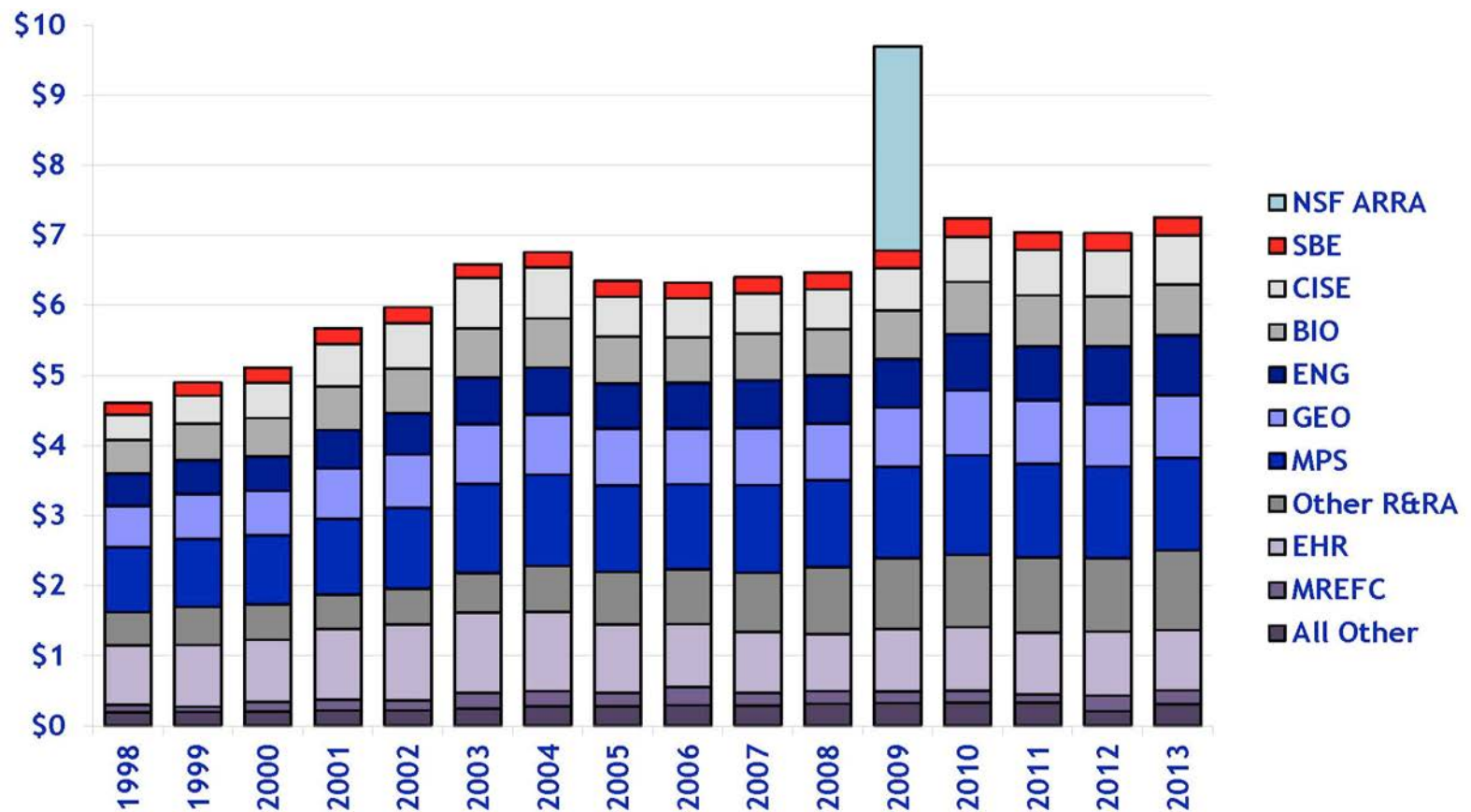
Source: National Science Foundation budget requests. FY 2012 figures are latest AAAS estimates and FY 2013 figures are President's request.
© 2012 AAAS

NSF - 2016 Appropriations Bill

- $146.9M in total funding for neuroscience, an increase of $40.5M above the FY15 level

- Virginia Tech is uniquely positioned to take advantage of funding requests for neuro-engineering projects such as brain machine interfaces, neuro-robotics and smart prostheses

VIRGINIA TECH COLLEGE OF SCIENCE

VirginiaTech

Ensures that we compete for marquee programs

FEDERAL COMMITMENTS

PURKINJE CELLS

Building off of $100 million in commitments announced last year at NIH, NSF and DARPA, the BRAIN Initiative is growing to five participating federal agencies with the addition of FDA and IARPA.

THE WHITE HOUSE IS ANNOUNCING **OVER $300 MILLION IN PUBLIC AND PRIVATE INVESTMENTS IN SUPPORT OF THE BRAIN INITIATIVE**

the WHITE HOUSE

BRAIN INITIATIVE

BRAIN RESEARCH THROUGH ADVANCING INNOVATIVE NEUROTECHNOLOGIES

Since President Obama announced the **BRAIN Initiative** in April 2013, dozens of leading technology firms, academic institutions, scientists and other key contributors to the field of neuroscience have answered his call and made significant commitments to advancing the Initiative.

NIH
NATIONAL INSTITUTES OF HEALTH

NIH is announcing $46 million in new BRAIN-related grant awards, focusing on new tools and techniques

FDA
FOOD AND DRUG ADMINISTRATION

FDA is joining the BRAIN Initiative, with the goal to enhance the transparency of the regulatory landscape for neurological medical devices

IARPA
INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY

IARPA is joining the BRAIN Initiative and will use multidisciplinary approaches to advance understanding of cognition and computation in the brain

DARPA
DEFENSE ADVANCED RESEARCH PROJECTS AGENCY

DARPA is building on four existing programs and is planning new investments in the BRAIN Initiative, with the ultimate goal of relieving and rehabilitating warfighters and civilians suffering from traumatic injury and neuro-psychiatric illness

NSF
NATIONAL SCIENCE FOUNDATION

NSF is continuing to make investments to support BRAIN Initiative by accelerating fundamental research and the development of new technologies for neuroscience and neuroengineering

Return on investment (annual)

1. **Tuition: $4-6M**

2. **Grants: $20M**

3. **Contracts: $10M**

4. **Licensures**

5. **Startup Companies**

VIRGINIA TECH COLLEGE OF SCIENCE

NOW IS THE TIME TO INVEST IN BRAIN RESEARCH

DENTATE GYRUS

POSSIBLE LONG-TERM OUTCOMES

The BRAIN Initiative has the potential to do for neuroscience what the Human Genome Project did for genomics by supporting the development and application of innovative technologies that can create a dynamic understanding of brain function. It aims to help researchers uncover the mysteries of brain disorders, such as Alzheimer's and Parkinson's diseases, depression, Post-Traumatic Stress Disorder (PTSD), and traumatic brain injury (TBI).

VirginiaTech

Indirect impact

- **Supports the growth of Virginia Tech Carilion Research Institute and Carilion Clinic**

- **Move towards one campus**

- **Expanding entrepreneurship opportunities**

- **Strengthens Virginia Tech's role in Virginia's Brain State Initiative**

- **Growth of additional graduate programs in NS related fields, neuro-robotics, neuroeconomics, neuro-medicine**

- **Increase research impact/publications and thereby school ranking**

- **Community outreach/raising awareness**

Current status of Neuroscience

- Degree approved for fall 2015

- Already 178 students enrolled

- Core curriculum in place

- A growing list of electives in place

- New electives rolling out in 2016

- 61 faculty members affiliated

- 15 additional faculty members to be hired over the next 3 years, with 5 new hires in 2015/2016

VIRGINIA TECH COLLEGE OF SCIENCE

VirginiaTech

NEW Neuroscience courses in 2016

Some will be offered as "Special Study" in the coming semesters

NEUR 4034 Diseases of the nervous system

NEUR 3144 Mechanisms of learning and memory

NEUR 4984 Neuroeconomics

NEUR 3464 Neuroscience and society

NEUR 3XXX Molecular basis for addiction

NEUR 3XXX Neuroimmunology

NEUR 3XXX Neurogenetics

NEUR 4544 Synaptic structure and function

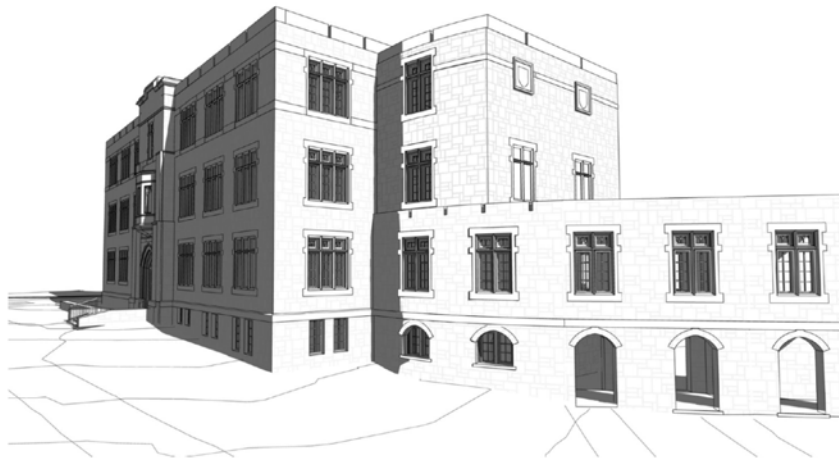NEUR 4964 Neuroscience capstone experience

Future of Neuroscience at Virginia Tech

- School of Neuroscience => 2016

- Additional majors including a B.A.

- A minor will be added (2017)

- Master's/Ph.D. pathways planned (2017/18)

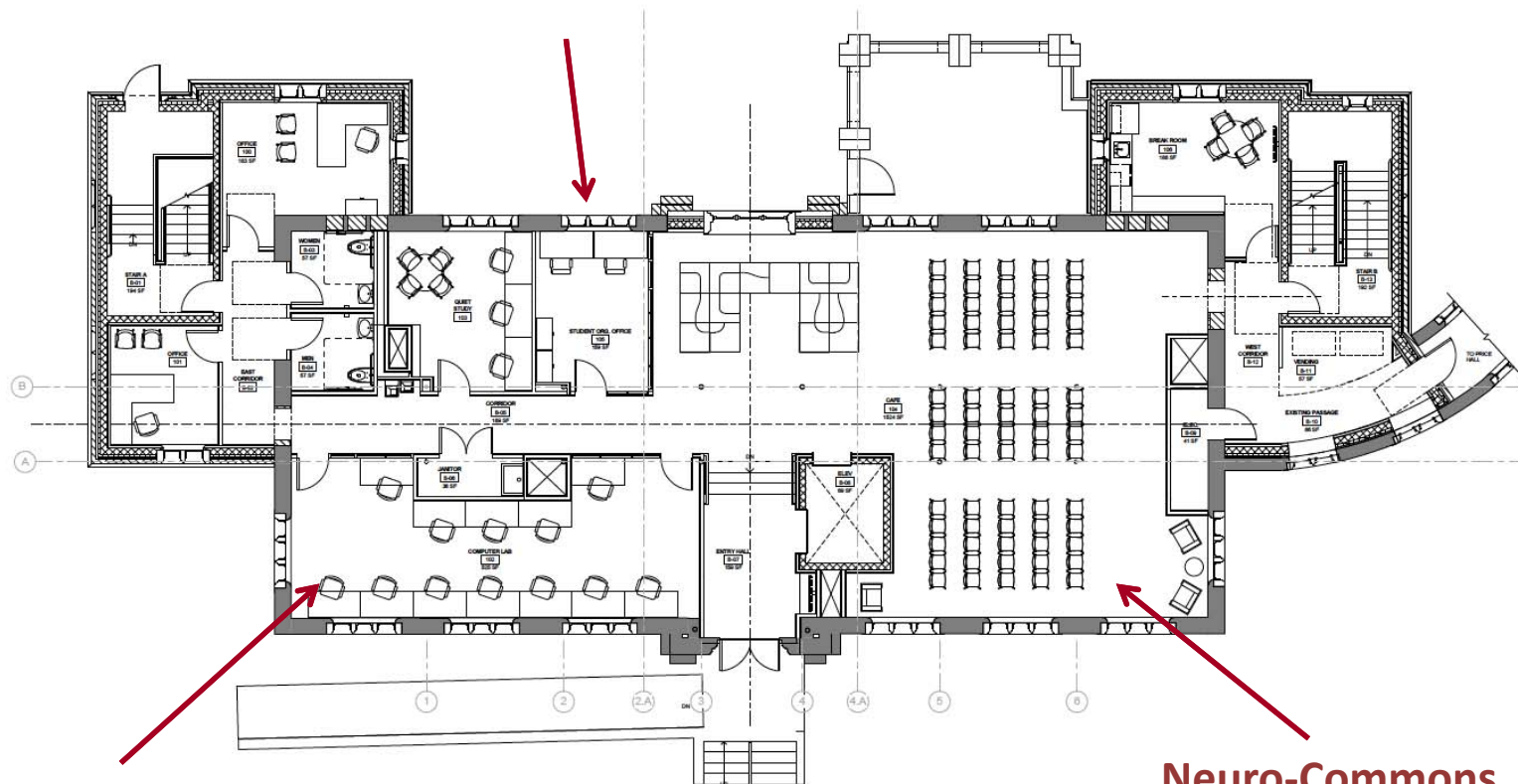- New location: Sandy Hall (2017)

Sandy Hall, School of Neuroscience

Neuroscience Club

Computer Lab

Neuro-Commons TED talks

Neuroscience Q & A

RESOLUTION FOR TENURE APPOINTMENTS IN THE COLLEGE OF SCIENCE FOR FACULTY IN THE SCHOOL OF NEUROSCIENCE

WHEREAS, to advance Virginia Tech's strategic plan and academic aspirations the College of Science has proposed the School of Neuroscience, and;

WHEREAS, the processes for establishing the proposed School of Neuroscience are underway and will culminate in final approval by university and state bodies, and;

WHEREAS, the College of Science has launched robust recruitment efforts with plans to hire tenured and tenure-track faculty for the school during the 2015 – 2016 academic year in order to serve the growing number of majors, and;

WHEREAS, successful recruitment of preminent faculty members is critical to the establishment and subsequent success of the school, and;

WHEREAS, in anticipation of and until the establishment of the school, the College of Science will serve as the tenure home for faculty members, and;

WHEREAS, the College of Science has appointed a specially designated personnel committee consisting of individuals drawn from cognizant programs within the college chaired by professor Harald Sontheimer, founding director of the proposed School of Neuroscience, and;

WHEREAS, the personnel committee will include representation from the departments of biological sciences, psychology, economics, statistics, and the Virginia Tech Carilion Research Institute (VTCRI), and a tenured faculty member in neuroscience once hired, and;

WHEREAS, evaluation of tenure-track and tenured appointments will be conducted by this committee until the School of Neuroscience is formally established, which will then serve as the tenure home for faculty recruited to the school;

NOW, THEREFORE BE IT RESOLVED, that until the final approval of the School of Neuroscience, the College of Science will serve as the tenure home for faculty members and will use the specially appointed personnel committee to review tenured appointments for faculty members recruited for the proposed School of Neuroscience. All other provisions of the Faculty Handbook related to tenured and tenure-track positions will remain in force for the School of Neuroscience faculty.

RECOMMENDATION:

That the Board of Visitors pass the resolution for tenure appointments in the college of science for faculty in the School of Neuroscience.

November 9, 2015

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

The Inn at Virginia Tech

November 9, 2015

<u>Closed Session</u>
Board Members Present: Mr. William Fairchild - Chair, Ms. Deborah Petrine – Rector, Mr. Michael Quillen, Mr. Steve Sturgis

VPI&SU Staff: Mr. Mark Gess, Ms. Kay Heidbreder, Ms. Angela Kates, Dr. Chris Kiwus, Mr. Charles Phlegar, Ms. Tracy Vosburgh, Dr. Sherwood Wilson

Guests: Mr. James Barkley, Mr. Ian Chin

1. **Motion for Closed Session**

2. **Briefing by Legal Counsel:** The Committee met in closed session and received a briefing by Legal Counsel on probable litigation.

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

<u>Open Session</u>
Board Members Present: Mr. William Fairchild - Chair, Ms. Deborah Petrine – Rector, Mr. Mike Quillen, Mr. Steve Sturgis

VPI&SU Staff: Ms. Jennifer Altman, Deputy Chief Mac Babb, Mr. Malcolm Beckett, Ms. Vickie Chiocca, Mr. Van Coble, Mr. Joe Crane, Chief Kevin Foust, Major General Randy Fullhart, Mr. Mark Gess, Mr. Mark Helms, Mr. Rick Hinson, Ms. Angela Kates, Dr. Chris Kiwus, Ms. Leigh LaClair, Mr. Brian Lee, Ms. Heidi McCoy, Mr. Mike Mulhare, Ms. Laura Neff-Henderson, Mr. Charles Phlegar, Ms. Kayla Smith, Mr. Jason Soileau, Ms. Tracy Vosburgh, Mr. Luke Watson, Dr. Sherwood Wilson

Guests: Ms. Rebekah Paulson

1. **Tour of Pearson Hall:** The Committee toured Pearson Hall and drove by the new Classroom Building.

2. **Design Review of Hokie Stone Repair Methodology:** The effective maintenance, repair, and/or replacement of Hokie Stone façades is critical to the university's capacity to maximize the integrity, functionality, projected life expectancy, and aesthetics of campus buildings. On November 9, 2015, in closed session, the Buildings and Grounds Committee received a briefing on a repair methodology which has been applied successfully to key

areas of the Torgersen Hall façade. Based on this presentation and data presented to the full Board of Visitors in closed session, the Buildings and Grounds Committee concurs that the repair methodology outlined presents an effective solution for repairing the remainder of Torgersen Hall, as well as Hokie Stone façades on additional campus buildings where similar conditions exist. The Committee approved the methodology outlined for the repair of Hokie Stone façades on campus buildings.

3. **Opening Remarks and Approval of Minutes of the August 31, 2015 Meeting:** The Committee approved the minutes of the August 31, 2015 meeting.

Due to time constraints, the agenda was amended to defer the following items:
4. **Overview Presentation on Facilities,**
5. **Presentation on the New River Valley Emergency Communications Regional Authority,**
10. **Eastern Virginia Agricultural Research and Extension Center Cost Analysis,**
11. **Update on Drillfield Paths Project,** and
12. **Capital Project Status Report**.

The Committee requested that a special meeting be convened, if possible, before the end of the year to address the deferred items.

6. **The 2014 Jeanne Clery Act Report on Campus Security and Fire Safety:** The Committee reviewed the annual campus security and fire safety report for Virginia Tech and received a briefing on the 2014 report from Chief Kevin Foust.

* 7. **Resolution on Appointments to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority:** The Committee recommended full board approval of a resolution reappointing Ron Rordam and Raymond D. Smoot, Jr. as joint representatives to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority, and Sherwood Wilson as the university's representative, for four-year terms expiring January 1, 2020.

* 8. **Resolution for an Underground Electric Utility Easement at the Middleburg Agricultural Research and Extension Center (AREC):** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute underground electric easements to Dominion Virginia Power at the Virginia Tech Middleburg Agricultural Research and Extension Center to replace existing primary overhead electric lines and overhead electric transmission lines along Sullivans Mill Road.

* 9. **Resolution to Amend the Temporary Construction Easement at Virginia Tech Hampton Roads Agricultural Research and Extension Center (AREC):** The Committee recommended full board approval of a resolution authorizing the Vice President for Administration to execute the necessary documents to amend the existing 10' wide temporary construction easement on Virginia Tech property along the shared boundary line with the Northampton Executive Center to increase the temporary construction easement area by approximately 10' along approximately 147 of the shared border and allow for debris removal and selective underbrush clearing in the area.

Joint Open Session with Finance and Audit

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook - staff representative, Mr. William Fairchild, Mr. Charles T. Hill, Mr. Mike Quillen, Mr. Steve Sturgis, Mr. Dennis Treacy, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Whit Babcock, Mr. Bob Broyden, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Tom Gabbard, Ms. Kay Heidbreder, Mr. Tim Hodge, Mr. Chris Kiwus, Ms. Sharon Kurek, Ms. Leigh Laclair, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Ms. Rebekah Paulson, Mr. Charles Phlegar, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Jason Soileau, Mr. Brad Sumpter, Dr. Tom Tiller, Ms. Sarah Umbarger-Wells, Ms. Tracy Vosburgh, Dr. Sherwood Wilson

* 1. **Approval of Resolution for Electronic Door Access for the Residential Housing System.** The Committees reviewed for approval a resolution for electronic door access for the residential housing system. Residential students use their Hokie Passport card to access the exterior doors of their assigned residential facility. This practice was implemented system-wide in 2000 to increase security, allow for access monitoring, and provide centralized control of access. The interior doors, particularly individual rooms, continued to use traditional hard keys, partly because the high costs of electronic door access.

The advent of wireless electronic door access means existing residence halls may be retrofitted without extensive renovation work to install infrastructure. With the costs of electronic door access becoming affordable, the university included a nongeneral fund project to install electronic door access for the residential housing system in the 2016-2022 Capital Outlay Plan, approved at the August 2015 Board meeting.

The envisioned project includes installing electronic door access locks on all student rooms in existing university residential halls, approximately 4,520 doors. Within the residential system, there are 1,551 non-student doors that require access control improvements, such as cleaning closets, service storage, and staff rooms. The new system of electronic access locks will allow for consistency across the system and allow students to use their Hokie Passport and a personalized key code to access their room instead of a physical key.

The estimated project costs inclusive of design, materials, and installation is $7.735 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 request is for a project authorization for the Residential Electronic Door Access project.

The Committees encouraged management to investigate implementation of the most current technology available for electronic door access. The Committees recommended the Resolution for Electronic Door Access for the Residential Housing System to the full Board for approval.

* **2**. **Approval of Resolution for Planning Authorization for Corps Leadership and Military Science Building.** The Committees reviewed for approval a resolution for Planning Authorization for Corps Leadership and Military Science Building. The Corps Leadership and Military Science Building is included on the 2016-2022 Six-Year Capital Outlay Plan approved by the Board of Visitors at its August 2015 meeting.

   The project is envisioned as an approximately 60,500 gross square foot, three full floor structure with a partial under grade floor for mechanical and service requirements in a basement level. The building will be located in the northern portion of the existing Upper Quad near Lane Hall. The facility would provide a centralized and consolidated home to the wide range of Corps of Cadets and ROTC programs currently dispersed on the north area of campus and would include modern classroom, administrative, program, and academic office space.

   The estimated total project costs, inclusive of design, construction, and furnishings, is $40 million. The funding plan for the project calls for $20 million of private support and $20 million of General Fund support. To date, fund raising has generated approximately $16.5 million of commitments or gifts toward project costs with $2.7 million of cash receipts that may be used for project costs.

   This request is for a $2.1 million planning authorization to complete preliminary designs of the proposed Corps Leadership and Military Science Building project.

   The Committees recommended the Resolution for Planning Authorization for Corps Leadership and Military Science Building to the full Board for approval.

* **3**. **Approval of Resolution for Planning Authorization for Athletic Facility Improvements.** The Committees reviewed for approval a resolution for Planning Authorization for Athletic Facility Improvements. In March 2015, the Board of Visitors approved a $500,000 planning authorization for the Women's Softball and Track and Field Facility Improvements project. The scope of the planning authorization included a master plan for high priority Athletics facility improvements. The resulting master plan identified four key facility areas within Athletics that need improvements; Rector Field House, Cassell Coliseum, Tennis facilities, and Baseball facility.

   The Athletics program and the university are working together on a financing package to support the identified four facility improvements. At this time, the university is requesting a $3 million supplement to the existing $500,000 planning authorization for an adjusted planning authorization of $3.5 million. The scope of the adjusted planning project includes construction designs for the four sub-projects with a design-to total project budget of $31 million.

   As with all self-supporting projects, the university has developed a financing plan to support the planning project. The funding plan for the $3 million supplement calls for a loan of cash from the Athletics auxiliary reserves.

This request is for a $3 million supplement to the existing $500,000 planning authorization for a $3.5 million adjusted planning authorization for athletics facilities improvements.

The Committees recommended the Resolution for Planning Authorization for Athletic Facility Improvements to the full Board for approval.

There being no further business, the meeting adjourned at 11:58 a.m.

*__Requires full Board approval.__

DESIGN REVIEW OF HOKIE STONE REPAIR METHODOLOGY

The effective maintenance, repair, and/or replacement of Hokie Stone façades is critical to the university's capacity to maximize the integrity, functionality, projected life expectancy, and aesthetics of campus buildings. On November 9, 2015, in closed session, the Buildings and Grounds Committee received a briefing on a repair methodology which has been applied successfully to key areas of the Torgersen Hall façade. Based on this presentation and data presented to the full Board of Visitors in closed session regarding costs, time-to-completion, and other impacts, the Buildings and Grounds Committee concurs that the repair methodology outlined presents a reasonable, cost-effective alternative to total re-cladding for Hokie Stone façades on additional campus buildings where similar conditions exist.
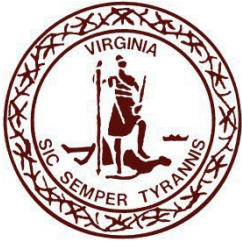
VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY
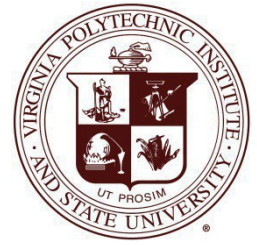
2014 JEANNE CLERY ACT REPORT

THE ANNUAL CAMPUS SECURITY AND FIRE SAFETY REPORT
FOR THE

VIRGINIA TECH BLACKSBURG CAMPUS

CAMPUS SAFETY:

A SHARED RESPONSIBILITY

The Virginia Tech Police Department is a Nationally Accredited Law Enforcement Agency.

Virginia Tech Annual Campus Security and Fire Safety Report

The Virginia Tech Police Department has been designated as the department responsible for compiling and publishing the university's annual security and fire safety report. This document is intended to serve as the annual security and fire safety report, as required by the Higher Education Opportunity Act and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. The purpose of the report is to provide information about securityy on campus, to include: campus and community crime statistics, fire statistics and safety information, policy information, safety tips, resource phone numbers and a brief overview of the many services the university provides. A map of the campus can be found at: http://www.police.vt.edu/clerymaps and is attached in *Appendix A*. Keep this information where it can be easily located; it provides you with a useful reference source of information.

Campus Security Authority (CSA)
Under Federal Law CSA's are required to report a crime.
"Campus security authority" is a Clery-specific term that encompasses four groups of individuals and organizations associated with an institution.

- A campus police department or a campus security department of an institution.
- Any individual or individuals who have responsibility for campus security but who do not constitute a campus police department or a campus security.
- Any individual or organization specified in an institution's statement of campus security policy as an individual or organization to which students and employees should report criminal offenses.
- An official of an institution who has significant responsibility for student and campus activities, including, but not limited to, student housing, student discipline and campus judicial proceedings. An **official** is defined as any person who has the authority and the duty to take action or respond to particular issues on behalf of the institution.

If someone has significant responsibility for student and campus activities, he or she is a campus security authority.

Information for this report is compiled from reports provided by campus security authorities including, but not limited to, the Office of Emergency Management, Office of Student Conduct, Environmental Health and Safety, the Department of Human Resources, the Dean of Students Office, the Virginia Tech Women's Center, and the Office of Residence Life. Statistics are also compiled from law enforcement agencies in jurisdictions that Virginia Tech owns property, leases property, or controls property or those with jurisdiction on adjacent property. Information for the main campus in Blacksburg was obtained from the Blacksburg Police Department, the Montgomery County Sheriff's Office, the Christiansburg Police Department, the Virginia Department of Alcoholic Beverage Control, the New River Regional Drug Task Force, and the Virginia State Police. Individuals who want to report crimes for inclusion in the Annually Report, or for the purpose of making timely warning reports, should report them to the Virginia Tech Police Department.

Virginia Tech is committed to providing the members of the campus community and visitors with the safest and most secure environment possible; however, even the most extensive initiatives cannot succeed without the awareness and cooperation of the community members who work, study, and live on campus.

Campus Overview
Virginia Polytechnic Institute and State University has a student population of over 28,000 on its main campus and serves over 2,300 students at extension campuses located throughout the Commonwealth. Surrounded by the Town of Blacksburg, Virginia Tech is situated on 2,600 beautifully landscaped acres located in the New River Valley and only a short drive from the scenic Blue Ridge Mountains, the Appalachian Trail, and the New River itself.

Virginia Tech Police Department

The Virginia Tech Police Department (VTPD) is a nationally and internationally accredited professional law enforcement organization staffed by highy trained men and women. The department consists of 50 sworn officers, 8 security officers, 10 communications officers and 6 full time support staff employees. The Virginia Tech Police Department operates 24 hours a day and provides full police services to the university community. Sworn officers are state-certified and empowered to enforce all federal, state, and local laws on university property and have full authority to make arrests and carry firearms. In addition to patrol, investigation, and crime prevention, the department answers calls for assistance, such as motorist assists. Campus Security officers are certified. Their sole purpose is to maintain peace and order. They are primarily responsible for ensuring the safety, security and welfare of students, faculty, staff and visitors.

Virginia Tech police officers have jurisdiction and respond to incidents on the immediate campus in Blacksburg, Virginia, property owned or leased by Virginia Tech, and university related corporations in the Blacksburg area. The Virginia Tech Police Department has jurisdiction on any other public or private institution of higher learning, if requested by that institution. A concurrent jurisdiction agreement was granted by the Circuit Court Judge of Montgomery County and includes the Towns of Blacksburg and Christiansburg, as well as the County of Montgomery.

The Virginia Tech Police Department also has a specified enhanced patrol zone in downtown Blacksburg. Officers have the authority to conduct routine patrol and make arrests in the enhanced patrol zone. A map displaying these boundaries has been added to this report as *Appendix B* and can be found online at http://www.police.vt.edu/clerymaps.

The Virginia Tech Police Department maintains a close working relationship with the Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, and Christiansburg Police Department, as well as other law enforcement agencies throughout the state. The Virginia Tech Police Department has a written Memorandum of Understanding with the Blacksburg Police Department and the Virginia State Police, as required by Virginia State Law, concerning sexual assault and death investigations. The Virginia Tech Police Department does not have any other written Memorandum of Understanding with any other law enforcement agency concerning the investigation of criminal incidents, as the department has the responsibility and authority to conduct all criminal investigations for crimes that occur on Virginia Tech owned, leased, or controlled property. The monitoring and recording of criminal activity in which students engaged at off-campus locations of officially recognized student organizations, including those with off-campus housing facilities is done through communications with the Blacksburg Police Department, and other local law enforcement agencies based on addresses of recognized student organizations. As a participant in the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN), the Virginia Tech Police Department is able to transmit and receive crime information with other police agencies throughout the United States. Through its membership in related professional organizations, the department is able to keep abreast of new or developing ideas and has a medium for the exchange of information on law enforcement issues. The Virginia Tech Police Department has a news release called "Daily Crime and Fire Log" that is published each day with the exception of weekends, holidays and when the university is closed. The "Daily Crime and Fire Log" lists actual fires in residence halls and all incidents of crime within the past 24 hours, or over the weekend. The report is available for review 24 hours a day at the Virginia Tech Police Department Communications Center located at 230 Sterrett Drive, Blacksburg Virginia 24061, at the Office of the Chief of Police located at 330 Sterrett Drive, Blacksburg Virginia 24061, and on the department's website at www.police.vt.edu. The Blacksburg Police Department notifies the university, via a Referral of Student Conduct, when students or university recognized student groups are involved in criminal activities off campus within the Town of Blacksburg.

Policies and Regulations

Timely Warnings / Crime Alerts

Timely Warnings/ Crime Alerts will be provided to the community in the event of a reported crime, either on campus or off, that, in the judgment of the Chief of the Virginia Tech Police Department or a designee, constitutes an ongoing or continuing serious threat to the university community. The Clery crimes for which *Timely Warnings / Crime Alerts* may be issued may include, but are not limited to, arson, homicide, burglary, robbery, sex offenses, aggravated assault and motor vehicle theft.

The *Timely Warnings / Crime Alerts* are generally written by the Chief of Police or a designee and they are typically distributed to the community via email to anyone who has a vt.edu email address by University Relations or the Virginia Tech Police Department. If someone from University Relations is unavailable, there are several administrators in the Virginia Tech Police Department who can initiate the email system. The *Timely Warnings/ Crime Alerts* are also posted on the Virginia Tech Police Department website and may be posted on social media outlets. Updates to the Virginia Tech community about any particular case resulting in a *Timely Warning / Crime Alert* will normally be distributed via email.

Missing Persons

If a member of the University community has reason to believe that a student who resides in on-campus housing is missing, he or she should *immediately* notify the Virginia Tech Police Department at 540-231-6411. The Virginia Tech Police Department will generate a missing person report and initiate an investigation.

After investigating the missing person report, should the Virginia Tech Police Department determine that the student is missing and has been missing for more than 24 hours; the Virginia Tech Police Department will notify the student's confidentially identified missing person contact, no later than 24 hours after the student is determined to be missing. If the missing student is under the age of 18 and is not an emancipated individual, the Virginia Tech Police Department will notify the student's parent or legal guardian after making the determination that the student has been missing for more than 24 hours. As required by law, the Virginia Tech Police Department will inform the Blacksburg Police Department of any missing student in order to inform them that the Virginia Tech Police Department has conducted an initial investigation and has determined that a student is missing. This notification will be made no later than 24 hours after the student is determined to be missing.

In addition to registering an emergency contact, students residing in on-campus housing have the option to identify, confidentially, an individual to be contacted by Virginia Tech in the event the student is determined to be missing for more than 24 hours. Students who wish to identify a confidential contact can do so through the Hokie Spa web site. This confidential contact information will be accessible to authorized campus officials and law enforcement only, and will not be disclosed outside of a missing person investigation.

Security and Access to Campus Buildings

Security and access control design standards have been developed for new and renovated buildings owned by the university. Designs are reviewed by the Virginia Tech Police Department for compliance with security requirements. Exterior doors in all residence hall buildings remain locked at all times except in those buildings that also house university offices. During special circumstances such as student move in, exterior entrances are scheduled to be unlocked during specified time periods. Residents of the building and their escorted guests, as well as authorized persons, access the building by utilizing the card access system. Resident Advisors (RAs) and Housing and Residence Life Resource Officers make rounds during evening hours to verify that exterior entrances are locked and secured. Academic and administrative buildings are open to the public during operating hours and are generally secured after operating hours and during extended breaks. For information about the access protocol for a specific building, see the building manager, a department head, or contact the

Virginia Tech Police Department at 540-231-6411. All campus buildings are patrolled by the Virginia Tech Police Department in order to monitor and address any securityy measures needed.

Virginia Tech has designed policies and regulations in order to create a safe and harmonious environment for the members of its community. All campus community members and visitors of the university are required to obey these regulations. These policies not ony reflect the university's high standards of conduct, but also local, state and federal laws. Observed and enforced, they create a significant degree of safetyy for the university community.

Security Considerations used in the Maintenance of Campus Facilities

Housing and Residence Life Resource Officers also make reports of malfunctioning lights and other unsafe physical conditions that need to be addressed. Information in those reports is forwarded to the appropriate facility / department for follow-up. Facilities and landscapes are maintained in a manner that minimizes hazardous conditions. When facilities receive maintenance or renovations, securityy measures such as lighting, landscape and entrance security are included, if it is deemed necessary by the Office of the University Architect and the Virginia Tech Police Department Crime Prevention Specialist.

Alcohol and Drugs

Virginia Tech recognizes that the misuse and abuse of alcohol is a persistent social and health problem of major proportion in our society and that it interferes with the goals and objectives of any educational institution. Accordingly, Virginia Tech strongly discourages illegal or otherwise irresponsible use of alcohol. Members of the university community are responsible for their decisions regarding their use of alcohol as well as their behavior, which occur as a result of these decisions. In this context, Virginia Tech created a comprehensive policy on Alcoholic Beverages and Other Controlled Substances. This policy can be found in the University Polices for Student Life and on the web at http://www.studentconduct.vt.edu.

Alcohol Policy

Virginia Tech fully enforces the alcohol regulations of the Commonwealth of Virginia. All state laws apply to Virginia Tech students, faculty, staff, and visitors while in the Commonwealth of Virginia. These laws prohibit possession, use, sale, distribution, and consumption of all alcoholic beverages by persons less than 21 years of age while in the Commonwealth of Virginia. To maintain conditions conducive to a learning environment, and to ensure that all community members are in a safe, productive environment, the university further restricts the use of alcohol within specified criteria. For more comprehensive details, please refer to the University's Policy on Alcoholic Beverages at http://www.policies.vt.edu/1015.pdf.

Controlled Substances

The university strictly prohibits the illegal use, sale or possession of any controlled substance. Virginia Tech fully enforces both federal and state drug laws. The illegal use of controlled substances is incompatible with the goals of an academic community. Students found guilty of possessing, using, distributing, or selling controlled substances will face serious disciplinary action that may include suspension and/or dismissal from the university, for the first offense. Violations of state law should be reported to the Virginia Tech Police Department which will take appropriate legal actions. For more comprehensive details, please refer to the University's Policy for a Drug Free University at http://www.policies.vt.edu/1020.pdf.

Pastoral and Professional Counselors

The Women's Center at Virginia Tech employs counselors. Crimes reported to the Women's Center are confidential but information such as the location, date, and offense type are communicated to the police department for inclusion in the annual crime statistics. Counselors at the Cook Counseling Center provide information to survivors about other community services available to them as well as the procedures for

reporting crimes to the Virginia Tech Police Department. There are no formal procedures that require professional counselors to inform persons they are counseling of any procedures to report crimes on a voluntary and confidential basis for inclusion in the annual disclosure of crime statistics.

Emergency Response and Evacuation Information Compiled by the Office of Emergency Management

Emergency Notifications

Virginia Tech will immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or staff occurring on the campus. In accordance with the Higher Education Act of 1965 as amended and Section 23-9.2:11 of the Code of Virginia, the university has implemented a comprehensive communications system, "VT Alerts," to provide prompt warning notifications and alerts of immediate threats to the health and safetyy of members of the campus community using a variety of methods. The "VT Alerts" system includes: email notices; phone, cellular phone, and text messages; classroom electronic message boards; university website notices; campus loud speakers /sirens, desktop alerts and twitter feed @vtalerts. Protocols for emergency notifications, as outlined in the Emergency Notification Systems Protocols, are available at:
http://www.emergency.vt.edu/programs/plans/ENSprotocol.pdf

Parents and members of the larger community are not eligible to sign up for all of the immediate notifications through Virginia Tech Alerts. However, they are able to sign up for Desktop Alerts and the @vtalerts twitter feed and are encouraged to do so and can also check the University Website at http://www.vt.edu for updates during an emergency on campus. The Virginia Tech Police Department is primarily responsible for confirming that there is a significant emergency or dangerous situation on campus that could cause an immediate threat to the health and safetyy of the members of the campus community. There are other departments on campus that could be in a position to confirm certain types of emergencies. The Office of University Relations, the Virginia Tech Police Department, the Office of Emergency Management and the Vice President for Administrative Services have access to the systems to notify the campus community of immediate threats that have occurred and necessitate evacuation, shelter or secure in place or other action on the part of students, employees, and campus visitors. These departments have the authority to determine the appropriate segment or segments of the campus community that will receive alerts, to determine the content of the alert, and to initiate the notification system, when applicable. The institution typicaly provides follow-up information to the community using the same systems that were used to send out the original alert.

One of the listed departments above will, without delay, take into account the safetyy of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of first responders, compromise efforts to assist a survivor or to contain, respond to, or otherwise mitigate the emergency. The typical first responders to an incident that causes an immediate threat to the health and safety of the Virginia Tech community include the Virginia Tech Police Department, Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, Christiansburg Police Department, Virginia Tech Rescue and the Blacksburg Fire and EMS Department.

Annually, the Offices of University Relations and Human Resources provide communications to the university community regarding university procedures for authorized closings and receiving emergency alerts. Additional information about the "Alert" process can be found in the University Safety and Security Policy at:
http://www.policies.vt.edu/5615.pdf

Emergency Preparedness

Emergency preparedness and information on what to do in an emergency can be found on the "Be Hokie Ready" link from the Office of Emergency Management webpage http://www.emergency.vt.edu. In an emergency it is important to remember three important things: **do not take unnecessary risks, there is no substitute for remaining calm, and always use common sense**.

University departments are responsible for developing Emergency Action Plans (EAP) and Continuity of Operations Plans (COOP) for their staff and areas of responsibility. The University conducts numerous emergency response exercises each year, including table top exercises, functional exercises, drills and tests of the emergency notification systems on campus. These tests are designed to assess and evaluate the emergency plans and capabilities of the institution. Drills and exercises completed during 2014 are listed in table 1.

Table I

Location	Date	Name	Description of	Announced or Unannounced
Language and Culture Institute - Fairfax	2/5/2014	COOP	Tabletop	Announced
VT Research Center - Arlington	3/21/2014	COOP	Tabletop	Announced
National Capital Region - Occoquan Watershed Monitoring Laboratory	5/15/2014	EAP/ENS	Tabletop Exercise	Announced
Southwest Virginia Higher Education Center - Abingdon	5/27/2014	EAP/ENS	Tabletop Exercise	Announced
Middleburg AREC	6/4/2014	EAP/ENS	Tabletop Exercise	Announced
Washington Alexandria Architecture Center - Alexandra	6/4/2014	EAP/ENS	Tabletop Exercise	Announced
IALR - Danville	6/5/2014	EAP/ENS	Tabletop Exercise	Announced
Northern Virginia Center - Falls Church	6/12/2014	EAP/ENS	Tabletop Exercise	Announced
VT Research Center - Arlington	6/12/2014	EAP/ENS	Tabletop Exercise	Announced
Language and Culture Institute - Fairfax	6/13/2014	EAP/ENS	Tabletop Exercise	Announced
Virginia Tech Carillion - Roanoke	6/18/2014	EAP/ENS	Tabletop Exercise	Announced
Equine Medical Center - Leesburg	6/18/2014	EAP/ENS	Tabletop Exercise	Announced
Virginia Tech Richmond Center	6/19/2014	EAP/ENS	Tabletop Exercise	Announced
Virginia Tech Hampton Roads Center/Newport News Center	6/20/2014	EAP/ENS	Tabletop Exercise	Announced
VT Main Campus / Sterrett Facilities Complex	6/23/2014	E	Tabletop Exercise	Announced
VT Main Campus - Electric Service	6/24/2014	E	Tabletop Exercise	Announced
VT Main Campus -Ground Building	6/26/2014	E	Tabletop Exercise	Announced
VT Main Campus -Power Plant	6/27/2014	E	Tabletop Exercise	Announced
VT Main Campus -Joint Information Center	7/17/2014	E	Drill	Announced
VT Main Campus -Lane Stadium	8/21/2014	Evacuation	Tabletop Exercise	Announced
VT Main Campus - DSA COOP Training	10/20/2014	COOP	Tabletop Exercise	Announced
VT Main Campus - DSA COOP Training	10/29/2014	COOP	Tabletop Exercise	Announced
VT Main Campus / VTPD	11/4/2014	E	Drill	Announced
VT Main Campus / VTPD	11/11/2014	E	Drill	Announced
Washington Alexandria Architecture Center - Alexandra	11/18/2014	E	Drill	Announced
Northern Virginia Center - Falls Church	11/19/2014	E	Drill	Announced
Virginia Tech Research Center - Arlington	11/20/2014	E	Drill	Announced
VT Main Campus / EHS Select Agent	12/4/2014	E	Tabletop Exercise	Announced
VT Main Campus / Incident Management Team/Joint Information Center	12/15/2014	CEMP/ENS	Functional Exercise	Announced
VT Main Campus / Provost Office	12/16/2014	EAP/COOP	Drill	Announced

The Virginia Tech Police Department, Office of Emergency Management and other critical university divisions are trained in Incident Command and response to campus incidents. When a serious incident occurs that causes an immediate threat, the first responders to the scene at the Blacksburg campus to an incident that causes an immediate threat to the health and safety of the Virginia Tech community include the Virginia Tech Police Department, Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, Christiansburg Police Department, Virginia Tech Rescue and the Blacksburg Fire and EMS Department, Virginia Tech Office of Emergency Management, as well as other university departments and jurisdictions. These agencies work together to manage the incident. At other campuses first responders from local jurisdictions will manage incident response.

General information about the emergency response and evacuation procedures for Virginia Tech is publicized each year as part of the institution's Clery Act compliance efforts. Virginia Tech will notify the university community of its emergency notification protocols, emergency response and evacuation procedures via email, in conjunction with at least one announced or unannounced drill or exercise each calendar year. Information related to emergency notifications and emergency guidelines can be found at http://www.emergency.vt.edu. Information related to evacuation procedures can be found at http://www.ehss.vt.edu.

Emergency Evacuation Procedures

Each occupied residence hall is required to conduct a quarterly fire drill in compliance with the Virginia statewide fire code. Thus, the emergency response and evacuation procedures are tested at least twice each year and, for some of the buildings, four times a year. The purpose of the drills is to provide all residents and staff practice in the event there is ever a real fire or other evacuation emergency. The drills prepare building occupants for an organized evacuation in case of a fire or other emergency. Evacuation drills are used as a way to educate and train occupants on fire safety issues specific to their building. During the drill, occupants familiarize themselves with procedures and the location of exits and the sound of the fire alarm. Alarms and other components of the fire safety system are also checked to see that they are working properly. The fire drills are generally held within the first 10 days of the semester, during the hours of 8:00a.m. - 11:00p.m. Following the drill, residents receive a report and feedback on the evacuation process. Be sure you know what to do when the fire alarm sounds, and always evacuate!

Each university department or unit develops an Emergency Action Plan (EAP) that outlines the actions occupants in the building must take during emergencies. Evacuation planning is a part of each department's EAP. All drills must be coordinated with Environmental Health and Safety Services (EHSS) in advance by calling (540) 231-9068 or email firesafe@vt.edu. EHS Fire Safety and Residential Programs work together each year to provide fire and life safety education to students living on campus. Each year Area Coordinators, Resident Directors and Resident Assistants are required to attend fire and life safety training during their orientation in August.

Secure-In-Place Procedures

When it is necessary to secure-in-place, you will be the safest by placing a locked door or other barricade between you and the associated violence or danger.

HOW DO I SECURE-IN-PLACE?

A. **REMAIN CALM!**
B. If you are outside during a secure-in-place emergency you should seek cover in the nearest unlocked building.

C. If the buildings in the immediate area have exterior doors that have been locked, continue to move away from the danger, seek cover, move to another building, or leave campus if it is safe to do so.
D. Once inside, find an interior room and lock or barricade the doors.
E. To minimize vulnerability, turn off lights, silence phones, draw blinds, and move away from windows.
F. Await further instruction from VT Alerts and emergency personnel.
G. **DO NOT** leave until an "All Clear" is received.

WHAT IF SOMEONE WANTS TO ENTER A SECURE AREA?

If there is any doubt about the safetyy of the individuals inside the room or building, the area needs to remain secure. Allowing someone to enter a secure location may endanger you and others. **USE GOOD JUDGMENT**.

If there are individuals outside the secured door who wish to get in, several factors should be considered to determine if it is safe:

- Can you see the area outside the door to determine that someone is not lying in wait? Is it a trap?
- If a physical description of the subject was given in the secure-in-place alert, consider similarities such as age, race, clothing description, height, weight, gender, and hair and eye color.

If the decision is made to let a person in, consider the following:

- Have the person leave anything he or she is carrying (a backpack, laptop case, package, etc.) on the ground, outside of the secure area.

Remember to always use common sense. There are exceptions to all guidance and prescribed directions.

Shelter-In-Place Procedures

Shelter-in-place events are usually weather related emergencies. When it is necessary to shelter-in-place, you will be safest by moving inside to a building space that protects you from the danger. **DO NOT** lock doors behind you as others may also need to shelter-in-place.

HOW DO I SHELTER-IN-PLACE?

A. **REMAIN CALM!**
B. Immediately seek shelter inside the closest sturdy building.
C. Do not wait until you physically see a tornado or severe weather event to react.
D. Resist the temptation to go outside and check the weather conditions yourself.
E. Once inside, stay away from windows, glass, and unsecured objects that may fall.
F. Seek shelter in interior rooms and corridors.
G. Avoid large free standing expanses such as auditoriums and gymnasiums.
H. **DO NOT** use elevators.
I. Await further instruction from VT Alerts and emergency personnel.
J. **DO NOT** leave until an "All Clear" is received.

During a tornado, seek shelter on the lowest level possible. If warranted, consider crouching near the floor and seeking additional shelter under a sturdy desk or table, or cover your head with your hands.

Remember, always use common sense. There are exceptions to all guidance and prescribed directions.

WEATHER DEFINITIONS
   A. Watch: Conditions are favorable for the development of severe weather. Closely monitor the situation in case it gets worse.
   B. Warning: Severe weather has actually been observed. Listen closely to instructions provided by weather radios / emergency officials.

Reporting a Crime or Getting Emergency Assistance

Individuals are responsible for being aware of and complying with university policies/procedures and applicable law. Employees and students are encouraged to accurately, voluntarily and promptly report crimes, emergencies, potential threats or risks to the Virginia Tech Police Department when the victim elects to, or is unable to, make such a report. Crimes and other emergencies should be reported to the Virginia Tech Police Department at 540-231-6411 or 911 for an emergency. Survivors or witnesses of crimes on campus may report those crimes anonymously on a voluntary, confidential basis for inclusion in the annual crime disclosure online at www.police.vt.edu.

Criminal or suspicious acts and emergencies should be reported to the police immediately in person, by telephone or by using one of the blue light phones located throughout campus. Currently there are 109 blue light phones on campus that can directly connect you with the Virginia Tech Police Department. The phones are available 24-hours-a-day, 7-days-a-week and a simple push of a button is all it takes to connect. Calling 911 on a land line or cell phone is another option. The *LiveSafe* app is available for download for Android and iPhone devices. *LiveSafe* allows students, faculty, and staff to send tips and messages to the Virginia Tech Police Department, share their location with friends or family as they walk on campus, find buildings on campus, and access emergency preparedness information. A program has been added to the Virginia Tech Police Department's website that enables students, faculty and staff to report incidents via the internet. The report form contains all information needed to complete a police report. This form can only be used for vandalism, damage or destruction of property, larceny or theft offenses and annoying or harassing phone calls. If a person wants to report an incident anonymously and or confidentially to the Virginia Tech Police Department or any Campus Securityy Authority, they may do so in person, or by accessing the *Stop Abuse* website by clicking on the link provided on the Virginia Tech Police Department's website.

This allows anyone to report a crime anonymously / confidential, or simply to give information about a crime or alleged crime he or she has general knowledge or suspicion about. All information is kept in the strictest confidence and is only accessible to the authority the reporting party selects. This information will be reported in the annual crime disclosure. These forms can be accessed at www.police.vt.edu. If you ever need to contact the police, officers and staff will attempt to assist you in any way possible. The Virginia Tech Police Department has two locations to serve our community. There is a communications center located at 230 Sterrett Drive, Blacksburg Virginia 24061. The communications center is staffed 24 hours a day and department personnel are always available to answer questions or to have an officer respond to take a complaint. The second location is the Public Safety Building located at 330 Sterrett Drive, Blacksburg Virginia 24061. The Public Safety Building is open during normal business hours Monday – Friday.

The Virginia Tech Police Department encourages everyone that is a survivor of crime to come forward and report it to the police. However, on occasion and depending on the nature of the crime the survivor refuses to press charges. This is the survivor's option. Just because a report is filed with the police department does not mean that criminal charges have to be filed. Students also have the option of contacting other university resources, such as the Virginia Tech Women's Center, Office of Student Conduct, Cook Counseling Center, McComas Health Center, or academic advisors who will assist with notifications, if desired. This information will be included in the annual disclosure of crime if the caller provides the date, location and crime committed. Crimes can also be reported to the Virginia Tech Police Department for the purpose of making *Timely Warnings/Crime Alert* reports and the annual statistical disclosure.

The Virginia Tech Police Department has two phone numbers. One, 911 is for Police, Fire and Rescue emergency calls. The other phone line, 540-231-6411 is for non-emergency calls.

Response to Reported Incidents

In response to reports of criminal activity occurring on the VT campus, the Virginia Tech Police Department will take the required action, either dispatching an officer to the incident location or asking the survivor to report to the Virginia Tech Police Department communications center located at 230 Sterrett Facilities Complex, Blacksburg Virginia 24061. The communications center is always staffed to answer questions or to have an officer respond to take a complaint. The Virginia Tech Police Department is also available at the Public Safety Building at 330 Sterrett Drive, Blacksburg Virginia, 24061. The Public Safety Building is open during normal business hours Monday – Friday. All Virginia Tech Police Department incident reports involving students or conduct referrals involving students are forwarded to the Office of Student Conduct for potential action, as appropriate. In some instances, these reports and or referrals are held during active investigations, and then provided at a later time. The Virginia Tech Police Department Investigative division will conduct criminal and administrative investigations when it is deemed appropriate.

Services and Prevention Information

Alcohol and Drug Abuse Prevention Services

The Campus Alcohol Abuse Prevention Center, located in 147 McComas Hall is the university resource for alcohol abuse prevention. They may be contacted at 540-231-2233 or by email to CAAPC@vt.edu. Drug education prevention is provided by A.D.A.P.T. (Alcohol and Drug Prevention Team). ADAPT Peer Educators are dedicated to addressing alcohol and other drug abuse issues in the Virginia Tech community.

ADAPT members promote awareness through educational programs and outreach, while serving as accessible resources for fellow students. ADAPT members strive to minimize the abuse of alcohol and other drugs in an effort to encourage students to pursue positive behavioral changes, and to promote a healthier environment at Virginia Tech. They can be contacted through the Office of Student Conduct in Suite 141 New Hall West or at 540-231-3790.

Safety and Security Programs

The Virginia Tech Police Department has community outreach and residence life officers that provide educational programming and other crime prevention functions to the university community. Educational programs include Student Police Academy, Alcohol Awareness, Bicycle Safety, Drug Awareness, Operation ID, Personal and Property Safety (basic crime prevention and personal safetyy), Rape Aggression Defense, and Women's Awareness and Safety.

Safety programs begin with orientation sessions for incoming freshmen and their parents. Once school begins, the Community Services Unit continues with educational programs throughout the year in the residence halls as requested and actively recruits participants for its interactive programs. These programs include personal safety and security on campus as well as safetyy when traveling abroad, drug and alcohol awareness, women's awareness, sexual assault prevention and other requested topics. All programs are available to faculty, staff and students upon request or if a need becomes apparent. During 2014, the Virginia Tech Police Department conducted 190 programs addressing alcohol, self- defense, sexual assault, sex offender registry, alerts, bicycle regulations, crime statistics, Rape Aggression Defense, emergency call boxes (blue light phones), crime prevention, campus safety (Secure/Shelter in Place) and traffic safetyy. Virginia Tech Athletics conducted 23 programs with a focus on Bystander Intervention, sexual assault, sexual harassment, and raising awareness about campus safety thru the "No Hokie Left Behind" campaign. The Virginia Tech Women's Center conducted 18 separate training sessions, 2 programs and provided 62 presentations. DSA Human Resources conducted over 48 training workshops throughout the year. A common theme of these programs is to encourage students and employees to be responsible for their own security and the security of others.

Below are some of the programs presented on campus.

Hokie Heart or Question, Persuade, and Refer is a workshop for suicide prevention.

"No Hokie Left Behind Campaign" Virginia Tech students are being asked to watch out for their fellow Hokies as part of "No Hokie Left Behind", a town and campus safety y initiative. For students participating in social activities the message is simple: Go with Friends, Stay with Friends, and Leave with Friends.

"The Red Flag Campaign" This campaign is a statewide public awareness effort aimed at stopping relationship violence on college campuses in Virginia. The goal of the campaign is to encourage us all to speak up when we see red flags (or warning signs for potential abusive or unhealthy behaviors) in our friends' relationships. The campaign was created by the Virginia Sexual and Domestic Violence Action Alliance and is being used to prevent relationship violence in 49 states.

White Ribbon Campaign Gender-based violence is an issue at Virginia Tech, and every other community in the world. We should all care about it every day, because it affects us all every day. White Ribbon International is the world's largest movement of men working to end gender-based violence. They ask men to pledge to never commit, condone, or stay silent about violence against women and girls and they call on men to use their voices as part of positive and healthy masculinity. The Virginia Tech Corps of Cadets, Alpha Tau Omega fraternity, and the Women's Center support this message and coordinate the White Ribbon Campaign at Virginia Tech to raise awareness about the **key role men play in ending gender-based violence.**

Mentors in Violence Prevention (MVP)
Virginia Tech's MVP program is designed to educate, inspire, and empower men and women to utilize **self-Understanding, integrity**, and **courageous leadership** to prevent, interrupt, and respond to sexist abuse in order to create a **civil** and just community. The program is coordinated by the Women's Center and is affiliated with MVP National, a project of the National Consortium of Academics and Sports and the Northeastern University Center for Sport in Society.

Using a courageous leadership framework and bystander approach, workshop facilitator's help participants think through the variety of options available to them when witnessing a potentially abusive interaction. The workshops are based on interactive, small group discussions and use real-life scenarios that speak to the experiences of college students to help them think of ways to integrate bystander action into *their lives.*

StopAbuse: We understand that there are people who have information about a crime or have experienced a crime but don't want to make a formal report. This online form will allow you to report the information and to select the level of privacy for the information you provide. This anonymous report is forwarded to the Virginia Tech Police Department. The only condition under which an attempt would be made to track this information, is if it puts another person in immediate danger. Otherwise, this information is kept confidential and is used only to heighten awareness of incidents or crimes occurring on campus.

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Training, Outreach and Education Sexual Harassment/Sexual Violence
Title IX Coordinator
Equity and Access Department of Human Resources
2014

Initiated Mandatory Title IX (including sexual violence) and Retaliation Training for all employees (November 2014) – course offered via multiple formats

Title IX Sexual Harassment, including sexual violence (and sexual assault) provided to the following specific areas:
- Safety and Security Policy Committee
- Dining Services
- University Legal Counsel
- Virginia Tech Police Department
- President's Office
- College of Agriculture, Area Research and Extension Centers
- College of Liberal Arts and Human Sciences, Dept. of Apparel, Housing and Resource Management
- College of Agriculture, Biological Systems Engineering
- Student Affairs, Dining Services – Turner Place
- College of natural resources – Dean and Department Heads
- College of Liberal Arts and Human Sciences – Dean and Department Heads
- College of Science – Dean and Department Heads
- College of Architecture and Urban Studies – dean and Department Heads
- College of Engineering

    o Electrical Engineering
    o Industrial and Systems Engineering
- Graduate School – Graduate Teaching / research Assistants
- College of veterinary medicine – dean and Department Heads
- College of Agriculture – dean and Department Heads
- College of Liberal Arts and Human Sciences - Human Development
- Institute for Critical Technology and Applied Science
- College of Science – Faculty, Staff and GTA's
- College of Liberal Arts and Sciences - Faculty, Staff and GTA's
- College of Engineering – Dean and Department Heads

Additional Workshops offered:
- Title IX Preventing the Sexual Harassment of Students
- Anti-Discrimination and Harassment Prevention Training
- Traveling on University Business: Prevent Sexual Harassment
- Title IX and Sexual Abuse of Minors

Operation Identification
The Virginia Tech Police Department has engravers to loan for the purpose of engraving personal property. It is thought to help make items theft resistant, because engraved items are more easily identified making them harder to sell. The nationally recognized identification procedure is to abbreviate your state and driver's license number on items. (e.g. VA 211110000) A benefit to the program is, if an item is lost or stolen, then recovered, it is much easier for the owner to be located and the property returned. Other procedures include engraving your Hokie passport number, or other identifiable numbers or letters on the item with an engraving tool. Do not use your social security number due to the rise of identity theft.

Fingerprinting Services
The Virginia Tech Police Department also provides fingerprinting services for Virginia Tech students, faculty, staff, and their families at no cost, and at any time.

Safe Ride
The Virginia Tech Police Department sponsors a nighttime safety y escort service called "Safe Ride." This service is available to all students, faculty, staff, and visitors to the university. Safe Ride operates from dusk until dawn and provides transportation or a walking escort, upon request, to persons who must cross campus during the nighttime alone. Safe Ride may be contacted by calling 540-231-SAFE (7233).

Sexual Assault and Prevention

Sexual violence – physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to the survivor's use of drugs or alcohol, or is unable to give consent due to an intellectual or other disability. Sexual violence includes rape, sexual assault, sexual battery, and sexual coercion.

- Sexual Assault – actual or attempted sexual contact with another person without that person's consent.
- Sexual Battery – intentional touching of another person's intimate parts without the person's consent; or other intentional sexual contact with another person without that person's consent.
- Sexual Coercion – using physical or verbal aggression or pressure to force or attempt to force a person to touch another person's intimate parts without that person's consent.
- Rape – penetration, no matter how slight, of (1) the vagina or anus of a person by any body part of another person or by an object, or (2) the mouth of a person by a sex organ of another person, without that person's consent.

Incapacitation – includes but is not limited to being asleep, drugged, intoxicated, or unconscious.

Gender-based harassment – acts of verbal, nonverbal, or physical aggression, intimidation, or hostility based on sex or sex-stereotyping, even if those acts do not involve conduct of a sexual nature.

Sexual Exploitation – an act or acts committed through non-consensual abuse or exploitation of another person's sexuality for the purpose of sexual gratification, financial gain, and personal benefit or advantage, or any other non-legitimate purpose. The act or acts of sexual exploitation are prohibited even though the behavior does not constitute one of the other sexual misconduct offenses.

Domestic violence – a pattern of abusive behavior that is used by an intimate partner to gain or maintain power and control over the other intimate partner. Domestic violence can be physical, sexual, emotional, economic, or psychological actions or threats of actions that influence another person. This includes any behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerce, threaten, blame, hurt, injure, or wound someone.

Dating violence – acts of physical or sexual abuse committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim.
• The existence of such a relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.
• Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse, but does not include acts covered under the definition of domestic violence.

Stalking –repeatedly contacting another person when the contact is unwanted. Additionally, the contact may cause the other person reasonable apprehension of imminent physical harm or cause substantial impairment of the other person's ability to perform the activities of daily life. Contact includes but is not limited to communicating with (either in person, by phone, or by computer) or remaining in the physical presence of the other person.

Consent – knowing, voluntary, and clear permission by word or action, to engage in mutually agreed upon sexual activity. The existence of consent is based on the totality of circumstances, including the context in which the alleged consent occurred. Silence does not necessarily constitute consent and coercion, force, or threat of either party invalidates consent.

> Consent cannot be given where a person is incapacitated due to drugs or alcohol; or where a person has a disability; or is not of legal age to consent as defined by law.
> Consent to any one form of sexual activity cannot automatically imply consent to any other forms of sexual activity. Consent can be withdrawn at any time.
> Previous relationships or prior consent cannot imply consent to future sexual acts.

Responsible Employee - means a person employed by Virginia Tech who has the authority to take action to redress sexual violence, who has been given the duty of reporting acts of sexual violence or any other misconduct by employees or students to the Title IX coordinator or other appropriate institution designee, or whom an employee or student could reasonably believe has this authority or duty.

Sexual Assault is a crime that affects men and women punishable by both civil and criminal legal action. The Virginia Tech Police Department investigates all sexual assaults reported to the police department. Detectives are regularly on call and capable of responding at any time. Once reported to the police, officers or detectives respond, investigate, and make applicable criminal charges based on evidence collection and survivor/witness statements. The Virginia Tech Police Department works closely with other area law enforcement personnel and other university departments to ensure that appropriate support services are made available and utilized when necessary. The survivor of a sexual assault may also choose to file a report with Title IX or Deputy Title IX Coordinator, or the Department of Human Resources. The Office of Student Conduct adjudicates cases involving sex offenses in which the alleged perpetrator is a Virginia Tech student. Virginia Tech also encourages survivors to prosecute alleged perpetrators to the fullest extent of the law. There are several avenues for assistance if a person becomes the survivor of a sex offense.

Survivors of sexual assault tend to feel a variety of conflicting emotions: rage, fear, depression, relief to have survived, numbness, and exhaustion, to name just a few. Two key points to remember are that the assault was not the survivor's fault and there is help available.

The Virginia Tech Police Department is available and ready to assist if needed. The Virginia Tech Police Department is a valuable resource for information. The department has educational literature available on prevention methods and procedures to follow if you should become the survivor of a sex offense. The Virginia Tech Police Department and the Women's Center provide educational awareness programs regarding rape, acquaintance rape, other sex offenses, personal safety, and Rape Aggression Defense (RAD) classes upon request. Rape Aggression Defense classes are self-defense classes for women only and consist of awareness, safety tips, and progresses into hands on attack simulations at the end of the class.

The police department's Survivor/Witness Assistance Program protects the rights of survivors and witness of crimes. Referral information is available at all times regarding area services available for general counseling, health, mental health, victim advocacy, emergency housing, visa and immigration assistance, and financial assistance. Responsiveness to the needs of crime survivors is a department priority.

If Sexual Assault Happens to You

- Contact the police for assistance and information or to report the incident. The Virginia Tech Police Department should be contacted for on-campus incidents and the local police should be contacted for off-campus incidents. The Virginia Tech Police Department will assist the survivor in contacting the correct law enforcement agency, if requested.
- Go to the New River Valley Medical Center in Radford or Lewis-Gale Hospital at Montgomery in Blacksburg. A qualified physician or nurse will examine you for injuries and collect physical evidence that could be used in judicial proceedings, if you decide to prosecute. The New River Valley Medical Center and or Lewis-Gale Montgomery Regional Hospital offer the services of Sexual Assault Nurse Examiners.
- If possible, do not change your clothes, shower, eat or drink between the rape and the trip to the emergency room. Preserving evidence is critical and can assist in prosecution. Bring a change of clothes with you because the police will need the clothes you were wearing for evidence.
- The hospital will notify the Women's Resource Center of Radford, who will supply you with a trained companion at the hospital. The companion will look after your needs and will help direct you to available services.
- Even if you do not wish to prosecute, it is important that you have a physical exam after the attack. Besides bruises or other physical injuries, the perpetrator might have passed on a sexually transmitted disease that requires treatment. An HIV/AIDS test may also ease your mind, although six months must

elapse after an attack to accurately detect the presence of HIV, the virus that causes AIDS.

- Seek counseling from the Thomas E. Cook Counseling Center, the Women's Center at Virginia Tech, the Women's Resource Center, or a private counselor. All these services are free of charge (except private counseling) and CONFIDENTIAL. If you are not comfortable talking with a counselor, consider talking with a trusted friend or family member. (See Counseling Options)
- Consider your judicial options if you have not done so already. Although there are statutes of limitation on criminal cases, they are often longer than you think. You also have the option of campus and civil charges (See Legal and Judicial Options).
- If the assault and its aftermath are interfering with your ability to complete your work or academic performance, talk with the Thomas E. Cook Counseling Center, Women's Center at Virginia Tech, or the academic dean of your college about academic relief. The Dean of Students will also assist in changing academic and living situations after an alleged sexual assault incident, should the survivor request such assistance and such changes are reasonably available.
- Remember that it is never too late to deal with a sexual assault, and that you can heal from this significant trauma. People are ready and able to help you, but they cannot if you do not ask.

Medical Care

As mentioned above, survivors of very recent assaults should go to the emergency room of the New River Valley Medical Center or Lewis-Gale Hospital at Montgomery for a physical exam and the collection of evidence. All survivors, past or present, should be seen by a qualified physician or nurse to check for sexually transmitted diseases, physical trauma, and possible pregnancy. The New River Valley Medical Center and Lewis-Gale Hospital at Montgomery offer the services of Sexual Assault Nurse Examiners. Female survivors may prefer to see a female physician, and should request one if that will increase their comfort, though in the emergency room that may not always be possible.

Virginia Tech students can receive medical care through Schiffert Health Services; however, Schiffert cannot collect evidence and will refer survivors to Lewis-Gale Montgomery Regional Hospital or the New River Valley Medical Center. The Women's Clinic of Schiffert Health Services offers gynecological care, pregnancy testing, and testing and treatment for sexually transmitted diseases. Survivors' may also wish to see their family doctor. Even if no symptoms are apparent, survivors are still strongly encouraged to seek medical attention.

Counseling Options

Students coping with a sexual assault have at least three counseling options that are free of charge. Two of those options are on-campus: The Women's Center at Virginia Tech and the Thomas E. Cook Counseling Center. The Women's Center at Virginia Tech offers short-term crisis counseling and sexual assault support groups. The Thomas E .Cook Counseling Center offers both short-term and long-term individual and group counseling. The Women's Resource Center in Radford offers a 24-hour crisis line, individual and group counseling, and legal advocacy. These three agencies frequently collaborate to provide services to survivors of sexual assault and these services are CONFIDENTIAL. Many other options exist which have some cost associated with them, such as private therapists. Counseling is often crucial to the recovery process, and survivors should be encouraged to seek the assistance of qualified professionals, even if many years have elapsed since the assault. As always, the choice to seek counseling should be the survivor's.

Legal and Judicial Options

Sexual assault survivors have four options from which to choose: filing criminal charges, filing campus judicial charges, requesting an administrative investigation, and filing a civil suit for monetary damages. Survivors are limited to just one of these options, but can choose any combination including filing all three types of charges. Below is a brief description of each type of judicial process

Title IX Coordinator

Virginia Tech's Executive Director for Equity and Access serves as the university's Title IX Coordinator. This position in the Human Resources office is responsible the development, implementation and oversight of the institution's meaningful efforts to comply with Title IX. Individuals who wish to report incidents of sex discrimination and sexual harassment and sexual violence, including dating and domestic violence and stalking may make the report to the Office of Equity and Access. University Policy 1025 is the authority by which Virginia Tech addresses these types of complaints. In response to VAWA (including Campus SaVe) and recent guidance for the Department of Education/Office for Civil Rights (OCR), the office of Equity and Access along with other stakeholders across campus will take a holistic approach and continue to update policies and procedures, and provide training, education and outreach to the VT community.

Moreover, the Office of Equity and Access works collaboratively with the Deputy Title IX Coordinator in the Division of Student Affairs, the Virginia Tech Police Department, and the University's Women Center to address training and investigatory matters. In addition, the Title IX Coordinator, the Deputy Title IX Coordinator, the Virginia Tech Police Department and the University's Women's Center have partnered with the Blacksburg Police Department to provide training to our department of Athletics. And we have a Cooperative Agreement with, among others, the Blacksburg Police Department, and the Women's Resource Center of the New River Valley. This agreement specifically addresses, among other things, the investigation and survivor support as it relates to sexual assault, intimate partner violence, and stalking.

In 2015 we have updated University Policy 1025 to include the following information:
- The title and contact information of the Title IX Coordinator;
- A statement of survivor's right to report a crime to the police department in the appropriate jurisdiction;
- The definition of a responsible employee; and
- Definitions for sexual violence, including sexual assault, sexual battery, sexual coercion and rape; and definitions for incapacitation, gender-based harassment, sexual exploitation, domestic violence, dating violence, stalking and consent.

These changes are to be reflected in documents and statements, including, but not limited to, the following: undergraduate, graduate, and professional student handbooks; faculty handbooks; employee handbooks; and in each place where they appear in publications and websites issued by Virginia Tech entities and affiliated programs. The university will continue to make updates to University Policy 1025 in order to comply with the requirements of VAWA, and recent guidance from the Department of Education/Office of Civil Rights (OCR). Additional changes to our policy will proceed through the university system of shared governance. University commissions formulate and recommend policies and policy changes to University Council. University Council in turn submits recommendations to the university president. The President and the Board of Visitor have final authority for the approval of all policies. The next meeting of the Board of Visitors (BOV) will be held at Virginia Tech in September 2015.

In addition to the above changes we have created a list of resources for students and employees pursuant to the requirements of the Violence Against Women Act, developed online training modules on Title IX that includes sexual assault, dating and domestic violence and stalking and

this year we required compliance training for all new and existing employees. We also provided training for all first year and transfer students. We have also updated our website to reflect information regarding our procedures for employees. Website updates will continue in order to reflect the changes with our policy. Website changes will also include hyperlinks to relevant pages on the Women's Center, Division of Student Affairs, and Dean of Students websites.

Title IX Rights of Complainant
The following is a summary of the rights of student complainants, regardless of the status of the respondent (student, employee or third party).

a. If a crime has been alleged, you have the right to file a complaint with the police department;

b. In addition to a criminal complaint, you have the right to have your complaint investigated by the Title IX or Deputy Title IX Coordinator;

c. You have the right *not* to participate in any portion of the Title IX process; if you do not wish to participate, that decision does not relieve the institution from its responsibility to provide a reasonable response according to university policy and Title IX guidance;

d. If you decide to participate, you have the right to present witnesses and evidence during the Title IX investigation and/or hearing process;

e. If you decide to participate in the process, you have the right to request confidentiality. The Title IX and/or the Deputy Title IX Coordinator(s) will consider your request to determine whether or not the university may honor your request while still providing a safe and nondiscriminatory environment for all students; honoring your request may limit the university's ability to respond fully to the incident, including pursuing appropriate disciplinary action against the alleged perpetrator;

f. If you are an individual with a disability, you have the right to request a reasonable accommodation throughout the investigation process;

g. You have the right to receive updates regarding the status and progress of the Title IX investigation and/or hearing;

h. You have the right to a prompt, adequate, reliable, and impartial Title IX investigation of the complaint and the U.S. Office for Civil Rights presumes a typical investigation may be completed within 60 calendar days following receipt of the complaint;

i. You have the right to the preponderance-of-the-evidence standard of proof throughout the investigation and/or hearing process;

j. You have the right to have an advocate present during any interview throughout the Title IX investigation and/or hearing process;

k. You have the right to have an attorney with you during a student conduct hearing and if a school permits one part y to have an attorney present it must do so equally for both parties;

l. You have the right to be notified, in writing, about the outcome of the complaint and any rights to appeal;

m. You have the right not to abide by a non-disclosure (or confidentiality) agreement, whether such an agreement is verbal or in writing;

n. You have the right to be protected against retaliation. University Policy 1025, the Student Conduct Code and Federal law prohibits retaliation against anyone for participating in a discrimination or harassment complaint, including sexual harassment and sexual violence; You should report complaints of retaliation to the Title IX or the Deputy Title IX Coordinator;

o. Information regarding the Student Conduct Code may be found at:
   http: /www.hokiehandbook.vt.edu/codeofconduct/

p. Additional information regarding Title IX may be found here:
   http://www.hr.vt.edu /oea/titleix /

q. If you want to learn more about your rights, or you would like to file a complaint with the U.S. Department of Education, Office for Civil Rights, you may contact them by phone at: (800) 421-3481; or you may visit its website at: http://www2.ed.gov/about/offices/list/ocr

Title IX Contact Information

Pamela White, J.D. Executive Director for Equity and Access Title IX Coordinator Department of Human Resources 300 Turner St NW, Suite 2300 Blacksburg, VA 540-231-2010 Email: equityandaccess @vtedu	Frank Shushok, Jr., PhD Senior Associate Vice President Deputy Title IX Coordinator Division of Student Affairs New Hall West, Suite 160 190 W. Campus Dr. Blacksburg, VA 24061 540-231-8064

Student Conduct

All Virginia Tech students and student organizations are responsible for conducting themselves in a manner consistent with the expectations the university has set forth to help create a fair, just, and disciplined university community. As such, the university may take disciplinary action for any act constituting a violation of the law or university Policy when the act is contrary to the university's interests as an academic community. Disciplinary action may be taken by the university, irrespective of and separate from action taken by civil authorities. Should the university receive a complaint regarding a student/student organization, the following sanctions may be imposed for a violation of university policy: formal warning, probation, deferred suspension, suspension, dismissal, loss of privileges, or other restrictions. Complaints can be made by anyone regardless of their affiliation with Virginia Tech. In cases involving alleged violent behavior, the complainant has a right to be informed of the hearing outcome. To help them prepare their response, students or organizational representatives may choose an advisor, who may be present at the formal hearing but may not participate in the proceedings. The advisor's role is specifically limited to conferring with her or his advisee. When the formal hearing involves an assault or any complaint where a student is the referral agent, and/or an alleged survivor, the complainant and accused student may have a support person or advisor present throughout the formal hearing, but the support person may not participate in the process.

Criminal

A police report must be generated before an investigation can begin and charges can be filed. If the assault happened on campus, it falls under the jurisdiction of the Virginia Tech Police Department. If the assault happened off campus in the town of Blacksburg, it falls under the jurisdiction of the Blacksburg Police Department. If the assault occurred in the county, it falls under the jurisdiction of the Montgomery County Sheriff's Office. If the assault occurred in the Town of Christiansburg, it falls under the jurisdiction of the Christiansburg Police Department and must be reported there. If the assault occurs anywhere other than on the Virginia Tech campus, the Virginia Tech Police Department will assist the student in notifying these authorities, if the student requests the assistance of these personnel.

Many survivors believe that if they do not file criminal charges immediately, they lose that option. This may not be the case. There are statutes of limitation for filing criminal charges, but they are typically several years in duration. Certainly, it is best to go to the police as soon as possible after an assault, in order to preserve as much evidence as possible. The police will arrange for the survivor to be seen at Lewis Gale Montgomery Regional Hospital for medical care and evidence collection. However, even if some time has elapsed, the police still encourage survivors to come forward. Criminal charges are prosecuted by the State of Virginia, not the individual survivor. A Commonwealth's Attorney will argue the case at no cost to the survivor. The survivor serves as the primary witness to the crime, and his or her testimony is crucial to the case. Criminal cases may take considerable time to proceed through the justice system. Typically, the press protects the identity of the survivor, although the identity of the accused perpetrator is not protected.

Campus

Campus judicial charges can only be filed if the alleged offender is a Virginia Tech student. The referral agent is typically a member of the Virginia Tech community as well. The campus judicial system examines violations of university policy. Campus judicial hearings do not replace or substitute for criminal prosecutions, and students who choose campus judicial hearings are also encouraged to seek redress through the criminal justice system and civil court. So long as the accused student is enrolled in school, there is no statute of limitations on filing judicial charges. The student accused of sexual misconduct may choose between an administrative hearing and a panel hearing. The hearing typically takes place within two weeks of the time of the complaint, called a referral of student conduct. At the hearing, the alleged offender and the referral agent each have the opportunity to present their side of the story and to call witnesses. Each also may have a support

person /advisor present. The burden of proof is lower than in a criminal court. The hearing officers will base their decision on a preponderance of the evidence. Both the accuser and the accused will be notified of the outcome of the judicial hearing.

Upon written request Virginia Tech will disclose to the alleged survivor of a crime of violence, or a non-forcible sex offense, the report on the results of any disciplinary proceeding conducted by such institution against a student who is the alleged perpetrator of such a crime or offense. If the alleged survivor is deceased as a result of such crime or offense, the next of kin of such survivor shall be treated as the alleged survivor for purposes of this paragraph.

Sexual misconduct is classified in the Student Code of Conduct as a violation of the Abusive Conduct Policy. Depending on the circumstances of the case, students who are found in violation of the Abusive Conduct Policy may receive sanctions up to and including suspension for one or more semesters or dismissal from the university. If a student is found guilty of a sexual assault involving penetration, the minimum sanction will be one year's suspension however; the student may be dismissed from the university permanently.

Students found in violation of the university sexual misconduct policy do have the right to appeal. The survivor also has the right to the appeal process. Notification of judicial action taken against students is made on a "need to know" basis. This includes the Commandant of Cadets in cases involving cadets, the Office of the Graduate School in cases involving graduate students and international students, the Athletic Department in cases involving varsity athletes, the Director of the Office of Student Programs, in cases involving residence hall students, and survivors of violent crime, including sexual assaults, involving student perpetrators. Other university agencies or organizations may be required to obtain written release before they can receive notification. Copies of all judicial sanction letters are archived in the Office of Student Conduct. Additional information can be located in the University Policies of Student Life or by contacting the Student Life & Advocacy Office.

Civil Court
Sexual assault survivors may also choose to pursue a civil action against an alleged perpetrator, and the student may choose to consult Student Legal Services or an attorney for advice.

Sex Offender Registry and Access to Related Information
The federal "Campus Sex Crimes Prevention Act", enacted on October 28, 2000, went into effect October 28, 2002. The law requires institutions of higher education to issue a statement advising the campus community where law enforcement agency information provided by a state concerning registered sex offenders may be obtained. It also requires sex offenders already required to register in a state to provide notice, as required under state law, of each institution of higher education in that state at which the person is employed, carries on a vocation, volunteers their services, or is a student. Information about the Sex Offender registry can be found at http://sex-offender.vsp.virginia.gov/sor/, or can be accessed through the Virginia Tech Police Department web site at http://www.police.vt.edu.

In the Commonwealth of Virginia, convicted sex offenders must register with the *Sex Offender and Crimes Against Minors Registry*. The registry was established pursuant to §19.2-390.1 of the Commonwealth's Criminal Code. Every person convicted on or after July 1, 1997, including juveniles tried and convicted in the circuit courts pursuant to § 16.1-269.1, whether sentenced as adults or juveniles, of an offense for which registration is required shall be required as a part of the sentence imposed upon conviction to register and reregister with the Commonwealth's Department of State Police, as provided in this section.

In addition, all persons convicted of offenses under the laws of the United States, or any other state substantially similar to an offense for which registration is required, shall provide to the local agency all necessary information for inclusion in the State Police Registry within ten days of establishing a residence within the

Commonwealth. Any person required to register shall also be required to reregister within ten days following any change of residence, whether within or outside of the Commonwealth.

Nonresident offenders entering the Commonwealth for employment, to carry on a vocation, volunteer services or as a student attending school who are required to register in their state of residence or who would be required to register under this section if a resident of the Commonwealth shall, within ten days of accepting employment or enrolling in school in the Commonwealth, be required to register and reregister pursuant to this section. For purposes of this section "student" means a person who is enrolled on a full-time or part- time basis, in any public or private educational institution, including any secondary school, trade or professional institution, or institution of higher education.

Information concerning offenders registered with the *Sex Offender and Crimes Minors Registry* may be disclosed to any person requesting information on a specific individual in accordance with the law. Information regarding a specific person requested pursuant to the law shall be disseminated upon receipt of an official request form that may be submitted directly to the Commonwealth's Department of State Police or to the State Police through a local law-enforcement agency. The Department of State Police shall make registry information available, upon request, to criminal justice agencies including local law enforcement agencies through the Virginia Criminal Information Network (VCIN). Registry information provided under this section shall be used for the purposes of the administration of criminal justice, for the screening of current or prospective employees or volunteers or otherwise for the protection of the public in general and children in particular. *Uses of the information for purposes not authorized by this section are prohibited and a willful violation of this section with the intent to harass or intimidate another shall be punished as a Class 1 misdemeanor.*

Virginia State Police maintain a system for making certain registry information on violent sex offenders publicly available by means of the internet. The information made available includes the offender's name; all aliases which he has used or under which he may have been known; the date and locality of the conviction and a brief description of the offense; the offender's date of birth, current address and photograph; and such other information as the State Police may from time to time determine is necessary to preserve public safetyy. The system is secure and is not capable of being altered except by or through the State Police. The system is updated each business day with newly received registrations and re-registrations. This section has attempted to offer an overview of sexual assault issues, and the available options on the Virginia Tech campus. No one publication can be entirely comprehensive. Sexual assault is a complex issue; no two cases will have exactly the same results or the same course of action. The university therefore offers a variety of services so that survivors can get the assistance the y most need. A good starting point for a survivor, or family and friends of a survivor, is with the Sexual Assault Education Coordinator who is based in the Women's Center at Virginia Tech.

Important Phone Numbers

For further explanation or elaboration of the information in this report, and for assistance or services, contact the agencies whose numbers are listed here.

- Virginia Tech Police Department   911 (emergency, on campus)
                                              540-231-6411 (non-emergency)

- Lewis Gale Montgomery Regional
  Hospital   540-953-1111 (main number)
- New River Valley Medical Center   540-731-2000
- Women's Center at Virginia Tech   540-231-7806
- Women's Resource Center   540-639-1123 (hotline, 24 hours)
                                              540-639-9592
                                              (office)
- Thomas E. Cook Counseling Center   540-231-6557 (8:00am – 5:00pm)
                                              540-231-6444 (5:00pm – 8:00am)

- Schiffert Health Services   540-231-6444
- Cranwell International Center   540-231-6527
- Blacksburg Police Department   911 (emergency, off campus)
                                              540-961-1150 (non-emergency)

- Montgomery County Sheriff's Office   540-382-2951 (non-emergency)
- Christiansburg Police Department   540-382-3131 (non-emergency
- Dean of Students   540-231-3787
- Office of Student Conduct   540-231-3790
- Office of Student Programs   540-231-6204
- Student Legal Services   540-231-4720
- Safe Ride (Dusk until Dawn)   540-231-SAFE (7233)
- Title IX Coordinator   540-231-8771
- Office of Emergency Management   540-231-2438

Safety Tips

Security doesn't begin and end with the university police. It takes the entire university, faculty, staff, and students to make our campus a safe and secure place to live, work, and play. What can you do to help? The number one thing you can do is to take a few precautions and follow a few safety tips that will help us, help you.

A. Trust your instincts. If a place or situation doesn't feel right, it probably isn't.
B. Avoid working or studying alone in a building at night.
C. Avoid shortcuts and isolated areas when walking after dark.
D. Don't walk alone after dark - use the Safe Ride Service.
E. Don't leave personal property (iPods, laptops, iPhone, book bags) lying around unattended.
F. Carry a whistle or other noisemaker.
G. Keep your bike locked in a rack or storage facility when not using it.
H. Never prop open exterior doors, even for a short time.
I. Keep your room door locked when leaving even for "Just a minute" and when sleeping.
J. Lock windows and close shades after dark.
K. Never attach your name and address to keys, if lost or stolen they could lead to theft.
L. When traveling in your vehicle keep windows up and doors locked.
M. Engrave your valuables.
N. Report any suspicious or criminal activity to the police and report all crimes immediately.
O. Don't put personal information on social networking sites.
P. Do not accept drinks from strangers or leave your drink unattended because it could be drugged.
Q. If you suspect someone of having alcohol poisoning, call 911 immediately. Do not wait until it is too late.

Virginia Tech Blacksburg Campus Crimes Statistics

OFFENSE TYPE	On Campus			Non Campus			Public Property			Year Total			Residential			Unfounded
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014	2014
Murder & Non negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sex Offenses, Forcible	8	0	0	0	0	0	0	0	0	8	0	0	8	0	0	0
Rape	0	4	7	0	0	0	0	0	0	0	4	7	0	3	2	1
Fondling	0	2	5	0	0	0	0	0	0	0	2	5	0	1	3	0
Incest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Aggravated Assault	6	0	5	0	0	1	0	3	0	6	3	6	0	0	1	0
Burglary	26	20	18	0	0	1	0	0	0	26	20	19	13	6	15	3
Motor Vehicle Theft	3	3	1	0	0	0	0	0	0	3	3	1	0	0	0	0
Liquor Law Violations Referred	377	515	617	0	0	0	0	10	0	377	525	617	313	457	559	0
Liquor Law Arrests	165	139	115	0	0	0	5	6	4	170	145	119	53	54	58	0
Drug Law Violations Referred	34	25	33	0	0	0	0	0	0	34	25	33	33	6	20	0
Drug Law Arrests	51	59	48	0	0	0	6	13	3	57	72	51	23	25	34	0
Illegal Weapons Possession Referred	1	0	0	0	0	0	0.	0	0	1	0	0	0	0	0	0
Illegal Weapons Possession Arrests	4	0	3	0	0	0	0	0	1	4	0	4	0	0	0	0
Arson	1	1	1	0	0	0	0	0	0	1	1	1	1	1	1	0
Domestic Violence	N/A	1	3	N/A	0	1	N/A	0	0	N/A	1	4	N/A	0	1	0
Dating Violence	N/A	1	1	N/A	0	0	N/A	0	0	N/A	1	1	N/A	1	0	0
Stalking	N/A	4	0	N/A	0	0	N/A	0	0	N/A	4	0	N/A	4	0	0

* No hate crimes were reported in 2012, 2013 or 2014.
*Hate crimes are criminal offenses committed against a person or property which is motivated in whole or in part by the Offender's bias. Bias is a pre-for med negative opinion or attitude toward a group of persons based on their race, religion, gender, sexual orientation, ethnicity, disability, gender identity and national origin.

Virginia Tech
Higher Education Opportunity Act
Blacksburg Campus
Fire Safety Annual Compliance Report for 2014

Overview

The Higher Education Opportunity Act (Public Law 110-315) became law in August, 2008, requiring all United States academic institutions to produce an annual fire safety y report outlining fire safety y practices, standards, and all fire-related on-campus statistics related to student housing. The following public disclosure report details all information required by this law as it relates to Virginia Tech as outlined in the initial regulation; subsequent yearly reports will comply with the Act as amended and published October 29, 2009.

On-Campus Housing Fire Safety Equipment

At Virginia Tech, all forty-six of our residence halls are protected by fire detection and alarm systems which are centrally monitored 24 hours/day, seven days/week. The buildings are also equipped with either emergency generators or lighting fixtures that incorporate backup batteries; upon loss of power, these systems automatically activate to assure adequate egress lighting in hallways and emergency exit stairwells. Twenty-eight of our residence halls are fully sprinklered, including all high-rise residence halls. Carbon monoxide detectors have been installed in all residence hall mechanical rooms where products of combustion could occur.   All fire safetyy systems and equipment are strictly maintained and tested in accordance with applicable national standards. A summary of the fire protection systems present in each residence hall is provided in Table 1.

Fire Safety Education, Training and Fire Drills

All on-campus residents (including those with special needs) receive intensive and comprehensive fire safetyy training at the beginning of each semester. Training on fire and life safetyis also provided to all Residential Advisors, Area Coordinators, Building Managers, Fraternity and Sorority House Managers, Event Planning Office Staff & Crowd Managers, Housekeeping staff and Hot-work Coordinators. In addition, a quality control program that covers emergency and evacuation procedures is reviewed regularly with the occupants and staff of each respective residence hall. Each resident is required to review and comply with the requirements outlined in the *Hokie Handbook*, *Housing Policies*, *University Policies for Student Life*, and *Housing and Residence Life Polices*, which include information on fire safetyy and what appropriate action to take during a fire alarm or fire emergency. Student Affairs also maintains extensive information on fire safety on its website. There is an emergency evacuation map posted on each floor to direct occupants to primary and secondary exits.

Fire drills are conducted four times per year in all of the occupied residence halls in coordination with Virginia Tech's offices of Environmental, Health and Safety Services and Student Affairs. Fraternity and sororityhouses that are located on universityproperty must follow the same procedures that apply to residence halls.

Specific Fire Prevention Related Policies and Programs

- Policy 1005, Health and Safety, affirms that faculty, staff and students must comply with university health and safety policies and programs, attend required training, report any identified safety or health hazard, and know their roles in an emergency.
- Policy 1010, Policy on Smoking, prohibits smoking in all university properties owned and operated by Virginia Tech, including residence halls.
- Policy 5000, University Facilities Usage and Event Approval, requires that an application must be submitted for certain types of events on campus, and affirms that these events are subject to a review and approval process. The use of open flames and pyrotechnics, layout of assembly areas / events, and use of decorations are all evaluated during this review.
- Policy 5406, Requirements for Temporary Facilities/Tents/Stages, assures that tents, stages and other temporary facilities comply the Virginia Statewide Fire Prevention Code, including the prohibition on the use of open flames near or under any tent.
- Policy 5605, Residence Hall Fire and Fire Alarm Procedures, affirms that students must evacuate the building upon fire alarm activation and outlines the role of staff members in overseeing evacuation procedures and reentry into the building when authorized.
- Policy 5615, University Safety and Security, requires that Resident Advisors be trained to perform safety audits of residence rooms, coordinate emergency evacuations and warning procedures, and facilitate the performance of fire and other drills.
- The *Hokie Handbook*, *Housing Policies*, *University Policies for Student Life*, and *Housing and Residence Life Polices*, which are part of the housing contract, limit the types of electrical appliances allowed in residence halls, establish expectations for compliance with drills and training, provide for periodic health and safety inspections of residence rooms, affirm limitations on materials that may be stored in resident rooms, prohibit open flames without a permit, limit the use of combustible decorations/furnishings, and define the consequences if students violate university policies and programs. Specifically:

  o Electrical appliances such as electric stoves, George Foreman-type grills, toaster ovens, toasters, crock pots, sandwich makers, air conditioners, space heaters, hot plates, and other open coiled appliances are not permitted in residence hall rooms. No extension cords of any type are permitted, and halogen bulb lamps and high intensity lamps are prohibited.

  o Room furnishings/decorations and the decorating of public spaces is strictly controlled. Additional limitations on the use of flammable and combustible materials for decorations in both residence rooms and common areas are affirmed in the *Policy for Residence Hall Decorations*.

  o Items that require an open flame, operate on fuel, or produce heat (such as Bunsen burners, lit candles, incense, and alcohol burners) are prohibited.

  o Student rooms, common areas, storage, and mechanical areas are subject to regular inspection by the Virginia State Fire Marshal's office, Environmental Health and Safety personnel, and Student Affairs staff. In addition, resident room inspections are conducted once per semester by hall staff in order to identify any health or safety concerns. Violations of fire and life safety policies are subject to university judicial action and appropriate sanctions.

  o Anyone found causing a false fire alarm, tampering with fire-safety equipment, or not properly evacuating during a fire alarm will face arrest and/or judicial referral.

- **Virginia Tech's *Fire and Life Safety Program* establishes requirements for the performance of periodic fire safety inspections of all university** buildings, including residence halls; provides for periodic training for employees and students on basic fire safety; affirms conditions that must be maintained in all university properties to comply with the Virginia State Wide Fire Prevention Code; and, establishes requirements for the permitting, approval and inspection of hot work, use of open flames/burning, pyrotechnics and special effects, and temporary facilities, tents and stages.

Table 1 - Fire Protection Systems in Blacksburg Campus Residential Facilities

Building Name	Onsite Fire Alarm Monitoring (VTPD)	Partial Sprinkler System[2]	Full Sprinkler System[3]	Smoke Detection	Fire Extinguishing Devices	Evacuation Plans & Signs	Number of Fire Drills each calendar year[4]
Ambler Johnston Hall (East) 700 Washington St. SW	X		X	X	X	X	2
Ambler Johnston Hall (West) 720 Washington St. SW	X		X	X	X	X	2
Barringer Hall 240 Kent St.	X			X	X	X	2
Brodie Hall 310 Alumni Mall	X [1]			X	X	X	2
Campbell Hall (East) 320 Drillfield Drive	X			X	X	X	4
Campbell Hall (Main) 300 Drillfield Drive	X			X	X	X	4
Cochrane Hall 770 Washington St. SW	X	X		X	X	X	2
Eggleston Hall (Main) 440 Drillfield Drive	X [1]			X	X	X	2
Eggleston Hall (West) 410 Drillfield Drive	X [1]			X	X	X	2
Graduate Life Center at Donaldson Brown 155 Otey St. NW	X		X	X	X	X	4
Harper Hall 240 West Campus Drive	X		X	X	X	X	4
Hillcrest Hall 385 West Campus Drive	X [1]			X	X	X	2
Johnson Hall 500 Washington St SW	X			X	X	X	3
Lee Hall 570 Washington St. SW	X		X	X	X	X	2

Building Name	Onsite Fire Alarm Monitoring (VTPD)	Partial Sprinkler System[2]	Full Sprinkler System[3]	Smoke Detection	Fire Extinguishing Devices	Evacuation Plans & Signs	Number of Fire Drills each calendar year[4]
Miles Hall 460 Washington St. SW	X [1]			X	X	X	3
Monteith Hall 170 Turner St. NW	X [1]			X	X	X	2
New Hall West 190 West Campus Drive	X		X	X	X	X	2
New Hall East 540 Washington St. SW	X		X	X	X	X	2
Newman Hall 200 Kent St.	X [1]			X	X	X	3
O'Shaughnessy Hall 530 Washington St. SW	X		X	X	X	X	2
Payne Hall 380 Drillfield Drive	X		X	X	X	X	2
Peddrew-Yates Residence Hall 610 Washington St. SW	X		X	X	X	X	2
Pritchard Hall 630 Washington St. SW	X		X	X	X	X	2
Rasche Hall 260 Alumni Mall	X [1]			X	X	X	0[6]
Slusher Tower 201 Drillfield Drive	X		X	X	X	X	2
Slusher Wing 201 Drillfield Drive	X		X	X	X	X	2
Thomas Hall 190 Turner St. NW	X [1]			X	X	X	2
Vawter Hall 180 Kent St.	X			X	X	X	2
Special Ppurpose Housing - Bldg. A 2750 Oak Lane	X	X [5]		X	X	X	2

Building Name	Onsite Fire Alarm Monitoring (VTPD)	Partial Sprinkler System[2]	Full Sprinkler System[3]	Smoke Detection	Fire Extinguishing Devices	Evacuation Plans & Signs	Number of Fire Drills each calendar year[4]
Special Ppurpose Housing - Bldg. B 2740 Oak Lane	X	X[5]		X	X	X	2
Special Ppurpose Housing - Bldg. C 2720 Oak Lane	X	X[5]		X	X	X	2
Special Ppurpose Housing - Bldg. D 2805 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. E 2705 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. F 2615 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. G 2575 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. H 3205 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. I 3160 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. J 3170 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. K 3115 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. L 3115 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. M 3025 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. N 3025 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. O 2965 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. P	X		X	X	X	X	2

Building Name	Onsite Fire Alarm Monitoring (VTPD)	Partial Sprinkler System[2]	Full Sprinkler System[3]	Smoke Detection	Fire Extinguishing Devices	Evacuation Plans & Signs	Number of Fire Drills each calendar year[4]
2965 Oak Lane							
Special Ppurpose Housing - Bldg. Q 2875 Oak Lane	X		X	X	X	X	2
Special Ppurpose Housing - Bldg. R 2875 Oak Lane	X		X	X	X	X	2

[1] denotes single stations in residence rooms with smoke and/or heat detection in common areas
[2] denotes having sprinklers in the common areas only
[3] denotes having sprinklers in both common areas and individual rooms
[4] denotes having drills conducted four times per year when the building is occupied year-round; drills are otherwise conducted within 10 days of the beginning of each semester when occupied
[5] denotes having sprinklers in mechanical rooms only
[6] Rasche Hall was demolished in October 2013

Fire Statistics

The number and cause of each fire in each residence hall is summarized in Table 2. There were no reported fire-related injuries or fatalities in residence halls during calendar years 2012 through 2014. There were four (4) reported fires during this period. Total damages for fire-related losses were $100.00.

Fire Reporting

The Virginia Tech Police Department monitors the status of all fire detection and fire suppression systems in residence halls. If a fire has occurred, it should be reported to the Communications Center of the Virginia Tech Police Department by calling either 540-231-6411 (non-emergency) or 911 (emergency).

Responding to a Fire

If a fire emergency occurs, notify occupants by activating the fire alarm system. This requires pulling the pull station to initiate the alarm. If the fire alarm is activated while you are in your room or you activate the alarm, immediately exit the building at the closest exit away from the fire emergency. Move at least 50 feet away from the building and out of the way of responding emergency personnel. Do not reenter the building until the fire department says it is safe to do so and an 'all clear' signal has been given by the alarm system. If you are unable to leave your area, place wet towels or other material under the door to assist with blocking smoke from entering. If you can, call 911 and give your exact location and as much information as possible to the dispatcher. If you are unable to call for assistance, shout out of the window for help. Only assist others if you can do so safely. Never use elevators during a fire emergency. Remain Calm.

Plans for Future Improvement

Virginia Tech maintains a prioritized list of projects to upgrade older fire systems, enhance the capabilities of existing systems, or install new fire safety systems in existing buildings.

Table 2 - Fire Statistics for the Blacksburg Campus Residential Facilities for Calendar Years 2012, 2013 and 2014

Building Name	Total Fires in Each Building	Fire Number	Date/Time	Location	Cause of Fire	Number of Injuries that Required Treatment at a Medical Facility	Number of Deaths Related to a Fire	Value of Property Damage Caused by Fire (Dollars)
Ambler Johnston Hall (East) 720 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Ambler Johnston Hall (West) 700 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Barringer Hall 240 Kent St.	0	0			N/A	N/A	N/A	N/A
Brodie Hall 310 Alumni Mall	0	0			N/A	N/A	N/A	N/A
Campbell Hall (East) 320 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Campbell Hall (Main) 300 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Cochrane Hall 790 Washington St. SW	1	1	4/1/2012 0528 hours	Elevator	**Intentional** – Hay placed in elevator and ignition attempted	0	0	$0
Eggleston Hall (Main) 440 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Eggleston Hall (West) 410 Drillfield Drive	0	0			**N/A**	N/A	N/A	N/A
Graduate Life Center at Donaldson Brown 155 Otey St. NW	0	0			N/A	N/A	N/A	N/A
Harper Hall 240 West Campus Drive	0	0			N/A	N/A	N/A	N/A
Hillcrest Hall 385 West Campus Drive	1	1	5/6/13 182 hours	2nd floor kitchen	**Unintentional** – oven mitt left in oven when turned on	0	0	$0
Johnson Hall 500 Washington St SW	0	0			N/A	N/A	N/A	N/A
Lee Hall 570 Washington St. SW	0	0			**N/A**	N/A	N/A	N/A
Miles Hall 460 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Monteith Hall 170 Turner St. NW	0	0			N/A	N/A	N/A	N/A
New Hall West 190 West Campus Drive	0	0			N/A	N/A	N/A	N/A
New Hall East 540 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Newman Hall 200 Kent St.	0	0			N/A	N/A	N/A	N/A
O'Shaughnessy Hall 530 Washington St. SW	0	0			N/A	N/A	N/A	N/A

Building Name	Total Fires in Each Building	Fire Number	Date/Time	Location	Cause of Fire	Number of Injuries that Required Treatment at a Medical Facility	Number of Deaths Related to a Fire	Value of Property Damage Caused by Fire (Dollars)
Payne Hall 380 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Peddrew-Yates Residence Hall 610 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Pritchard Hall 630 Washington St. SW	1	1	12/14/2014 0246 hours	4th Floor	**Intentional** – Lighter used to set corkboard on fire	0	0	$100.00
Rasche Hall 260 Alumni Mall	0	0			N/A	N/A	N/A	N/A
Slusher Tower 280 Drillfield Drive	1	1	4/30/2012 0033 hours	1st floor lounge	**Unintentional** – Plastic thermal pot left on stove caught on fire	0	0	$0
Slusher Wing 280 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Thomas Hall 190 Turner St. NW	0	0			N/A	N/A	N/A	N/A
Vawter Hall 180 Kent St.	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. A, 2750 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. B, 2740 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. C, 2720 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. D, 2805 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. E, 2705 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. F, 2615 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. G, 2575 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. H, 3205 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. I, 3160 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. J, 3170 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. K, 3115 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. L, 3115 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. M, 3025 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. N, 3025 Oak Lane	0	0			N/A	N/A	N/A	N/A

Building Name	Total Fires in Each Building	Fire Number	Date/Time	Location	Cause of Fire	Number of Injuries that Required Treatment at a Medical Facility	Number of Deaths Related to a Fire	Value of Property Damage Caused by Fire (Dollars)
Special Ppurpose Housing - Bldg. O, 2965 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. P, 2965 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. Q, 2875 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Ppurpose Housing - Bldg. R, 2875 Oak Lane	0	0			N/A	N/A	N/A	N/A

APPENDIX A
Blacksburg Campus Clery Reporting Boundary Map

APPENDIX B
Blacksburg Campus Extended Downtown Jurisdiction Map
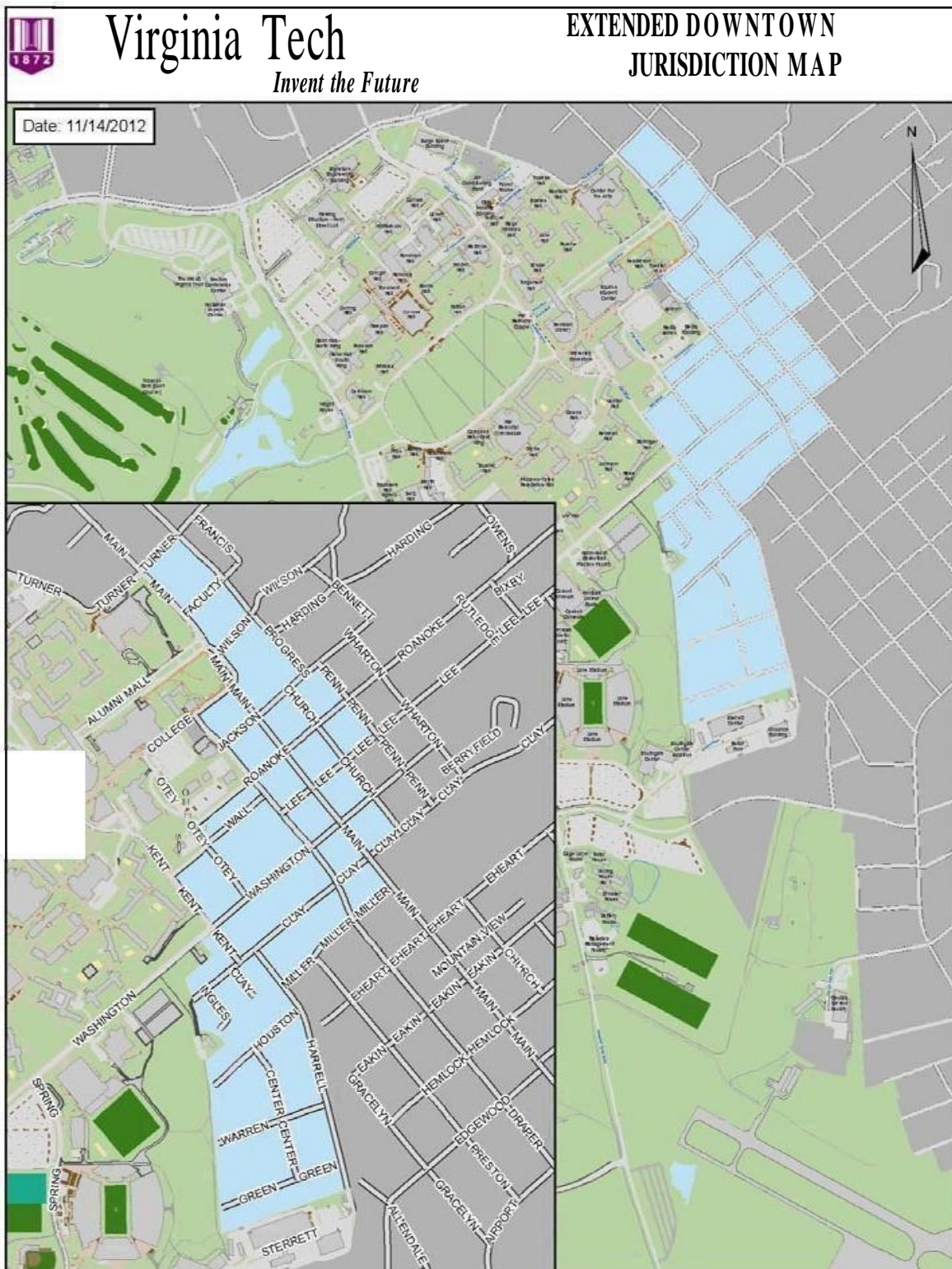
RESOLUTION ON APPOINTMENTS TO THE BLACKSBURG-VIRGINIA POLYTECHNIC INSTITUTE SANITATION AUTHORITY

WHEREAS, the Blacksburg-Virginia Polytechnic Institute Sanitation Authority (the Authority) consists of five directors who are responsible for the management and operation of the Authority. One director is appointed by each of the political subdivisions, and the other three directors are appointed jointly by the Virginia Tech Board of Visitors and the Blacksburg Town Council; and,
`

WHEREAS, it is necessary to appoint and reappoint members of its Board of Directors in connection therewith; and,

WHEREAS, Raymond D. Smoot, Jr. currently serves as a joint representative for a term expiring on January 1, 2016; and the town council and Virginia Tech desire to reappoint Raymond D. Smoot, Jr. as a joint representative for a term expiring January 1, 2020; and,

WHEREAS, Ron Rordam currently serves as a joint representative for a term expiring on January 1, 2016; and the town council and Virginia Tech desire to reappoint Ron Rordam for a term expiring January 1, 2020; and,

WHEREAS, Sherwood G. Wilson, Vice President for Administration currently serves as the university's representative to the Authority for a term expiring January 1, 2016; and Virginia Tech desires to reappoint Sherwood G. Wilson as the university's representative for a term expiring January 1, 2020;

NOW, THEREFORE, BE IT RESOLVED, that Raymond D. Smoot, Jr. be named as a joint representative and member on the Blacksburg-Virginia Polytechnic Institute Sanitation Authority effective immediately, for a term expiring January 1, 2020; and,

BE IT FURTHER RESOLVED, that Ron Rordam be named as a joint representative and member on the Blacksburg-Virginia Polytechnic Institute Sanitation Authority effective immediately, for a term expiring January 1, 2020; and,

BE IT FURTHER RESOLVED, that Sherwood G. Wilson, Vice President for Administration be named as the university's representative and member on the Blacksburg-Virginia Polytechnic Institute Sanitation Authority, effective immediately, for a term expiring January 1, 2020.

RECOMMENDATION:

That the resolution recommending that Raymond D. Smoot, Jr. and Ron Rordam, be reappointed as joint representatives and Sherwood G. Wilson, Vice President for Administration, be reappointed as the university's representative to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority Board of Directors be approved.

November 9, 2015

RESOLUTION FOR AN UNDERGROUND ELECTRIC UTILITY EASEMENT AT THE MIDDLEBURG AREC

The Virginia Tech Middleburg Agricultural Research and Extension Center has requested the university grant underground easements to Dominion Virginia Power to replace existing primary overhead electric lines and overhead electric transmission lines along Sullivans Mill Road.

RESOLUTION FOR AN UNDERGROUND ELECTRIC UTILITY EASEMENT AT THE MIDDLEBURG AREC

WHEREAS, by Deed dated June 1, 1949, Paul and Rachel L. Mellon conveyed three (3) contiguous parcels totaling 419.37 acres unto Virginia Polytechnic Institute and State University ("Virginia Tech"), which Deed is recorded in the Circuit Court Clerk's Office of Fauquier County, Virginia in Deed Book 169, Page 249, and in the Circuit Court Clerk's Office of Loudoun County, Virginia in Book 13, Folio 355; and

WHEREAS, the program utilizing the 419.37 acres is the Virginia Tech Middleburg Agricultural Research and Extension Center ("MARE CENTER") located at 5527 Sullivans Mill Road, Middleburg, Virginia; and

WHEREAS, the MARE CENTER requests the Board of Visitors grant authority for Virginia Tech to grant unto Dominion Virginia Power an easement or easements, as necessary, to replace existing primary overhead electric lines with underground electric lines in as convenient, code compliant, and cost-effective manner as possible, which approximate easement areas for the underground primary electric lines are shown on the attached drawings consisting of two pages and entitled "Exhibit A Plat to Accompany Deed of Easement" ("Exhibit A"); and

WHEREAS, the MARE CENTER requests the Board of Visitors grant authority for Virginia Tech to grant unto Dominion Virginia Power an easement or easements, as necessary, to replace existing overhead electric transmission lines along Sullivans Mill Road from Halfway Road to the electrical transformer pad located approximately perpendicular to house 814 as shown on the attached drawing ("Exhibit B") with underground electric lines in as convenient, code compliant, and cost-effective manner as possible; and

WHEREAS, the underground electric line easements would improve electric service by reducing inclement weather related interruptions, increase safety, and improve the MARE CENTER's viewshed; and

WHEREAS, Virginia Tech desires to grant said underground electric line easement or easements, as necessary, to Dominion Virginia Power;

NOW, THEREFORE BE IT RESOLVED that the Vice President for Administration, his successors and/or assigns, be authorized to execute an underground electric utility easement or easements, as necessary, to Dominion Electric Power in accordance with applicable university policy and procedures as permitted by the Higher Education Restructuring Act and Management Agreement with the Commonwealth of Virginia, and in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, his successors and/or assigns, to execute underground electric easements to Dominion Virginia Power be approved.

November 9, 2015

EXHIBIT _A_

TREE EDGE
(WOODS, FOREST)
(TYP.)

TREE EDGE
(WOODS, FOREST)
(TYP.)

15'

15'

SULLIVANS MILL RD
(RT. 807)

TO LANDMARK
SCHOOL RD

DRIVEWAY/PVT. RD
(TYP.)

TREE EDGE
(WOODS, FOREST)
(TYP.)

PARCEL ID: 6093-90-0501-000
OWNER: VIRGINIA POLYTECHNIC INSTITUTE AND
STATE UNIVERSITY, AN EDUCATIONAL INSTITUTION
OF THE COMMONWEALTH OF VIRGINIA
PROPERTY ADDRESS: 5364 SULLIVANS MILL RD
ACREAGE: 419.37
(VIRGINIA TECH MARE CENTER)

Legend

–––––––––– Location of Boundary Lines of Right of Way

––––PL–––– Indicates Property Line is Right-of-Way
Boundary

NOTE: THE CENTERLINE OF THE
CABLE/FACILITIES AS INSTALLED IS THE
CENTERLINE OF THE EASEMENT.

Page 01 of 02

*Exhibit A Plat to Accompany
Deed of Easement*

VIRGINIA ELECTRIC AND POWER COMPANY
doing business as
Dominion Virginia Power   UG
District

LEESBURG

District–Township–Borough	County–City	State
SCOTT	FAUQUIER CO.	VA
Office	Plat Number	
N/W REGION	99-15-0163	
Estimate Number	Grid Number	
48-7660484 & 7660512	B1821	

Date 12 MAY 2015	By CORNEAL, JOEL A.

EXHIBIT A (Cont'd.)

SULLIVANS MILL RD (RT. 807)

TO LANDMARK SCHOOL RD

N

PARCEL ID: 6093-90-0501-000
OWNER: VIRGINIA POLYTECHNIC INSTITUTE AND
STATE UNIVERSITY, AN EDUCATIONAL INSTITUTION
OF THE COMMONWEALTH OF VIRGINIA
PROPERTY ADDRESS: 5364 SULLIVANS MILL RD
ACREAGE: 419.37
(VIRGINIA TECH MARE CENTER)

TREE EDGE
(WOODS, FOREST)
(TYP.)

DRIVEWAY/PVT. RD
(TYP.)

DRIVEWAY/PVT. RD
(TYP.)

TREE EDGE
(WOODS, FOREST)
(TYP.)

15'

Exhibit A Plat to Accompany Deed of Easement

VIRGINIA ELECTRIC AND POWER COMPANY
doing business as
Dominion Virginia Power   UG

District		
LEESBURG		
District–Township–Borough	County–City	State
SCOTT	FAUQUIER CO.	VA
Office	Plat Number	
N/W REGION	99-15-0163	
Estimate Number	Grid Number	
48-7660512 & 7660484	B1821	
Date 12 MAY 2015	By CORNEAL, JOEL A.	

NOTE: THE CENTERLINE OF THE
CABLE/FACILITIES AS INSTALLED IS THE
CENTERLINE OF THE EASEMENT.

Legend

——————— Location of Boundary Lines of Right of Way

——PL—— Indicates Property Line is Right-of-Way
Boundary

Page 02 of 02

EXHIBIT _B_

Google Maps   Google Maps

Sullivans Mill Road

Sullivans Mill Road

EH 814 and 815

Proposed Underground Electric Line

Halfway Road

Virginia Tech Middleburg Agri

Google
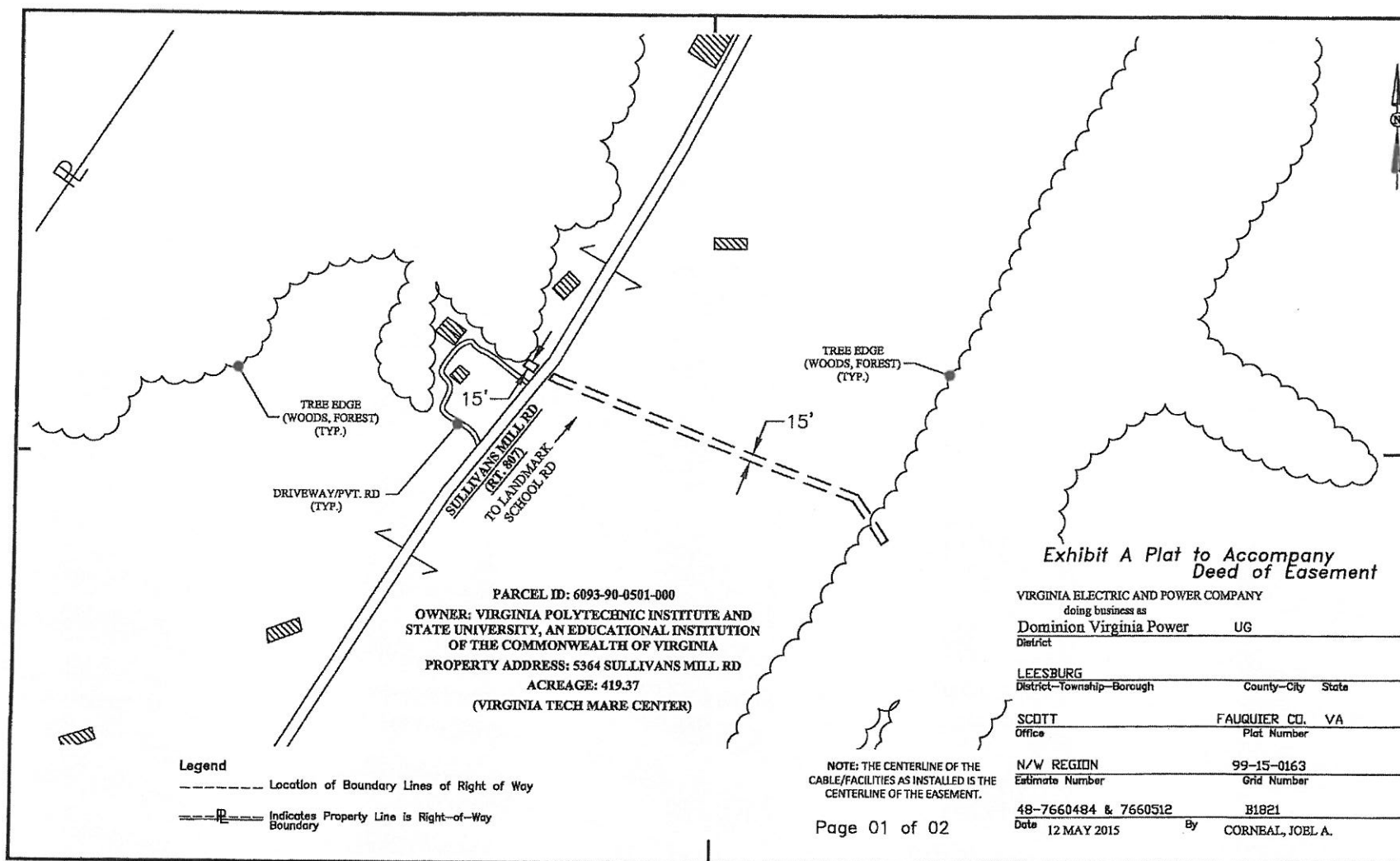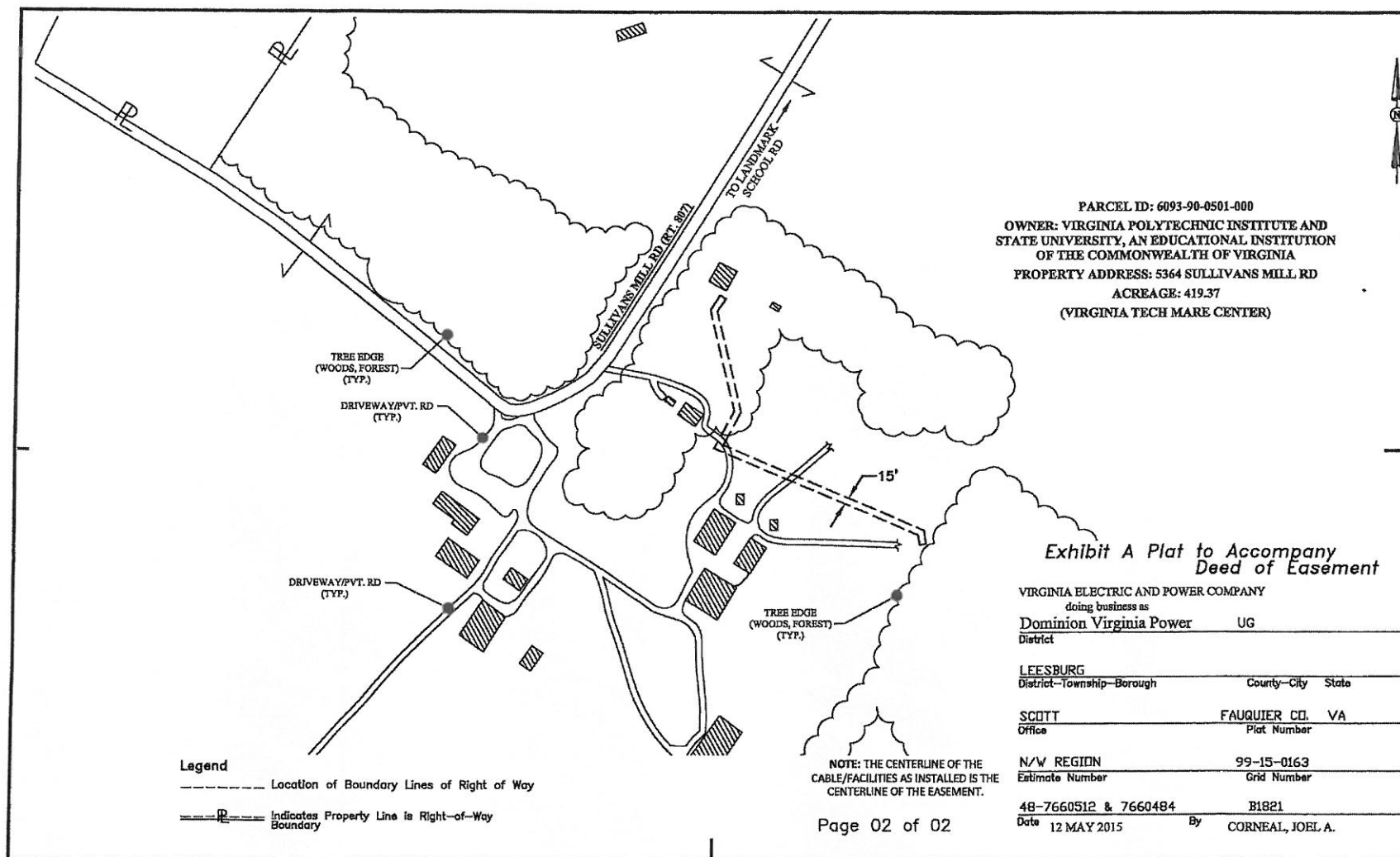
RESOLUTION TO AMEND THE TEMPORARY CONSTRUCTION EASEMENT AT VIRGINIA TECH HAMPTON ROADS AREC

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

At its March 2015 meeting, the Board of Visitors approved the university to grant the adjoining real property owner, Northampton Executive Center, L.L.C., a 10' wide temporary construction easement along approximately 680' of the university's property line. The university desires to amend this temporary construction easement along the majority of the property line between Virginia Tech and the Northampton Executive Center, L.L.C. properties, to increase the temporary construction easement area by approximately ten feet (10') along approximately 147.51 feet (147.51') along the shared property line, and to allow for a debris removal and underbrush clearing area as denoted on the attached drawing.

RESOLUTION TO AMEND THE TEMPORARY CONSTRUCTION EASEMENT AT VIRGINIA TECH HAMPTON ROADS AREC

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

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

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

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

WHEREAS, on March 30, 2015 the Virginia Tech Board of Visitors resolved to allow the university to grant the adjoining real property owner, Northampton Executive Center, L.L.C. ("NEC"), a 10' wide temporary construction easement along approximately 680' of Virginia Tech's property line with the NEC; and

WHEREAS, the NEC has requested an increase in the 10' wide temporary construction easement along approximately 147.51 feet (147.51') of the shared border with the Hampton Roads AREC, and to allow access to Hampton Roads AREC in an area identified on the attached drawing by MSA, P.C., entitled "Grading & Drainage Plan of Northampton Apartments" designated Sheet C6.1, for the purposes of removing debris and selective clearing of underbrush; and

WHEREAS, the Hampton Roads AREC, after reviewing the plans provided by the NEC and walking the Property areas that would be affected, agrees that drainage and visual aesthetics would be improved by the NEC plan; and

WHEREAS, Virginia Tech desires to assist the NEC with the completion of its project as previously set forth in the said March 30, 2015 Board of Visitors Resolution, further improve drainage between the NEC and Hampton Roads AREC properties, and improve the visual aesthetics along the shared property line;

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

approximately 10' along approximately 147.51' of the shared border and allow for debris removal and selective underbrush clearing in the area designated on the said MSA, P.C. attached drawing on the Property, in accordance with all applicable Virginia Tech policy and procedures and the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration, or his successor, to amend the existing 10' wide temporary construction easement on Virginia Tech property along the shared boundary line with NEC to increase the temporary construction easement area by approximately 10' along approximately 147.51' of the shared border and allow for debris removal and selective underbrush clearing in the area designated on the said MSA, P.C. attached drawing on the Property, in accordance with all applicable Virginia Tech policy and procedures and the Code of Virginia (1950), as amended, be approved.

November 9, 2015

STORM SEWER SCHEDULE

- B1 — VDOT DI-3A, RIM=22.02, INV=18.77
- B1 TO B2 — 66 LF – 12" RCP @ 1.13%
- B2 — VDOT DI-3A, RIM=21.77, INV=18.02
- B2 TO B3 — 142 LF – 12" RCP @ 1.13%
- B3 — VDOT DI-3A, RIM=19.40, INV=16.41
- B3 TO B4 — 150 LF – 18" RCP @ 0.25%
- B4 — VDOT DI-3A, RIM=19.60, INV=16.03
- B4 TO B5 — 141 LF – 24" RCP @ 0.25%
- B5 — VDOT DI-3A, RIM=20.22, INV=15.68
- B5 TO B6 — 132 LF – 24" RCP @ 0.25%
- B6 — VDOT DI-3A, RIM=19.25, INV=15.35
- B6 TO B17 — 130 LF – 24" RCP @ 0.25%
- B7 — EXISTING STRUCTURE, W/ NEW VDOT T-DI-1 TOP, RIM=21.50
- B8 — EXISTING STRUCTURE, W/ NEW VDOT T-DI-1 TOP, RIM=21.50, INV IN=18.05(NW), INV OUT=18.95
- B8 TO B11 — 85 LF – 18" RCP @ 1.04%
- B23 — NYLOPLAST 24" DRAIN BASIN, RIM=22.23, INV=19.06
- B23 TO B9 — 58 LF – 12" HDPE @ 0.59%
- B9 — VDOT DI-3A, RIM=21.97, INV=18.72
- B9 TO B10 — 76 LF – 15" RCP @ 0.25%
- B10 — VDOT MH-1, RIM=22.90, INV=18.53
- B10 TO B11 — 185 LF – 15" RCP @ 0.25%
- B11 — VDOT DI-3A, RIM=21.56, INV=18.07
- B11 TO B12 — 201 LF – 24" RCP @ 0.25%
- B12 — VDOT DI-3A, RIM=21.50, INV=17.57
- B12 TO B13 — 189 LF – 24" RCP @ 0.61%
- B13 — VDOT DI-3A, RIM=20.67, INV=16.42
- B13 TO B17 — 162 LF – 30" RCP @ 0.61%
- B14 — VDOT DI-3A, RIM=19.23, INV=16.17
- B14 TO B15 — 138 LF – 12" RCP @ 0.20%
- B15 — VDOT MH-1, RIM=19.40, INV=15.89
- B15 TO B16 — 205 LF – 15" HDPE @ 0.20%
- B16 — VDOT MH-1, RIM=18.75, INV=15.48
- B16 TO B17 — 231 LF – 15" HDPE @ 0.20%
- B17 — VDOT DI-4A, RIM=19.50, INV IN=15.43(SW), INV IN=15.02(NW), INV IN=15.02(N), INV OUT=15.02
- B17 TO B18 — 272 LF – 36" RCP @ 0.20%
- B18 — VDOT DI-4A, RIM=19.14, INV=14.48
- B18 TO B19 — 22 LF – 36" RCP @ 0.20%
- B19 — CONTECH CDS UNIT, RIM=19.50, INV=14.44
- B19 TO B20 — 5 LF – 36" HDPE @ 0.20%
- B20 — UNDERGROUND INFILTRATION/ DETENTION SYSTEM (SEE DETAIL SHEET C7.2), INV IN=14.43, INV OUT=14.00
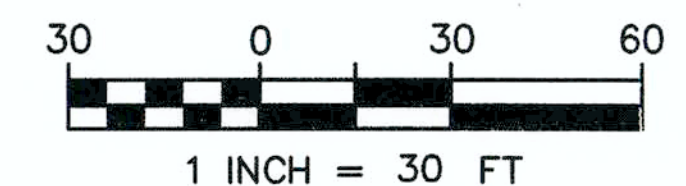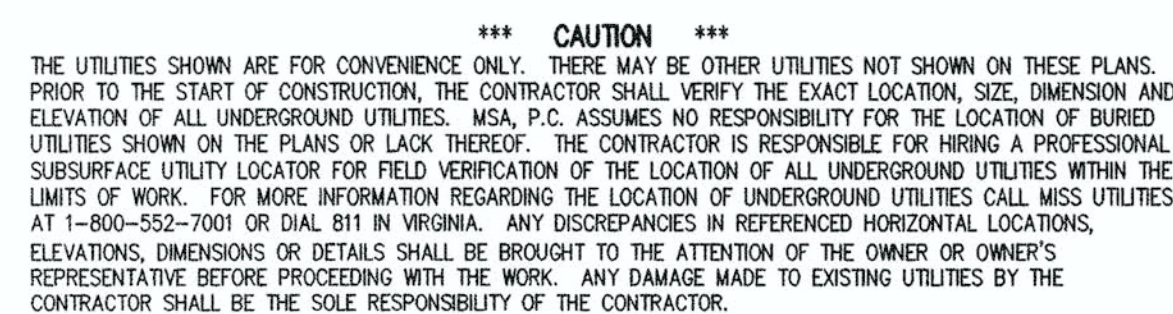- B20 TO B21 — 5 LF – 36" HDPE @ 0.20%
- B21 — VDOT MH-1, RIM=19.50, INV IN=13.99, INV OUT=16.15
- B21 TO B22 — 59 LF – 24" RCP @ 4.32%
- B22 — VDOT 24" FES W/ 160 SF OF VDOT CLASS I RIP RAP (SEE VDOT EC-1 DETAIL ON SHEET C7.3), INV=13.60

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

GRADING LEGEND

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

GRADING AND DRAINAGE NOTES:

1. ALL STORM PIPE JOINTS AND CONNECTIONS MUST BE INSTALLED IN ACCORDANCE WITH THE MANUFACTURER, ASTM AND VDOT PROVISIONS, SPECIFICATIONS AND STANDARDS AS AS TO BE SOIL TIGHT AND LEAK RESISTANT. ALL HDPE PIPE SHALL BE TYPE S PIPE, WITH LENGTHS NOT LESS THAN 10 FEET LONG, AND CONFORM TO AASHTO M252 AND AASHTO M294 AND ASTM F 2306, FOR MATERIALS AND INSTALLATION WITH SOIL TIGHT CONNECTIONS AND/OR GASKETS CONFORMING TO ASTM F477.

2. FLEXIBLE CONNECTORS MUST BE INSTALLED WITH THERMOPLASTIC, HDPE, PE, AND NON-CONCRETE WHEN CONNECTING TO PRECAST, CAST–IN–PLACE, CONCRETE BLOCK STRUCTURES OR BRICK STRUCTURES TO ELIMINATE THE POTENTIAL FOR SHEAR FAILURE IN ACCORDANCE WITH ASTM STANDARDS.

3. ALL RCP STORM PIPE SHALL BE CLASS III UNLESS OTHERWISE NOTED.

4. INSTALL ALL STORM PIPE IN ACCORDANCE WITH THE VDOT PB-1 DETAIL. FOR PLASTIC STORM PIPE, THE LIMITS OF CLASS I BACKFILL SHALL BE EXTENDED TO 12" ABOVE THE TOP OF PIPE. REFER TO THE MOST CURRENT VDOT ROAD AND BRIDGE SPECIFICATION SECTION 302 FOR ACCEPTABLE CLASS I MATERIALS.

5. DURING CONSTRUCTION AND PRIOR TO INSTALLATION OF THE FULL PAVEMENT SECTION THE CONTRACTOR SHALL PROVIDE ADEQUATE PROTECTION OVER THE NEW STORM SEWER SYSTEM TO PREVENT DAMAGE. ALL HDPE PIPE SHOULD HAVE A MINIMUM 2-FOOT COVER (NOT TO INCLUDE THE PAVEMENT SECTION) DURING ALL PHASES OF CONSTRUCTION.

6. BUILDING ROOF DRAINAGE WILL BE COLLECTED ON THE ROOF AND DIRECTED THROUGH DOWNSPOUTS.

7. PROVIDE SPLASH BLOCKS AT ALL DOWNSPOUTS AND PROVIDE POSITIVE SLOPES AWAY FROM BUILDINGS.

8. PROPOSED SIDEWALK SHALL NOT EXCEED 2% CROSS-SLOPE OR 5% LONGITUDINAL SLOPE.

9. AS SHOWN, MATCH GRADE (MG) AT LIMITS OF CONSTRUCTION/SILT FENCE.

10. ALL PARKING LOT ISLANDS SHALL BE BACKFILLED WITH SUITABLE PLANTING MATERIAL AND GRADED TO PROVIDE A 4" HIGH CROWN IN THE CENTER.

11. SIDE SLOPES GREATER THAN 3:1 SHALL BE STABILIZED WITH JUTE MAT.

12. WORK DOWNSTREAM OF THE OUTFALL STRUCTURE 'B22' MAY BE NECESSARY BY THE OWNER/CONTRACTOR TO ENSURE POSITIVE FLOW OFF THE SITE AND ALONG NORTHAMPTON BOULEVARD.

13. THE FILTERRA SYSTEM IS PRIVATE AND WILL BE MAINTAINED BY THE PROPERTY OWNER.

MSA, P.C.
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Civil & Environmental Engineering • Landscape Architecture
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COMMONWEALTH OF VIRGINIA
CRYSTAL V. BLOOM
Lic. No. 047890
3/12/15
PROFESSIONAL ENGINEER

DESIGNED	CVB
DRAWN	LDJ
CHECKED	CVB
APPROVED	CVB
DATE	3/12/15

GRADING & DRAINAGE PLAN
OF
NORTHAMPTON APARTMENTS

VIRGINIA BEACH   VIRGINIA

MATCH LINE SEE SHEET C6.0

VA STATE PLANE COORDINATE SYSTEM, SOUTH ZONE NAD 83/93 (HARN)

N/F COMMONWEALTH OF VIRGINIA (DB 2297, PG 280) GPIN 1469-11-6864

N/F CITY OF NORFOLK (DB 3, PG 1873) "LAKE LAWSON" (MB 6, PG 193) GPIN 1469-22-4221

10' TEMPORARY CONSTRUCTION EASEMENT (SEE EROSION CONTROL & CONSTRUCTION SEQUENCING FOR TEMPORARY CONSTRUCTION EASEMENT, SHEET C3.1)

Limits of Additional Fill/Encroachment

Limits of Debris Removal; Selective Clearing of Underbrush

DENOTES MATCH GRADE LIMITS (TYP)

BUILDING #2 FF=20.95

VARIABLE WIDTH PRIVATE DRAINAGE EASEMENT FOR BENEFIT OF OFFICE PARCEL

BMP OBSERVATION WELL (TYP OF 3)

NORTHAMPTON BOULEVARD (VAR. WIDTH R/W)
U.S. ROUTE 13 – SOUTHBOUND LANE
(MB 155, PG 34)

---

30 0 30 60
1 INCH = 30 FT

SHEET
C6.1
10 of 29 Sheets
SCALE: 1"=30'
PROJ. NO.: 11031

Hampton Roads AREC

For Informational Purposes

BOV Resolution to Amend the Temporary Construction Easement
at Virginia Tech Hampton Roads AREC

Approximate area of
additional grading and infill

Approximate area of
debris & selective
underbrush clearing

Approximate location of
new apartment building

0   200   400   800 Feet

2013 Commonwealth of Virginia

Committee Minutes

FINANCE AND AUDIT COMMITTEE

Duck Pond Room, The Inn at Virginia Tech

November 9, 2015

Audit Closed Session

Board Members Present: Mr. Jim Chapman, Mr. Charles T. Hill, Ms. Deborah Petrine, Mr. Dennis Treacy, Mr. Horacio Valeiras

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

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

2. **Discussion with the Director of Internal Audit.** The Committee met in closed session with the Director of Internal Audit to discuss audits of specific departments and units where individual employees will be identified.

Audit Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook - staff representative, Mr. Charles T. Hill, Mr. Dennis Treacy, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Bill Abplanalp, Ms. Beth Armstrong, Mr. Rupali Bhave, Mr. Jared Bourne, Mr. Bob Broyden, Mr. Allen Campbell, Ms. Yohna Chambers, Mr. Al Cooper, Mr. John Cusimano, Mr. Lefter Daku, Mr. Gannon Davis, Mr. Brian Daniels, Ms. Wanda Dean, Dr. John Dooley, Ms. Debbie Fulton, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Katie Huger, Ms. Sharon Kurek, Mr. Mathew Lee, Ms. Heidi McCoy, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Mr. Brad Sumpter, Ms. Christine Watkinson

Guests: Mr. Michael Reinholtz – Audit Director, Auditor of Public Accounts**,** Ms. Meghan Stot, Auditor of Public Accounts

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

2. **Approval of Items Discussed in Closed Session.** The Committee reviewed and took action on items discussed in closed session.

3. **Opening Remarks and Approval of Minutes of the August 31, 2015 Meeting**. The Committee reviewed and approved the minutes of the August 31, 2015 meeting.

4. **Review and Acceptance of the Auditor of Public Accounts Financial Statement Audit and Management Letter for the June 30, 2015 Audit**. The Committee received a report from Mr. Reinholtz, Audit Director, Auditor of Public Accounts, on the status of the university's financial statement audit and management letter for the fiscal year ended June 30, 2015. The university has prepared its financial statements in accordance with generally accepted accounting principles and will carry an unmodified (clean) audit opinion. The auditors reported that there will be no written management letter comments. An explanatory note will be included in the audit opinion for the new GASB Standard 68 related to reporting of pensions.

5. **Review and Approval of Audit Charters**. The Committee reviewed the Audit Committee Charter and the Internal Audit Charter for approval.

   a. Audit Committee Charter: The Audit Committee Charter received a full technical revision encompassing minor content and format inconsistencies. The Audit Agenda Meeting Planner portion of the charter was revised with minor modifications to the planned timing of the Internal Audit Charter annual review and the Director of Internal Audit's annual performance evaluation.

   b. Internal Audit Charter: The Internal Audit Charter received a full technical review correcting grammatical, punctuation, word usage, sentence structure, and minor content and/or format inconsistencies. The charter was also revised to incorporate the concept of objectivity, and to include applicable procedures and definitions.

   The Committee approved the Audit Committee Charter and the Internal Audit Charter.

6. **Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports.** The Committee reviewed the university's update of responses to all previously issued internal audit reports. As of June 30, 2015, the university had 11 open recommendations.   Eleven audit comments have been issued during the first quarter of this fiscal year. As of September 30, 2015, the university has addressed nine comments, leaving 13 open recommendations in progress. The Committee also received a briefing that reviewed the status of the outstanding comments, including the comments that have been addressed since September 30, 2015.

   The Committee accepted the report.

7. **Review of the Department of Internal Audit's Status Report as of September 30, 2015.** The Committee reviewed the Internal Audit Department's Status Report as of September 30, 2015. Internal Audit has completed 11 percent of its audit plan in accordance with the fiscal year 2015-16 annual audit plan.

8. **Review and Acceptance of the following Internal Audit Reports and Memos Issued.** The Committee reviewed and accepted the following four internal audit reports.

   a. Controller's Office – General Accounting: The audit received an effective rating.

   b. Facilities Operations: The audit received a rating of significant improvements are needed. Audit recommendations were issued to management where opportunities for further improvement were noted in the areas of inventory control and monitoring of safety training. Additionally, low-priority recommendations of a less significant nature were noted with regard to procedures for renovations and routine modifications, recovery allocation and monitoring, the Hokie Stone inventory process, noncontract purchases, and additional and outside employment approvals.

   c. Language and Culture Institute: The audit received a rating of improvements are recommended. An audit recommendation was issued to management where an opportunity for further improvement was noted in the area of charging accurate institute-specific tuition and fees. Additionally, a low-priority recommendation of a less significant nature was noted where opportunities for improvement were identified with regard to retention of student file documentation.

d. National Capital Region: The compliance review received a rating of improvements are recommended. Recommendations were issued to management in the areas of overtime compensation, leave reporting, and expenditures.

9. **Office of State Inspector General Performance Review**. The Committee received a report on the Office of State Inspector General (OSIG) performance review. The OSIG was established in April 2011 to conduct independent investigations, performance reviews and other information designed to provide objective information to the citizens of the Commonwealth and those charged with its governance. In August 2015, the university was informed by OSIG regarding its plans to conduct a performance review of Virginia Tech. The university was identified as a high risk agency based on a statewide risk assessment conducted by Deloitte and Touche LLP for OSIG. The results of the risk assessment have identified the following potential risk areas to be included in the scope of review: Science, Technology, Engineering, Mathematics, and Health (STEM-H) programs; Faculty Start-up packages; Wire transfers and return of Collected Revenue; Federal Grants; Budgeting and Forecasting; and Procurement.

The university held an opening conference with the OSIG auditors to discuss the timeline, scope of review, and the review process. The Vice President for Finance and CFO is serving as point of contact for coordination of the review with appropriate personnel on campus. The auditors have commenced initial meetings with multiple areas on campus to gain an understanding of university processes in the areas included in the scope of review.

Finance Closed Session

Board Members Present: Mr. Jim Chapman, Mr. Charles T. Hill, Ms. Deborah Petrine, Mr. Dennis Treacy, Mr. Horacio Valeiras

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

1. **Motion for Closed Session.**

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

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

Finance Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook - staff representative, Mr. Charles T. Hill, Mr. Dennis Treacy, Mr. Horacio Valeiras

VPI & SU Staff: Ms. Beth Armstrong, Mr. Whit Babcock, Mr. Bob Broyden, Mr. Allen Campbell, Ms. Yohna Chambers, Mr. John Cusimano, Mr. Lefter Daku, Mr. Brian Daniels, Ms. Wanda Dean, Dr. John Dooley, Ms. Debbie Fulton, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Katie Huger, Ms. Sharon Kurek, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kim O'Rourke, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Mr. Brad Sumpter, Ms. Sarah Umbarger-Wells

1. **Opening Remarks and Approval of Minutes of the August 31, 2015 Meeting.** The Committee reviewed and approved the minutes of the August 31, 2015 meeting.

2. **Annual Report on University Support for Student Financial Aid.** The Committee received a comprehensive report on the university's scholarship and financial aid program. Financial aid programs are critical to support access and affordability of higher education and to ensure the effective recruitment, retention, and graduation of students. In its Management Agreement with the Commonwealth, the university affirmed its commitment to increase the support for student financial aid. The university continues to proactively work to ensure access and affordability. Financial Aid is provided to students as scholarships and grants, employment opportunities, loans, and payment strategies. The amount of aid awarded grew from $413.2 million in FY 2014 to $424.8 million in FY 2015. Fifty-five percent of the university's class of 2014 borrowed an average of $27,865 in student loan debt. National data for 2014 shows that 69 percent of the class of 2014 borrowed an average of $28,950 in student loans. Virginia Tech's 2012 cohort default rate for the Federal Direct Loan and Federal Family Education loan programs was 2.1 percent compared to 3.1 percent average default rate among university's peer group.

3. **Annual Report on Virginia Tech Foundation Endowment Scholarship Funds Utilization and Expenditure Plans.** The Committee received an annual report on the Endowment scholarship funds utilization and expenditure plans. The Office of Enrollment and Degree Management continued to facilitate actions to improve the

utilization and administration of privately-funded scholarships. In fiscal year 2015, colleges and the Office of University Scholarships and Financial Aid (USFA) made significant progress in awarding endowed scholarships. Accounting for the approved "building reserve" and "hard to award" funds, colleges and USFA utilized 95.3 percent of available endowed scholarship funds of approximately $9 million. The unspent balance of endowed scholarships in fiscal year 2015 reduced to less than $1 million compared to nearly $2 million two years ago. This report provided information on the performance of each college in awarding available scholarships against established budgets for fiscal year 2014-15. The report also provided information regarding the endowed scholarship projected revenue and the spending plan for fiscal year 2015-2016.

4. **Annual Report on University Debt Ratio and Debt Capacity.** The Committee received a report on the university's debt ratio and debt capacity. At the conclusion of fiscal year 2014-15, outstanding long-term debt of the university totaled $491 million with a debt ratio of 4.35 percent. It is projected that the university's debt ratio will be 4.20 percent in 2015-16 and then will remain below 5 percent through 2020-21. Both the Restructured Higher Education Financial and Administrative Operations Act and the university's debt policy require the university to maintain a debt service to operations ratio of not greater than 7 percent. Further, based upon long-standing guidelines by the Finance and Audit Committee, university management internally targets a 5 percent benchmark for planning purposes and subsequent recommendations to the Board. The university is in full compliance with the internal debt ratio target of 5 percent and the Restructuring benchmark of 7 percent. The Committee affirmed its support for the continuation of the 5 percent internal debt ratio target.

5. **Annual Report on Write-off of Delinquent Accounts.** The Committee received a report on delinquent accounts of the university that were written off as of June 30, 2015. The amount of write-offs totaled $1.2 million which represents one tenth of one percent of the fiscal year 2014 annual operating revenues, excluding federal appropriations. The current year write-off includes an extraordinary amount for a sponsored project from Prosper Financial, Inc. for $771,259. The current year write-offs excluding this amount is consistent with the total write-off in recent years. The university is in full compliance with the accounts receivable management standards established by the state.

6. **Annual Report on Implementation of Increased Administrative Efficiencies through Expansion of Automated Systems.** The Committee received an annual progress report highlighting some of the efficiencies and process improvements that

have been achieved since the November 2014 report. The report provides a synopsis of top achievements from the previous year and highlights the key initiatives planned in the current year. Some of the projects completed include an electronic leave reporting system, a web-based cash receipts system in the Bursar's Office, an electronic Travel and Expense Management system, and the Business Intelligence system. The university has also initiated an upgrade to the Banner 9 system and the implementation of a new constituent relationship management system that is designed around advancement industry best practices.

7. **Report on JLARC Recommendations to be addressed by the Board of Visitors.** The Committee received a report on the current implementation status of JLARC recommendations to be addressed by the Board of Visitors. The reports issued by the Joint Legislative Audit and Review Commission (JLARC) as part of the two-year study on higher education cost efficiency included recommendations to address the cost of public higher education in Virginia. The approved budget passed by the General Assembly in March 2015, included language recommending seven of the 17 JLARC recommendations which they believe should be addressed by the Board of Visitors, to the extent practicable. This report provided an update on the university's progress on implementation of the seven recommendations. The university has fully implemented two of the seven recommendations related to display of athletic fees and other mandatory fees and an assessment of the feasibility and impact of raising additional revenue through campus fitness enterprises. The implementation of the remaining five recommendations is in progress and the university will provide updates to the Board at a future meeting. The Committee recommended that a letter be provided to JLARC reporting the progress made by the university on the implementation of the recommendations in advance of the next General Assembly session.

* 8. **Approval of Year-to-Date Financial Performance Report (July 1, 2015 – September 30, 2015).** The Committee reviewed for approval the Year-to-Date Financial Performance Report for July 1, 2015 – September 30, 2015. For the first quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. The General Fund revenue budget has been increased $806,483 for the 2015-16 central appropriation distribution. It has been decreased $293,456 for finalization of the state budget. The annual budget for tuition and fees was increased by approximately $12 million for strong fall enrollment. Tuition and fee revenues are slightly exceeding projections due to the timing of collections. The projected annual expense and reserve budgets for Residence and Dining Halls were adjusted for state compensation actions (high-turnover), expanded dining facility hours, increased dining wage rates, facility planning, and the $2.5 million East Eggleston renovation project.

For the quarter ending September 30, 2015, $13.0 million had been expended for Educational and General capital projects, and $18.1 million had been expended on Auxiliary Enterprises capital projects. Capital outlay expenditures for the quarter ending September 30, 2015 totaled $31.1 million.

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

*   9.   **Review and Approval of the 2016–2022 Six-year Plan.** The Committee reviewed for approval the 2016–2022 Six-year plan. The Higher Education Opportunity Act of 2011 (HEOA) initiated an updated six-year planning process for public institutions of higher education in Virginia that included biennial submissions of detailed plans in odd years and an opportunity to update progress and revisions to those plans in even years. The process requires Board of Visitors approval of the university's six-year plans and the revisions thereto.

The university shared a draft plan and the major planning assumptions utilized in its development with the Board of Visitors in June 2015 in preparation for initial discussions with the Commonwealth. The final plan is generally consistent with those assumptions, with only minor modifications. The presentation at the June meeting provided an opportunity for the Board members to ask questions and provide input before the final submission of the Plan to the State Council of Higher Education of Virginia (SCHEV). The Committee did not recommend any changes to the draft Plan. The Committee reviewed the final plan submitted to SCHEV for approval.

The Committee recommended the 2016-2022 Six-year plan to the full Board for approval.

*   10.   **Review and Acceptance of Pratt Fund Program and Expenditures Report.** The Committee received a report on the Pratt Fund program and expenditures. Pratt bequest expenditures of $943,445 for Engineering and $789,856 for Animal Nutrition were made during 2014-15.

The Pratt Funds for Engineering provided funding for scholarships and fellowships, graduate studies, and international programs. The Pratt Funds for Animal Nutrition provided scholarships, assistantships, and research funding for students. The Funds also supported scientific equipment purchases and enhancement of research programs.

8

The Committee recommended the Pratt Fund Program and Expenditures report to the full Board for approval.

Joint Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook - staff representative, Mr. William Fairchild, Mr. Charles T. Hill, Mr. Mike Quillen, Mr. Steve Sturgis, Mr. Dennis Treacy, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Whit Babcock, Mr. Bob Broyden, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Tom Gabbard, Ms. Kay Heidbreder, Mr. Tim Hodge, Mr. Chris Kiwus, Ms. Sharon Kurek, Ms. Leigh Laclair, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Ms. Rebekah Paulson, Mr. Charles Phlegar, Dr. Scot Ransbottom, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Mr. Jason Soileau, Mr. Brad Sumpter, Dr. Tom Tiller, Ms. Sarah Umbarger-Wells, Ms. Tracy Vosburgh, Dr. Sherwood Wilson

* 1. **Approval of Resolution for Electronic Door Access for the Residential Housing System.** The Committees reviewed for approval a resolution for electronic door access for the residential housing system. Residential students use their Hokie Passport card to access the exterior doors of their assigned residential facility. This practice was implemented system-wide in 2000 to increase security, allow for access monitoring, and provide centralized control of access. The interior doors, particularly individual rooms, continued to use traditional hard keys, partly because the high costs of electronic door access.

The advent of wireless electronic door access means existing residence halls may be retrofitted without extensive renovation work to install infrastructure. With the costs of electronic door access becoming affordable, the university included a nongeneral fund project to install electronic door access for the residential housing system in the 2016-2022 Capital Outlay Plan, approved at the August 2015 Board meeting.

The envisioned project includes installing electronic door access locks on all student rooms in existing university residential halls, approximately 4,520 doors. Within the residential system, there are 1,551 non-student doors that require access control improvements, such as cleaning closets, service storage, and staff rooms. The new

system of electronic access locks will allow for consistency across the system and allow students to use their Hokie Passport and a personalized key code to access their room instead of a physical key.

The estimated project costs inclusive of design, materials, and installation is $7.735 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 request is for a project authorization for the Residential Electronic Door Access project.

The Committees encouraged management to investigate implementation of the most current technology available for electronic door access. The Committees recommended the Resolution for Electronic Door Access for the Residential Housing System to the full Board for approval.

* 2. **Approval of Resolution for Planning Authorization for Corps Leadership and Military Science Building.** The Committees reviewed for approval a resolution for Planning Authorization for Corps Leadership and Military Science Building. The Corps Leadership and Military Science Building is included on the 2016-2022 Six-Year Capital Outlay Plan approved by the Board of Visitors at its August 2015 meeting.

The project is envisioned as an approximately 60,500 gross square foot, three full floor structure with a partial under grade floor for mechanical and service requirements in a basement level. The building will be located in the northern portion of the existing Upper Quad near Lane Hall. The facility would provide a centralized and consolidated home to the wide range of Corps of Cadets and ROTC programs currently dispersed on the north area of campus and would include modern classroom, administrative, program, and academic office space.

The estimated total project costs, inclusive of design, construction, and furnishings, is $40 million. The funding plan for the project calls for $20 million of private support and $20 million of General Fund support. To date, fund raising has generated approximately $16.5 million of commitments or gifts toward project costs with $2.7 million of cash receipts that may be used for project costs.

This request is for a $2.1 million planning authorization to complete preliminary designs of the proposed Corps Leadership and Military Science Building project.

The Committees recommended the Resolution for Planning Authorization for Corps Leadership and Military Science Building to the full Board for approval.

* 3. **Approval of Resolution for Planning Authorization for Athletic Facility Improvements.** The Committees reviewed for approval a resolution for Planning Authorization for Athletic Facility Improvements. In March 2015, the Board of Visitors approved a $500,000 planning authorization for the Women's Softball and Track and Field Facility Improvements project. The scope of the planning authorization included a master plan for high priority Athletics facility improvements. The resulting master plan identified four key facility areas within Athletics that need improvements; Rector Field House, Cassell Coliseum, Tennis facilities, and Baseball facility.

The Athletics program and the university are working together on a financing package to support the identified four facility improvements. At this time, the university is requesting a $3 million supplement to the existing $500,000 planning authorization for an adjusted planning authorization of $3.5 million. The scope of the adjusted planning project includes construction designs for the four sub-projects with a design-to total project budget of $31 million.

As with all self-supporting projects, the university has developed a financing plan to support the planning project. The funding plan for the $3 million supplement calls for a loan of cash from the Athletics auxiliary reserves.

This request is for a $3 million supplement to the existing $500,000 planning authorization for a $3.5 million adjusted planning authorization for athletics facilities improvements.

The Committees recommended the Resolution for Planning Authorization for Athletic Facility Improvements to the full Board for approval.

There being no further business, the meeting adjourned at 11:58 a.m.

***Requires full Board approval.**

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

AUDIT CHARTER

I.   PURPOSE

The primary purpose of the Finance and Audit Committee is to assist the Board of Visitors in fulfilling its fiduciary responsibilities related to oversight of:

- The integrity of the university's financial accounting and reporting practices,
- The university's compliance with legal and regulatory requirements,
- Fiscal planning and the execution of fiscal plans,
- The maintenance of an effective system of internal controls, and
- The performance of the university's internal and independent audit functions.

The function of the Committee is oversight. University management is responsible for the preparation, presentation, and integrity of the university's financial statements, fiscal plans, and other financial reporting. University management is also responsible for maintaining appropriate financial accounting and reporting policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations. The Department of Internal Audit examines and evaluates the adequacy and effectiveness of the university's system of internal controls. The university's external auditor, the state Auditor of Public Accounts, is responsible for planning and conducting the financial statement examination in accordance with generally accepted government auditing standards.

The Committee is charged in the Bylaws of the Board of Visitors with separating its responsibilities for Finance and Audit, respectively, and with maintenance of a separate audit agenda and finance agenda for each meeting. This document and the related meeting planner are intended to identify and document the Committee's audit-specific oversight responsibilities in order that such sound practices will continue despite the turnover of Committee members. It also outlines the regularly scheduled review activities that will insure that the university continues to have an independent and objective internal audit function and obtains the greatest possible benefit from its external audits.

II.   COMPOSITION AND INDEPENDENCE

The Finance and Audit Committee will be comprised of three or more Visitors. Each committee member will be financially literate and shall fully comply with the State and Local Governments Conflict of Interests Act, Section 2.2-3100 of the *Code of Virginia* as amended.

III. MEETINGS

By statute the Board of Visitors, including the Finance and Audit Committee, must meet once a year, but traditionally holds four meetings a year. Additional meetings may occur more frequently as circumstances warrant. The Committee ~~chairman~~ Chair should discuss the Audit agenda with the Director of Internal Audit and the university's Chief Financial Officer prior to each Committee meeting to finalize the meeting agenda and review the issues to be discussed.

IV. RESPONSIBILITIES

In performing its audit oversight responsibilities, the Finance and Audit Committee shall:

A. General

1. Adopt a formal written charter that specifies the Committee's responsibilities and practices. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of meetings.
3. Authorize audits within the Committee's scope of responsibilities.
4. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
5. Meet in closed session, consistent with state law, (without members of senior management present, when appropriate) with the external auditors and/or the Director of Internal Audit to discuss matters that the Committee or the auditors believe should be discussed privately. The Director of Internal Audit shall have a regularly scheduled opportunity to meet privately with the Committee at each of its four annual meetings.

B. Internal Controls, Risk Assessment, and Financial Reporting

1. Consider the effectiveness of the university's internal control systems, including those over information technology and financial reporting.
2. Review the university's processes for assessing significant business risk exposures and the steps management has taken to monitor and control such exposures, including the university's risk assessment and risk management policies.
3. Understand the scope of internal and external audit reviews of internal control, and obtain reports on significant potential issues and recommendations, together with management's responses.
4. Review the annual financial statements with management and the external auditors to determine whether the external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.
5. Review management's written responses to significant potential issues and recommendations of the auditors, including the timetable to correct the identified weaknesses in the internal control system.

6. Advise management that they are expected to provide a timely analysis of significant financial reporting issues and practices.

C. External Auditors

1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year.
2. As necessary, discuss with the external auditors their processes for identifying and responding to key audit and internal control risks.
3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university's risks.
4. Meet with the external auditors at the completion of the audit to receive and discuss the audit report(s).

D. Internal Auditors

1. Approve the Internal Audit departmental Charter. The charter should be reviewed annually and updated as necessary.
2. Review and approve the annual audit plan and any significant changes to the plan.
3. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity and reporting relationships.
4. Review completed audit reports and progress reports on executing the approved annual audit plan.
5. Inquire of the Director of Internal Audit regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information.
6. Review and concur in the appointment, replacement, reassignment, or dismissal of the Director of Internal Audit.
7. Evaluate the Director of Internal Audit's annual performance and make decisions regarding compensation.

E. Compliance, Ethics and Business Conduct

1. Require management to periodically report on procedures that provide assurance that the university's mission, values, and codes of conduct are properly communicated to all employees.
2. Periodically review the programs and policies of the university designed by management to assure compliance with applicable laws and regulations and monitor the results of the compliance efforts.
3. Monitor the university's conflict of interest policies and related procedures.

The attached "Audit Agenda Meeting Planner" is an integral part of this document. If the Board of Visitors meets less frequently than anticipated, the Planner will be adjusted accordingly.

Presentation Date: November 9, 2015

Virginia Polytechnic Institute and State University
Finance and Audit Committee of the Board of Visitors
Audit Agenda Meeting Planner

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	**A**	**Q**	**AN**	**Q1**	**Q2**	**Q3**	**Q4**
				Aug	Nov	Mar	Jun
A. General							
1. Review and update F&A Committee Audit Charter	X				X		
2. Approve and maintain minutes of previous meeting		X		X	X	X	X
3. Authorize audits within the Committee's scope of responsibilities			X				
4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5. Meet in closed session with Director of Internal Audit, and with external auditors, as needed		X		X	X	X	X
B. Internal Controls/Risk Assessment/Fin Reporting							
1. Consider the effectiveness of the university's internal control systems			X				
2. Review the university's processes for assessing significant business risk exposures and the steps taken to monitor and control such exposures			X				
3. Understand the scope of internal and external audit reviews of internal control, and obtain reports on significant potential issues and recommendations, together with management's responses		X		X	X	X	X
4. Review the annual financial statements with management and external auditors to determine whether the external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles	X				X		
5. Review management's written responses to significant potential issues and recommendations of the auditors, including the timetable to correct identified weaknesses in the internal control system		X		X	X	X	X
6. Advise management that they are expected to provide a timely analysis of significant current financial reporting issues and practices	X				X		

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Aug	Nov	Mar	Jun
C. External Auditors							
1. Make inquiries of management and the independent auditors regarding the scope of the external audit for the current year	X					~~X~~	X
2. Discuss with the external auditors their processes for identifying and responding to key audit and internal control risks			X		X	X	
3. Review the coordination of internal and external audit procedures to promote an effective use of resources and ensure complete and efficient coverage of the university's risks			X	X		X	
4. Meet with the external auditors at the completion of the audit to receive and discuss the audit report(s)	X				X		
D. Internal Auditors							
1. Review and approve Internal Audit charter, if changes are needed	X				X	~~X~~	
2. Review the draft annual ~~Internal~~ audit plan	X						X
3. Approve the annual ~~Internal~~ audit plan	X			X			
4. Review the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships	X			X			
5. Review completed audit reports and progress reports on executing the approved annual audit plan		X		X	X	X	X
6. Inquire of the Director of Internal Audit regarding any difficulties encountered in the course of the audits, including any restrictions on the scope of work or access to required information		X		X	X	X	X
7. Review and concur in the appointment, replacement, reassignment, or dismissal of the Director of Internal Audit			X				
8. Evaluate the Director of Internal Audit's annual performance and make decisions regarding compensation	X			X	~~X~~		
E. Compliance, Ethics, and Business Conduct							
1. Require management to periodically report on procedures that provide assurance that the university's mission, values, and codes of conduct are properly communicated to all employees			X				
2. Review the programs and policies of the university designed to assure and monitor compliance			X				
3. Monitor the university's conflict of interest policies and related procedures		X		X	X	X	X

Virginia Polytechnic Institute and State University
Policy and Procedures

No. 3350   Rev.: 67

Date: November 79, 20115

Subject: Internal Audit Charter

1. Purpose

This policy outlines the policies and procedures covering the Department of University Internal Audit at Virginia Polytechnic Institute and State University and serves as a charter for the department.

2. Policy

It is the policy of the Finance and Audit Committee of the Board of Visitors and the management of Virginia Polytechnic Institute and State University to support the maintenance of an internal audit function to assist in the effective discharge of their fiduciary responsibilities in assessing the effectiveness of the internal control environment for the control of institutional resources.

The Finance and Audit Committee of the Board of Visitors and university management adopt the following definition of internal auditing (from the Institute of Internal Auditors' *International Professional Practices Framework*) as the purpose of the internal audit function: Internal auditing is an independent, objective assurance and advisory activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

2.1 Scope of Internal Audit Activities

Internal Audit provides independent, objective assurance and advisory services designed to add value and improve the university's operations. Additionally, Internal Audit helps university departments accomplish their objectives by bringing a systematic, disciplined approach to the identification of opportunities for improvement in the areas of risk management, internal control, efficiency, policy, and procedure.

The internal audit function will provide assurance engagements coverage will encompassing reviews of all university operations and activities to appraise:

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- The accuracy, reliability, and timeliness of significant financial, managerial, and operating information and the adequacy of the internal controls employed over the compilation and reporting of such information.
- Compliance with policies, procedures, standards, laws, and regulations.
- Whether risks are appropriately identified and managed.
- Measures taken to safeguard assets, including tests of existence and ownership.
- The adequacy, propriety, and cost-effectiveness of accounting, financial, and other controls throughout the university, as well as compliance therewith.
- Measures taken to foster continuous improvement in control processes.
- Whether university resources are being acquired, managed, and protected in an economical, efficient, and effective manner.
- The achievement of programs, plans, and objectives.

2.2 Organizational Structure

The Finance and Audit Committee of the Board of Visitors has the responsibility to oversee and evaluate the internal audit function of the university. Accordingly, the Director of Internal Audit reports functionally to the committee and also serves in a staff role to the committee. For day-to-day operations, the Director of Internal Audit reports administratively to the President.

2.3 Independence and Objectivity

Independence is essential to enable the internal audit function to accomplish its purpose. Accordingly, the Director of Internal Audit has direct and unrestricted access to the President and the Finance and Audit Committee of the Board of Visitors. The internal audit function shall be functionally independent of all university operations.

The Director of Internal Audit or members of the department must have an impartial, unbiased attitude and avoid any conflict of interest. Members of the internal audit function The Director of Internal Audit or members of the department shall not be assigned to operating duties except for temporary assignments as requested by the President and the university's Chief Financial Officer and approved by the Finance and Audit Committee of the Board of Visitors. In addition, members of the internal audit function will not develop and install procedures, prepare records, make management decisions, or engage in any other activity which could be reasonably construed to compromise their independence. The Director of Internal Audit or members of the department shall not be assigned any additional supervisory or oversight responsibilities which could be reasonably construed to compromise their independence. Therefore, internal audit review and appraisal procedures do not in any way substitute for the responsibilities assigned to other persons in the organization.

2.4 Authority

The internal audit function has unrestricted access to all university departments, records, reports, activities, property, and personnel that they deem necessary to discharge their audit responsibilities. The internal audit function will exercise discretion in the review of records to assure the necessary confidentiality of matters that come to its attention.

2.5 Auditing Standards

The internal audit function will conduct its activities in accordance with the Institute of Internal Auditors *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics*. Generally accepted auditing standards promulgated by the American Institute of Certified Public Accountants and government auditing standards issued by the United States Government Accountability General Accounting Office will be referenced as appropriate.

Members of the internal audit function have the responsibility to maintain high standards of conduct, professionalism, independence, and character to carry on proper and meaningful internal auditing within the university. In addition, the internal audit function's activities and conduct shall be consistent with the policies of the university.

2.6 Systems Planning and Development

The internal audit function will be consulted by management during the planning, development, and modification of major financial or operating systems and procedures (manual and automated computer) to ensure that:

- Reasonable and adequate internal controls exist.
- Systems or procedural documentation is complete and appropriate.
- An adequate audit trail exists.

The internal audit function's participation will be designed to: a) help assure that information assets are safeguarded and appropriate procedures are complied with, and b) aid management efficiency by avoiding costly systems or procedural changes at later dates.

2.7 Responsibilities of the Director of Internal Audit

The Director of Internal Audit has primary responsibility for the proper maintenance and management of the internal audit function to ensure that the audit work fulfills the purposes and responsibilities established in this policy statement.

The Director of Internal Audit is specifically charged with the following responsibilities:

- Coordinating all auditing activities to provide a central source of information for management and the Finance and Audit Committee of the Board of Visitors regarding all audit activities and to provide comprehensive, cost-effective audit coverage for the university.
- Going beyond accounting and financial records when necessary during audit activities to obtain a thorough understanding of the activities under audit.
- Establishing written policies and procedures for the internal audit function and directing its technical and administrative functions.
- Developing, submitting for approval, and executing comprehensive risk-based annual and long-range audit plans to carry out departmental responsibilities.
- Maintaining a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this charter, and provide information on the sufficiency of department resources.
- Documenting appropriately the results of all audits, reviews, and evaluations performed.
- Recommending improvements in managerial and internal accounting controls designed to safeguard university resources and ensure compliance with government laws and regulations.
- Issuing an annual summary report of audit activities to the Finance and Audit Committee of the Board of Visitors.
- Appraising the adequacy of the action taken by management to correct significant reported internal control weaknesses and deficient conditions and reporting this information at least quarterly to the responsible Vice Presidents and the university's Chief Financial Officer, or their designees.
- Establishing and maintaining a quality assurance review program to evaluate the operations of the department, including periodic internal self-assessments and external peer reviews at least once every five years by qualified persons who are independent of the university. Results of such reviews will be presented to senior management and the Board of Visitors.
- Communicating directly with the Finance and Audit Committee of the Board of Visitors any matters considered to warrant its attention.

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- Performing sufficient tests and examinations to determine and report to management, the Finance and Audit Committee of the Board of Visitors, and the appropriate authorities the extent of any fraud, waste, and abuse detected by audit or otherwise and to identify the weaknesses in control procedures that may have allowed the fraudulent activity to occur. The investigation of the specific event with the objective or recovery and/or prosecution is the responsibility of the appropriate police departments and Commonwealth's Attorney based on jurisdiction.

2.8 Audit Reports

The internal audit function will issue audit reports and/or memorandums in all audit activities performed. The format and style of the report will be determined by the Director of Internal Audit, depending upon the nature and conditions surrounding the audit. Communications must include the engagement's objectives and scope as well as applicable conclusions, recommendations, and action plans. The formulation of overall opinions requires consideration of the engagement results and their significance. All audit reports on audits engagements scheduled in the annual audit plan will be issued to the members of the Finance and Audit Committee of the Board of Visitors, the President, the appropriate senior management Vice Presidents of the university or their designee, and other appropriate management personnel as deemed necessary by the Director of Internal Audit. In addition, reports approved at open meetings of the committee shall be made available to the public in accordance with State statutes. In certain circumstances, the Director of Internal Audit may decide, with the approval of the Chairman of the Finance and Audit Committee of the Board of Visitors, to restrict the issuance of an audit report to certain members of management and/or the committee.

2.9 Responsibility for Corrective Action

Senior management to whom the audited department, activity, or agency reports organizationally is responsible for the issuance of a written response to recommendations made or deficient conditions reported by the internal audit function. The responses should be submitted to the Director of Internal Audit for inclusion in the issued audit report. The committee will receive quarterly status updates of all recommendations in the process of being implemented.

2.10 Coordination with External Auditing Agencies

The Director of Internal Audit will coordinate the department's audit efforts with those of the Auditor of Public Accounts or other external auditing agencies by participating in the planning and definition of the scope of proposed audits so the work of all auditing groups is complementary, and their combined efforts provide comprehensive, cost-effective audit coverage for the university. Duplication of work will be avoided as much as possible.

2.11 Special Projects

The Director of Internal Audit is empowered to conduct special audit projects, reviews, advisory services, or investigations at the request of the President, Vice Presidents or their designee, and the Finance and Audit Committee of the Board of Visitors to assist management in meeting its objectives, promoting economy and efficiency in the administration of, or preventing and detecting fraud, waste, and abuse in its programs and operations, examples of which may include facilitation, training, and advisory services.

3. <u>Procedures</u>

Principal guidance and direction on how the internal audit function accomplishes its mission and responsibilities is provided to the audit staff through the Virginia Tech Internal Audit Manual (Manual). The Manual is designed to promote adherence to the International Professional Practice Framework developed by the Institute of Internal Auditors. The Manual also provides a resource to external parties such as the Finance and Audit Committee of the Board of Visitors, senior management, external auditors, and quality assurance parties.

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4. <u>Definitions</u>

Abuse
Excessive or improper use of a thing or policy, or employment of something in a manner contrary to the natural or legal rules for its use. Intentional destruction, diversion, manipulation, misapplication, mistreatment, or misuse of commonwealth resources. Extravagant or excessive use as to abuse one's position or authority. Abuse can occur in financial or nonfinancial settings.

Add Value
The internal audit function adds value to the organization (and its stakeholders) when it provides objective and relevant assurance, and contributes to the effectiveness and efficiency of governance, risk management, and control processes.

Advisory Services
Advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility.

Assurance
An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. Examples may include financial, performance, compliance, system security, and due diligence engagements.

Charter
The internal audit charter is a formal document that defines the internal audit function's purpose, authority, and responsibility. The internal audit charter establishes the internal audit function's position within the organization; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities.

Code of Ethics
The *Code of Ethics* of The Institute of Internal Auditors are principles relevant to the profession and practice of internal auditing, and rules of conduct that describe behavior expected of internal auditors. The purpose of the *Code of Ethics* is to promote an ethical culture in the global profession of internal auditing.

Compliance
Adherence to policies, plans, procedures, laws, regulations, contracts, or other requirements.

Conflict of Interest
Any relationship that is, or appears to be, not in the best interest of the organization. A conflict of interest would prejudice an individual's ability to perform his or her duties and responsibilities objectively.

Control
Any action taken by management, the board, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved. Management plans, organizes, and directs the performance of sufficient actions to provide reasonable assurance that objectives and goals will be achieved.

Control Environment
The attitude and actions of the board and management regarding the importance of control within the organization. The control environment provides the discipline and structure for the achievement of the primary objectives of the

system of internal control (e.g. integrity and ethical values; management's philosophy and operating style; organizational structure; and the assignment of authority and responsibility).

Control Processes
The policies, procedures (both manual and automated), and activities that are part of a control framework, designed and operated to ensure that risks are contained within the level that an organization is willing to accept.

Director of Internal Audit
The individual that serves as the chief audit executive and is responsible for effectively managing the internal audit activity in accordance with the internal audit charter and the Definition of Internal Auditing, the *Code of Ethics*, and the *Standards*.

Engagement
A specific internal audit assignment, task, or review activity, such as an internal audit, control self-assessment review, fraud examination, or consultancy. An engagement may include multiple tasks or activities designed to accomplish a specific set of related objectives.

Fraud
The intentional deception perpetrated by an individual or individuals, or an organization or organizations, either internal or external to the university, which could result in a tangible or intangible benefit to themselves, others, or the commonwealth or could cause detriment to others or the commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives and is intended to deceive.

Governance
The combination of processes and structures implemented by the board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives. The governance process includes: promoting appropriate ethics and values within the organization; ensuring effective organizational performance management and accountability; communicating risk and control information to appropriate areas of the organization; and coordinating the activities of and communicating information among the board, external and internal auditors, and management.

Independence
The freedom from conditions that threaten the ability of the internal audit function to carry out internal audit responsibilities in an unbiased manner.

Internal Audit Function
The department, division, team of advisors, or other practitioner(s) that provides independent, objective assurance and advisory services designed to add value and improve an organization's operations.

International Professional Practices Framework
The conceptual framework that organizes the authoritative guidance promulgated by the Institute of Internal Auditors. Authoritative guidance is comprised of two categories – (1) mandatory and (2) strongly recommended.

Objectivity
An unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they believe in their work product and that no quality compromises are made. Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others.

Risk

Blue = Deleted Text
Red = Added/Modified Text

Virginia Polytechnic Institute and State University   **Policy b. Internal Audit**
Charter
Revision: 67   **November 79, 20115**

The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

Risk Management
A process to identify, assess, manage, and control potential events or situations to provide reasonable assurance regarding the achievement of the organization's objectives.

Scope
A statement that specifies the focus, extent, and boundary of a particular audit. The scope can be specified by defining the physical location of the audit, the organizational units that will be examined, the processes and activities that will be included, and the time period that will be covered.

Significance
The relative importance of a matter within the context in which it is being considered, including quantitative and qualitative factors, such as magnitude, nature, effect, relevance, and impact. Professional judgment assists internal auditors when evaluating the significance of matters within the context of the relevant objectives.

Standards
A professional pronouncement that delineates the requirements for performing a broad range of internal audit activities, and for evaluating internal audit performance.

Waste
The intentional or unintentional, thoughtless or careless expenditure, consumption, mismanagement, use, or squandering of commonwealth resources to the detriment or potential detriment of the commonwealth. Waste also includes incurring unnecessary costs due to inefficient or ineffective practices, systems, or controls.

5. <u>References</u>

Section 2.1-155.3 of the *Code of Virginia*, enacted in 1984.

State Fraud, Waste, and Abuse Hotline Policies and Procedures Manual, Office of the State Inspector General, Commonwealth of Virginia, 2014 edition.

International Standards for the Professional Practice of Internal Auditing (Standards), The Institute of Internal Auditors, issued in 2008, revised in 2012.

Code of Ethics, The Institute of Internal Auditors.

6. <u>Approval and Revisions</u>

- Revision 0
  Approved February 9, 1989, by the Director of Internal Audit, David C. Goodyear.

- Revision 1
  Annual review. Section 2.8 - changed so that reports "approved" by the Finance and Audit Committee shall be available to the public.

Blue = Deleted Text
Red = Added/Modified Text

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Approved   March   29,   1990,   by   the   Director   of   Internal   Audit,   David   C.   Goodyear.

- Revision 2
  Changes were made to eliminate minor discrepancies between the audit manual and the policy statement as presented to the Board of Visitors.

  Approved November 3, 1995, by the Director of Internal Audit, David C. Goodyear.

- Annual review, November 5, 1998, by Office of the Executive Vice President. No revisions.

- Revision 3
  Policy updated to reflect review by the Finance and Audit Committee of the Board of Visitors. Policy serves as a charter for the Internal Audit Department.

  Approved March 29, 2004 by the Executive Vice President and Chief Operating Officer, Minnis E. Ridenour.

  Approved March 29, 2004 by the Finance and Audit Committee of the Board of Visitors.

- Revision 4
  Policy updated to reflect review by the Finance and Audit Committee of the Board of Visitors, in conjunction with the Internal Audit Department's quality assurance review.

  Approved March 14, 2005 by the Executive Vice President and Chief Operating Officer, James A. Hyatt.

  Approved March 14, 2005 by the Finance and Audit Committee of the Board of Visitors.

- Revision 5
  April 1, 2008: Updates to position titles and/or responsibilities due to university reorganization.

- Revision 6
  Policy title changed from "Internal Audit Department" to "Internal Audit Charter."

  Section 2.2 revised to reflect change in Internal Audit Director reporting relationship.

  Sections 2.5 and 2.7 revised to clarify the role of Internal Audit and the standards under which it conducts its activities.

  Section 2.9 revised to clarify the process for senior management areas submitting corrective action plans.

  Approved November 7, 2011 by the university President, Charles W. Steger.

  Approved November 7, 2011 by the Finance and Audit Committee of the Board of Visitors.

- Revision 7
  Full technical review correcting grammatical, punctuation, word usage, sentence structure, and minor content and/or format inconsistencies. The charter was also revised to incorporate the concept of objectivity, and to include applicable procedures and definitions.

Approved November XX, 2015 by the Finance and Audit Committee of the Board of Visitors and President, Timothy D. Sands.

Update of Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

September 30, 2015

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 August 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 100 percent on-schedule rate for fiscal year 2016 reflects closing 9 of 9 recommendations by the original target date.

The report presented at the August 31, 2015 meeting covered Internal Audit reports reviewed and accepted through June 30, 2015 and included 11 open medium and high priority recommendations. Activity for the quarter ended September 30, 2015 resulted in the following:

Open recommendations as of June 30, 2015	11
Add: Medium & High priority recommendations accepted August 31, 2015	11
Subtract: recommendations addressed since June 30, 2015	9
Remaining open recommendations as of September 30, 2015	13

The 13 remaining open recommendations are progressing as expected and are on track to meet their respective target due dates. Management continues to work conjointly with the units and providing assistance as needed to ensure the action plans are completed timely.

Presentation Date: November 9, 2015

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

September 30, 2015

Report Date	Audit Name	Audit Number	ISSUED	COMPLETED	OPEN Extended High	Extended Medium	On-schedule High	On-schedule Medium	Total Open
23-Oct-14	Facilities Work Order System	14-1176	2					2	2
23-Feb-15	University Building Official	15-1193	5	3			1	1	2
05-Mar-15	Conflicts of Interest and Commitment	14-1163	3	1			2		2
13-May-15	IT Security Incident Response	15-1185	2	1			1		1
27-Jul-15	Athletics NCAA Compliance	15-1218	2	1			1		1
27-Jul-15	College of Science	15-1209	2	1			1		1
29-Jul-15	Environmental Health and Safety	15-1207	2				1	1	2
31-Jul-15	FERPA and HIPAA Compliance	15-1227	2				2		2
Totals:			**20**	**7**	**0**	**0**	**9**	**4**	**13**

Presentation Date: November 9, 2015

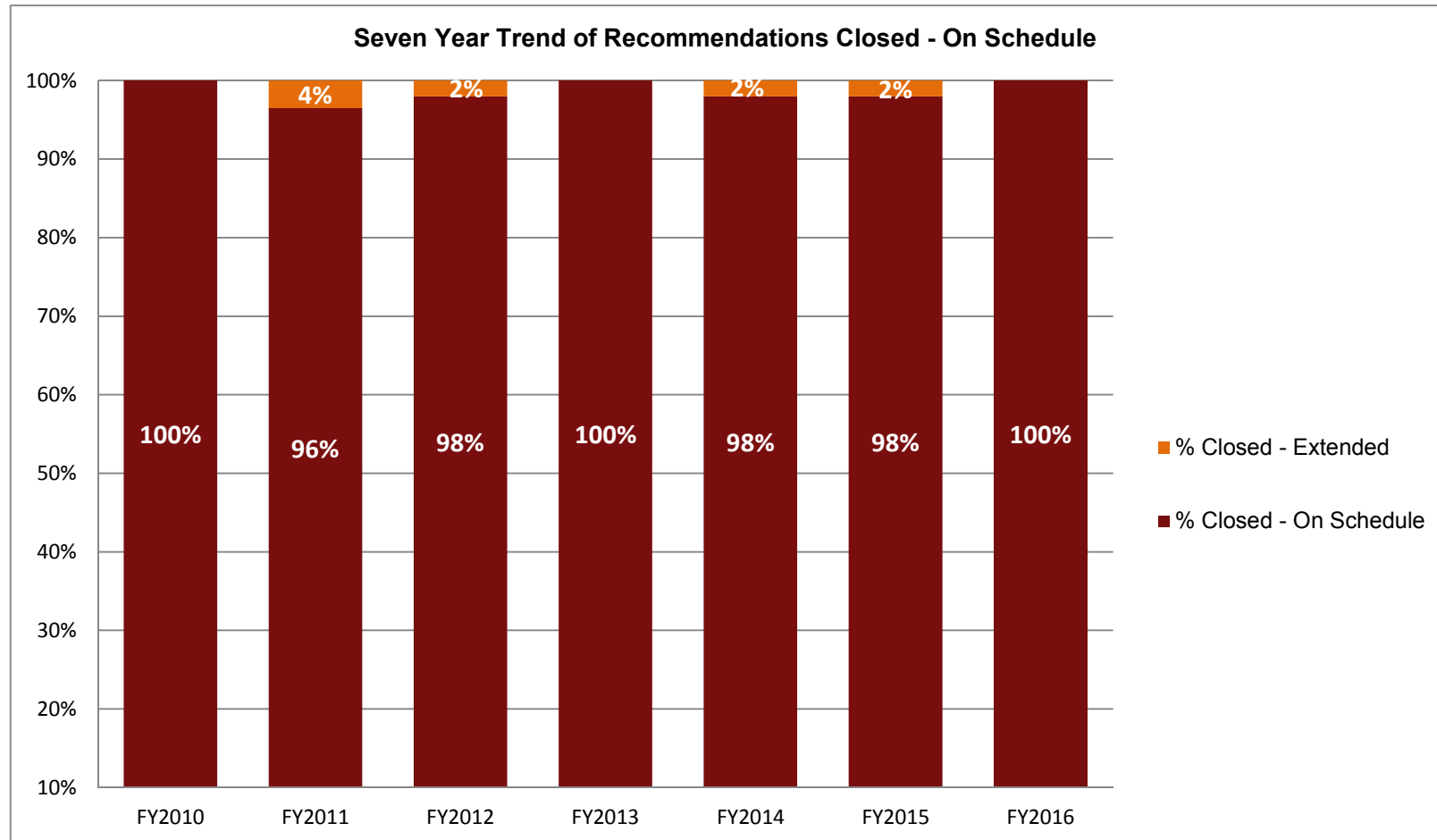| Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
29-Jul-15	1	15-1207	Environmental Health and Safety	Untimely Inspection Results	Medium		31-Oct-15		1	
23-Oct-14	2	14-1176	Facilities Work Order System	Labor Rates	Medium		01-Nov-15		1	
23-Feb-15	3	15-1193	University Building Official	Inaccurate and Untimely Non-Capital Permit Billing	High		30-Nov-15		1	
23-Feb-15	4	15-1193	University Building Official	Inaccurate University Building Official Master Listing	Medium		30-Nov-15		1	
13-May-15	5	15-1185	IT Security Incident Response	Incident Response Plan	High		01-Dec-15		1	
27-Jul-15	6	15-1218	Athletics NCAA Compliance	Untimely Entry of Student-Athlete Financial Aid Data	High		15-Dec-15		1	
23-Oct-14	7	14-1176	Facilities Work Order System	HokieServ Process Improvements	Medium		01-Apr-16		2	
27-Jul-15	8	15-1209	College of Science	Fiscal Responsibility	High		30-Jun-16		2	
29-Jul-15	9	15-1207	Environmental Health and Safety	Establishment and Oversight of Inspection Process	High		30-Jun-16		2	
31-Jul-15	10	15-1227	FERPA and HIPAA Compliance	HIPAA Compliance	High		30-Jun-16		2	
31-Jul-15	11	15-1227	FERPA and HIPAA Compliance	FERPA Training for Employees	High		30-Jun-16		2	
05-Mar-15	12	14-1163	Conflicts of Interest and Commitment	Conflict of Interest Programmatic Enhancement	High		30-Sep-16		2	
05-Mar-15	13	14-1163	Conflicts of Interest and Commitment	Clarification of Conflict of Interest Officer Role and Disclosure Requirements	High		30-Sep-16		2	

(1)   As of September 30, 2015, management confirmed during follow up discussions with Internal Audit that actions are occurring and the target date will be met. The Internal Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.

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

Presentation Date: November 9, 2015

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

September 30, 2015

Seven Year Trend of Recommendations Closed - On Schedule

FY2010	100%
FY2011	96% (4% Extended)
FY2012	98% (2% Extended)
FY2013	100%
FY2014	98% (2% Extended)
FY2015	98% (2% Extended)
FY2016	100%

Legend:
- % Closed - Extended
- % Closed - On Schedule

Presentation Date: November 9, 2015

Internal Audit Status Report

FINANCE AND AUDIT COMMITTEE

October 22, 2015

Audit Plan Update

Audits were performed in accordance with the fiscal year 2015-16 annual audit plan at a level consistent with the resources of the Department of Internal Audit. Four audit projects have been completed since the August board meeting.

The following six audit projects are underway: Contract Administration, Crop and Soil Environmental Sciences, IT: Linux Server Security, Real Estate Management, the Inn at Virginia Tech and Skelton Conference Center, and the Center for Organizational and Technological Advancement. Additionally, five advisory service projects are underway. These include: two conducted confidentially at the request of University Legal Counsel, one of the Washington-Alexandria Architecture Center conducted at the request of the College of Architecture and Urban Studies, one of the Future Farmers of America conducted at the request of the College of Agriculture and Life Sciences, and one of privately-owned athletic camp and clinic activity conducted at the request of the Department of Athletics. So far in fiscal year 2015-16, Internal Audit has completed 11 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2015-16 Completion of Audit Plan

Audits	
Total # of **Audits** Planned	28
Total # of Supplemental **Audits**	3
Total # of Carry Forwards	4
Total # of Planned **Audits** Canceled and/or Deferred	0
Total **Audits** in Plan as Amended	35
Total **Audits** Completed	4
Audits - Percentage Complete	11%

Note: Includes Compliance Reviews and Advisory Services

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

October 22, 2015

Background

In concurrence with the fiscal year 2015-16 Internal Audit Plan approved by the Finance and Audit Committee at the August 31, 2015 Board of Visitors meeting, the department has completed three risk-based audits and one compliance review during this reporting period. This report provides a summary of the ratings issued during the period and the rating system definitions. Internal Audit made a concerted effort to ensure progress on the annual audit plan.

Ratings Issued This Period

Controller's Office – General Accounting	Effective
Facilities Operations	Significant Improvements are Needed
Language and Culture Institute	Improvements are Recommended
National Capital Region	Improvements are Recommended

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

Presentation Date: November 9, 2015

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

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

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

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

Office of State Inspector General Performance Review

FINANCE AND AUDIT COMMITTEE

October 1, 2015

The Office of State Inspector General (OSIG) was established in April 2011 to conduct independent investigations, performance reviews, and other information designed to provide objective information to the citizens of the Commonwealth and those charged with its governance. In August 2015, the university was informed by OSIG regarding its plans to conduct a performance review of Virginia Tech. The university was identified as a high risk agency based on a statewide risk assessment conducted by Deloitte and Touche LLP for OSIG. The results of the risk assessment have identified the following potential risk areas to be included in the scope of review:

- Science, Technology, Engineering, Mathematics, and Health (STEM-H) programs
- Faculty Start-up packages
- Wire transfers and return of Collected Revenue
- Federal Grants
- Budgeting and Forecasting
- Procurement

Current Status of the Performance Review

The university held an opening conference with the OSIG auditors to discuss the timeline, scope of review, and the review process. The Vice President for Finance and CFO is serving as point of contact for coordination of the review with appropriate personnel on campus. The auditors have commenced initial meetings with multiple areas on campus to gain an understanding of university processes in the areas included in the scope of review. Based on these discussions, the auditors plan to develop audit objectives and audit programs.

The university will continue to provide full support to the auditors during the review and will plan to provide periodic updates to the Board as additional information becomes available.

University Support for Student Financial Aid

FINANCE AND AUDIT COMMITTEE

October 13, 2015

Consistent with prior years, the university is providing the Finance and Audit Committee of the Board of Visitors with an update on the university's Student Financial Aid program. This annual report provides an overview of the types of student financial assistance programs available at the university, sources of funding for programs, and a review of the institutional undergraduate aid programs that can be controlled or influenced by the university.

Funding Environment

Virginia Tech is experiencing an ongoing shift in the types of resources available to support its instructional programs. These changes include periodic increases in tuition and required fees as driven by a combination of increasing costs, the requirement to maintain the quality and integrity of the instructional programs, enrollment growth to support additional Virginia students, and the inability of the state to maintain its historic level of financial support.

The state-funded share of support per student is impacted by limited General Fund resources at the state level, mandatory cost increases such as health care and retirement benefits, enrollment growth of Virginia resident students, and inflation; as a result, increases in tuition and fees are increasingly relied upon to support the university's instructional activities.

In this environment, the role of student financial assistance of all types has become a more critical element of financial planning in the university's efforts to ensure access and affordability. Financial aid programs are critical to support those goals, as well as promoting the recruitment, retention, and graduation of students. The university's financial aid efforts seek to ensure that qualified students can access a Virginia Tech education and help to promote a diverse and inclusive community in support of the university's goals and objectives.

Historically, the university has strived to manage increases in tuition and fees at a reasonable level to enhance access and affordability; this strategy was predicated on a certain level of state support. However, the funding mix of higher education continues to evolve. As state support continues to erode, the state share of a student's cost of education continues to decrease while the student's share grows. Understanding this shift, the university has proactively focused its efforts to increase support for student financial aid. These efforts are specifically designed to ensure access and affordability and meet the goals of the university as described in its Management Agreement with the Commonwealth.

Types of Student Financial Aid

The university facilitates a multifaceted scholarship and financial aid program that provides assistance to undergraduate students through grants and scholarships, employment opportunities, loans, and payment strategies. Graduate students are supported through graduate assistantships, which provide tuition remission and a stipend in exchange for university service. Fund sources for this assistance are varied as are their accompanying eligibility protocols. For fiscal year 2014-15, total aid reached $424.8 million, as seen in Figure 1 below.

Figure 1: Total Student Financial Aid From All Sources*
$ in millions
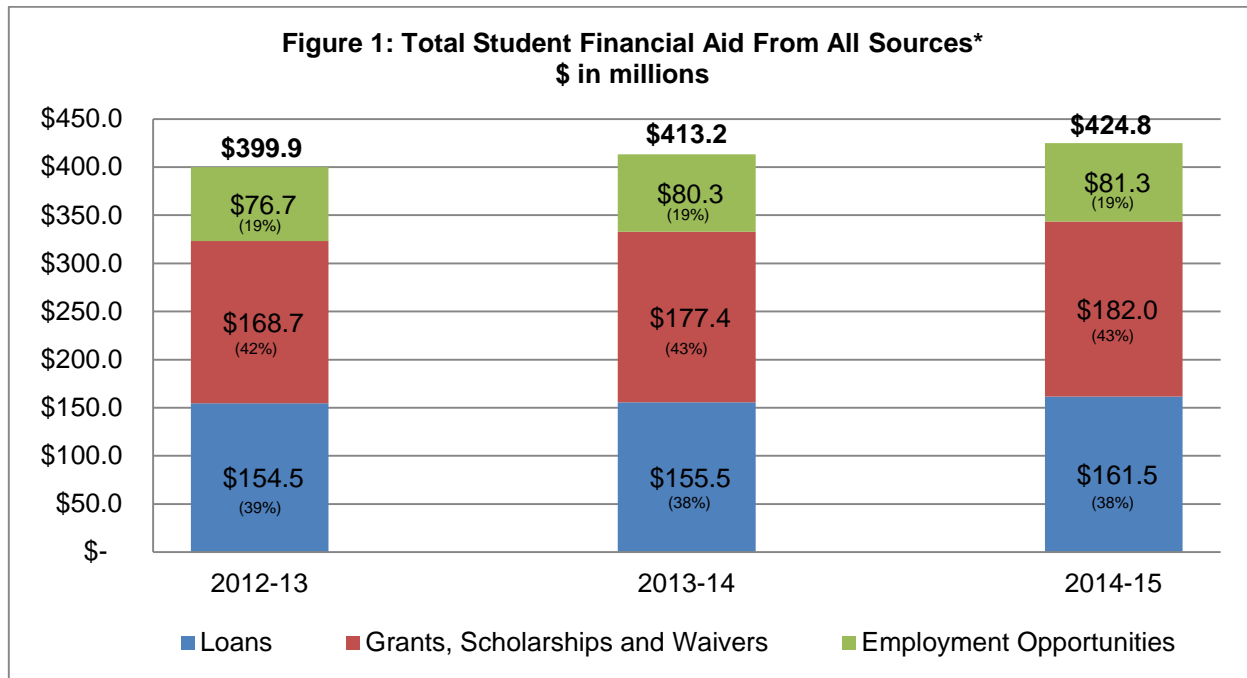
*2012-13 and 2013-14 data restated to remove pre-paid tuition grants from Outside aid totals.

Financial assistance to students is provided in the four main categories of grants and scholarships, employment, loans, and payment options:

1. **Grants and Scholarships** provide aid based on academic or extracurricular achievement, or financial need, and require no exchange of service. Some of these are need-based, while others are merit-based. No repayment is expected.

    Need-based awards are offered to students who demonstrate financial need as determined by federal and institutional standards. Such standards involve the computation of the cost of attendance including estimated books and supplies, transportation, personal expenses, and room and board whether on or off campus, in addition to tuition and required fees. From this total cost of attendance the university subtracts the Expected Family Contribution (standardized through the Free Application for Federal Student Aid, the FAFSA), and any outside aid the student has obtained from sources other than the university to determine the student's financial need.

Merit-based awards are offered to students who demonstrate exceptional aptitude and academic and/or extracurricular achievement.

2. **Employment** includes wage employment, student work-study opportunities at the undergraduate level, and graduate assistantships at the graduate level. In 2014-15, 33 percent (10,437) of Virginia Tech students participated in an employment opportunity.

> *Federal Work-Study* – provides eligible students a financial aid allotment and a wage employment position. This program is subsidized by the federal government and is supported in part by the university. Work-study participants are employed both on and off-campus; gaining valuable work experience along with financial assistance. Award amounts, generally between $1,500 and $3,000, are based on a student's Free Application for Federal Student Aid (FAFSA) filing. In 2014-15, 841 students participated in FWS programs; 809 at the undergraduate level and 32 at the graduate/professional level.

> *Wage employment opportunities* - provide university employment to students based upon individual qualifications subject to departmental needs and resources. The university employed 6,900 students in wage positions during 2014-15; 5,904 at the undergraduate level and 996 at the graduate/professional level.

> *Assistantships* - offer tuition remission and a stipend in return for the student's (typically graduate-level) effort through research, service, or teaching. This funding supports both the graduate student and the university's programs. The university employed 3,609 individual graduate students, or 3,175 full-time equivalent students, as graduate assistants in administrative, teaching, and research positions in 2014-15. This represents 73 percent of the full-time graduate student population.

3. **Loans** are offered through institutional, federal, and private lenders and provide financial assistance. These loans have repayment requirements. Loans may be subsidized or unsubsidized.

> *Subsidized loans* - are generally from the federal government, carry a lower interest rate, and do not accrue interest or require payment during qualifying enrollment and deferment periods.

> *Unsubsidized loans* - generally accrue higher, market-based interest rates from the date the loan is disbursed, and may not require repayment during qualifying enrollment and deferment periods.

4. **Payment Options** include prepaid tuition plans offered by the Commonwealth of Virginia (such as tax sheltered savings plans) and the Budget Tuition Plan operated by the university. The Budget Tuition Plan is an installment payment plan which provides students and families the opportunity to spread the cost of tuition and fees over the course of the semester.

The university is involved in the administration and distribution of each of these types of financial aid. Many programs are administered outside of the university, and students arrive with financial aid arrangements (which are in general termed "outside aid" in this report) that the university facilitates on their behalf. Other programs are developed within the institution.

Sources of Funding for Grants and Scholarships

A diverse array of resources supports grants and scholarships, including federal, state, institutional, and outside aid, as seen below in Table 1.

Table 1: Grants, Scholarships, & Waivers
($ in millions)

	2012-13	2013-14	2014-15
Undergraduate			
Federal	$ 17.6	$ 18.0	$ 18.0
State	14.7	15.4	15.5
Institutional			
Unfunded Scholarships	13.4	13.8	14.0
Internal Resources	0.9	0.9	1.1
Other Undergraduate [1]	5.2	6.0	4.9
Private (Foundation)	19.3	20.4	21.1
Subtotal Institutional	38.8	41.1	41.1
Outside [2]	25.4	25.1	25.9
Subtotal Undergraduate	96.5	99.6	100.5
Graduate			
Federal	0.1	0.2	0.0
State	4.2	4.5	4.5
Institutional			
Graduate Tuition Remission	57.0	60.1	64.0
Other Graduate [3]	2.7	3.6	3.7
Private (Foundation)	2.7	2.8	2.6
Subtotal Institutional	62.4	66.5	70.3
Outside [2]	5.5	6.6	6.7
Subtotal Graduate	72.2	77.8	81.5
Total Aid	$168.7	$177.4	$182.0

(1) Other Undergraduate includes external grants and contracts, waivers codified in the Code of Virginia, and educational benefits for employees.

(2) 2012-13 and 2013-14 data restated to remove pre-paid tuition grants from Outside aid totals.

(3) Other Graduate includes waivers codified in the Code of Virginia, educational benefits for employees and internal resources used to support graduate students.

<u>Federal Support</u> comes from the federal government and is provided through Pell Grants and Federal Supplemental Educational Opportunity (FSEOG) support. These programs

are administered by, and flow to the student through, the university. The appropriations for these programs are often congressionally approved and, in the case of Pell Grants, follow the student to their university.

State Support is provided by the Commonwealth from the state General Fund in several ways. The bulk of the Commonwealth's appropriation is directed to the university in support of Virginia resident undergraduate need-based scholarships. Funding is also appropriated to support graduate student assistantships. Additionally, the Commonwealth directs a small portion of funding to the university to fund students in the Soil Sciences and students participating in the Multicultural Affairs and Opportunities Program. Other state funding may flow to the university on behalf of students, and is not under the university's control.

Institutional Support is the area of financial aid that the university can impact directly, providing financial assistance in the form of scholarships and grants at the undergraduate level and assistantships at the graduate level. Institutional support comes through six main categories: unfunded scholarships, Tuition & Fee Revenue Used for Financial Aid, internal resources, codified waivers, graduate tuition remission, and private funding. In 2014-15, institutional support provided $41.1 million to 10,160 undergraduate students, an average of $4,045 per student.

Unfunded Scholarships: Section §23-31 of the Code of Virginia authorizes institutions of higher education to create need-based scholarships through the remission of tuition and fees up to certain limits at both the student and institutional level. These programs are supported by the tuition budget and are reflected in the net tuition revenue collected by the university.

Tuition & Fee Revenue Used for Financial Aid: The 2014 General Assembly session added language in Section §4-5.01 b.1.a of the Appropriation Act that authorizes institutions of higher education to create nongeneral fund appropriations for student financial assistance, as follows: (i) funds derived from in-state student tuition will not subsidize out-of-state students, (ii) students receiving these funds must be making satisfactory academic progress, (iii) awards made to students should be based primarily on financial need, and (iv) institutions should make larger grant and scholarship awards to students taking the number of credit hours necessary to complete a degree in a timely manner. These programs are supported by the tuition budget and are reflected in the net tuition revenue collected by the university.

Internal Resources: Some institutional support is available from specific resources. Such resources are normally from an externally sponsored grant or contract – this is a key source of graduate tuition remission. Given the public nature of much of the university's resources, the university is limited in its ability to generate resources for flexible scholarship support. Examples of this type of support are revenue from Virginia Tech license plate sales and net revenues from licensing and trademark activities.

Codified Waivers: While the university is generally unable to waive student charges, codified waivers are specific programs that are enacted in the Code of Virginia that

authorize the waiver of charges to support specific groups targeted by the Commonwealth. These groups include:

- Dependents and spouses of military personnel such as members of the United States Armed Forces or Virginia National Guard who were killed or severely disabled in action,
- Surviving spouses and children of Virginia public safety personnel such as law-enforcement officers, campus police officers, and firefighters killed in the line of duty,
- Senior citizens with income less than $23,850 per year, as long as tuition paying students are not displaced.

Because the costs of these programs are managed by the institution, these programs are considered institutional support. The university also supports graduate students on assistantship through the waiver of the nonresident differential (the difference in the tuition rate between resident and nonresident graduate students) as authorized by the Appropriation Act for significantly employed graduate students.
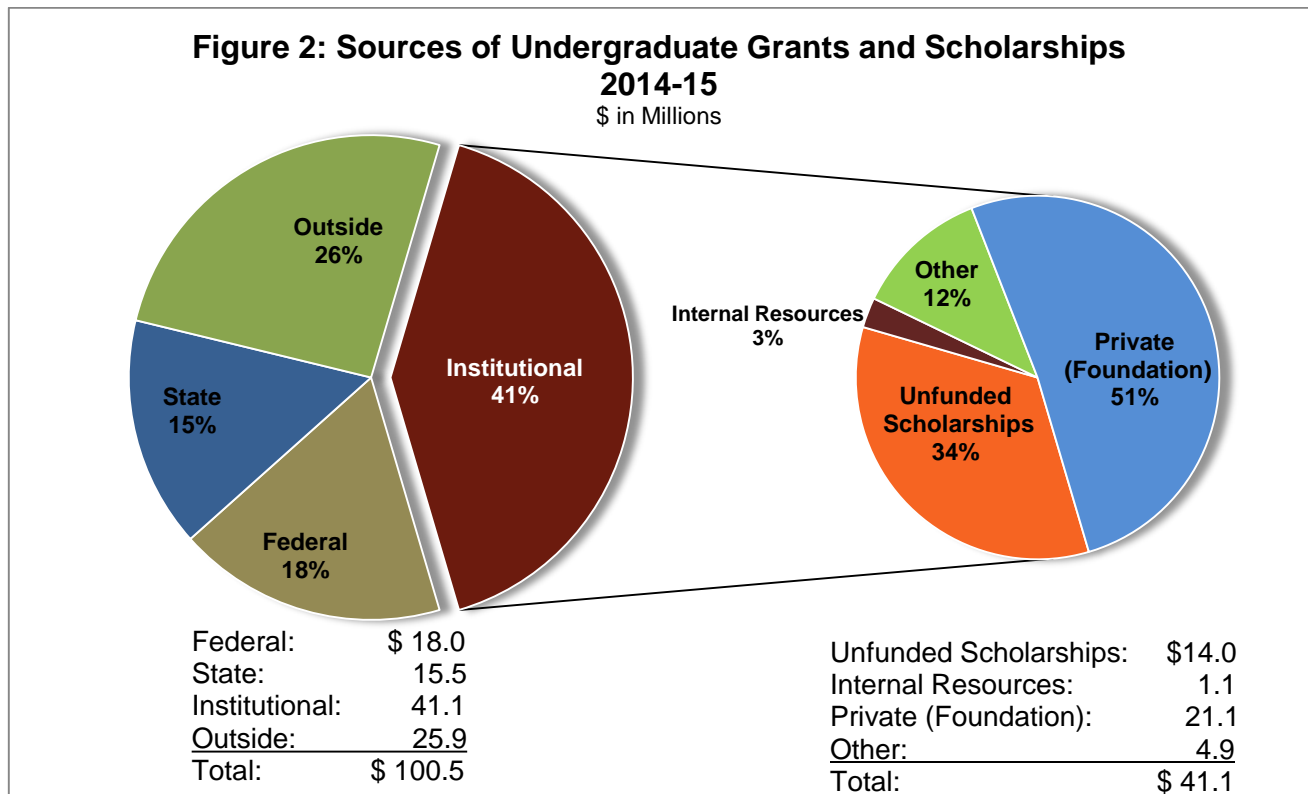
Graduate Tuition Remission: The most common source of support for graduate students is the graduate assistantship. An assistantship is comprised of a stipend, health insurance, and graduate tuition remission. Assistantships support teaching, research, or other service within the university. The university funds a portion of the graduate tuition remission program, as do grants and contracts tied to specific externally sponsored activities, primarily research.

Private Funding: Additional support is available through the Virginia Tech Foundation. Private funds come through philanthropy in annual fund or endowment. Annual support is available to be utilized on a one-time basis. Endowments are held to create ongoing stream of earning for a perpetual benefit.

Outside Aid is aid which normally comes with a student from private external parties. This could include private organizations, nonprofit organizations, businesses, governmental entities, international organizations, and other special-interest groups. The university does not control this fund source but works to facilitate and coordinate the delivery of such support. Often these awards are tied to academic progress eligibility which the university may monitor on behalf of the awarding entity.

Undergraduate Scholarships

Of the sources of undergraduate scholarships and grants, 41 percent are derived from institutional sources, as seen in Figure 2.

Figure 2: Sources of Undergraduate Grants and Scholarships 2014-15

$ in Millions

Federal:	$ 18.0
State:	15.5
Institutional:	41.1
Outside:	25.9
Total:	$ 100.5

Unfunded Scholarships:	$14.0
Internal Resources:	1.1
Private (Foundation):	21.1
Other:	4.9
Total:	$ 41.1

Institutional resources to support undergraduate student financial aid awards have increased over time, as seen in Figure 3.

Figure 3: Undergraduate Institutional Support at Virginia Tech

Legend: Private (Foundation), Unfunded Scholarships, Other Undergraduate, Internal Resources

Presentation Date: November 9, 2015
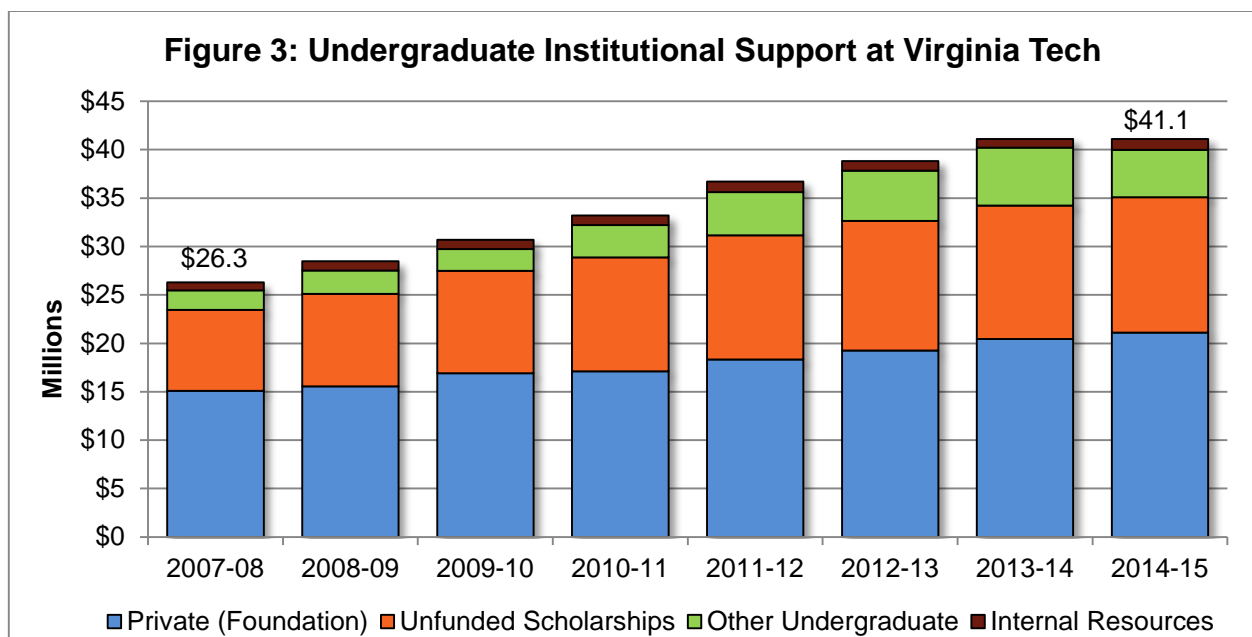
Though resources have increased over time, tuition increases have outpaced increases in state and private sources, resulting in a declining number of theoretical tuition and E&G fee scholarships that could be supported by these resources. Moving forward, the university intends to exert additional emphasis on raising additional funds to further increase the university's capacity to help with student affordability. Figure 4 displays the trend of this scholarship analysis from these sources.

Figure 4: Analysis of State and Institutional Support for Undergraduate Scholarships Over Time
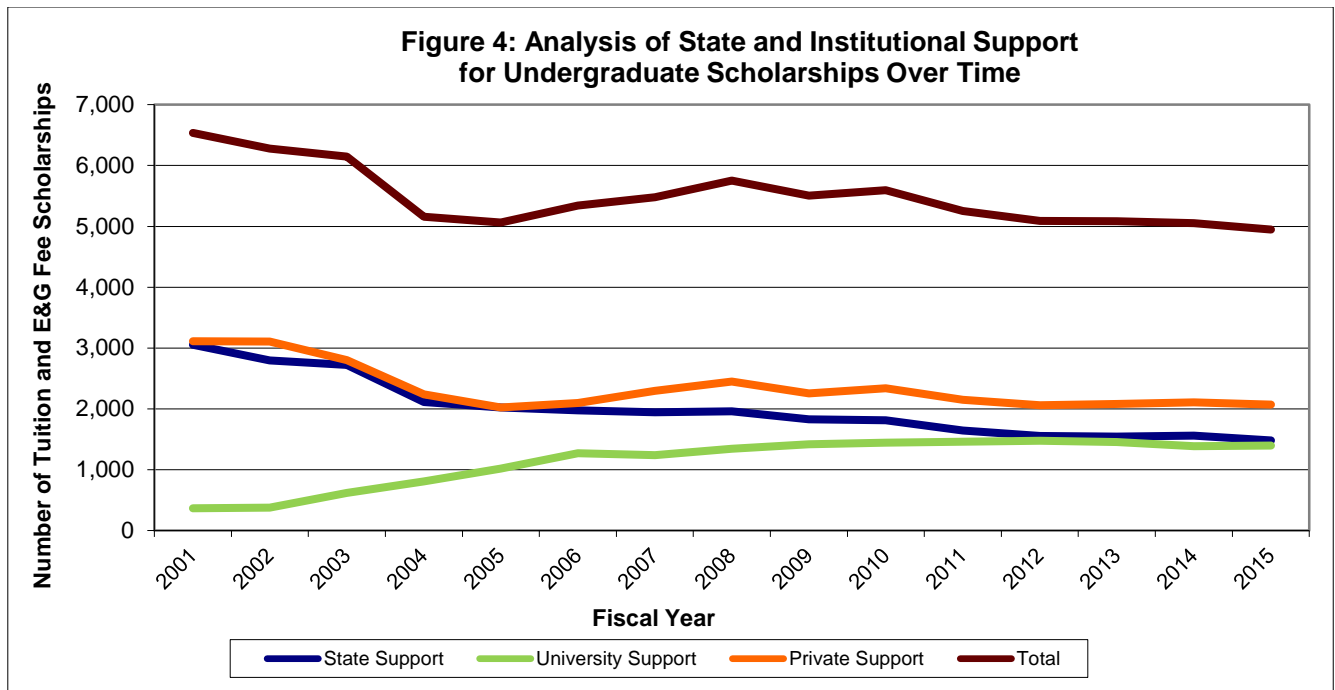
Uses of Funds

The university leverages institutional support to advance access and affordability and has also created several innovative, very successful programs. Two major undergraduate Grant and Scholarship programs are:

Funds for the Future –This is the university's largest undergraduate financial aid program, designed to assist returning students with financial need by mitigating all or a portion of increases in tuition and required fees based on level of family income. This program is specifically designed to provide support to both low and middle-income undergraduates. Depending upon the adjusted gross income of the student's family, the student can be fully protected from tuition and required fee increases in each year the student returns to the university. Table 2 shows the number of resident and nonresident students receiving this aid in 2014-15.

Table 2: 2014-15 Funds for the Future Award Recipients

Family Income (AGI)	Number of Virginia Undergraduates Receiving Award	Number of Nonresident Undergraduates Receiving Award
$0 - $29,999	936	203
$30,000 - $49,999	603	122
$50,000 - $74,999	751	167
$75,000 - $99,999	744	134
Total	**3,034**	**626**

Funds for the Future Program Enhancement for 2015-16

For 2015-16, the university enhanced the tuition protection for many students by covering 100 percent of tuition increases for students with family income of up to $49,999 and covering 50 percent of tuition increases for students with family income between $50,000 and $74,999. Table 3 displays the income categories and resulting percentage of tuition and required fee increases that returning students will be protected against in 2015-16. The program is available to both resident and nonresident undergraduate students. Further enhancements to the Funds for the Future program will be considered in the future as the university strives to mitigate the impact of tuition increases and provide maximum predictability of tuition and fee costs to students.

Table 3: Funds for the Future Protection Levels

2015-16 FFF Program Parameters			
Family Income (AGI)	Undergraduate Tuition & Fee Increase Protection *	Example Impact of FFF Protection for Undergraduate Student	
		Total Tuition & E&G Fee Increase	Net Impact of Tuition & Fee Increase
$0 - $49,999	100%	3.9%	0%
$50,000 - $74,999	50%	3.9%	1.95%
$75,000 - $99,999	25%	3.9%	2.93%

* Tuition protection is the same for in-state and out-of-state students.

<u>VT Grant</u> – In addition to protecting students with financial need from tuition and required fee increases, the university has also been methodically working to expand its total aid program, with the goal of reducing unmet need. Additional funds have been allocated to this program annually with the goal of reducing unmet need at a measured pace over time.

Other programs that have been designed to offset the costs of attendance, achieve enrollment goals, and recognize academically talented students include:

- Presidential Scholarship Initiative to assist low-income and first-generation Virginia students with significant financial need,

- VT Scholars award to recruit academically talented students and advance university first generation enrollment goals,
- Emerging Leaders Scholarship for participants in the Corps of Cadets,
- Presidential Campus Enrichment Grants and Alumni Presidential Scholar Program that serve both students with need and students who demonstrate merit to achieve university enrollment goals,
- Yellow Ribbon program for military veterans and dependents (university support for federal matching program).
- Scholarships to defray a portion of a student's costs to study at the Steger Center for International Scholarship, and
- Scholarship support to help offset the higher costs of study abroad programs.

These programs help address the commitment to access and affordability that the university undertook as part of the Restructured Higher Education Financial and Administrative Operations Act initiative. Further, these programs have been well received by students, families, and the Commonwealth and help advance strategic goals.

Trends in Student Indebtedness

Loans

The university continues to monitor students' borrowing behavior. Table 4 below displays the average borrower debt of the graduation class at Virginia Tech and nationally for the past 3 years, as well as the percentage of each class who carried student loan debt upon graduation. According to the Institute for College Access and Success, "69 percent of 2013 graduates of public and nonprofit four-year colleges combined had student debt, with an average of $28,400 per borrower." At Virginia Tech, only 55 percent of the class of 2013 graduated with any debt. Of those who did graduate with debt, the average was $26,807, or 5.6 percent below the national average. Though the use of student loans remains a personal decision, the university provides students and parents with information and counseling to understand the benefits and responsibilities of student loan resources. Moving forward, the university envisions enhanced aid and loan counseling programs in an effort to help reduce student debt.

Table 4: Loan Statistics of Virginia Tech Graduates

Class of:		2011	2012	2013	2014
VT	$	$24,175	$25,672	$26,807	$27,865
	%	52%	54%	55%	53%
National Average	$	$26,600	$27,850	$28,400	Not Available
	%	66%	68%	69%	

Default Rate

Virginia Tech's 2012 cohort default rate for the Federal Direct Loan (FDL) and Federal Family Education Loan (FFEL) programs was 2.1 percent, compared with a 3.1 percent average default rate among the university's peer group. While default rates are linked to the national economy, Virginia Tech has consistently had a default rate below the national average.

<u>Net Price</u>
When all available financial aid resources are applied to the overall Cost of Attendance (including tuition and fees, room and board, books, travel, and other costs), a "Net Price" can be derived to represent the remaining cost to the student. Due to various discounting strategies across institutions, the Net Price can be a helpful comparison point of the choice faced by students and their families. The National Center for Educational Statistics (NCES) compiles Net Price data across five student income categories. Table 5 below compares the university's net price with national and state peers for a first year full-time Virginia undergraduate (or resident student within another state). This analysis finds that while the university remains competitive in terms of the average Cost of Attendance (sticker price), the university has an opportunity to enhance the net price competitiveness for low and middle-income students.

Table 5: Comparison of Net Price for Undergraduate Residents

	Cost of Attendance (Sticker Price)	Average Net Price by Income (2013-14 data)				
		$0-$30,000	$30,001-$48,000	$48,001-$75,000	$75,001-$110,000	$110,001+
Virginia Tech	$26,165	$12,446	$14,614	$18,113	$22,517	$24,862
National Peer Average	$28,950	$10,067	$11,852	$16,372	$21,600	$25,451
Advantage/(Disadvantage)	**$2,785**	**$ (2,379)**	**$ (2,762)**	**$ (1,741)**	**$ (917)**	**$ 589**
Virginia Tech	$26,165	$12,446	$14,614	$18,113	$22,517	$24,862
Select VA Doctorals	$27,202	$ 7,376	$8,456	$12,864	$21,032	$25,341
Advantage/(Disadvantage)	**$1,037**	**$ (5,071)**	**$ (6,159)**	**$ (5,250)**	**$ (1,485)**	**$ 479**

<u>Unmet Need</u>
A student's need is determined using the federal Free Application for Federal Student Aid (FAFSA). This calculation begins with the cost of attendance (tuition, fees, room, board, books and travel), subtracts the expected family contribution (EFC) along with any aid provided (including loans), and the remaining amount is considered "unmet need". While external factors such as state budget reductions and student family income significantly effect this calculation, reducing the percentage of unmet need over time is a goal of the university's student financial aid program. Table 6 below displays the unmet need of resident and nonresident undergraduates over time.

Table 6: Trend of Unmet Need

	2010-11	2011-12	2012-13	2013-14	2014-15
Virginia Undergraduate	$4,298	$4,457	$5,668	$5,814	$5,299
% of Average Need	31.5%	31.4%	36.8%	36.7%	33.2%
Nonresident Undergraduate	$9,065	$8,380	$10,273	$10,541	$9,783
% of Average Need	43.9%	40.0%	45.9%	45.8%	41.8%

Current Events

The university has been conducting an in-depth analysis of student need. In the summer of 2015, the university conducted a comprehensive review of the impact of financial need on Virginia undergraduate student success. President Sands shared key findings from this study at the August Board of Visitors meeting. Based on these findings, the university is currently developing strategies to raise significant additional funding for scholarships and financial aid. The study also included an analysis of net price for the lowest three quintiles as compared to select Virginia doctoral institutions. Enhancing the resources available to these students through the university's student financial aid program is an important goal to advance Virginia Tech. With the likelihood of the commonwealth significantly increasing General Fund support for financial aid uncertain, the university will explore all possible opportunities to enhance access and affordability for Virginia undergraduates through increased institutional sources, with an emphasis on private fundraising.

The university will continue to work to assist students and families with managing the cost of education in the future. For 2014-15, 10,329 full-time Virginia Tech undergraduate students (43 percent of the university's undergraduate population) were determined to have financial need. For 2015-16, the university worked to moderate tuition increases while increasing the allocation of unfunded scholarship support for undergraduates. This plan ties into the university's commitment in its Management Agreement to increase support for need-based student financial aid to help ensure access and affordability.

The university has increased its unfunded scholarships commitment each year since expanding the program in 2001-02. While the university has been leveraging the unfunded scholarship authority to expand need-based aid, the use of unfunded scholarships has legal and practical limits. As a result, it will be important for the university to work to expand funding from other sources moving forward, especially by increasing private fundraising, and working to expand new innovative sources.

The university employs a wide variety of programs and fund sources to support student access to higher education in concert with the commonwealth. Moving forward, the university believes that significant progress can be made in the area of access and affordability.

University Support for Student Financial Aid

November 9, 2015
M. Dwight Shelton, Jr., VP for Finance and
Chief Financial Officer

Forms of Student Financial Aid

Grants and Scholarships

- Need-based
- Merit-based

Employment

- Federal Work Study
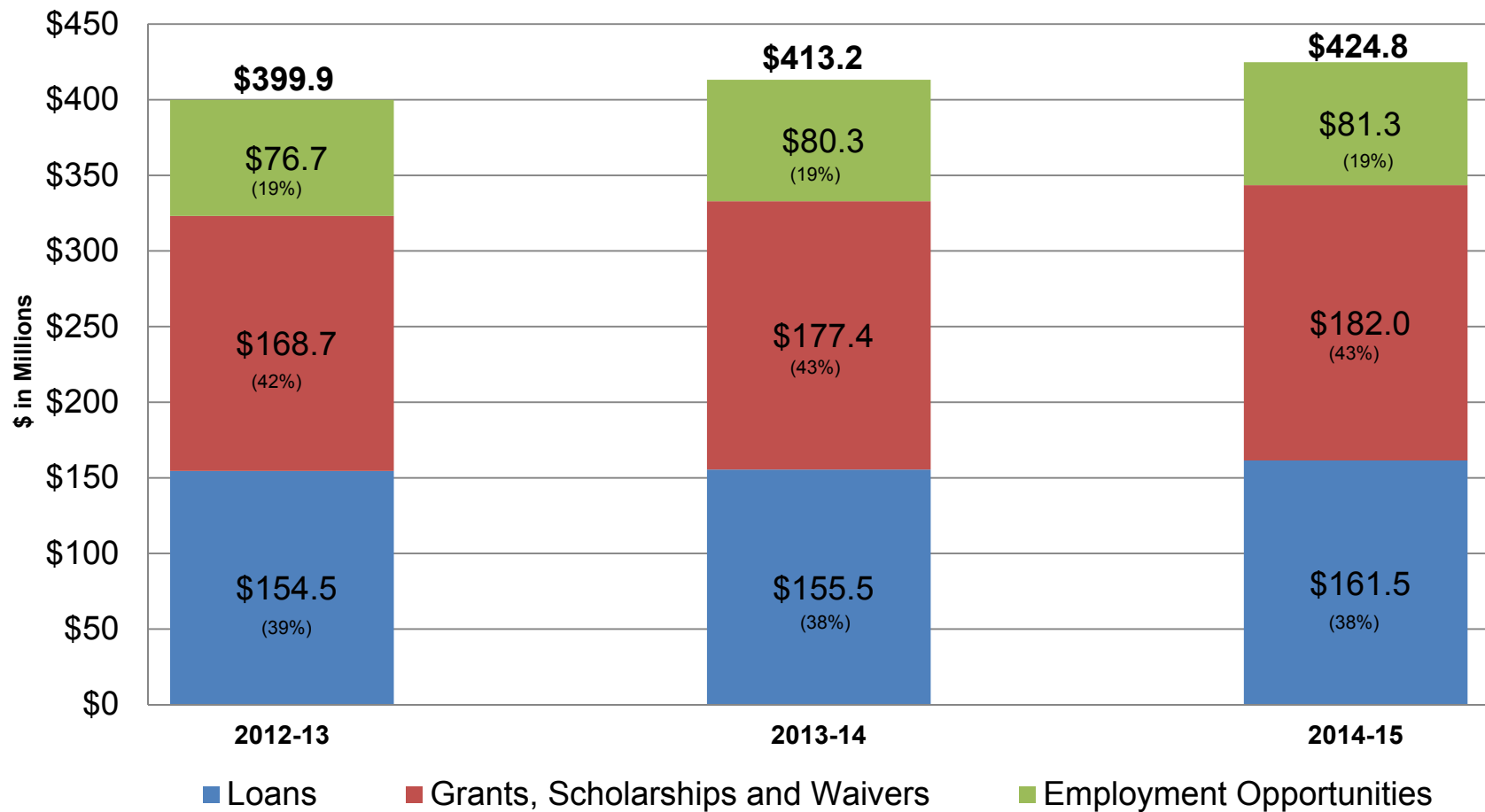- General Wage
- Graduate Assistantship

Loans

- Subsidized
- Unsubsidized

Payment Options

Student Financial Aid at Virginia Tech

Figure 1: Total Student Financial Aid From All Sources*

*Figure 1 totals are restated from prior presentations to remove prepaid awards from the scholarship totals

Grants, Scholarships, & Waivers

Sources of Funding:

- Federal

- State

- Institutional
  - Internal Resources
  - Codified Waivers
  - Tuition Remission
  - Unfunded Scholarships
  - Tuition and Fee Revenue Used for Financial Aid

- Private
  - Foundation
  - Outside funds

Undergraduate Grants and Scholarships

Undergraduate	2012-13	2013-14	2014-15
Federal	$ 17.6	$18.0	$18.0
State	14.7	15.4	15.5
Institutional			
Unfunded Scholarships	*13.4*	*13.8*	*14.0*
Internal and Other*	*6.1*	*6.9*	*6.0*
Private (Foundation)	*19.3*	*20.4*	*21.1*
Subtotal Institutional	38.8	41.1	41.1
Outside	25.4	25.1	25.9
Total Undergraduate	$ 96.5	$ 99.6	$ 100.5

*Other Undergraduate includes external grants and contracts, waivers codified in the Code of Virginia, and educational benefits for employees.

Graduate Financial Aid

Graduate	2012-13	2013-14	2014-15
Federal	$0.1	$0.2	$0.0
State	4.2	4.5	4.5
Institutional			
Graduate Tuition Remission	57.0	60.1	64.0
*Other Graduate**	2.7	3.6	3.7
Private (Foundation)	2.7	2.8	2.6
Subtotal Institutional	62.4	66.5	70.3
Outside	5.5	6.6	6.7
Total Graduate	$ 72.2	$ 77.8	$ 81.5

* Other Graduate includes waivers codified in the Code of Virginia, educational benefits for employees, and internal resources used to support graduate students.

Sources of Undergraduate Grants and Scholarships
2014-15
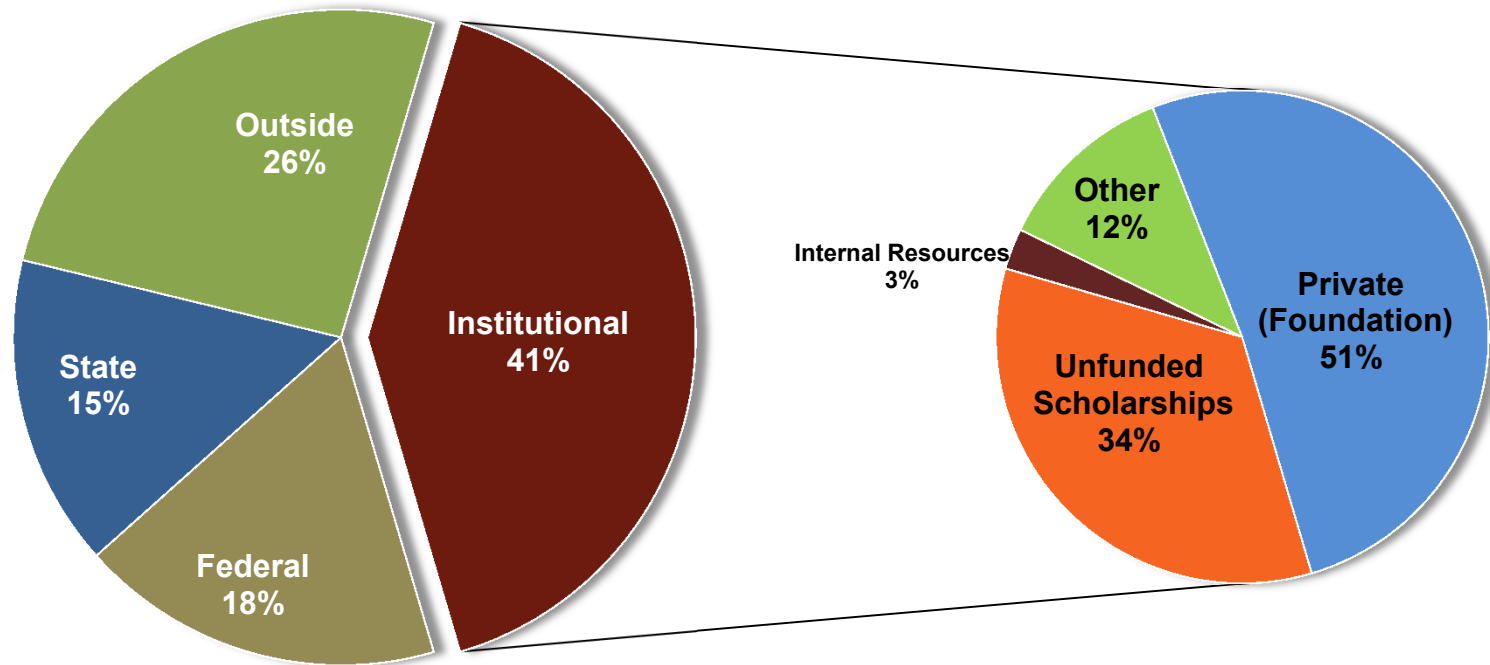
VirginiaTech
Invent the Future

Outside
26%

Institutional
41%

State
15%

Federal
18%

Other
12%

Internal Resources
3%

Private
(Foundation)
51%

Unfunded
Scholarships
34%

Federal:	$ 18.0
State:	15.5
Institutional:	41.1
Outside:	25.9
Total:	$ 100.5

Unfunded Scholarships:	$14.0
Internal Resources:	1.1
Private (Foundation):	21.1
Other:	4.9
Total:	$ 41.1

Institutional resources provided $41.1 million of financial aid to 10,160 undergraduate students in 2014-15, an average of $4,045 per student.

Undergraduate Institutional Support at Virginia Tech
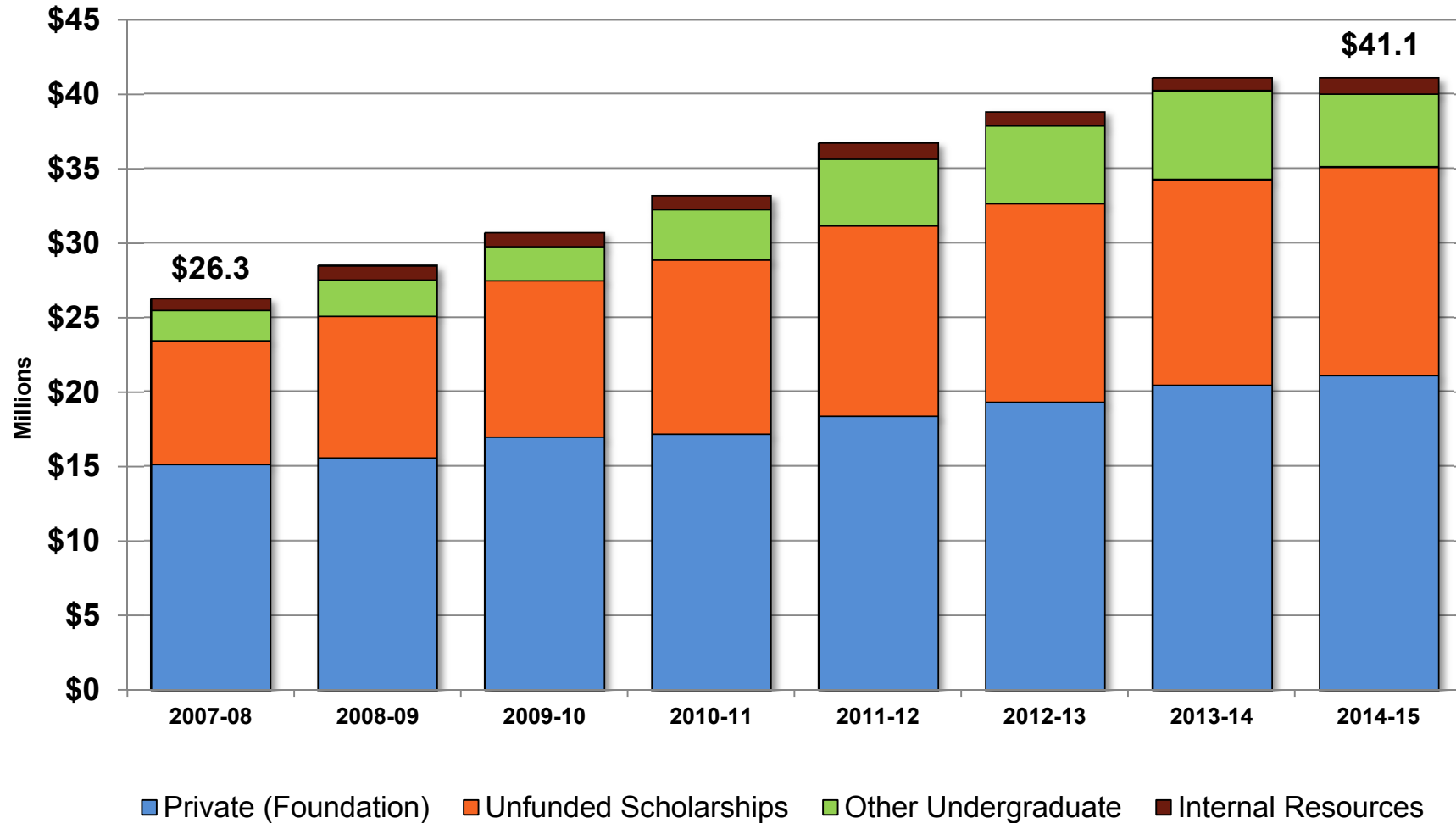
Analysis of State & Institutional Support for Undergraduate Scholarships
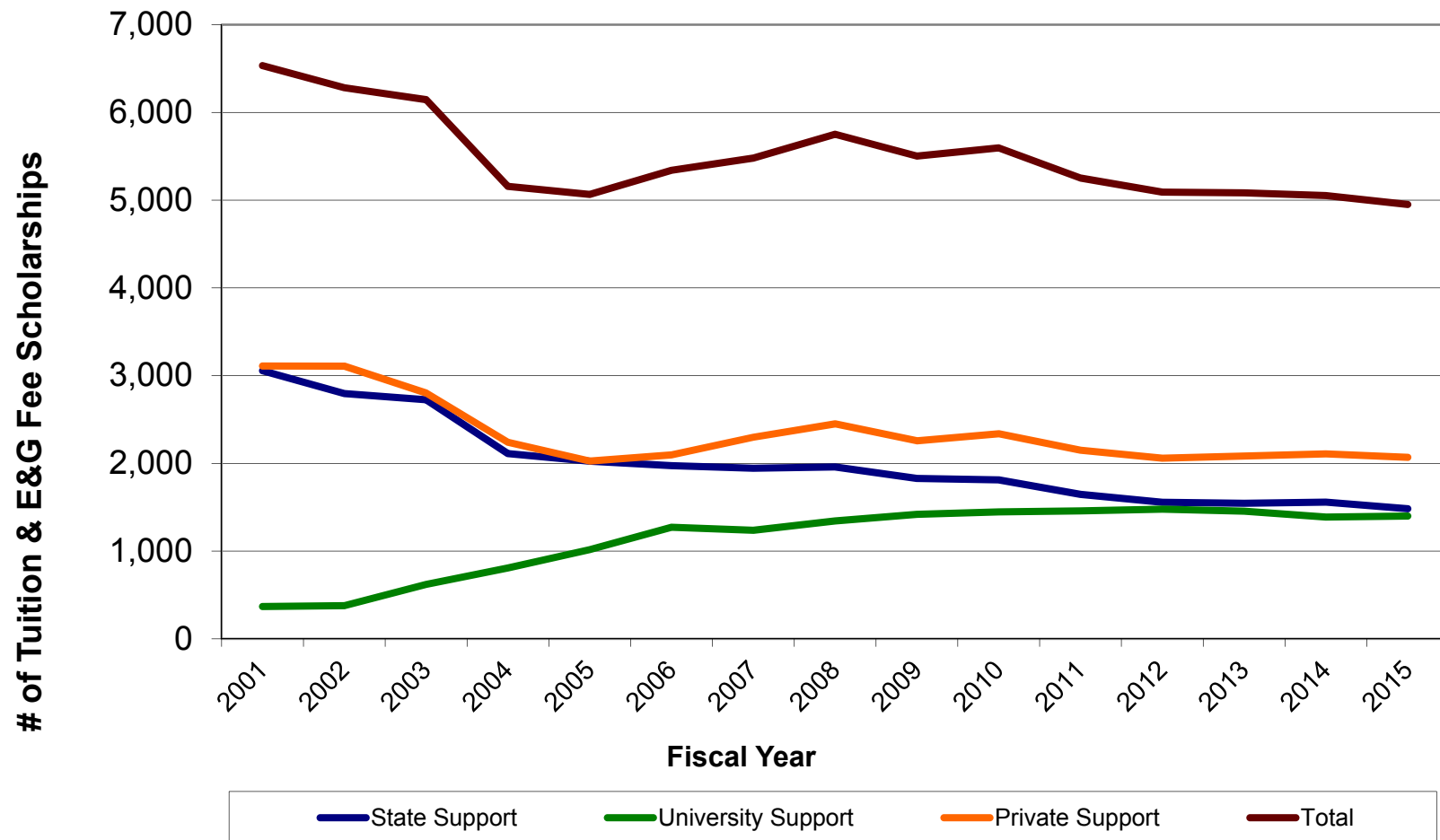
Undergraduate Scholarships
Institutional Programs

VirginiaTech
Invent the Future

2014-15 Funds For the Future Program

- Shelters returning students from tuition increases at increasing levels dependent upon need
- Ensures that students with the most need are not priced out due to tuition increases

Family Income (AGI)	Number of Virginia Undergraduates Receiving Award	Number of Nonresident Undergraduates Receiving Award
$0 - $29,999	936	203
$30,000 - $49,999	603	122
$50,000 - $74,999	751	167
$75,000 - $99,999	744	134
Total	**3,034**	**626**

Undergraduate Scholarships
Institutional Programs

VirginiaTech
Invent the Future

2015-16 Funds For the Future Enhancements

- Covers 100% of tuition increases for students with family income up to $49,999
- Covers 50% of tuition increases for students with family income up to $74,999

2015-16 FFF Program Parameters			
Family Income (AGI)	**Undergraduate Tuition & Fee Increase Protection***	**Example Impact of FFF Protection for Undergraduate Student**	
		Total Tuition & E&G Fee Increase	**Net Impact of Tuition & Fee Increase**
$0 - $49,999	100%	3.9%	0%
$50,000 - $74,999	50%	3.9%	1.95%
$75,000 - $99,999	25%	3.9%	2.93%

Undergraduate Scholarships Institutional Programs

VirginiaTech
Invent the Future

VT Grant

- Provides additional need based aid to undergraduate students to reduce unmet need

Other Strategic Aid Programs

- Presidential Scholarship Initiative to assist low-income and first-generation Virginia students with significant financial need

- VT Scholars award to recruit academically talented students and advance university first generation enrollment goals

- Emerging Leaders Scholarship for participants in the Corps of Cadets

VirginiaTech
Invent the Future

Undergraduate Scholarships Institutional Programs

Other Strategic Aid Programs

- Presidential Campus Enrichment Grants and Alumni Presidential Scholar Program serve both students with need and students who demonstrate merit to achieve university enrollment goals

- University match of the federal Yellow Ribbon program for military veterans and dependents

- Scholarships to defray a portion of a student's costs to study at the Steger Center for International Scholarship

- Scholarship support to help offset the higher costs of study abroad programs

Employment Opportunities

Many employment opportunities are available to support student financial need, including:

Federal Work-Study:

- Provides financial aid award between $1,500 and $3,000 (based on need) in addition to wage employment

- **841** students participated in work-study in 2014-15
  - Undergraduate: 809 participants
  - Graduate: 32 participants

- Program is subsidized by the federal government and supported, in part, by the university

Employment Opportunities

Many employment opportunities are available to support student financial need, including:

Wage Employment:

- Provides hourly university employment in many departments across campus

- **6,900** students held wage appointments in 2014-15
  - Undergraduate: 5,904 participants
  - Graduate: 996 participants

Employment Opportunities

Many employment opportunities are available to support student financial need, including:

Graduate Assistantships:

- Offers tuition remission and a stipend in return for student effort through research, service, or teaching appointments

- **3,175** graduate students (full-time equivalent) held assistantship appointments in 2014-15
    - Represents 73% of the full-time graduate student population

Trends in Student Indebtedness

VirginiaTech
Invent the Future

Average Debt per Borrower and
Percentage of Students Graduating with Debt

Class of:		2011	2012	2013	2014
VT	$	$24,175	$25,672	$26,807	$27,865
	%	52%	54%	55%	53%
National Average	$	$26,600	$27,850	$28,400	$28,950
	%	66%	68%	69%	69%

Student Debt Repayment

Cohort Default Rate for Federal Direct Loan and Federal Family Education Loans

2012 Cohort

Virginia Tech   2.1%

Peer Group average   3.1%

A **cohort default rate** is the percentage of a school's borrowers who enter loan repayment status during a federal fiscal **year** (10/1 – 9/30) and **default** within the next two fiscal years.

Trends in Student Need

VirginiaTech
Invent the Future

Comparison of Net Price for Undergraduate Residents

- The university remains competitive in terms of the average Cost of Attendance, but has an opportunity to enhance the Net Price competitiveness for low and middle-income students.

	Cost of Attendance (Sticker Price)	Average Net Price by Income (2013-14 data)				
		$0-$30,000	$30,001-$48,000	$48,001-$75,000	$75,001-$110,000	$110,001+
Virginia Tech	$26,165	$12,446	$14,614	$18,113	$22,517	$24,862
National Peer Average	$28,950	$10,067	$11,852	$16,372	$21,600	$25,451
Advantage / (Disadvantage)	$2,785	$(2,379)	$(2,762)	$(1,741)	$(917)	$589
Virginia Tech	$26,165	$12,446	$14,614	$18,113	$22,517	$24,862
Select VA Doctoral	$27,202	$7,376	$8,456	$12,864	$21,032	$25,341
Advantage / (Disadvantage)	$1,037	$(5,071)	$(6,159)	$(5,250)	$(1,485)	$479

- Net Price is the remaining cost to the student after all available financial aid resources are applied to the total Cost of Attendance which includes tuition, fees, room & board, and other expenses.

Trents in Student Need

Average Unmet Need

	2010-11	2011-12	2012-13	2013-14	2014-15
Virginia Resident Undergraduate	$4,298	$4,457	$5,668	$5,814	$5,299
% of Average Need	31.5%	31.4%	36.8%	36.7%	33.2%
Nonresident Undergraduate	$9,065	$8,380	$10,273	$10,541	$9,783
% of Average Need	43.9%	40.0%	45.9%	45.8%	41.8%

Current Events

- University has recently reviewed student financial need, and found that the net price gap compared to other doctoral institutions in the state could be improved for students in the lowest three income quintiles. Strategies are being developed to address this.

- In an era of modest tuition increases, institutional unfunded support for financial aid is significantly constrained and has practical limits.

- For 2015-16, the state provided an additional $0.1M General Fund support for undergraduate student financial aid. This support is appreciated but does not significantly enhance the financial aid program.

- As a result, the university will work to expand student financial aid funding with emphasis on private philanthropy.

Questions?

Virginia Tech Foundation Endowment Scholarship Funds Utilization and Expenditure Plans

FINANCE AND AUDIT COMMITTEE

October 5, 2015

Background

University Development supports the vision of Virginia Tech by generating private resources for scholarships and awards for students. These privately-funded scholarships and resources are received, managed, and disbursed by the Virginia Tech Foundation (Foundation). University colleges and departments are responsible for awarding and administering the scholarships to eligible students based upon donor intent. Beginning with the March 2006 Board meeting, the Finance and Audit Committee received an annual report on the Virginia Tech Foundation Endowment Scholarship Funds Expenditure Plans. The report was presented in response to the Board's request to provide information regarding the utilization of scholarship funds and the establishment of a proper level of reserve for colleges and departments.

In fiscal year 2013, Enrollment and Degree Management conducted a thorough review of the policy, procedures, and practices related to the administration of privately-funded scholarships. As a result of the review, Enrollment and Degree Management implemented comprehensive action plans to improve the utilization of scholarship funds for the benefit of the students. Additionally, the title and format of the report was changed to provide relevant information related to scholarship utilization for the fiscal year and the scholarship expenditure plans for the upcoming year.

Fiscal Year 2015 Initiatives

To facilitate effective management and utilization of available scholarships in fiscal year 2015, Enrollment and Degree Management provided extensive guidance to scholarship managing units to assure continuous improvement in intentional utilization of endowed scholarship funding. Enrollment Management supported departments in utilization of their scholarship funding through enhanced procedures, customized reports, and data analysis. Enrollment Management in collaboration with the Foundation and University Development continued the review of the "hard to award" scholarships listed by units in their FY 2014-15 spending plans. Results of the review included a recommended plan for collaborating with University Development in facilitating discussions with donors to amend fund criteria to enable awarding to eligible students.

As reflected in our report, these identified efforts and improvements have assisted the university in reaching the ultimate goal of leveraging financial resources to meet Virginia Tech's enrollment, diversity, and affordability goals.

Report

The attached reports provide relevant information related to the scholarship utilization for fiscal year 2014-15 and the scholarship expenditure plans for the upcoming year. Attachment A displays the Endowed Scholarship Utilization for fiscal year 2014-15. The report demonstrates the performance of each college in awarding available scholarships against established budgets. As shown on the schedule, university policy allows colleges to establish a "building reserve" from the total resources available to the college. The reserve allows the units to plan for scholarship commitments and needs beyond the current fiscal year. The total available resources are also reduced by the "hard to award" scholarships. The "hard to award" scholarships are funds where a donor agreement provides awarding criteria that are vague, restrictive, or do not provide adequate clarification. Enrollment Management implemented appropriate controls to monitor the reserve amounts as well as the hard to award scholarships to ensure that the scholarship amounts are fully utilized while balancing the needs for the units. Units are now required to (i) provide appropriate justification for the requested reserve amount and (ii) review with Enrollment and Degree Management and University Development identified scholarships categorized as "hard to award" during the spending plan process and approval. The Vice Provost for Enrollment and Degree Management reviews and approves the spending plan annually. The scholarship spending plans by each university unit has proven to be an effective tool in helping the university improve the percentage of awarded scholarships.

Attachment B provides information on the Endowed Scholarship Spending plan for fiscal year 2015-16. Colleges, Office of University Scholarships and Financial Aid (USFA), and other senior management areas managing privately funded scholarships are required to develop a spending plan for the upcoming fiscal year that specifies how the departmental scholarship monies will be spent to achieve university enrollment goals and enhance student access to a Virginia Tech education. Another component of the spending plan is the aforementioned "hard to award" scholarships. The revised policy requires awarding units to proactively identify such scholarship funds and gives guidance on the appropriate handling of such funds. Enrollment and Degree Management reviews the justification provided by the units for the "hard to award" scholarships and coordinates with the units, Foundation, and University Development to identify and implement actions that can be taken to minimize such scholarships. University policy recommends working with University Development and Foundation to propose a change of criteria for an award or

purpose of a fund agreement. Such changes have to be approved by the donor or the donor's representative.

Attachment C shows the beginning and ending balance of the Endowments for each College and the Office of University Scholarships and Financial Aid.

Results of 2014-15 Scholarship Utilization

In fiscal year 2015, colleges and the Office of University Scholarships and Financial Aid (USFA) made significant progress in awarding endowed scholarships, consistent with the approved spending plan and in compliance with Policy 3400 *Administration of Privately-funded Scholarships.* Accounting for the approved "building reserve" and "hard to award" funds, colleges and USFA utilized 95.3 percent of available endowed scholarship funds. Noteworthy among the colleges is the College of Science's high utilization rate of 98 percent of endowed scholarships.

The significant improvement of scholarship utilization following creation and implementation of new guidelines and goals is reflected in the chart below. **The unspent balance of endowed scholarships reduced by $2.5 million or 73 percent in fiscal year 2015.**

Endowed Scholarship Cash Balances, 2012 - 2015 (Colleges and USFA)
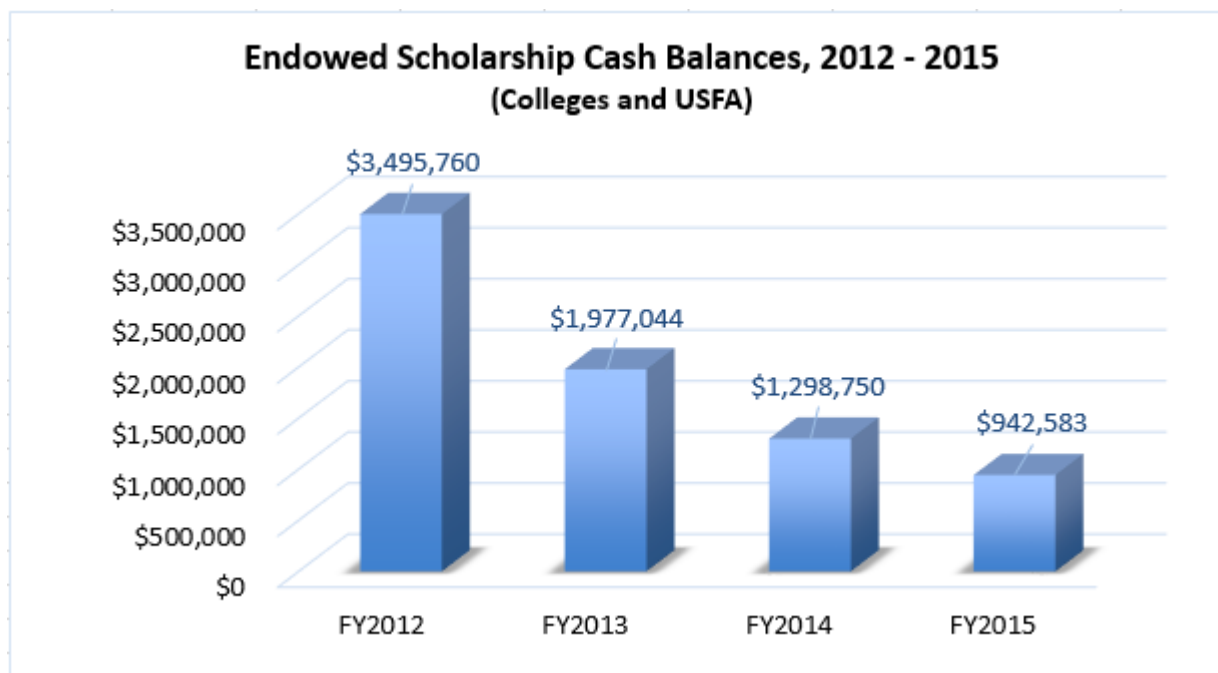
Management of Unspent Scholarship Balances

The available scholarship balances are impacted by the following factors:

- Approximately $300,000 in additional income were added to endowed funds after the start of the fiscal year. The availability of these additional funds was unknown to units during the planning stage. A significant portion of this additional income was posted to the respective funds in the 2nd half of the fiscal year. Due to the timing of the additional income, strategic and intentional utilization of the scholarship fund is challenging.

- The "building reserve" and "hard to award" funds constitutes 53 percent of the FY 2015 unspent balance of $942,583. As a result of improved planning and intervention, the "hard to award" funds for endowed scholarships in fiscal year 2015 were reduced by 64 percent, specifically from $728,947 in FY 2014 to $262,662 in FY 2015. While all colleges have worked diligently to reduce their "hard to award" balances, stellar among the efforts this year are the College of Veterinary Medicine demonstrating a 78 percent reduction in "hard to award" funds (from $162,299 in FY 2014 to $12,748 in FY 2015) along with the College of Agricultural and Life Sciences 51 percent reduction in "hard to award" funds (from $186,496 in FY 2014 to $93,044 in FY 2015).

  Reviewing the "hard to award" scholarships requires significant dedication of resources from Enrollment Management, University Development, and individual units. However, such a review will be an ongoing annual goal until the university has made attempts to revise all "hard to award" funds.

- Likewise, Enrollment Management closely monitors planned expenditures of "building reserve" monies to ensure each college is fully implementing its stated plan for utilization. In fiscal year 2015, only 2.5 percent of available funds were set aside to "building reserve" funds. Of particular note is the number of units and colleges - USFA, Veterinary Medicine, Agricultural and Life Sciences, Architecture and Urban Studies, and Natural Resources and Environment that fully awarded their funds set aside to "building reserve" funds in FY 2015.

Enrollment Management developed a survey questionnaire in summer 2015 to assess the current departmental practices for managing and utilizing scholarships. This survey will be distributed to all university departments managing scholarships in FY 2016. The university fully expects to continue its goal of quality improvement in its scholarship utilization planning and reflect success in meeting Virginia Tech's strategic goals of enrollment, access and affordability.

VIRGINIA TECH
Endowed Scholarship Activities
Year ended June 30, 2015

College or Operating Unit	Available Resources			Scholarship Awards and Other Actions					Ending Cash Balance
	Beginning Cash Balance [1] (a)	Actual Cash Earnings [2] (b)	Total Resources Available (c = a + b)	Building Reserve (d)	Hard to Award [3] (e)	Scholarship Budget [4] (f = c - d - e)	Actual Awards (g)	Returned Funds [5] (h)	i = (c - g - h)
College of Agriculture & Life Sciences	229,185	727,365	956,550	-	93,044	863,507	762,344	39,743	154,463
College of Architecture & Urban Studies	20,270	190,387	210,658	-	1,497	209,161	199,559	-	11,099
College of Business	83,876	1,279,082	1,362,957	3,382	14,461	1,345,115	1,280,102	307	82,548
College of Engineering	401,510	2,417,527	2,819,037	229,674	17,160	2,572,202	2,396,959	66,660	355,417
College of Liberal Arts & Human Sciences	111,633	352,504	464,138	1,758	45,877	416,502	383,785	1,732	78,621
College of Science	(7,713)	353,431	345,718	2,521	-	343,197	311,850	23,547	10,321
College of Veterinary Medicine	251,464	588,797	840,261	-	12,748	827,513	788,329	-	51,932
College of Natural Resources & Environment	45,187	161,469	206,656	-	20,382	186,274	174,360	3,183	29,113
University Student Financial Aid [6]	163,338	2,132,357	2,295,695		57,494	2,238,201	2,120,060	6,565	169,070
Grand Total	**1,298,750**	**8,202,919**	**9,501,669**	**237,335**	**262,662**	**9,001,672**	**8,417,348**	**141,738**	**942,583**

[1] The beginning cash balances in this report varies from the beginning cash balance reported in FY 2014-15 spending plan due to transfer of one scholarship fund (Caitlin Millar Hammaren Mem Sc) from the President's Office to college of Liberal Arts and Human Sciences. In addition, a scholarship fund was reclassified by the Foundation as non-scholarship fund in spring 2015.

[2] The actual cash earnings include the annual endowment payout plus any adjustment recorded to fund income after the start of the fiscal year.

[3] Hard to Award scholarships are funds where the donor agreements provide awarding criteria that are vague, restrictive, and do not provide adequate clarification for awarding. University policy, "*Administration of Privately-funded Scholarships and Other Awards*" provides guidance on handling of such funds.

[4] The scholarship budget is defined as the total resources available minus funds set aside to build reserve and hard to award scholarships.

[5] The returned funds include endowed income not awarded and returned to the endowed fund principal per fund agreement. The departments must make every effort to award all income payout per donor intent in the agreement before considering returning funds to the endowment.

[6] USFA funds do not include Brookings loans. Brookings loans is an endowed scholarship where the money awarded to students must be repaid to comply with the Fund agreement.

Source: Office of Enrollment and Degree Management

VIRGINIA TECH
Endowed Scholarship Spending Plan: Fiscal Year 2015-16

College or Operating Unit	Year Ended June 30, 2016						
	Total Available Resources			Spending Plan			
	Beginning Cash Balance (a)	Projected Cash Earnings (b)	Total Resources Available (c = a + b)	Building Reserve [1] (d)	Hard to Award [2] (e)	Scholarship Budget [3] (f = c - d - e)	Projected Ending Cash Balance [4] (g = c - f)
College of Agriculture & Life Sciences	154,463	740,190	894,653	28,077	26,229	840,346	54,307
College of Architecture & Urban Studies	11,099	201,489	212,588	599	4,093	207,896	4,692
College of Business	82,548	1,239,157	1,321,706	33,235	21,066	1,267,405	54,301
College of Engineering	355,417	2,446,418	2,801,835	108,184	22,316	2,671,335	130,500
College of Liberal Arts & Human Sciences	78,621	357,401	436,022	372	16,765	418,886	17,137
College of Science	10,321	361,373	371,694	5,350	-	366,344	5,350
College of Veterinary Medicine	51,932	591,449	643,381	-	11,524	631,857	11,524
College of Natural Resources & Environment	29,113	172,172	201,285	-	-	201,285	-
University Student Financial Aid [5]	169,070	2,156,345	2,325,415	-	135,458	2,189,957	135,458
Grand Total	**942,583**	**8,265,995**	**9,208,579**	**175,818**	**237,451**	**8,795,311**	**413,268**

(1) Departments are allowed to set aside up to 5% of the total resources available to build reserve for future use or to address emergency situations.

(2) Hard to Award scholarships are funds where the donor agreements provide awarding criteria that are vague, restrictive, and do not provide adequate clarification for awarding. University policy, "Administration of Privately-funded Scholarships and Other Awards" provides guidance on handling of such funds.

(3) The scholarship budget is defined as the total resources available minus funds set aside to build reserve and the hard to award scholarships.

(4) The projected ending cash balance includes $175,818 building reserve funds and $237,451 from hard to award scholarship funds that cannot be awarded due to unrealistic and/or overly restrictive selection criteria.

(5) USFA funds do not include Brookings loans. Brookings loans are endowed scholarships where the money awarded to students must be repaid to comply with Fund agreement.

Source: Office of Enrollment and Degree Management

VIRGINIA TECH
Scholarship Endowment Market Value
Year ended June 30, 2015

College or Operating Unit	Ending Balance 06-30-2014	Ending Balance 06-30-2015
College of Agriculture & Life Sciences	17,777,460	17,946,955
College of Architecture & Urban Studies	4,431,276	4,976,337
College of Business	30,160,415	30,458,181
College of Engineering	58,884,582	59,710,348
College of Liberal Arts and Human Sciences	8,614,535	8,851,302
College of Science	8,541,348	8,890,625
College of Veterinary Medicine	14,443,404	14,479,883
College of Natural Resources and Environment	4,123,326	4,218,449
University Student Financial Aid	55,729,363	56,537,392
Grand Total	**202,705,709**	**206,069,471**

Source: VT Foundation / Office of Enrollment and Degree Management

University Debt Ratio and Debt Capacity

FINANCE AND AUDIT COMMITTEE

September 29, 2015

The Restructuring Act and the university's debt policy require that the university maintain a debt service to operations ratio of no greater than seven percent. In addition to the seven percent limitation, and based on guidelines provided by the Board of Visitors, management internally targets a five percent benchmark for planning purposes and subsequent recommendation to the Board. At the conclusion of fiscal year 2015, the university had outstanding long-term debt of $491 million with a debt ratio of 4.35 percent.

The management of debt is critical to the success of the university's capital program and to meeting one of the conditions of eligibility for restructured operational authority with the Commonwealth. The required condition is that the university maintain an unenhanced bond rating from Moody's, Standard and Poor's, or Fitch of at least AA- or its equivalent. The university currently has an Aa1 rating from Moody's and a AA rating from S&P.

An established committee including representatives from Investments and Debt Management, the Controller's Office, Capital Assets and Financial Management, and the Budget Office meets regularly to review debt activities and the timing of debt issuances to ensure compliance with the five percent debt ratio and potential impacts to credit ratings. The Vice President for Finance and Chief Financial Officer provides oversight of these activities.

Attachment A provides an executive summary of estimates of potential issuances through fiscal year 2021 and future debt ratios and related capacity for each year. The schedule includes a three-year trailing period through fiscal year 2024 to show the full impact of loading principal and interest payments.

Attachment B shows an illustration of potential debt issuances for certain projects spread over time. Attachment C shows a trend line of the university's debt ratio from fiscal year 2002 to 2014. Management routinely examines, prioritizes, and adjusts an allocation plan to ensure the debt ratio remains within five percent.

Attachment D shows a benchmark comparison of fiscal year 2014 debt ratios and credit ratings from Moody's for Virginia Tech and 22 other peer institutions. Attachment E shows a benchmark comparison of fiscal year 2014 unrestricted net assets to direct debt from Moody's for Virginia Tech and 22 other peer institutions.

As part of the university's capital outlay planning and debt management program, the university will continue to develop capital outlay plans that advance projects within the debt policy and restructuring conditions and will carefully review each project in consideration of the university's debt capacity before submitting project authorizations for debt to the Board.

University Debt Ratio and Debt Capacity Based on Expected Debt Issuances
FINANCE AND AUDIT COMMITTEE
September 29, 2015
(Dollars in Thousands)

	Actual	Estimated Issuances						Trailing Period		
Fiscal Year	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-2021**	**2021-22**	**2022-23**	**2023-24**
Long-Term Debt Outstanding, Start of Year	$ 506,113 (2)	$ 491,497	$ 525,111	$ 527,301	$ 534,766	$ 626,010	$ 740,161	$ 808,381	$ 762,170	$ 714,956
Net New Long-Term Debt Issuance	17,970	66,549	33,071	39,000	125,200	153,000	110,100	-	-	-
Bond Premium	5,328									
Current Year Refunding Bonds	28,457									
Current Year Refunded / Defeased Bonds	(30,961)									
Net Long-Term Debt Repayment	(35,411)	(32,934)	(30,881)	(31,535)	(33,957)	(38,848)	(41,880)	(46,211)	(47,214)	(47,763)
Total Long-Term Debt Outstanding, End of Year	**$ 491,497 (1)**	**$ 525,111**	**$ 527,301**	**$ 534,766**	**$ 626,010**	**$ 740,161**	**$ 808,381**	**$ 762,170**	**$ 714,956**	**$ 667,193**
Total Debt Service	$ 54,756 (1)	$ 54,891	$ 51,248	$ 52,569	$ 56,561	$ 62,238	$ 68,350	$ 74,545	$ 77,127	$ 76,446
Total Operating Expenditures	1,259,573 (1)	1,306,807	1,349,278	1,393,130	1,438,406	1,485,155	1,533,422	1,583,258	1,634,714	1,687,843
Debt Ratio	**4.35%**	**4.20%**	**3.80%**	**3.77%**	**3.93%**	**4.19%**	**4.46%**	**4.71%**	**4.72%**	**4.53%**
5% of Operating Expenditures	$ 62,979	$ 65,340	$ 67,464	$ 69,656	$ 71,920	$ 74,258	$ 76,671	$ 79,163	$ 81,736	$ 84,392
Additional Allowable Debt Service	8,223	10,449	16,216	17,088	15,360	12,020	8,321	4,618	4,609	7,946
Additional Debt Capacity (at 5%)	**$120,986**	**$149,856**	**$226,357**	**$235,345**	**$208,744**	**$161,206**	**$110,627**	**$61,119**	**$61,004**	**$105,175**

Assumptions:

* Total Operating Expenditures for FY16 through FY21 are estimated based on the following growth rate: 3.75% for FY16 and 3.25% for FY17 and thereafter.

* Estimated Cost of Capital includes: 3.40% for FY16; 3.70% for FY17; 3.85% for FY18; 4.00% for FY19, 4.15% for FY20, and 4.25% for FY21 and thereafter.

**Notes:**

(1) Unaudited actual.

(2) Restated for change in accounting for gains and losses on defeased debt (GASB Statement 65).

Illustration of Debt Allocations Within a Five Percent Ratio
FINANCE AND AUDIT COMMITTEE
As of September 29, 2015
(Dollars in Thousands)

	Actual	Closing	Scheduled	Planning Projections				Trailing Period			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Projects Authorized and Underway											
Dairy Center Relocation	$ 14,612										
Propulsion Lab	3,358										
Upper Quad Residential Facilities		$ 51,425									$ 51,425
Unified Communications & Network Renewal		6,944									6,944
Electric Substation		4,390									4,390
South Rec. Fields Replacement		3,280									3,280
Indoor Athletic Training Facility		510									510
Health Center Improvements			$ 3,071								3,071
	17,970	66,549	3,071								69,620
Debt Allocations Available by Fiscal Year within Five Percent Ratio											
Building Envelope Repairs				8,000	8,000	8,000	8,000				32,000
Instruction and Research Program											
STEM Expansion Space			30,000								30,000
Holden Hall Renovation & Expansion					12,500						12,500
Central Chiller Plant, Phase II					4,800						4,800
VTCRI Biosciences Research Addition					14,900						14,900
Corps Leadership & Military Science						14,000					14,000
University Data Center						7,700					7,700
Engineering Renewal - Randolph Hall						24,400					24,400
Business Learning Community (academic)						56,000					56,000
Myers Lawson School of Construction				7,000							7,000
VTTI, Phase IV				4,000							4,000
VTTI, Phase V				10,000							10,000
Auxiliary Enterprise Program											
Athletics				10,000		20,000					30,000
Northwest Community Site Development and Utility Plant					40,000						40,000
Residential New Facilities					45,000	45,000					90,000
Residential Renovations of Existing Facilities						30,000					30,000
University Commons (Dining/Recreation/Program)						50,000					50,000
Total Available Allocations within Five Percent Ratio	$ 17,970	$ 66,549	$ 33,071	$ 39,000	$ 125,200	$ 153,000	$ 110,100	$ -	$ -	$ -	$ 457,300
Net Capacity at five percent ratio	$120,986	$149,856	$226,357	$235,345	$208,744	$161,206	$110,627	$61,119	$61,004	$105,175	

Presentation Date: November 9, 2015

University Debt Ratio Trend

FINANCE AND AUDIT COMMITTEE
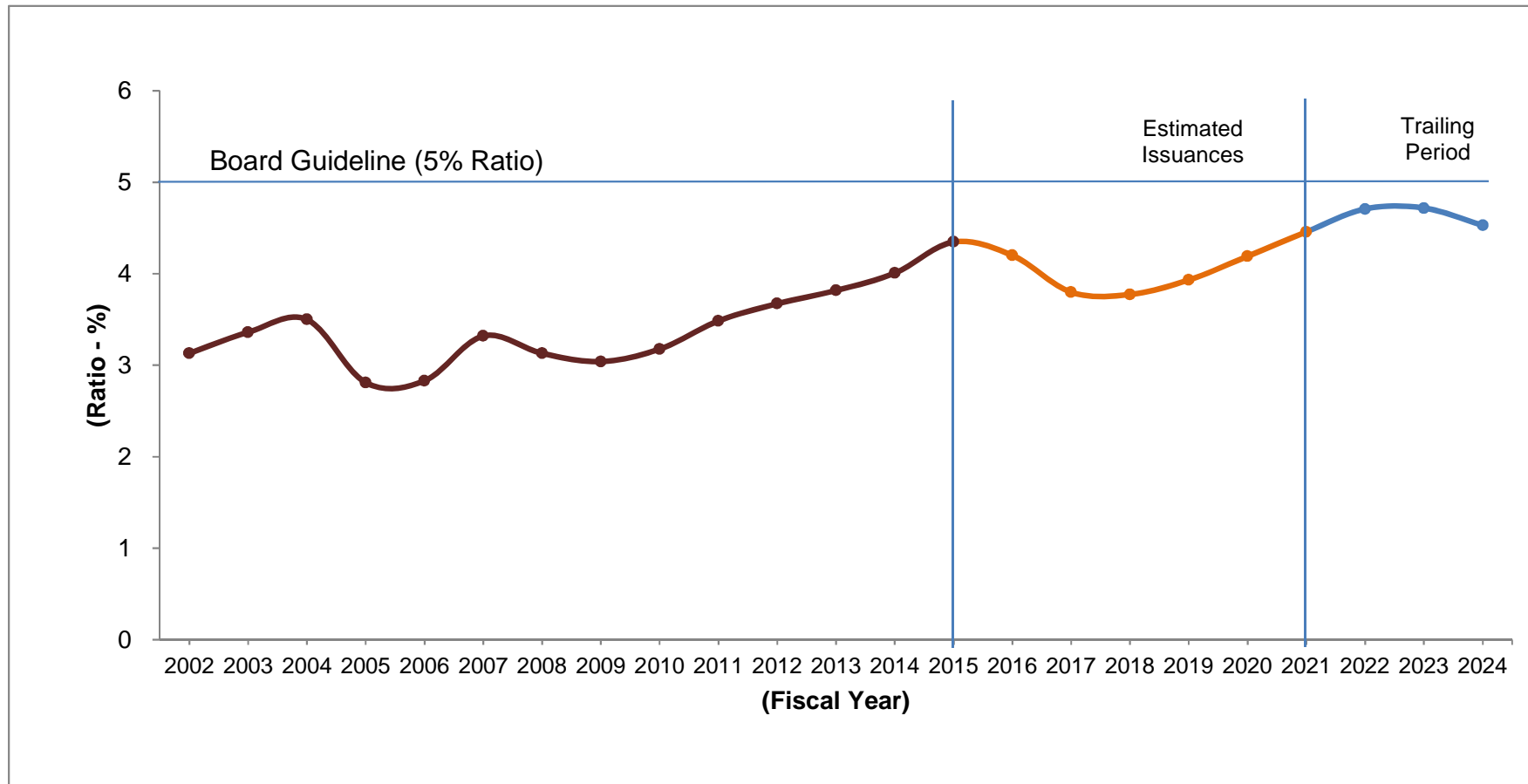
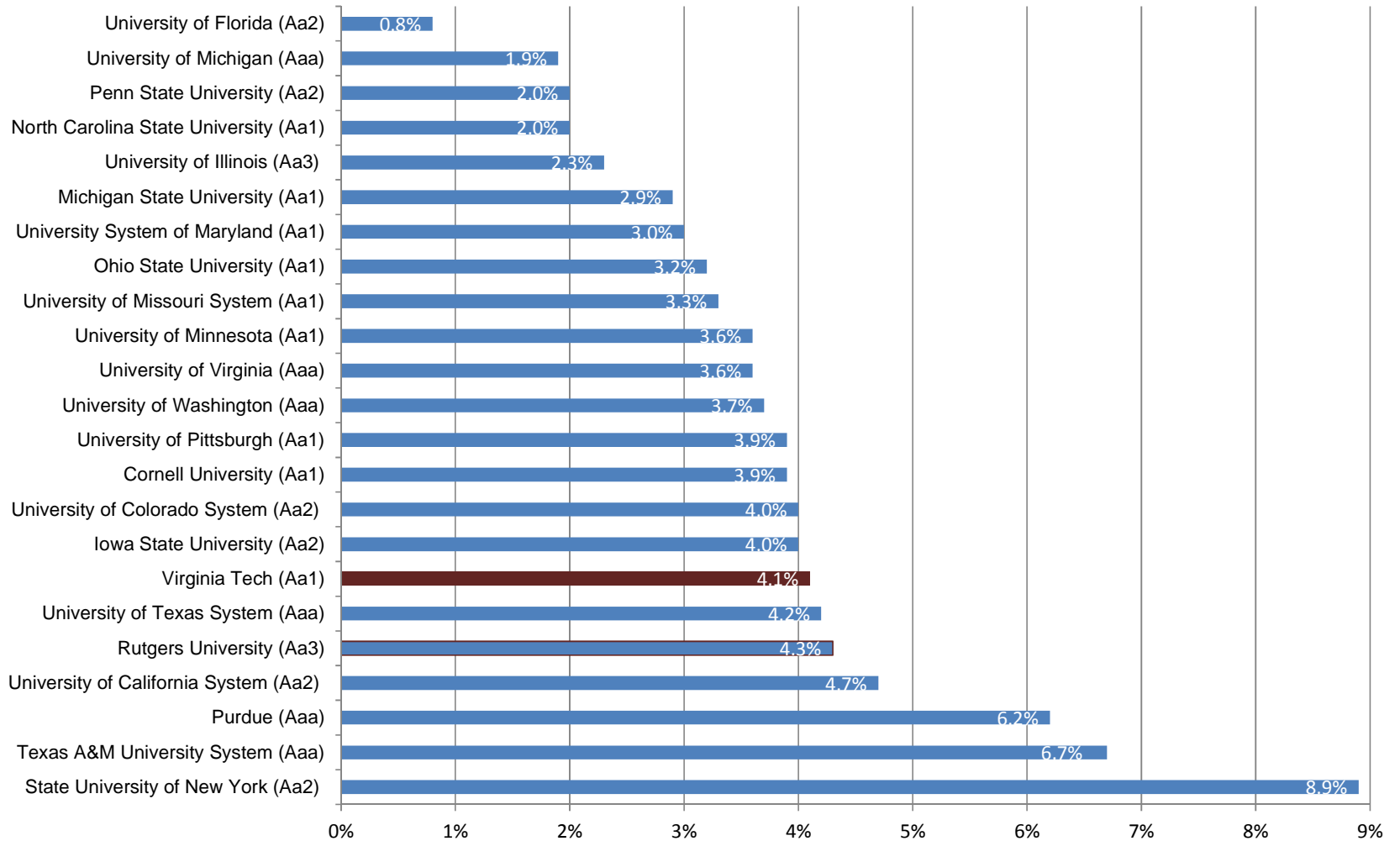**September 29, 2015**

Maroon = Actual Debt Burden Ratio
Orange = Projected Debt Burden Ratio
Blue = Trailing Period Debt Burden Ratio

Presentation Date: November 9, 2015

Debt Ratio Benchmarking

FINANCE AND AUDIT COMMITTEE

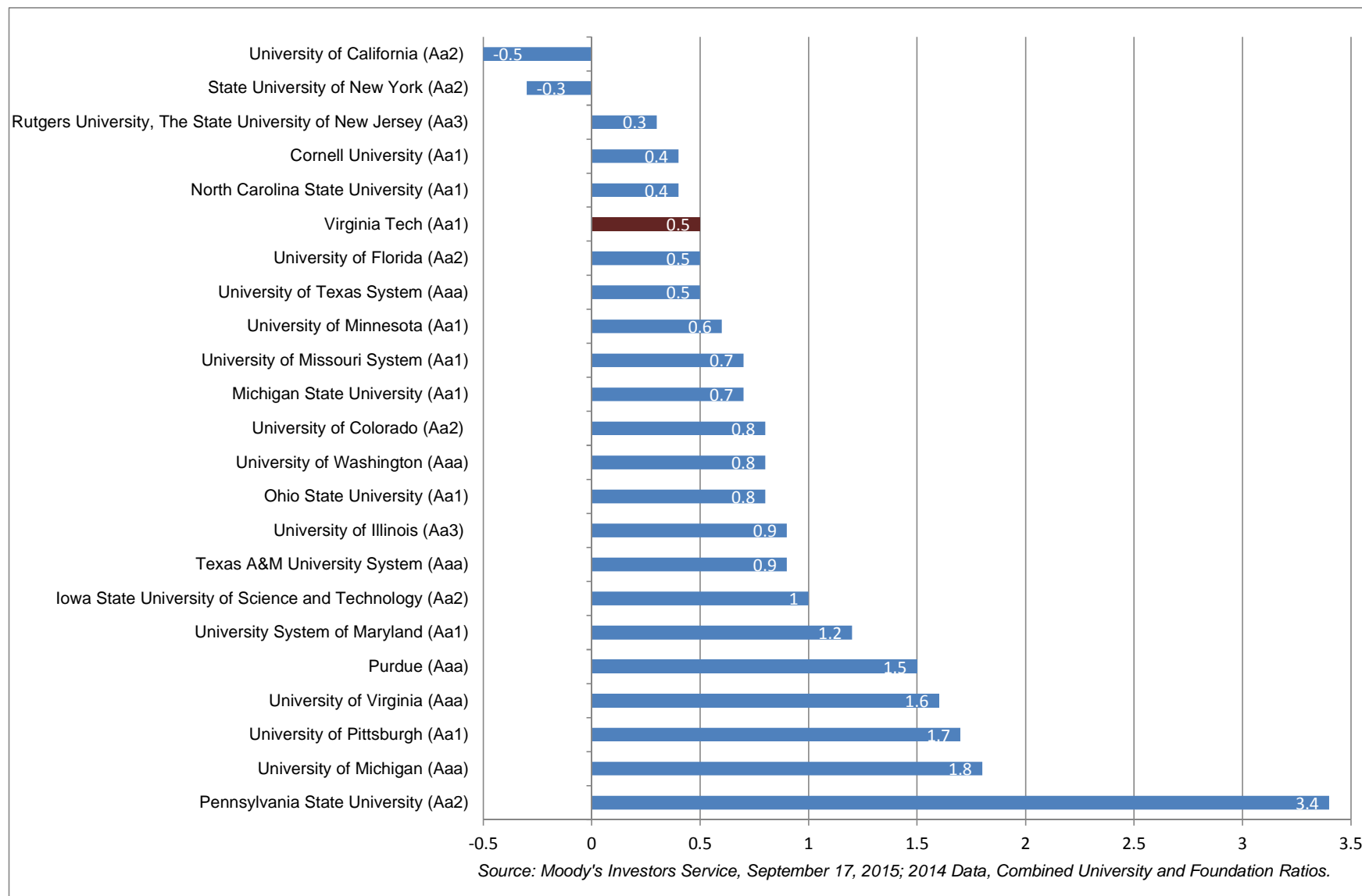## September 29, 2015

Source: Moody's Investors Service, September 17, 2015; 2014 Data, Combined University and Foundation Ratios.

Unrestricted Financial Resources - to - Direct Debt Benchmarking

FINANCE AND AUDIT COMMITTEE

September 29, 2015

University	Value
University of California (Aa2)	-0.5
State University of New York (Aa2)	-0.3
Rutgers University, The State University of New Jersey (Aa3)	0.3
Cornell University (Aa1)	0.4
North Carolina State University (Aa1)	0.4
Virginia Tech (Aa1)	0.5
University of Florida (Aa2)	0.5
University of Texas System (Aaa)	0.5
University of Minnesota (Aa1)	0.6
University of Missouri System (Aa1)	0.7
Michigan State University (Aa1)	0.7
University of Colorado (Aa2)	0.8
University of Washington (Aaa)	0.8
Ohio State University (Aa1)	0.8
University of Illinois (Aa3)	0.9
Texas A&M University System (Aaa)	0.9
Iowa State University of Science and Technology (Aa2)	1
University System of Maryland (Aa1)	1.2
Purdue (Aaa)	1.5
University of Virginia (Aaa)	1.6
University of Pittsburgh (Aa1)	1.7
University of Michigan (Aaa)	1.8
Pennsylvania State University (Aa2)	3.4

Source: Moody's Investors Service, September 17, 2015; 2014 Data, Combined University and Foundation Ratios.

Presentation Date: November 9, 2015

Projection of Available Debt Capacity and Requests for Uses Through FY2021
As of September 29, 2015
(Dollars in Thousands)

	Closing 2015-16	Scheduled 2016-17	Total
Estimated Capacity Available through FY2021 (5% ratio)			$ 587,924
Issuances for Projects Authorized and Underway			
Upper Quad Residential Facilities	51,425		51,425
Unified Communications & Network Renewal	6,944		6,944
Electric Substation	4,390		4,390
South Rec. Fields Replacement	3,280		3,280
Indoor Athletic Training Facility	510		510
Health Center Improvements		3,071	3,071
Total Issuances for Projects Authorized and Underway			$ 69,620
Net Available Capacity			$518,304
Requests for Uses of Debt Capacity by Major Units			
Building Envelope Repairs			32,000
Instruction and Research Program			
STEM Expansion Space			30,000
Holden Hall Renovation & Expansion			12,500
Central Chiller Plant, Phase II			4,800
VTCRI Biosciences Research Addition			14,900
Corps Leadership & Military Science			14,000
University Data Center			7,700
Engineering Renewal - Randolph Hall			24,400
Business Learning Community (academic)			56,000
Myers Lawson School of Construction			7,000
Virginia Tech Transportation Institute, Phase IV			4,000
Virginia Tech Transportation Institute, Phase V			10,000
			185,300
Northwest Community Site Development and Utility Plant			74,000 *
Residential Program			
New Facilities			301,000 *
Renovations of Existing Facilities			66,000
			367,000
University Commons (Dining/Recreation/Program)			91,500 *
Dining Program -- Owens Renovations and Renewal			22,000
Recreation Program -- War Memorial Expansion and Renovation			50,000
Athletics Facility Improvements			30,000
Total Requested Uses			$ 851,800
Capacity Surplus/(Deficit)			$ (333,496)

* Consolidated Northwest Community Debt Request   **$466,500**

Accounts Receivable and the Write-off of Delinquent Accounts
For the Fiscal Year Ended June 30, 2015

FINANCE AND AUDIT COMMITTEE

September 16, 2015

Overview

Current accounts receivable are generated by several components within the university as part of the annual operating activities. Student accounts receivable and the receivables generated through the sponsored research program represent the largest components of the total receivables. Current and noncurrent notes receivable are generally comprised of student loan receivables administered by the university. To properly account for and control these assets, the university uses a combination of centralized and decentralized systems.

The Bursar's Office is responsible for the centralized accounts receivable system operation and monitoring the activities of the decentralized operations through reviews of reports and discussions with personnel who have been delegated the responsibility for billing and collecting accounts. The Bursar's Office is also responsible for managing the collection process for all delinquent accounts. Information from the receivable systems is consolidated quarterly by the Controller's Office and reported to senior management and the State Comptroller. The quarterly report uses a combination of narratives, tables, and graphs to report receivables, analyze trends, and identify areas where emphasis or action is needed. The Controller's Office is responsible for the implementation of corrective action to ensure that the receivables are properly managed.

Composition and Aging of the Receivables

Accounts receivable: Attachment A provides the composition of the current gross receivables at June 30, 2015, with comparative data for the previous year. Attachment B provides a graph for the aging analysis of the gross receivables at June 30, 2015, with comparative data for the previous three years. The total current receivables write-offs for these four years are also overlaid on this graph as another way to put them in perspective.

Notes receivable: Federal and Institutional Loans (issued by Virginia Tech from gifts and donated funds designated to be used for loans) to students require the execution of a promissory note. These loan receivables are repaid over 10 or more years after a student's last enrollment at the university and the amount due in the next 12 months is classified as a current notes receivable for the university's financial statements.

Attachment F provides the composition of the total gross federal and institutional student loan receivables at June 30, 2015, with comparative data for the previous year.

Collection Efforts and Write-offs

Because of the nature of the receivables and the university's aggressive policy for collecting delinquent accounts, the annual write-off of uncollectible accounts is relatively small. The average annual write-off for accounts receivable for the past three years is $869,418. The fiscal year 2015 write-off total of $1,234,771 represents only 0.13 percent (one tenth of one percent) of the annual operating revenues[1] per the audited financial statements for fiscal year 2014, excluding federal appropriations. The fiscal year 2015 write-off total includes an extraordinary amount for a sponsored project from Prosper Financial, Inc. totaling $771,259. Write-offs excluding this extraordinary amount are consistent with prior years, totaling $463,512 and representing 0.05 percent of the operating revenues for fiscal year 2014.

The extraordinary write-off stated above relates to a research agreement with Prosper Financial Inc., a private corporation from Florida in June 2008. Within the first year of the project the company experienced financial distress due from market impacts. An unsuccessful attempt to reallocate assets resulted in litigation. The account will continue to be litigated by Virginia Tech Legal Counsel; however, due to the age of the project the account was approved to be included with the current year write-offs.

Various techniques are used for collecting delinquent accounts receivables depending on the customer and type of account. For example, students must pay past due amounts before they are allowed to enroll for the next school term. Other delinquent accounts are placed with commercial collection agencies and the State Attorney General's Office for collection. The State Comptroller provides guidance on collection policies and procedures, and the university generally complies with the State Comptroller's recommendations, except where improved practices have been implemented under Restructuring.

Accounts Written Off at June 30, 2015

As authorized by a resolution passed by the Board of Visitors on August 13, 1976, the Vice President for Finance and Chief Financial Officer and the Assistant Vice President for Finance and University Controller periodically review the university's accounts and notes receivable. The review is performed to determine those delinquent accounts that are deemed to be uncollectible. Subsequently, the accounts are written off the university's records in accordance with generally accepted accounting practices. However, such

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[1] Operating revenue for FY14 of $922,338,000 was used for this calculation.

accounts are not discharged or forgiven, and the university continues to track these accounts and sometimes collects portions of these accounts after being written off.

Normally, accounts are written off at the close of the fiscal year. For the fiscal year ended June 30, 2015, the accounts receivable written off totaled $1,234,771. The increase of $512,518 over the prior year is primarily the result of an extraordinary long term Sponsored Program account for Prosper Financial, Inc. compared to the accounts written off last year. See Attachment C for a summary of the accounts written off at June 30, 2015, with comparative data for the two previous fiscal years.

For each accounts receivable written off, appropriate collection procedures were utilized. Further collection efforts were not justified for various reasons such as bankruptcies, the inability to locate the debtor, and the cost versus the benefit for small receivable amounts. As shown in Attachment D, the $1,234,771 write-off total consists of 959 customers with an average account value of $1,288. In fact, as shown on Attachment E, of the total number of accounts written off, 56.6 percent (543) were valued at less than $100, and these low dollar accounts represent only 1.9 percent of the total dollar value of the write-offs.

Additionally, the total of notes receivable written off at the close of the fiscal year included $9,002 of the institutional student loan portfolio. Institutional student loans are subject to the same collection techniques as other university receivables. For each loan written off, appropriate collection procedures were utilized. The notes receivable write-off consists of two loans, past due 900 or more days, with an average loan balance of $4,501. Attachment F provides the composition of notes receivable at year end. The institutional student loans are most often awarded to students with financial need who have exhausted other avenues of financial aid. Since these are long-term loan programs, issued to borrowers with limited resources, generally we have allowed more time before deeming the loan uncollectible and writing these amounts off.

Federal notes receivable are issued from funds received from the federal Department of Education over many previous years for the Perkins and Health Professional Student Loan programs, and from required matching contributions from the university. Again the same collection procedures are followed for these loans. When these loans are deemed to be uncollectible Federal regulations require that Perkins loans be assigned and returned to the Department of Education for additional collection efforts and final resolution.

State Management Standards

The university's Management Agreement under the Restructured Higher Education Financial and Administrative Operations Act includes several financial and administrative performance standards. The university must achieve compliance with all of these performance standards to retain the financial benefits provided under the Management Agreement. There are two management standards related to accounts receivable, and both are calculated annually. The two standards are:

a. A four quarter average past due rate of 10 percent or less on receivables 121 days or more past due as a percentage of all receivables.

b. An average past due rate of 10 percent or less on Federal student loans.

The university is currently in compliance with both standards. As of June 30, 2015, the average past due rate on current receivables 121 days or more past due is 1.82 percent for the four quarters ended and the Federal Perkins Student Loan default rate is 1.70 percent.

Extraordinary Write-off for Sponsored Programs as of June 2015

As stated above, the write-offs for fiscal year ended June 30, 2015 include an extraordinary amount of $771,259 in the Sponsored Programs category. This receivable originating in 2008, has been fully reserved previously. However, it was not formally written off in previous years based on the advice of the University Legal Counsel due to an ongoing series of litigation. University management has decided to write this account off at this time because the possibility of collections seems remote. As with all other receivables, the write-off does not discharge this debt, and the university is still pursuing limited collections efforts with an attorney who is working on a contingency basis.

Background

In June 2008, the university entered into a formal research agreement with Prosper Financial, Inc. (Prosper), a private corporation, with an effective date of June 1, 2008, for costs up to $2,035,342 through November 30, 2010. The university began work on this project and did so at an accelerated pace resulting in an accumulation of costs. Initially, the university followed its standard billing and collection practices. However, Prosper made only marginal payments towards the outstanding balance. Virginia Tech was informed that Prosper was experiencing financial distress due to the global market impacts and needed to shift assets to meet the financial obligations.

The university was unsuccessful in receiving any further payments from Prosper despite numerous collections efforts including reassignment and novation agreements with a separate corporation controlled by the owner of Prosper and restructured payment plans. The university terminated the contract with Prosper in April, 2009. At the conclusion of this project, the project expenditures totaled $806,145, and after subtracting the payment received of $34,886, the unpaid balance was $771,259.

In the time since the termination of the contract, University legal counsel filed multiple complaints against Prosper and after going to the State Supreme Court, obtained a judgement against Prosper. The university made continued efforts to collect this judgement including hiring external legal counsel in Florida (the corporate headquarters of Prosper and residence of Prosper's owner). These efforts did not result in any further collections.

This write-off of the receivable for Prosper will not have a negative impact on the university's financial statements for the fiscal year ended June 30, 2015. This receivable was fully reserved in previous fiscal years when determined to be uncollectable. Bad debt expense was recognized and the allowance for doubtful accounts was increased for the full amount outstanding. After seven years of collection efforts, central administration concurs that due diligence has been exhausted and the account should be written-off.

Changes in the Management of Sponsored Programs Receivables

To mitigate the risk of future occurrence related to non-paying private sponsors, the university implemented additional controls and enhancements to the Sponsored Program policies and procedures related to the management of accounts receivable, especially for higher risk sponsors such as private corporations. Key among them was the creation of a Sponsored Programs Credit Oversight Committee consisting of the Assistant Vice President for Finance and University Controller, the Assistant Vice President for Sponsored Programs Administration, the Director of Post Award, and others to actively monitor the status of past due receivables and credit-flagged sponsored funds. Additional operational controls such as enhanced reporting, advance payment from certain sponsors, and limiting expenditures on sponsored projects from certain vendors, etc. were also implemented.

As shown in Attachment G, the percentage of accounts receivable over 120 days (excluding the receivable from Prosper) has consistently been below 2 percent of the total Sponsored Program receivables. Although the current year's write-off for OSP is higher than previous years, when the extraordinary write-off for Prosper is excluded, the percent of total gross receivables for sponsored programs over 120 days past due is 1.15 percent at June 30, 2015. This amount is very low when compared to the Commonwealth of Virginia's Management Standard of 10 percent. We believe OSP in conjunction with the Controller's Office has implemented procedures to effectively manage its receivables and prevent such extraordinary bad debts from reoccurring.

Composition of Gross Accounts Receivable
Compared to Same Quarter Previous Year
(Dollars in Thousands)

	June 30, 2015			June 30, 2014	
	Receivable Balance	Percent		Receivable Balance	Percent
Student Accounts	$ 2,194	4.0%		$ 2,925	4.0%
Sponsored Programs	46,888	84.9%		51,792	70.9%
Electric Service	953	1.7%		862	1.2%
Parking Service	90	0.2%		89	0.1%
Telecommunications (CNS)	37	0.1%		42	0.1%
CPE & IVTSCC [1]	379	0.7%		403	0.6%
Veterinary Medicine	556	1.0%		692	0.9%
Equine Medical Center	191	0.3%		186	0.3%
Short Term Loans/Notes	26	0.0%		51	0.1%
Other Receivables	3,942	7.1%		15,969	21.8%
Total Gross Receivables	$ 55,256	100.0%		$ 73,011	100.0%

[1] Continuing and Professional Education / Inn at VT and Skelton Conference Center

Presentation Date: November 09, 2015

Aging of Current Gross Accounts Receivable
From June 30, 2012 to June 30, 2015
(Dollars in Thousands)
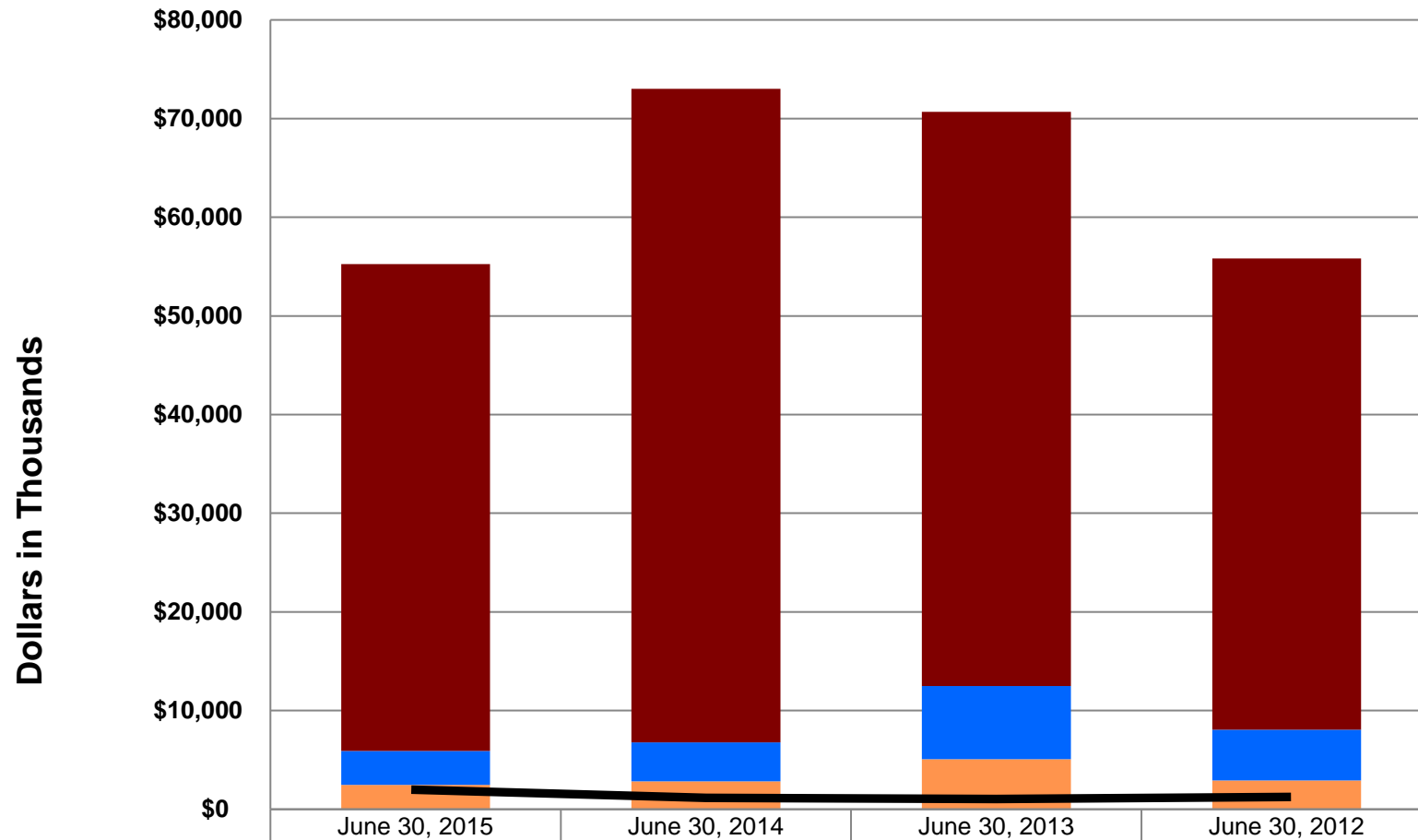
	June 30, 2015	June 30, 2014	June 30, 2013	June 30, 2012
Receivables Not Past Due	$49,356	$66,239	$58,190	$47,758
1 - 120 Days Past Due	$3,414	$3,948	$7,433	$5,126
121 to Over 1 Year Past Due	$2,486	$2,824	$5,060	$2,925
Total Gross Receivables	$55,256	$73,011	$70,683	$55,809
Write-Offs	$1,235	$722	$651	$770

Current Accounts Receivable Write-Offs for June 30, 2015 with Comparison to 2014 and 2013

Accounts Receivable	June 30, 2015	June 30, 2014	June 30, 2013	Three Year Average
Student Accounts	$ 252,868	$ 329,390	$ 298,742	$ 293,667
Sponsored Programs	771,259	220,764	65,972	352,665
Electric Service	12,777	17,041	21,215	17,011
Parking Services	21,338	20,741	20,248	20,776
Telecommunications (CNS)	92	13	-	35
CPE & IVTSCC [1]	1,284	187	15,146	5,539
Veterinary Medicine	107,779	81,524	82,883	90,729
Equine Medical Center	19,653	6,709	59,597	28,653
Short Term Loans/Notes	2,109	2,633	2,711	2,484
Other Receivables	45,612	43,251	84,714	57,859
Total Current Accounts Receivable Write-Offs	**$ 1,234,771**	**$ 722,253**	**$ 651,228**	**$ 869,417**

[1] Continuing and Professional Education / Inn at VT and Skelton Conference Center
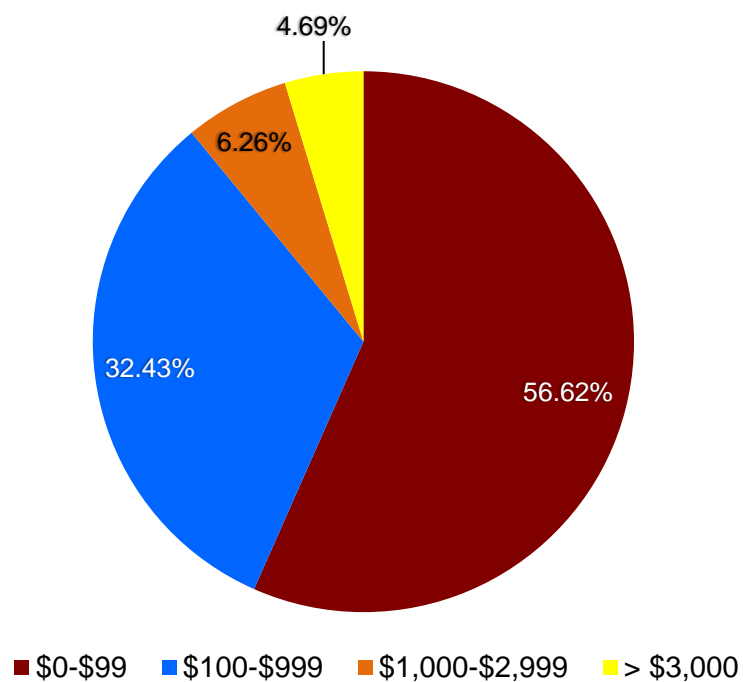
Presentation Date: November 09, 2015

Current Accounts Receivable Write-Off Summary for June 30, 2015

TYPE	Total Number of Accounts	Total Dollars	Average Write Off Amount ($)	Percent of Total Dollar Value	Percent of Total Number of Accounts
Student Accounts	88	$ 252,868	$ 2,874	20.48%	9.18%
Sponsored Programs	1	771,259	771,259	62.46%	0.09%
Electric Service	51	12,777	251	1.03%	5.32%
Parking Services	361	21,338	59	1.73%	37.64%
Telecommunications (CNS)	3	92	31	0.01%	0.31%
CPE & IVTSCC [1]	4	1,284	321	0.11%	0.42%
Veterinary Medicine	163	107,779	661	8.73%	17.00%
Equine Medical Center	9	19,653	2,184	1.59%	0.94%
Short Term Loans/Notes	4	2,109	527	0.17%	0.42%
Other Receivables	275	45,612	166	3.69%	28.68%
	959	$ 1,234,771	$ 1,288	100.00%	100.00%

[1] Continuing and Professional Education / Inn at VT and Skelton Conference Center

Presentation Date: November 09, 2015

Stratification of Current Accounts Receivable Write-Offs for Fiscal Year 2015

Total Number of Accounts

4.69%
6.26%
32.43%
56.62%

■ $0-$99 ■ $100-$999 ■ $1,000-$2,999 ■ > $3,000

Total Dollar Value

1.88%
7.49%
8.75%
81.88%
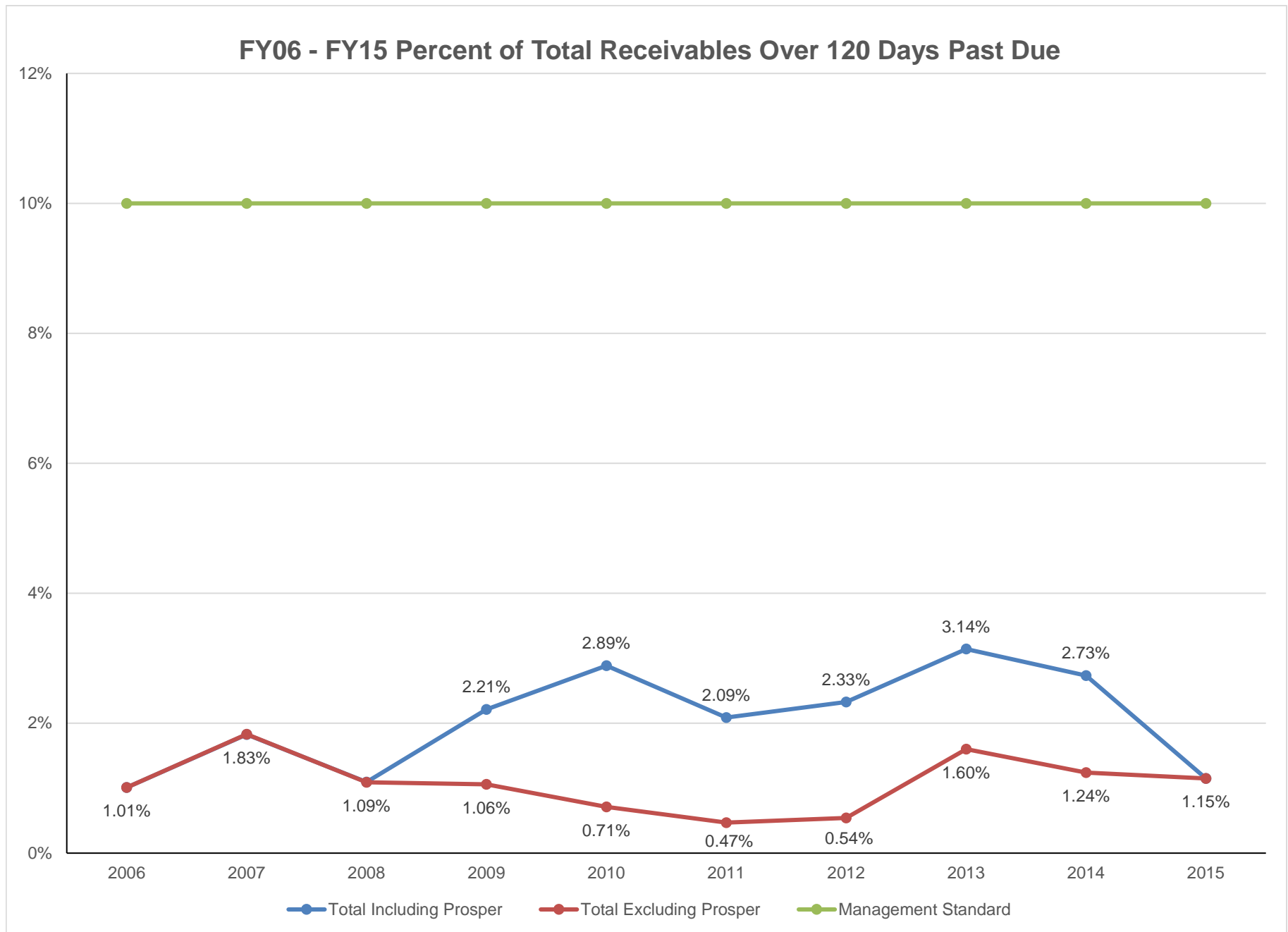
■ $0-$99 ■ $100-$999 ■ $1,000-$2,999 ■ > $3,000

10

Composition of Total Federal and Institutional Student Notes Receivable
Compared to Same Quarter Previous Year
(Dollars in Thousands)

| | | June 30, 2015 | | June 30, 2014 | | Increase/ |
		Receivable Balance	Percent	Receivable Balance	Percent	Decrease
Federal Loans						
Federal - Perkins Loan		$ 14,211	86.1%	$ 14,139	86.4%	$ 72
Federal - Health Professions Student Loan (HPSL)		577	3.5%	604	3.7%	(27)
		14,788	89.6%	14,743	90.1%	45
Institutional Loans						
Brookings Student Loan		$ 1,364	8.3%	$ 1,225	7.5%	$ 139 [2]
Milks Student Loan	[3]	1	0.0%	1	0.0%	-
Horizons-Brookings Student Loan		83	0.5%	96	0.6%	(13)
Charles W Thomas Student Loan	[1,3]	200	1.2%	221	1.4%	(21)
Virginia Tech Carilion School of Medicine Student Loan (VTCSOM)	[1,3]	67	0.4%	81	0.4%	(14)
		1,715	10.4%	1,624	9.9%	91
Total Federal & Institutional Notes Receivables		**$ 16,503**	**100.0%**	**$ 16,367**	**100.0%**	**$ 136**

[1] The university implemented two institutional student loan programs in fall 2010 to provide student aid to the inaugural class of the Virginia Tech Carilion School of Medicine (VTCSOM) students.

[2] The increase in note receivables at year end is due to an increase in new Brookings Loans awarded for the 2014-2015 academic year.

[3] The university is not currently awarding new loans for this program.

Presentation Date: November 09, 2015

FY06 - FY15 Percent of Total Receivables Over 120 Days Past Due

Legend: Total Including Prosper — Total Excluding Prosper — Management Standard

Presentation Date: November 9, 2015

Increasing Administrative Efficiencies through Expansion of Automated Systems

FINANCE AND AUDIT COMMITTEE

October 17, 2015

Background

A resolution was passed at the June 2008 meeting that charges the university's Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology and Chief Information Officer to develop a plan to continue to automate the university's administrative systems utilizing modern information technology processes to gain process efficiencies. In addition, the plan should be implemented in a way that addresses business processes and the manner in which they are being conducted. Lastly, a timetable should be established for the ongoing automation of administrative processes in accordance with the plan to identify available resources such that the strategic systems improvements are implemented as soon as is practical to achieve administrative cost savings.

Report

This is the most recent progress report highlighting some of the efficiencies and process improvements that have been achieved since the November 2014 report. Following submission of the November 2009 report, the chair of the Finance and Audit Committee of the Board of Visitors and the Vice President for Finance and Chief Financial Officer agreed that this should become an annual report submitted for the November board meeting. In addition, it was agreed that the format of the report should change to only include a synopsis of the top four or five achievements from the previous year and to highlight the top four or five initiatives planned for next year. The university IT projects range from short-term automation projects to comprehensive, multi-year projects. To more effectively communicate these IT initiatives, the format of this report changed in 2014. The report was expanded to include a matrix that lists all of the programs and initiatives that are either ongoing or new in fiscal year 2015 with indicators for those completed and those estimated to complete during the upcoming year.

Significant Achievements for 2015

Virginia Tech continues to emphasize the importance of implementing automated systems to gain process efficiencies and steady progress is being made towards this goal. Four completed initiatives that will be highlighted in this report are new systems for Leave, Cash Receipts and Installment Plans, Travel and Expense Management, and Business Intelligence.

Presentation Date: November 9, 2015

- **Leave System**: Every month, approximately 5,100 Virginia Tech employees are responsible for accurately reporting leave usage. In the summer of 2015 the university began a phased implementation of a system which enables the electronic routing and approval of leave usage in lieu of requiring a signature on a paper document. Almost 2,500 of these employees who report leave are eligible for overtime. Use of the new system will result in fewer overtime calculation errors as well as replacing the need for signatures on a monthly paper-based Leave and Hours Worked document. By January of 2016, all employees will be using the new system. This enhancement should result in significant cost savings by eliminating the need for creation, duplication, and storage of more than 90,000 paper documents annually. The interface for the system is optimized for mobile device usage.

- **Cash Receipts System**: In March 2015, the Bursar's Office implemented a new cashiering system, CASHNet. This web-based cashiering application streamlines the departmental deposit process and supports real time account receivable posting. The Bursar's Office processes in excess of 62,000 transactions annually. The Bursar's Office is also responsible for collection of student tuition and fees. During FY2015, the Bursar's Office completed the planning and integration of a new web-based payment plan system to replace an outdated home grown solution and experienced a 25 percent increase in Fall 2015 utilization. Historically, 4,000 students use a payment plan annually to remit tuition and fees to the university.

- **Travel and Expense Management System**: By the end of FY2015, the university completed the phased implementation of the Travel and Expense Management (TEM) system with all university departments using the TEM system. Paper-based travel reimbursements were no longer being accepted. This multi-year effort was intended to gain efficiencies in the travel and expense reimbursement process through electronic routing of travel and reimbursement documents, electronic approvals, and electronic images of supporting documentation. While it is difficult to measure improvement because the previous process was paper-based, employees have commented they are receiving reimbursements quicker. Efficiencies gained by the system have enabled the travel department to reduce the number of hours of staff time working on travel documents without negatively impacting the backlog of travel reimbursements. Having the travel rules automated in the system has resulted in fewer travel reimbursements being returned for correction. In addition, the system has provided analytics capability that was previously performed by extrapolating against paper samples. Through the first eleven weeks of FY2016, the university had processed 5,137 travel reimbursements through the TEM system putting us on pace to process more than 25,000 travel requests in FY2016.

- **Business Intelligence (BI) System**: In the past year, the university completed installation of MicroStrategy as the new enterprise business intelligence tool for the university. The completion of the first project in the University Data Initiative Program included the deployment of a pilot project to migrate the existing Student Perceptions of Teaching (SPOT) system to the new BI technology. While this project did not inherently result in significant gains in administrative efficiency, it was a foundational step for the ongoing self-service business intelligence project which will result in administrative efficiencies. The project was successful in establishing administrative and technical structures as well as launching learning the business intelligence system. The university employed Moran Technology Consulting on this project to perform Independent Verification and Validation (IV&V) to ensure the project management of this project adhered to best practices in the industry, as well as compliance with the standards of the Virginia Information Technologies Agency (VITA). The lessons learned from working with this vendor are being applied to the project management of other information technology projects to promote projects completed successfully, within budget, and on time.

In addition to these completed initiatives, Virginia Tech has initiated two broad projects with multi-year implementation timelines.

- **Upgrade to Banner 9**: Enterprise administrative applications tend to change slowly for a few years, and then make larger leaps in response to accumulated needs. Ellucian, the provider of Banner, has announced a new version of its offerings is on the horizon. Banner 9, will provide an improved web-based user interface with a more mobile-friendly look and feel. The software is being re-architected to use modern industry standard technology. Early in 2015, Virginia Tech entered into an agreement with Ellucian to serve as one of a handful of institutions across the country to pilot and test the coming release of Banner 9. This project began with the installation and beta testing of the human resources module. Implementation of the finance module and the student module will follow. It is anticipated that these will be multi-year efforts with timelines to be determined based upon Ellucian product release dependencies.

- **Advancement System**: Virginia Tech and the Virginia Tech Foundation have undertaken a project to implement a new constituent relationship management system that is designed around advancement industry best practices and will serve as a tool to support more strategic, data-driven fundraising, alumni relations, and engagement efforts. The technology being implemented is Blackbaud CRM, which

was purchased by the Virginia Tech Foundation in December 2014. Blackbaud CRM will replace Banner Advancement, which has been used by University Development and the Alumni Association at VT since 1998. Banner Advancement is not positioned to provide critical functionality or the needed flexibility and agility to support evolving fundraising and engagement strategies. Blackbaud CRM will be designed to support the future direction of the Advancement Division. The system combines online applications, actionable prospect research and analytics with multi-channel direct marketing in one platform to enable an integrated view of the constituent experience across the organization.

A matrix of significant completed and ongoing projects is provided on page 5 and 6 of the report. Finally, Attachment A provides a detailed description for each program and initiative, the status from last year's report, significant accomplishments from the previous year, and the status of the project as of this report.

Initiatives for Increasing Administrative Efficiencies through Expansion of Automated Systems						
		Beginning		**Completion**		
Initiative	**Description**	**Prior to 2015**	**In 2015**	**By 10/2015**	**Est. by 10/2016**	**Ongoing**
Enterprise Information Technology: University Data Initiative Program						
1 Installation of Business Intelligence System (BI)	MicroStrategy business intelligence system implementation for the Student Perceptions of Teaching data domain.	X		X		
2 Self Service Business Intelligence	Creation of self-service BI training and collaboration modules to enable users to access and query data effectively.	X				X
3 Information Governance	Evaluation of information access policies and procedures and recommendations to promote successful BI deployment.	X				X
Enterprise Information Technology: Upgrade to Banner 9						
4 Banner 9 Upgrade	Implement newest release of Ellucian's Enterprise Resource Planning (ERP) Software.		X			X
Research: Electronic Research Administration Program						
5 Proposal Development and Submission	Develop system module for routing, communications, and approvals for proposal development and submission.	X			X	
Finance						
6 Travel and Expense Management System	Development and implementation of electronic routing, approvals, and documentation for travel and reimbursement.	X		X		
7 Effort Reporting	Implementation of automated solution for completion and approval of Personnel Activity Reports for effort certification.	X				X

Presentation Date: November 9, 2015

	Initiatives for Increasing Administrative Efficiencies through Expansion of Automated Systems						
			Beginning		Completion		
	Initiative	**Description**	**Prior to 2015**	**In 2015**	**By 10/2015**	**Est. by 10/2016**	**Ongoing**
8	Cash Receipts and Installment Plan	Cashiering and installment payment plan system implementation to replace obsolete systems.	X		X		
9	Cardinal Migration	Migration to the new Commonwealth of Virginia financial reporting system		X			X
	Human Resources/Payroll						
10	Leave System	Development of leave entry, routing, and approval system for leave and salaried non-exempt time processing.	X		X		
	Provost and VP for Administration						
11	Event Management	System implementation for scheduling and managing university and academic events.	X			X	
	Advancement						
12	Advancement System	Implementation of Blackbaud constituent relationship management system		X			X
	Provost						
13	Faculty Activities Data Management System	Electronic faculty activity system for promotion and tenure, annual reporting, and accreditation documentation.	X				X
14	Degree Planning	Implementation of system for interactive analysis of paths to graduation for student usage and university planning.	X		X		

Presentation Date: November 9, 2015

Appendix A. Summary of IT Programs and Initiatives

<u>Enterprise Information Technology: University Data Initiative Program</u>

Business intelligence is a broad category of applications and technologies for gathering, storing, analyzing, and providing access to data to help users make better data-driven decisions. The increasingly rapid expansion of institutional data and the rising demand for accessible means to analyze these data have created a pressing need to address Virginia Tech's current business intelligence capabilities. As a result of these more sophisticated data needs, Virginia Tech has undertaken a University Data Initiative (UDI) Program to implement a Business Intelligence System (BIS) and new self-service business intelligence functionality that leverages the existing VT data warehouse in combination with Ellucian Banner Enterprise Resource Planning (ERP) system data and data from other systems. The system is also intended to replace outdated software that is currently used for the scheduling and distribution of reports.

Status from November 2014

All three of the initial projects with the UDI program, the BIS Pilot Implementation, Self Service BI, and Information Governance, are progressing on schedule and on budget per the respective project plans. The project team for the MicroStrategy pilot implementation project for the Student Perceptions of Teaching (SPOT) system is configuring the system, modeling SPOT data, and producing SPOT reporting and metrics using MicroStrategy for delivery to the university by the end of this semester. The self-service BI project team is currently developing training materials and a collaborative site for users of the MicroStrategy system. The information governance project team has led focus group meetings and will be conducting a survey concerning university information needs and access. This project team plans to deliver findings and recommendations to the UDI Steering team early in 2015. Additional projects are being initiated within the UDI program to implement additional university data models in MicroStrategy. These models will begin to migrate to production in the spring semester of 2015.

Accomplishments this Year

In the past year, the university completed installation of MicroStrategy as the new enterprise business intelligence tool for the university. The completion of the first project in the University Data Initiative Program included the deployment of a pilot project to migrate the existing Student Perceptions of Teaching (SPOT) system to the new BI technology. While this project did not inherently result in significant gains in administrative efficiency, it was a foundational step for the ongoing self-service business intelligence project which will result in administrative efficiencies. The project was successful in establishing administrative and technical structures as well as launching learning the business intelligence system. The university employed Moran Technology Consulting on this project to perform Independent Verification and Validation (IV&V) to ensure the project management of this project adhered to best practices in the industry, as well as compliance with the standards of the Virginia Information Technologies Agency (VITA). The lessons learned from working with this vendor are being

applied to the project management of other information technology projects to promote projects completed successfully, within budget, and on time.

Status as of November 2015

The self-service business intelligence project is well underway. One of the goals of this effort is to enhance end users' ability to self-serve their reporting needs. The foundational work in this project was the creation of data models for our existing data marts. Data model creation turned out to be more difficult and time consuming that originally projected. The finance data model is complete and data models for human resource and student data are nearing completion. The structure for assessing financial reports has been created and the three most frequently used reports from the old system have been generated in the new tool and deployed to a pilot group for testing. The rest of the existing financial reports will be deployed during FY2016. Training to teach "power users" how to use the tool to write their own reports using the finance model is scheduled for the fall semester.

The information governance team completed a survey and made recommendations to the steering team in the spring semester. The steering team reviewed this information and submitted a recommendation to senior management for consider sponsoring a project to address improvements in information access and provisioning.

Research: Electronic Research Administration

The electronic research administration system is a comprehensive research administration system that is being developed by Virginia Tech as a customized solution for Virginia Tech research needs that will address efficiencies throughout the research administration life cycle from proposals to awards.

Status from November 2014

The proposal development and submission system should dramatically reduce the use of email and attachments as the means of communication and coordination for administrative aspects of proposal routing and approvals. It is anticipated that this will reduce delays, and improve the iterative communications between faculty and sponsored programs staff needed to complete each proposal created and submitted to obtain externally funded research. This system should be available during the spring semester of 2015.

Accomplishments this Year

In the past year, the Comprehensive Research Enterprise Solutions Team (CREST) has been developing software providing technology support for business workflows in the administration of sponsored research proposals and associated grants. The pre-award phase has been first area of focus for the software named "Summit". Summit is a web application that facilitates the communications workflow between the principal investigators (PI), grants administrators, and members of the proposal team to collect information needed to submit a research proposal. The software ensures critical business requirements such

as compliance, conflicts of interest, and export control are being tracked. Pre-award associates in the Office of Sponsored Programs have been using Summit to support the pre-award workflow of all sponsored research proposals since March 2015. Currently, two academic areas (Chemistry and Computer Science) and two institutes (Virginia Bioinformatics Institute, and the Virginia Tech Transportation Institute) are piloting the Summit software.

Status as of November 2015

The Office of Sponsored Programs (OSP) began full management of all new proposals in Summit in May 2015, including management of document versions and communication between the Principal Investigator and OSP. Over 1,800 proposals, approximately half the projected annual volume, have been entered in the system so far. This has reduced duplication of documents stored in systems, and increased the reliability of communication. The use of a central system has also enabled more effective use of personnel by providing a consistent administrative system that enables workflow assignment. Training efficiencies have been achieved and there is an increase in the consistency and quality of customer service. In October, Principal Investigators began piloting the system enabling direct communication with OSP. A pilot to automate routing and approval of proposals will begin December 2015.

Finance: Travel and Expense Management System

The university currently processes about 25,000 travel reimbursements annually. The goal of the Travel and Expense Management (TEM) system is to gain efficiencies in the travel and expense reimbursement process through electronic routing of travel and reimbursement documents, electronic approvals, and electronic images of supporting documentation. Implementation of this solution should reduce the cost of processing expense reimbursements and improve the speed and accuracy of authorizing and paying business travel expenditures.

Status from November 2014

The phased implementation of the TEM system is in process. All administrative areas are scheduled to be completed by the end of December 2014 and the goal is to complete the implementation of all academic areas by the end of June 2015.

Accomplishments this Year

By the end of FY2015, all university departments were using the Travel and Expense Management (TEM) system and paper-based travel reimbursements were no longer being accepted. This multi-year effort was intended to gain efficiencies in the travel and expense reimbursement process through electronic routing on travel and reimbursement documents, electronic approvals, and electronic images of supporting documentation. While it is difficult to measure improvement because the previous process was paper-based, employees have commented they are receiving reimbursements quicker. Efficiencies gained by the system,

has enabled the travel department to reduce their number of hours of staff time working on travel documents by at least 4% without negatively impacting the backlog of travel reimbursements. Having the travel rules automated in the system has resulted in fewer travel reimbursements being returned for correction. In addition, the system has provided analytics capability that was previously performed by extrapolating against paper samples. Through the first eleven weeks of FY2016, the university had processed 5,137 travel reimbursements through the TEM system putting us on pace to process more than 25,000 travel requests in FY2016.

Status as of November 2015

Completed

Finance: Effort Reporting

The university receives significant funding for sponsored projects from federal and state agencies, private foundations, organizations, and industry. Proper effort certification verifies that these funds are properly expended for salaries and wages of faculty, staff, and students who work on these projects. The Personnel Activity Report (PAR) documents the allocation of departmental funds between direct activities (such as instruction, research, public service, other) and indirect activities like departmental administration. The information is a vital component of the university's facilities and administrative cost proposal. The university plans to replace its current paper-based system with an automated solution for completing PAR documents. The result of this project should be a more secure, efficient process that results in significant cost savings by eliminating the need for creation, duplication, and storage of paper documents.

Status from November 2014

The effort reporting process will be reassessed under new federal government regulations and a new implementation plan determined.

Accomplishments this Year

This project is on hold awaiting evaluation of federal government regulations by the Inspector General.

Status as of November 2015

This effort is awaiting the results of the alternative effort reporting processes to meet he federal effort certification requirement under the new federal regulations. The Inspector Generals of several federal agencies will be reviewing these alternatives and issuing reports as to their effectiveness. Once these alternatives have been evaluated by the Office of the Inspector General, management will decide how to proceed and initiate a project.

Finance: Cash Receipts and Installment Plan

Virginia Tech has embarked upon an effort to procure and implement a cashiering system to replace the existing cash receipts system which is no longer being supported by the vendor. The Office of the University Bursar (OUB) is responsible for central cashiering at the university, processing in excess of 62,000 transactions annually. OUB is also responsible for the collection of student tuition and fees. OUB currently provides students with an option to pay their tuition and fees through a university-provided installment payment plan administered through an integrated system that was developed by Virginia Tech many years ago. This system has reached the end of its effective technical life and needs to be replaced. Currently, approximately 4,000 students use this payment plan system.

Status from November 2014

The Higher One cashiering system implementation project is scheduled for completion by the end of the spring semester in 2015. The implementation of the installment payment plan system is scheduled to be completed prior to the start of the fall semester in 2015.

Accomplishments this Year

In March 2015, the Bursar's Office implemented a new cashiering system, CASHNet. This web-based cashiering application supports real time account receivable posting, as well as streamlining the departmental deposit process. The Bursar's Office processes in excess of 62,000 transactions annually. The Bursar's Office is also responsible for collection of student tuition and fees. During FY2015, the Bursar's Office completed the planning and integration of a new web-based payment plan system to replace an outdated home grown solution. Approximately 4,000 students use a payment plan annually to remit tuition and fees to the university

Status as of November 2015

Completed.

Finance: Cardinal Migration

The Cardinal project is an effort by the Commonwealth of Virginia to modernize the state's financial management systems. This effort replaces the COBOL based Commonwealth Accounting and Reporting System (CARS) which was created by the Department of Accounts in the 1970's. While there is little to no benefit to Virginia Tech, the university must comply with this state mandate to interface financial data to this new state system.

Status from November 2014

This project is new for 2015.

Accomplishments this Year

Personnel within the Controller's Office and Enterprise Systems have worked diligently to understand the integration requirements and to lobby against state requirements that add administrative burdens to the university while providing the university no benefit.

Status as of November 2015

The university is on track to be prepared when the state migrates away from CARS to Cardinal which is currently scheduled to happen on February 1, 2016.

Human Resources/Payroll: Leave System

Every month, Virginia Tech employees are responsible for accurately reporting leave usage. In the current VT-developed Leave Entry and Reporting System, leave usage is recorded electronically; however, a leave report has to be printed for signature approval.   The university initiated a project to enhance the Leave Entry and Reporting System to enable the electronic routing, storage, and approval of leave reports. In addition to leave reporting, salaried non-exempt employees will be able to use the enhanced leave system to report non-exempt hours worked, replacing the current paper-based process.   The university expects to realize a more secure and efficient process that results in significant cost savings by eliminating the need for creation, duplication, and storage of paper documents through implementation of this project.

Status from November 2014

Due to staff retirements and changing technologies, the project plan for this system is currently being revised. The current projected implementation of the system is fall 2015.

Accomplishments this Year

Every month, approximately 5,100 Virginia Tech employees are responsible for accurately reporting leave usage. In the summer of 2015 the university began a phased implementation of a system which enables the electronic routing and approval of leave usage in lieu of requiring a signature on a paper document. Almost 2,500 of these employees who report leave are eligible for overtime. Use of the new system will result in fewer overtime calculation errors as well as replacing the need for signatures on a monthly paper-based Leave and Hours Worked document. By January of 2016, all employees will be using the new system. This enhancement should result in significant cost savings by eliminating the need for creation, duplication, and storage of more than 90,000 paper documents annually. The interface for the system is optimized for mobile device usage.

Status as of November 2015

Completed.

Provost and VP for Administration: Event Management

Currently events are facilitated by a myriad of offices and managed through many disparate business practices across the campus ranging from departmental electronic systems to spreadsheets. Improving the coordination and standardization of event management is needed to insure consistent compliance with university health and safety processes and to provide greater transparency for events, group activities, and campus usage. It is envisioned that this solution will reduce administrative time and cost while enhancing the university's ability to promote, secure, and coordinate campus events. In addition, the system will provide better information and analytical tools for supporting the year-round campus utilization goals of the Virginia Higher Education Act of 2011. The university-wide implementation should enable improved services to students and organizations while also optimizing the use of university space.

Status from November 2014

Implementation of academic scheduling is expected to be in use by early summer of 2015 to schedule classes and exams for spring semester of 2016. The implementation of university event scheduling is expected to be available by summer 2015.

Accomplishments this Year

The university plans to implement the CollegeNet Series25 system which includes 25Live for event scheduling, Schedule25 for academic scheduling, and X25 for web-based space master planning and utilization. This year the implementation began with the 25Live event scheduling. Initial events processed through the system included some of the summer camps and conferences held on the Blacksburg campus. The system was utilized to manage compliance requirements for the events and to provide coordinated information to campus offices.

Status as of November 2015

Utilization of 25Live continues to increase as additional events are managed through the system. In addition, the initial activities of the Schedule25 project for academic scheduling have begun with process analysis and data loads.

Advancement: Blackbaud CRM (Constituent Relationship Management System)

Virginia Tech and the Virginia Tech Foundation have undertaken a project to implement a new constituent relationship management system that is designed around advancement industry best practices and will serve as a tool to support more strategic, data-driven fundraising, alumni relations, and engagement efforts. The technology being implemented is Blackbaud CRM, which was purchased by the Virginia Tech Foundation in December 2014. Blackbaud CRM will replace Banner Advancement, which has been used by University Development and the Alumni Association at VT since 1998. Banner Advancement is not positioned to provide critical functionality or the needed flexibility and agility to support

evolving fundraising and engagement strategies. Blackbaud CRM will be designed to support the future direction of the Advancement Division. The system combines online applications, actionable prospect research and analytics with multi-channel direct marketing in one platform to enable an integrated view of the constituent experience across the organization.

Status from November 2014

This project is new for 2015

Accomplishments this Year

The system was purchased in January 2015 and the university began working with Blackbaud to develop an implementation plan. The system implementation project began in June 2015 with full production release expected by summer 2017. The project plan is divided into a planning phase, design phase, testing phase, and implementation phase. The university has completed the planning phase and the first two design sessions have been completed. The remainder of the design phase is now in progress. The initial data loads from the legacy system into Blackbaud CRM have begun with data mapping and data cleanup in progress.

Status as of November 2015

The project plan is on target and on budget for the planned implementation by summer 2017. Moran Consulting has been hired to provide Independent Validation and Verification (IV&V) for the project. The initial IV&V visit has been scheduled for November 2015. Virginia Tech has begun working with Blackbaud consultants for planning and designing required integration with other systems.

Provost: Faculty Activities Data Management System

Virginia Tech is implementing an electronic faculty activity reporting system to automate the production of annual faculty activity reports and other types of reports about faculty activities and accomplishments. The system will be used to manage faculty activities information in the domains of learning, discovery, and engagement derived from existing university data systems, external public and commercial databases, and manual data entry. System functionality includes individual and unit level annual reporting and accreditation documentation, populating websites, and a searchable expertise database. Once the system is fully implemented, it will be used to produce promotion and tenure dossiers and CVs for individual faculty members as well as department, college, and university level reports.

Status from November 2014

The project team is currently converting data from Digital Measures to Symplectic Elements, developing data feeds from other university systems, and developing custom reports. The

project team is preparing a pilot test of the system in spring 2015. Implementation of the system with pilot departments/units will begin in fall 2015.

Accomplishments this Year

During this year, the project team has configured the system and setup the authentication and authorization processes for the system. Publication data has been converted and imported into the system. In addition, teaching data has been imported from Banner and additional data types and fields customized for other faculty activities.

Status as of November 2015

The College of Business and the College of Veterinary Medicine are beginning pilots of the system in the fall 2015. Expanded pilots are planned for spring 2016. Training and engagement activities for the system are major focuses during the pilot adoptions.

Provost: Degree Planning

The Provost is implementing the CollegeSource uDirect system that leverages degree audit data to create interactive roadmaps defining paths to graduation. Students can use roadmaps to build personal plans and the aggregate data can be used by the university for demand analysis and course planning. The uDirect system utilizes degree requirements and course equivalency information from the CollegeSource uAchieve system, which the university is also implementing.

Status from November 2014

Installation of the software in a development environment is currently in progress. The project team is developing a project plan in coordination with vendor engagements and assistance.

Accomplishments this Year

The CollegeSource software suite including uDirect and uAchieve was implemented to provide roadmaps defining paths to graduation. The new system allows a more seamless transition from the degree planning function to degree auditing. To date the system has served 3,170 students with these students creating more than 4,500 plans. To facilitate the degree planning process, each college has prepared roadmaps of paths to degree which have been submitted for the system and are being maintained and updated within the system according to the applicable business processes for the various degrees and colleges.

Status as of November 2015

Completed.

Report on JLARC Recommendations to be Addressed by the Board of Visitors

FINANCE AND AUDIT COMMITTEE

October 2015

This report provides an update on the implementation status of the seven JLARC recommendations to be addressed by the Board of Visitors.

Background

The 2012 General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to conduct a study on cost efficiency of public higher education institutions in Virginia and to identify opportunities to reduce the cost of public higher education in Virginia. The House Joint resolution that directed JLARC to conduct the study identified 14 areas to consider in its study including both academic and non-academic factors that affect the cost of higher education operations. The study was conducted over a period of two years and was completed on November 30, 2014. JLARC issued a total of five reports during the course of the study. The university has provided highlights from the all reports at prior Board meetings. The fifth and final report titled "*Addressing the Cost of Public Higher Education in Virginia*" was issued on November 10, 2014.

JLARC issued a total of 32 recommendations and seven policy options in the five reports. Subsequent to the issuance of the fifth report, the Council of Presidents (COP) convened a meeting and created a subcommittee to develop unified higher education institutional positions on the JLARC recommendations. The subcommittee asked the finance officers from the higher education institutions to review the recommendations and propose a collective position for each of the recommendations for consideration by the COP.

The COP adopted the institutional position recommendations proposed by the finance officers. The recommendations were divided into two categories:

- Recommendations that could be implemented promptly, as determined by management: Of the 32 recommendations, the COP agreed that 17 recommendations could be implemented promptly, if the action was deemed appropriate by management. Examples of such recommendations include: a) disclosure and enhanced transparency of various fees assigned to students, b) institutional review of organizational structure, and c) standardized purchases of commonly procured goods, implementation of cooperative procurement, etc.

- Recommendations requiring further discussion and analysis to assess the ease or complexity of implementation and the impact on the diverse missions of Virginia public institutions. Examples of such recommendations include benchmarking of discipline-level faculty salary averages, imposing limitation on tuition and fee increases, etc.

Presentation Date: November 9, 2015

General Assembly Actions

Prior to the start of the General Assembly session, the House of Delegates established a Higher Education Advisory Group to look at various higher education issues, including the JLARC reports. Upon request from the Advisory Group, the COP submitted the unified higher education institutional position paper to the General Assembly along with the finance officers' recommendations.

The approved budget passed by the General Assembly included language recommending implementation of a subset of the 17 JLARC recommendations listed by the financial officers as items that could be addressed in the short-term. The budget language included seven items which the General Assembly believed should be addressed by the Board of Visitors, to the extent practicable.

Status of Institutional Actions on the Seven Recommendations by General Assembly

Of the seven recommendations proposed by the General Assembly for Board's consideration, the university has fully implemented two with the remaining five in various stages of implementation. This report provides an update on the implementation status of the seven recommendations. The seven recommendations are grouped into four categories.

Display of tuition and fee including mandatory fees on   **Status: Fully**
university website and student invoices   **Implemented**

1. *Recommendation: Require their institutions to clearly list the amount of the athletic fee on their website's tuition and fees information page. The page should include a link to the State Council of Higher Education for Virginia's tuition and fee information. The boards should consider requiring institutions to list the major components of all mandatory fees, including the portion attributable to athletics, on a separate page attached to student invoices;*

   - Virginia Tech currently complies with JLARC's recommendation to list all comprehensive fee components on the website and student invoices, including athletic fee, and was held up by JLARC as an example that other institutions could emulate.

   - Virginia Tech has reviewed and updated the description of Comprehensive Fee components on the institutional website to assure continuous improvement in clarity, detail, and information provided to students; the update process included participation and input from student representatives.

   - The university has developed a "Consumer Information" website (http://univrelations.unirel.vt.edu/datatest/statistics-overview.html) that provides key information and statistics about Virginia Tech such as undergraduate tuition, student fees, graduation rates, retention, and postsecondary employment data. This website provides a link to the SCHEV's tuition and fee information.

Feasibility and Impact of raising additional revenue through campus recreation and fitness enterprises

Status: Fully Implemented

2. _Recommendation_: *Assess the feasibility and impact of raising additional revenue through campus recreation and fitness enterprises to reduce reliance on mandatory student fees. The assessments should address the feasibility and impact of raising additional revenue through charging for specialized programs and services, expanding membership, and/or charging all users of recreation facilities;*

Virginia Tech conducted a comprehensive assessment of the feasibility and impact of raising additional revenue through campus recreation and fitness enterprises. The focus of the assessment was evaluating current program offerings and corresponding user charges, benchmarking university recreation and fitness programs and charges against peer universities, exploring additional programs for immediate implementation, and developing future revenue generation opportunities. The assessment yielded the following overall conclusions:

- Recreation Sports has previously established user charges for a number of specialized programs. These programs include intramural sports team entry fees, group exercises/fitness classes, personal training session, instructional swim lessons, instructional gymnastics, daily or weekly rental fees for all recreational facilities for summer camps and other internal and external groups, etc.
  - These fitness and recreation programs are comparable to the programs offered by other higher education institutions in Virginia.
  - The user charges for these specialized programs and services are reviewed by Recreational Sports auxiliary annually.

- Recreation Sports identified additional specialized programs in the current year as potential revenue generation opportunities for immediate implementation. These programs include instructional dance class, extension of employee membership to university fitness center to spouses of current employees, rental of turf fields to local groups during low utilization, youth programs (yoga, Zumba) etc.

- Recreation sports developed a list of future revenue generation opportunities. Examples of these opportunities include partnering with dining and residential life to package recreation and fitness programs for sports-related events such as high school sports teams, youth leagues, private/public school systems, professional sports teams, retiree and alumni membership programs, corporate memberships, massage therapy programs, alumni outreach events, naming opportunities for recreation fields etc.
  - The implementation of these programs will include an evaluation of the resource needs and demand for such programs. For example, hiring a dedicated staff member for marketing the recreation programs and facilities to larger groups, camps, competitions, etc. during off-season and low-use periods, renovation of

existing facilities, additional personnel for field maintenance and other support services.

The university is very sensitive to mandatory fees and seeks to meet student expectations for recreation facilities and programs. The university continually looks for alternative revenue strategies to mitigate the impact of increased costs on student fees.

Review of organizational structure including analysis of span of control   **Status: In Progress**

3. *Recommendation: Direct staff to perform a comprehensive review of the institution's organizational structure, including an analysis of spans of control and a review of staff activities and workload, and identify opportunities to streamline the organizational structure. Boards should further direct staff to implement the recommendations of the review to streamline their organizational structures where possible;*

   ▪ Virginia Tech established a cross-functional team comprised of Human Resources, IT, and Finance personnel to evaluate the current status of organizational structure, data availability, collection, and assessment, and review of existing span of control studies, etc.
     o The team has made significant progress in identifying the data elements that need to be collected in the Human Resources system in preparation for an organizational structure and span of control study for salaried employees. The required data elements for salaried employees will be populated by the end of the calendar year to enable the university to perform a span of control study. The university is in the process of defining the scope and the process of the study.

   ▪ Based on the results of the assessment, a recommended course of action and an implementation plan that meets the intent of this recommendation will be presented for consideration by the Board.

4. R*equire periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports;*

   ▪ Virginia Tech currently provides scorecard metrics on multiple academic and administrative measures. While the university recognizes the value in initial reporting of this information, the university will work with the Board members to evaluate if additional measures related to average and median spans of control should be an ongoing reporting metric.

5. *Direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control. The new policies and standards should (i) set an overall target span of control for the institution, (ii) set*

a minimum number of direct reports per supervisor, with guidelines for exceptions, (iii) define the circumstances that necessitate the use of a supervisory position, (iv) prohibit the establishment of supervisory positions for the purpose of recruiting or retaining employees, and (v) establish a periodic review of departments where spans of control are unusually narrow;

- Based upon the results of the university assessment on Recommendation #3 above, the university will evaluate if revisions to human resources policies are necessary.

Standardization of Purchases of commonly procured goods and use of institution-wide contracts   **Status: In Progress**

6. *Direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including use of institution-wide contracts;*

- Virginia Tech is conducting an assessment of our procurement policies and practices for strategic sourcing, current utilization of contracts, opportunities for improvement, and impact on the local vendors and utilization of small, women-, and minority-owned vendors.

- An element of this assessment will be an evaluation of the current and potential future impact of the work by the Virginia Cooperative Procurement Consortium. This consortium was established recently through the joint efforts of several Virginia public institutions of higher education, including Virginia Tech, to negotiate and execute contracts for goods and services commonly purchased by all higher education entities to maximize savings that would benefit all institutions within the Commonwealth.

  o The Consortium is continuing to leverage spend from all state institutions in the following commodities: Inbound Freight, Computer Peripherals, and Scientific and Lab Equipment. Agreements in each area will be negotiated to obtain the highest discounts possible. Most of the Commonwealth institutions are fully participating in this process. We expect to utilize resulting Consortium agreements by the end of this fiscal year.

- Management believes these two actions will address the intent of the recommendations. The university will review the results of this work with the Board for concurrence or guidance on any addition needed actions.

7. *Consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, which are exceptions to the institutional policies for standardizing purchases.*

- Virginia Tech currently provides scorecard metrics on multiple academic and administrative measures. While the university recognizes the value in initial reporting of this information, the university will work with the Board members to evaluate if additional measures regarding exceptions to institutional policies relating to purchasing should be an ongoing reporting metric.

Summary

Of the seven recommendations proposed by the General Assembly for Board's consideration, the university has fully implemented two with the remaining five in progress.

Recommendation Numbers	Recommendation Category	Status
1	Display of tuition and fee including mandatory fees on university website and student invoices	Fully Implemented
2	Feasibility and Impact of raising additional revenue through campus recreation and fitness enterprises	Fully Implemented
3, 4, 5	Review of organizational structure including analysis of span of control	In Progress
6, 7	Standardization of Purchases of commonly procured goods and use of institution-wide contracts	In Progress

Next steps

The university is working on the recommendations which are in progress and will continue to work with the Board and plan to bring back additional updates.

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2015 to September 30, 2015

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 September 2015-16 budget (year-to-date) is prepared from historical data which reflects trends in expenditures from previous years as well as known changes in timing. Differences between the actual income and expenditures and the year-to-date budget may occur for a variety of reasons, such as an accelerated or delayed flow of documents through the accounting system, a change in spending patterns at the college level, or increases in revenues for a particular area.

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

OPERATING BUDGET
2015-16

Dollars in Thousands

	July 1, 2015 to September 30, 2015			Annual Budget for 2015-16		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$43,565	$43,565	$0	$153,337	$153,850	$513 (7)
Tuition and Fees	231,731	229,330	2,401 (1)	445,747	457,757	12,010 (8)
All Other Income	12,341	12,318	23	40,333	40,318	-15 (9)
Total Revenues	$287,637	$285,213	$2,424	$639,417	$651,925	$12,508
Expenses						
Academic Programs	$-100,475	$-99,708	$-767 (2)	$-403,331	$-411,221	$-7,890 (7,8,9)
Support Programs	-59,626	-60,244	618	-236,086	-240,704	-4,618 (7,8,9)
Total Expenses	$-160,101	$-159,952	$-149	$-639,417	$-651,925	$-12,508
NET	$127,536	$125,261	$2,275	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$19,434	$19,434	$0	$68,509	$68,586	$77 (10)
Federal Appropriation	4,919	5,044	-125 (3)	15,643	15,643	0
All Other Income	281	196	85	892	922	30 (10)
Total Revenues	$24,634	$24,674	$-40	$85,044	$85,151	$107
Expenses						
Academic Programs	$-23,416	$-23,161	$-255	$-78,105	$-78,212	-107 (10)
Support Programs	-1,796	-1,903	107	-6,939	-6,939	0
Total Expenses	$-25,212	$-25,064	$-148	$-85,044	$-85,151	$-107
NET	$-578	$-390	$-188	$0	$0	$0
Auxiliary Enterprises						
Revenues	$123,645	$121,759	$1,886 (4)	$308,818	$306,928	$-1,890 (4)
Expenses	-94,182	-96,424	2,242 (4)	-303,366	-316,940	-13,574 (4)
Reserve Drawdown (Deposit)	-29,463	-25,335	-4,128 (4)	-5,452	10,012	15,464 (4)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$82,840	$88,772	$-5,932 (5)	$337,972	$337,972	$0
Expenses	-93,763	-114,123	20,360 (5)	-337,972	-337,972	0
Reserve Drawdown (Deposit)	10,923	25,351	-14,428 (5)	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
Revenues	$10,100	$10,249	$-149	$20,517	$20,517	$0
Expenses	-8,360	-8,398	38	-20,517	-20,517	0
Reserve Drawdown	0	0	0	0	0	0
NET	$1,740	$1,851	$-111	$0	$0	$0
All Other Programs *						
Revenue	$1,590	$1,526	$64	$7,941	$8,226	$285 (11)
Expenses	-1,720	-1,987	267 (6)	-7,941	-8,881	-940 (11)
Reserve Drawdown (Deposit)	130	461	-331 (6)	0	655	655 (11)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$530,446	$532,193	$-1,747	$1,399,709	$1,410,719	$11,010
Expenses	-383,338	-405,948	22,610	-1,394,257	-1,421,386	-27,129
Reserve Drawdown (Deposit)	-18,410	477	-18,887	-5,452	10,667	16,119
NET	$128,698	$126,722	$1,976	$0	$0	$0

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

Presentation Date: November 9, 2015

OPERATING BUDGET

1. Tuition and Fee revenues are slightly exceeding projections due to the timing of collections.

2. Academic Program expenditures exceed projections due to the timing of project costs.

3. The budget for federal revenue is established to match projected allotments from the federal government that are expected to be drawn down during the state fiscal year. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agriculture Experiment Station Division was less than the projected budget due to the timing of receipt of federal drawdowns.

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

5. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues and expenses are less than projected. Expenditures are 2.5% below September 30, 2014.

6. Expenses for All Other Programs were less than projected due to the timing of Surplus Property activity.

7. The General Fund revenue budget has been increased $806,483 for the 2015-16 central appropriation distribution. It has been decreased $293,456 for finalization of the state budget. The corresponding expenditure budgets have been adjusted accordingly.

8. The annual budget for Tuition and Fees has been decreased $418,980 for the finalization of the budgets for tuition and E&G fees. It was increased $12,428,962 for strong fall enrollment. The corresponding expenditure budgets have been adjusted accordingly.

9. The All Other Income revenue budget for the University Division has been decreased $15,000 for budget finalizations. The corresponding expenditure budgets have been adjusted accordingly.

10. The General Fund revenue budget has been increased $77,540 for adjustments to the state central fund distribution. Other revenue budget has been increased $29,000 for HABBI cell tower revenue. The corresponding expenditure budgets have been adjusted accordingly.

11. The projected annual revenue and expense budgets for All Other Programs were increased $284,341 to finalize budgets. The expense budget was increased an additional $655,019 for outstanding 2014-15 commitments that were initiated but not completed before June 30, 2015.

Dollars in Thousands

	July 1, 2015 to September 30, 2015			Annual Budget for 2015-16		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	$46,534	$45,879	$655 (1)	$112,712	$112,719	$7 (6)
Expenses	-33,942	-34,019	77	-109,647	-118,365	-8,718 (6,7)
Reserve Drawdown (Deposit)	-12,592	-11,860	-732 (1)	-3,065	5,646	8,711 (6,7)
Net	$0	$0	$0	$0	$0	$0
Parking and Transportation						
Revenues	$5,795	$5,888	$-93 (2)	$13,353	$13,353	$0
Expenses	-3,192	-3,458	266 (2)	-13,595	-14,383	-788 (7)
Reserve Drawdown (Deposit)	-2,603	-2,430	-173 (2)	242	1,030	788 (7)
Net	$0	$0	$0	$0	$0	$0
Telecommunications Services						
Revenues	$6,908	$6,283	$625 (3)	$19,110	$19,110	$0
Expenses	-7,001	-6,992	-9	-18,977	-20,275	-1,298 (7,8)
Reserve Drawdown (Deposit)	93	709	-616 (3)	-133	1,165	1,298 (7,8)
Net	$0	$0	$0	$0	$0	$0
University Services System *						
. Revenues	$21,691	$21,407	$284 (4)	$43,489	$43,596	$107 (9)
Expenses	-16,733	-17,653	920 (4)	-42,571	-43,973	-1,402 (7,9)
Reserve Drawdown (Deposit)	-4,958	-3,754	-1,204 (4)	-918	377	1,295 (7,9)
Net	$0	$0	$0	$0	$0	$0
Intercollegiate Athletics						
Revenues	$26,541	$26,471	$70	$60,659	$60,665	$6 (10)
Expenses	-19,538	-19,659	121	-58,320	-59,604	-1,284 (7,10)
Reserve Drawdown (Deposit)	-7,003	-6,812	-191	-2,339	-1,061	1,278 (7,10)
Net	$0	$0	$0	$0	$0	$0
Electric Service						
Revenues	$7,751	$7,757	$-6	$37,962	$35,956	$-2,006 (11)
Expenses	-9,263	-9,325	62	-39,790	-38,245	1,545 (7,11)
Reserve Drawdown (Deposit)	1,512	1,568	-56	1,828	2,289	461 (7,11)
Net	$0	$0	$0	$0	$0	$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	$3,812	$3,709	$103	$11,249	$11,249	$0
Expenses	-4,063	-4,175	112	-11,205	-11,579	-374 (7)
Reserve Drawdown (Deposit)	251	466	-215	-44	330	374 (7)
Net	$0	$0	$0	$0	$0	$0
Other Enterprise Functions **						
Revenues	$4,613	$4,365	$248 (5)	$10,284	$10,280	$-4 (12)
Expenses	-450	-1,143	693 (5)	-9,261	-10,516	-1,255 (7,12)
Reserve Drawdown (Deposit)	-4,163	-3,222	-941 (5)	-1,023	236	1,259 (7,12)
Net	$0	$0	$0	$0	$0	$0
TOTAL AUXILIARIES						
Revenues	$123,645	$121,759	$1,886	$308,818	$306,928	$-1,890
Expenses	-94,182	-96,424	2,242	-303,366	-316,940	-13,574
Reserve Drawdown (Deposit)	-29,463	-25,335	-4,128	-5,452	10,012	15,464
Net	$0	$0	$0	$0	$0	$0

* University Services System includes Career Services, Center for the Arts, Health Services, Recreational Sports, Student Centers & Activities, Student Organizations, and the VT Rescue Squad.

** Other Enterprise Functions include the Golf Course, Hokie Passport, Library Photocopy, Licensing & Trademark, Little Hokie Hangout, New Student and Family Programs, Pouring Rights, Printing Services, Software Sales, and Tailor Shop.

Presentation Date: November 9, 2015

AUXILIARY ENTERPRISE BUDGET

1. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated dorm occupancy and Dining self-generated revenue.

2. Revenues and expenses in Parking and Transportation Services are lower than projected due to lower than forecasted Fleet Services business volume.

3. Revenue in Telecommunications Services is higher than projected due to timing of telecommunication projects in residence halls.

4. Revenues for the University Services System are higher than projected due to higher than budgeted student fee revenue. Expenses are lower than projected due to the timing of operating expenses.

5. Revenues for Other Enterprise Functions are higher than projected due to higher than forecasted business volume in the New Student Programs and Software Sales auxiliary enterprises. Expenses are lower than projected due to timing of operating expenses and one-time projects.

6. The projected annual revenue, expense and reserve budgets for Residence and Dining Halls were adjusted for student fee revenues, state compensation actions (high-turnover), expanded dining facility hours, increased dining wage rates, facility planning, and the $2.5 million East Eggleston renovation project.

7. The projected annual expense budget for Auxiliary Enterprises was adjusted for $10.5 million in outstanding 2014-15 commitments and projects that were initiated but not completed before June 30, 2015. This amount includes $926,873 for Athletics, $3.1 million for Residence Halls, and $2.2 million in Dining Hall commitments and projects. The remainder is spread across the other auxiliary programs.

8. The projected annual expense and reserve budget for Telecommunications Services was adjusted $824,000 for the Unified Communications project.

9. The projected annual revenue, expense, and reserve budgets for the University Services System were adjusted for state compensation actions (high-turnover), student fee revenues, increased student health employee positions, and increased student organizations funding.

10. The projected annual revenue, expense, and reserve budgets for Intercollegiate Athletics were adjusted for state compensation actions (high-turnover) and $350,000 investment in West Side club seating to increase occupancy.

11. The projected annual revenue and expense budgets for the Electric Services auxiliary were decreased for reduced 2015-16 cost of wholesale electricity and the associated reduction in customers rates.

12. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for increased business volume in New Student Programs, licensing contracts in Software Sales, scholarship expenses in Central Scholarship Auxiliary, and equipment and professional development in Student Athlete Academic Services Support.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF September 30, 2015

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	9,038	9,038	3,236	17,728	0	0	0	17,728	9,395 (1)
Design Phase									
Academic Buildings Renewal	6,750	2,000	171	27,389	0	0	0	27,389	1,528 (2)
Improve Kentland Facilities	1,020	500	140	7,600	0	0	0	7,600	349 (3)
VBI Data Center Expansion	0	3,400	0	0	0	5,900	0	5,900	0 (4)
Construction Phase									
Address Fire Alarm Systems and Access	2,140	2,140	248	4,891	0	0	0	4,891	940 (5)
Classroom Building	24,000	24,000	4,968	42,652	0	0	0	42,652	14,637 (6)
Close-Out									
Human & Agricultural Biosciences Building I	209	533	271	53,759	0	0	0	53,759	53,497 (7)
Marching Virginians Practice Facility	1,261	1,748	1,424	0	0	4,750	0	4,750	4,426 (8)
McBryde 100 Classroom Renovation	2,300	2,297	1,747	0	0	2,800	0	2,800	2,251 (9)
Renovate Davidson Hall, Phase I	340	332	14	32,003	0	0	0	32,003	31,686 (10)
Signature Engineering Building	3,393	4,502	765	47,609	0	18,650	28,959	95,218	91,481 (11)
TOTAL	50,451	50,490	12,986	233,631	0	32,100	28,959	294,690	210,189

Presentation Date: November 9, 2015

CAPITAL OUTLAY BUDGET

Educational and General Projects

1. The current year and total project budget amounts reflect the balance of maintenance reserve appropriation carried forward from fiscal year 2015 and the state's fiscal year 2016 allocation of $8.531 million of Maintenance Reserve funds.

2. This project is for the renovation of three academic buildings located in the core of main campus bordering the Drillfield: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. The project is in the Working Drawings phase with construction anticipated later this fiscal year. The state has authorized a total project cost of $30.5 million based on preliminary designs and appropriated General Fund resources for the project effective fiscal year 2016. The $27.389 million amount reflects the total project less equipment funding which is allocated separately after the start of construction. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

3. The instructional components of the Dairy Science program are being relocated to Kentland through a project with the Virginia Tech Foundation. This project is for planning the replacement and relocation of six remaining agricultural facilities with three new facilities. The new facilities include a metabolism research laboratory, an applied reproduction facility, and a building for animal demonstration, handling, and holding spaces. Preliminary Design work is complete and the project is moving into the Working Drawings phase with construction expected later this fiscal year. The state has authorized a total project cost of $7.6 million and appropriated General Fund resources for the project effective fiscal year 2016. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

4. This project will establish a new high performance data center within the existing Virginia Bioinformatics Institute's facilities. This project will be delivered via Design-Build. Design-Build proposals have been received and bridging documents are underway with construction expected to start in fall 2015 to ensure the data center is ready for use by the fall 2016. The annual budget was established in the first quarter to reflect the project's approval to move forward at the August 2015 Board of Visitors meeting.

5. This project will support progress on fire alarm systems and accessibility improvements for several E&G buildings. The implementation plan calls for improvements to be executed in multiple packages, and construction funding will be released on a package-by-package basis. The State has appropriated $4.89 million of General Fund resources for the total project budget of which $4 million has been committed to the following projects underway or completed: Food Science and Technology Building, Architecture Annex, Wallace Annex, War Memorial Hall, Lane Hall, Whittemore Hall, Patton Hall, and Randolph Hall.

6. This project is for a 73,400 gross square foot classroom building to meet the university's instructional classroom and laboratory needs. Construction is underway with substantial completion expected in July 2016.

7. The project is complete and has been occupied since January 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2015 will be processed in fiscal year 2016.

8. The project is complete and has been occupied since July 2015. The project may be closed and financial accounts terminated when final invoices are received and paid and completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2015 will be processed in fiscal year 2016.

9. The project is complete and has been occupied since August 2015. The project may be closed and financial accounts terminated when final invoices are received and paid and completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

10. The project is complete and has been occupied since June 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

11. The project is complete and has been occupied since June 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

Capital Outlay Projects Authorized as of September 30, 2015 (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	7,000	7,000	3,154	0	0	$ 20,739	0	20,739	3,154 (1)
Design Phase									
Airport Hangar	2,000	2,000	13	0	0	2,520	0	2,520	18 (2)
Health Center Improvements	1,100	1,100	96	0	0	0	3,071	3,071	203 (3)
Lane Substation Expansion	2,000	2,000	0	0	0	2,000	4,500	6,500	0 (4)
Planning: Softball and Track Improvements	490	490	0	0	0	500	0	500	0 (5)
Construction Phase									
Residential Connectivity	1,691	1,691	542	0	0	4,000	0	4,000	2,851 (6)
Unified Communications & Network Renewal	1,500	1,500	50	0	0	7,705	8,803	16,508	12,271 (7)
Upper Quad Residential Facilities	46,753	41,020	10,804	0	0	23,377	67,623	91,000	46,504 (8)
Close-Out									
East Eggleston Renovation	0	2,500	0	0	0	2,500	0	2,500	0 (9)
Indoor Athletic Training Facility	1,181	2,801	1,796	0	0	21,300	3,700	25,000	20,295 (10)
South Recreation Field Surface Replacement	276	1,850	1,659	0	0	0	4,600	4,600	3,089 (11)
On Hold and Not Funded									
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (12)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (13)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	17,498	17,498	0 (14)
TOTAL	63,991	63,952	18,113	0	0	84,641	153,342	237,983	88,568
GRAND TOTAL	$ 114,442	$ 114,442	$ 31,100	$ 233,631	$ -	$ 116,741	$ 182,301	$ 532,673	$ 298,757

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, 2015 through September 30, 2015 and the Capital Outlay report be approved.

November 9, 2015

CAPITAL OUTLAY BUDGET (Continued)

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise budgeting process. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2016. The outstanding balance is committed to a five year forward looking maintenance plan to ensure sufficient resources are available for major maintenance repairs. The auxiliary maintenance reserve program covers 104 assets with a total replacement value of $1.1 billion.

2. This project will design, construct, install necessary utilities, and equip a 14,000 gross square foot building with the capacity to house two planes and to provide interior office spaces for pilots. The existing hangar will be razed at a later time as part of the future runway extension project. The project is in schematic design and will begin construction fall 2015.

3. This project will plan and construct a 3,000 gross square feet one-story addition to the east wing of McComas Hall and a renovation of 1,700 gross square feet to an interior portion of the existing Schiffert Health Center. Planning work is underway with schematic design nearing completion.

4. This project will expand the Lane Substation on Innovation Drive. The project includes the purchase and installation of two 28,000 kilovolt-amps (kVA) transformers, two circuit switchers, six distribution reclosers with space for an additional four reclosers, a control house and associated relay, and control equipment. The total cost is expected to be $6.5 million.

5. This project will plan a permanent solution for softball hitting practice and a long-term solution for Rector Field House serviceability for the track and field programs. The planning authorization will cover establishing a scope, schedule, delivery method, preliminary design efforts, cost, and a funding plan for the envisioned solution.

6. This project will install necessary components for Wi-Fi network transmission through approximately 2,000 wireless access points in thirty-eight residence halls. The project also updates the residential wired network infrastructure to accommodate the increased demand on the network from wireless devices. The total cost is estimated to be $3.3 million and the authorization will be underspent.

7. This project includes improvements to four complementary communication infrastructure components. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The total expected costs are $16.5 million and this project is being implemented in phases and is anticipated to be complete in spring 2017.

8. This project replaces Rasche and Brodie with two new residential facilities and razes Thomas and Monteith, effectively modernizing 1,000 beds in the residential inventory. The construction phase is underway with total expected costs of $91 million. The first hall is over schedule with occupancy expected prior to spring semester 2016, and the construction contract calls for the second hall to be occupied by fall semester 2016. The budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2016.

9. The project restored the rooms located on floors two through five from office space to residential space. The renovation is complete and was occupied in August 2015. The total cost is expected to be $2.5 million. As the project began through the Renovations Department within Facilities, costs accumulated with Residential Programs and are in the process of being relocated to the capital project. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer and all expenses moved to the capital project.   The annual budget was established in the first quarter to reflect initiating the project.

10. The new field house is complete and was occupied in June 2015. The total cost is expected to be $21.3 million and the authorization will be underspent.   The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.   The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2015 will be processed in fiscal year 2016.

11. This project is complete and was occupied in July 2015. The total cost is expected to be $3.28 million and the authorization will be underspent. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2015 will be processed in fiscal year 2016.

12. 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.

13. 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.

14. This is the remaining unallocated authorization of the original $23.5 million Oak Lane Community, Phase IV project. The outstanding Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with program and financing plans.

Presentation Date: November 9, 2015

CAPITAL PROGRAM ANNUAL PERFORMANCE
Cumulative Monthly Expenditures

Fiscal Year 2015 and Fiscal Year 2016

Presentation Date: November 9, 2015
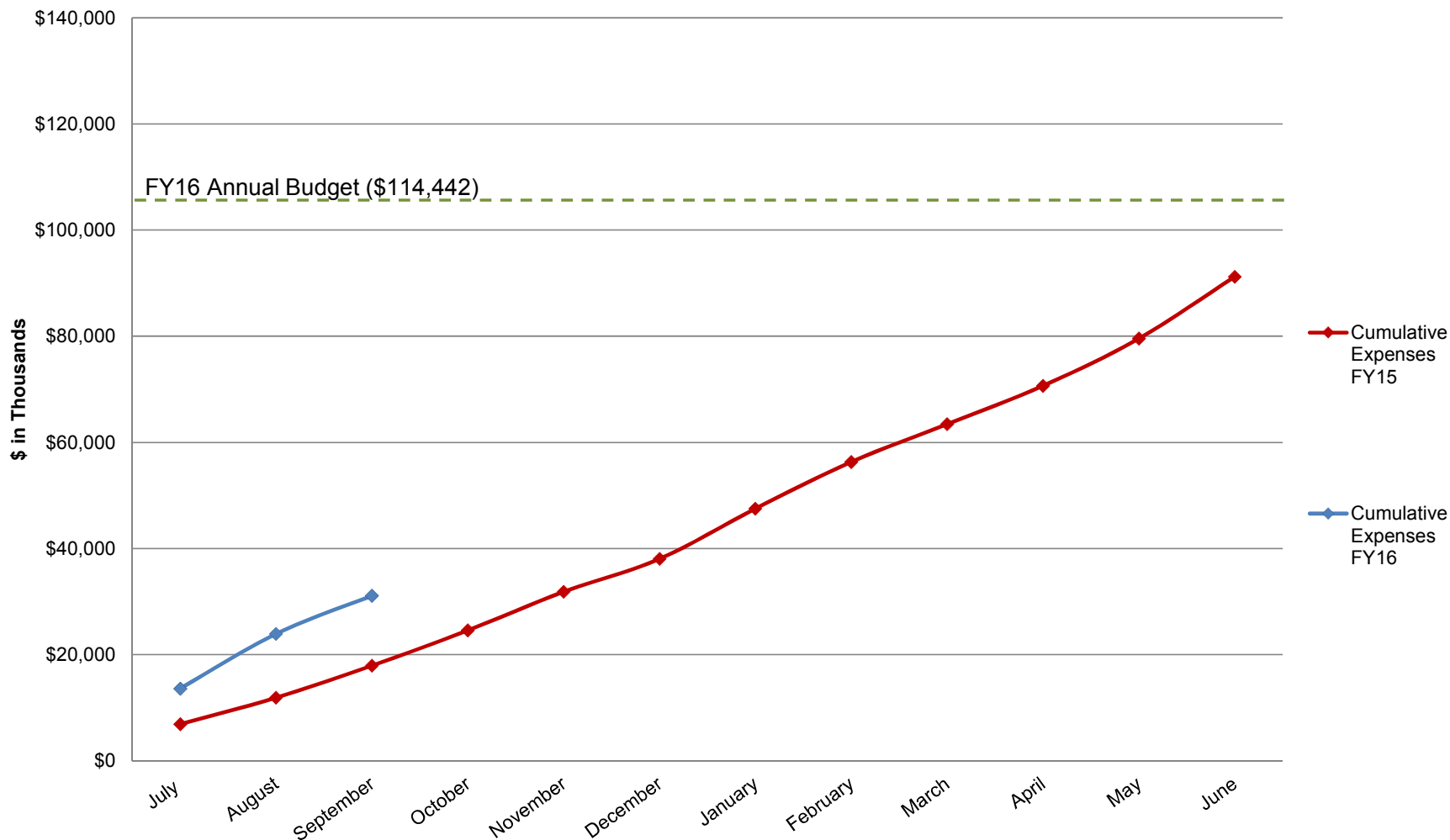
Review and Approval of the 2016–2022 Six-year Plan

BOARD OF VISITORS

October 13, 2015

The Higher Education Opportunity Act of 2011 (HEOA) requires a six-year planning process for public institutions of higher education in Virginia that includes biennial submissions of detailed plans in odd years and an opportunity to update progress and revisions to those plans in even years. Code of Virginia section *§ 23-38.87:17* requires Board of Visitors (BOV) approval of the university's six-year plans and the revisions thereto*.*

The university shared a draft plan and the major planning assumptions utilized in its development with the BOV in June 2015 in preparation for initial discussions with the Commonwealth. The final plan is generally consistent with those assumptions, with only minor modifications.

Background

Based upon the recommendations of the Governor's Commission on Higher Education Reform, Innovation, and Investment, the HEOA legislation affects most aspects of the university's operation, funding, enrollment, and performance. The final passage of the legislation created a new Higher Education Advisory Committee (HEAC) to review the performance of institutions and policy issues (such as further restructuring), a new funding model, and refocused the six-year planning process around statewide goals.

In support of those goals, the State Council of Higher Education requested institutional six-year plans in order to better understand the resource needs of Virginia's public institutions of higher education in advance of the Commonwealth's biennial budget development process. This new process has shifted the traditional planning timeline and requires institutions to identify academic initiatives, cost drivers, and nongeneral fund estimates in advance of the state budget process in the fall and winter.

Six-Year Planning Process

The HEOA revised the six-year planning process for academic, financial, and enrollment plans. In contrast with the prior planning process (which had two scenarios of General Fund support and sought to achieve broad financial goals: 60th percentile of faculty salaries and full base budget adequacy), the HEOA focused the six-year plan on the outcome of defined state objectives and the cost and resources needed to achieve those goals. The process is designed to include a submission and review process.

The HEOA included four objectives. Consistent with this, the plans of all institutions are required to include efforts toward the following state goals: 1) plans for providing

financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans, 2) plans for optimal year-round use of facilities and instructional resources to improve student completions and cost efficiencies, 3) plans for the development of instructional resource sharing programs with other institutions of higher education in the Commonwealth, and 4) new programs or initiatives including quality improvements. Virginia Tech's plan covers all four of these areas.

Other potentially incentivized goals of the Commonwealth include: increased enrollment of Virginia students, increased degree completion for Virginia residents who have partial credit, increased degree completion in a timely manner, increased community college transfer programs and other enhanced degree programs, improved retention and graduation rates, increased degree production (in the area of science, technology, engineering, mathematics, and other high need areas such as health care-related professions), new programs the institution might consider to further the Commonwealth's objectives, increased research (including regional and public-private collaborations), efficiency reforms designed to reduce total cost, technology enhanced instruction including course redesign, online instruction, economic opportunity initiatives, innovation and continuous improvement, and other initiatives to further the Commonwealth's objectives. The university's plan strived to be comprehensive in covering these areas.

To develop these plans, the university conducted a thorough assessment of its strategic plans, critical needs, and opportunities to both support the goals and objectives envisioned in the HEOA, and to strengthen the university's instructional and research programs in support of the state's goals for higher education.

Within the provided template, the university summarized the various academic initiatives across campus into high-level, overarching strategies that encompass the broad goals of the institution, and also included a complete and comprehensive outlook on cost drivers and critical needs. The university's plans are not balanced with projected nongeneral fund revenue. Rather, the difference between projected costs and forecasted revenues is an implicit request for state support. These plans should be viewed as a precursor to the General Fund request process through the Executive branch and General Assembly. Further, it is the university's expectation that the state will seek to provide feedback on the university's future activities and costs, consider the investment of General Funds, and seek to influence future tuition rates. Without the resources envisioned, the university will not be able to deliver the comprehensive set of programs and initiatives proposed in the academic plan. In such a circumstance, the university would reassess and prioritize the listing of initiatives possible given available resources.

In addition to the University Division six-year plan, the university also submitted a plan for the Cooperative Extension and Agricultural Experiment Station Division (CE/AES). Unfortunately, CE/AES has virtually no ability to generate incremental nongeneral funds. The major source of the agency's existing nongeneral funds is from federal funds, and the current national fiscal environment indicates a possibility of future

reductions in federal support. The second source of nongeneral fund resources is from localities. Unfortunately, numerous Virginia localities are not able to provide additional support for CE/AES as they are undergoing their own budgetary challenges in the current economic environment. Thus, continuation of the high quality programming and support for Virginia's citizens, especially in agriculture and 4-H programs, is highly dependent upon the Commonwealth for financial support through increases in General Fund appropriations.

Virginia Tech's Six-Year Plan

In accordance with the HEOA, the State Council on Higher Education for Virginia provided a template in April 2015 for institutions to develop their 2016-22 Six-Year plan, including General Fund resources, the usage of incremental tuition revenue, and mandated reallocations to support the plan initiatives.

Financial Plan

Financial and Operating Initiatives: The primary usage of incremental revenue was the support of fixed operating expenses, required assignments by the General Assembly such as health care and retirement costs, and the university's compensation priorities. These items account for $21.2 million of the total $42.4 million of expenditures included in the university division plan for 2016-17, and $42.4 million of the total $84.5 million of expenditures included in the university division plan for 2017-18.

Financial and Operating Initiatives ($ in millions)

	2016-17	2017-18
Faculty Merit Increase	$ 11.8	$ 24.1
Staff Merit Increase	2.1	4.1
Operation and Maintenance of New Facilities	0.9	1.2
Increase Number of Full-time Faculty	1.9	3.8
Library Enhancement	0.7	1.5
Fixed Cost Increases	0.4	0.8
Health Insurance and Other Fringe Benefit Rate Increases	2.7	5.6
Retirement Rate Increase	0.7	1.3
Total Fixed Cost Increases	*$ 21.2*	*$ 42.4*

Compensation

Faculty
A strategic goal of the university is recruiting and retaining world-class faculty by ensuring faculty salary competitiveness with peer institutions. To make progress towards this goal, the university plans to address faculty compensation over a multi-year period. Based upon a long-range goal of reaching the 60th percentile of peer salaries, and utilizing the State Council on Higher Education for Virginia's (SCHEV's) projected

peer increase of 2 percent per year, this results in a projected faculty salary increase need of 3.6 percent in each year of the plan.

Staff

The staff compensation process envisions a 2.0 percent annual salary program increase across the planning period as a planning placeholder.

Academic Plan

Academic Strategies: SCHEV's process and format has strategies encompassing academic, student support, research, and operations areas included within an academic plan. Further detail regarding each initiative is included on the attached template for each agency.   As a biennial budget, the second year allocations are inclusive of the first year allocations. A separate plan is submitted on behalf of both the University Division (Agency 208) and the Cooperative Extension & Agricultural Experiment Station Division (Agency 229).

University Division ($ in millions)

Initiative	2016-17	2017-18
Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem	$ 4.9	$ 9.7
Increase Access for Virginia Undergraduate Residents	6.3	12.8
Expand and Enhance STEM-H Degree Production, Health Sciences, Neuroscience, Creative Technologies, and Computational Thinking	3.0	6.1
Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H Fields, Including Equipment and Lab Renovation	1.7	3.5
Expand K-12 Pipeline Opportunities for Underserved Virginia Residents	1.0	1.5
Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	1.0	2.0
Support Timely Degree Completion Through Enhanced Student Advising, Year-Round Academic Programs, and Instructional Resource Sharing	1.6	2.8
Increase Graduate Enrollment in Strategic Areas	0.9	1.8
Increase Support for Unique Military Activities	0.2	0.2
Advance Institutional Efficiencies and Effectiveness to Support Cost Containment Efforts	0.6	1.7
Total Academic Initiative Costs	*$ 21.2*	*$ 42.1*

* Includes GF, NGF, and strategic reallocations.

Cooperative Extension and Agricultural Experiment Station Division ($ in millions)

Initiative	2016-17	2017-18
Ensure Competitive Faculty and Staff Salaries	$1.8	$3.7
Advance Agricultural Biosciences Initiatives Within the Commonwealth	0.8	1.5
Operations, Maintenance, Fixed Costs, & Fringe Benefit Rate Increases	0.9	1.8
Total Operating and Academic Initiative Costs	***$ 3.5***	***$ 7.0***

Enrollment

The university recently submitted its six-year enrollment plan to SCHEV, known as the 2B. The 2B is the basis for the enrollment figures included in the Six-Year Plan. The university is in the beginning stages of a multi-year growth strategy, and the plan below, as submitted to the state, represents the first phase of this multi-year growth strategy. Long-range enrollment targets will be revised as necessary to reflect success in achieving the annual growth targets. The board received a separate update on enrollment growth planning at the June meeting. State support will be important for expanding Virginia undergraduate enrollment.

2016-2022 Enrollment Plan On/Off-Campus Headcount							
Student Group	**2015-16**	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**
Entering In-State Undergraduates	3,968	3,968	3,968	3,968	3,968	3,968	3,968
Entering Out-of-State Undergraduates	1,933	1,933	1,933	1,933	1,933	1,933	1,933
Continuing Undergraduates and Transfer Students	19,104	19,634	20,167	20,605	20,729	20,758	20,771
Total Undergraduate	**25,005**	**25,535**	**26,068**	**26,506**	**26,630**	**26,659**	**26,672**
Masters and Doctoral	6,431	6,452	6,580	6,677	6,807	6,954	7,110
Veterinary Medicine	486	490	495	495	495	495	495
Total Graduate	**6,917**	**6,942**	**7,075**	**7,172**	**7,302**	**7,449**	**7,605**
Total Enrollment	**31,922**	**32,477**	**33,143**	**33,678**	**33,932**	**34,108**	**34,277**

Nongeneral Fund Revenue Projections

The third component of the SCHEV template projects nongeneral fund revenues for the first two years of the plan. The plan also updates actual 2014-15 tuition and fee revenue, and summarizes the budgeted tuition and fee revenue for 2015-16. Considerable effort has been taken in moderating nongeneral fund revenue increases

for 2016-17 and 2017-18. The university follows a fiscally sound plan that seeks to be sensitive to the needs of our students while also attempting to manage fixed cost increases and allow modest progress towards the six-year plan initiatives. The difference between the total estimated costs and estimated revenue in this plan represents the need for General Fund support. As strategies generate expenses in excess of the realistic self-generated revenue estimate, this provides an opportunity for collaboration with the Commonwealth in areas that benefit the goals espoused by the Higher Education Opportunity Act of 2011. The following tuition & mandatory fee rate increases are contained within the plan for 2016-17 and 2017-18:

Student Group	Resident	Nonresident
Undergraduate	3.9%	3.9%
Graduate	3.9%	3.9%
Veterinary Medicine	2.9%	2.9%

However, **it is important to recognize that the university is not recommending or committing to a specific set of tuition rates at this point of the process. Establishment of tuition and fee rates remains under the purview of the Board of Visitors, and proposed tuition rates for each academic year will be brought to the Board of Visitors in the spring as a part of the normal cycle**. This submission is information for the Commonwealth's consideration for the state budget process and for providing feedback to institutions. Estimated tuition and fee rates and revenue are outlined as part of the iterative planning process established by the Higher Education Opportunity Act of 2011, and are expected to provide a basis for discussion of potential investments, costs and fund split between institutions and the state.

The projected incremental nongeneral fund revenue is not intended to fully address the additional expense of the total six-year expenditure plans. The university provided targeted initiatives to support the comprehensive goals of the Commonwealth, expecting the process to lead to priorities where the Commonwealth and the university can collaborate to promote the shared goals of enhancing higher education in Virginia.

Access and Affordability

Included in the Academic initiatives above, the university's student financial aid goals include maintaining and expanding existing need-based scholarships for undergraduates. The university's Funds for the Future program, which provides relief from tuition increase for students from low and middle-income families, has been enhanced to expand low and middle-income eligibility. The Presidential Scholarship Initiative cohort is growing to include additional first-generation undergraduate students from Virginia. Additionally, the university will seek to further reduce the net price for Virginia residents from low to middle-income families.

Funding and Cost Containment

The commonwealth's template does not provide the opportunity to request General Fund support. This process is designed to focus on goals, costs, and nongeneral fund resources so that General Fund support may be determined later through the state budget process. However, the university envisions requesting the traditional state share of costs consistent with long standing and codified funding principles. The university is planning for the nongeneral fund share of these costs in accordance with state policies. To ensure sensitivity to overall costs, the university projects additional internal reallocations to help advance top priorities while mitigating the pressure on tuition.

Six-Year Plan Submission and Response

In accordance with the Higher Education Opportunity Act of 2011, the university submitted the six-year plans to the State Council on Higher Education for Virginia (SCHEV) on July 1, 2015. The university envisions the development of these plans as a joint planning exercise with the Commonwealth. As a result, the initial submission was designed to facilitate a discussion about how the university and Commonwealth can work in concert to best resource these strategies to advance both the university and the Commonwealth of Virginia.

Feedback from the Commonwealth's Six-Year Plan review committee ("Op-Six"), composed of the Secretaries of Education and Finance, Directors of the Department of Planning & Budget and the State Council on Higher Education for Virginia, and the staff directors of the House Appropriations and Senate Finance committees, was received in early September. The Op-Six committee's response to the university's plan was very positive, and included only minor technical adjustments to the university's plan; no substantive changes were made. The technical changes included the removal of the General Fund contingency initiative, which had been employed by the university as a balancing strategy within the plan. The committee also requested that additional background on the university's capital priorities and future Restructuring ideas be included in the plan narrative.

Discussion surrounding access to higher education, and the state's interest in enhancing K-12 pathways to higher education, led to the university's formalizing of a K-12 pipeline initiative within the plan. This initiative clarifies strategies that were previously embedded in various other initiatives within the plan, including outreach to underserved populations in the state and expansion of a financial aid program at the university.

The final plans are attached. Attachment 1 is the University Division submission and Attachment 2 is the Cooperative Extension and Agricultural Experiment Station Division submission.

Next Steps

With Board approval, the university will now submit the finalized Six-Year plans to the state. The university will have the opportunity to revise the plan assumptions in the summer of 2016 to reflect available funding and progress made towards goals and strategic initiatives at that time, before the next state budget cycle.

The final plans were utilized as the framework for the development of the university's submission of requests within the Executive Budget development process, as allowed by guidance provided by the Commonwealth.

RECOMMENDATION:

That the Board of Visitors approve the 2016-2022 six-year plan.

November 9, 2015

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Polytechnic Institute & State University

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Statewide Strategic Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative)*.

Priority Ranking	Strategies (Short Title)	SSP Goal		Biennium 2016-2018 (7/1/16-6/30/18) Cost: Incremental, Savings, Reallocation				Biennium 2018-2020 (7/1/18-6/30/20) Strategies	Biennium 2020-2022 (7/1/20-6/30/22) Strategies
				2016-2017		2017-2018			
				Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue		
4	Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem	3,4	Incremental:	$4,870,311	$0	$9,740,622	$0	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
5	Increase Access for Virginia Undergraduates	1,2	Incremental:	$6,298,875	$4,693,059	$12,849,705	$9,569,148	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas as financial support and instructional/residential space permit.	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas as financial support and instructional/residential space permit.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
6	Expand and Enhance STEM-H Degree Production, Health Sciences, Neuroscience, Creative Technologies, and Computational Thinking	2,4	Incremental:	$3,026,985	$1,785,921	$6,053,970	$3,571,842	The university will continue to grow degree attainment opportunities in the STEM-H fields in emerging areas by increasing integrated study opportunities and high-demand degree options.	The university will continue to grow faculty and degree attainment opportunities in the STEM-H fields in emerging areas.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
7	Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H fields, Including Equipment and Lab Renovation	3,4	Incremental:	$1,750,000	$1,032,500	$3,500,000	$2,065,000	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
8	Expand K-12 Pipeline Opportunities for Underserrved Virginia Residents to Access a Virginia Tech Education	2,4	Incremental:	$956,920	$0	$1,500,270	$0	The targeted K-12 Pipeline initiative is a two pronged approach that will 1) enhance outreach to underserved Virginians while students are in the K-12 system and 2) expand student financial aid to increase access to Virginia Tech.	The targeted K-12 Pipeline initiative is a two pronged approach that will 1) enhance outreach to underserved Virginians while students are in the K-12 system and 2) expand student financial aid to increase access to Virginia Tech.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
9	Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	1	Incremental:	$997,700	$997,700	$1,956,900	$1,956,900	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income students.	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income students.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
10	Support Timely Degree Completion Through Enhanced Student Advising, Year-Round Academic Programs, and Instructional Resource Sharing Opportunities	2,3	Incremental:	$1,564,336	$1,040,958	$2,778,672	$1,757,416	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities.	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
11	Increase Graduate Enrollment in Strategic Areas	2,4	Incremental:	$892,730	$526,711	$1,785,460	$1,053,421	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
14	Increase Support for Unique Military Activities	2,3	Incremental:	$214,084	$0	$214,084	$0	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA programs within the Commonwealth.	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA programs within the Commonwealth.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
15	Advance Institutional Efficiencies and Effectiveness to Support Cost Containment Efforts	3,4	Incremental:	$656,533	$537,580	$1,714,206	$1,163,112	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$384,785	$0	$338,795	$0		
16	Reallocation of Existing Resources to Support University Priorities	3	Incremental:	$0	$0	$0	$0	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$1,642,893	$0	$3,342,622	$0		
	Total 2016-2018 Costs								
	Incremental (Included in Financial Plan line 61)			$21,228,474	$10,614,429	$42,093,889	$21,136,839		
	Savings			$0	$0	$0	$0		
	Reallocation			$2,027,678	$0	$3,681,417	$0		

VirginiaTech
Invent the Future

Moving forward, Virginia Tech strongly supports the maintenance of existing financial and administrative autonomy granted in the Restructuring Act, as well an exploration of potential future areas where the state and institutions can partner to advance higher education. The university operates in a competitive and complex environment, and the flexibility to approach issues with institutional authority results in faster and more effective solutions. A future meeting with our partner institutions and state leaders to discuss the current state and future of Restructuring would be appreciated. Our hope is that this discussion would lead potential enhancements that benefit the Commonwealth as a whole and provide our institutions with the optimal ability to compete globally.

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Polytechnic Institute & State University

Attachment K

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Statewide Strategic Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative)* .

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

Priority Ranking	Strategies (Short Title)	SSP Goal		2016-2017 Total Amount	2016-2017 Amount From Tuition Revenue	2017-2018 Total Amount	2017-2018 Amount From Tuition Revenue	Biennium 2018-2020 (7/1/18-6/30/20) Strategies	Biennium 2020-2022 (7/1/20-6/30/22) Strategies
4	Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem	3,4	Incremental:	$4,870,311	$0	$9,740,622	$0	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
5	Increase Access for Virginia Undergraduates	1,2	Incremental:	$6,298,875	$4,693,059	$12,849,705	$9,569,148	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas as financial support and instructional/residential space permit.	Support continuing demand from Virginia residents for a Virginia Tech education in strategic areas as financial support and instructional/residential space permit.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
6	Expand and Enhance STEM-H Degree Production, Health Sciences, Neuroscience, Creative Technologies, and Computational Thinking	2,4	Incremental:	$3,026,985	$1,785,921	$6,053,970	$3,571,842	The university will continue to grow degree attainment opportunities in the STEM-H fields in emerging areas by increasing integrated study opportunities and high-demand degree options.	The university will continue to grow faculty and degree attainment opportunities in the STEM-H fields in emerging areas.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
7	Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H fields, Including Equipment and Lab Renovation	3,4	Incremental:	$1,750,000	$1,032,500	$3,500,000	$2,065,000	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
8	Expand K-12 Pipeline Opportunities for Underserrved Virginia Residents to Access a Virginia Tech Education	2,4	Incremental:	$956,920	$0	$1,500,270	$0	The targeted K-12 Pipeline initiative is a two pronged approach that will 1) enhance outreach to underserved Virginians while students are in the K-12 system and 2) expand student financial aid to increase access to Virginia Tech.	The targeted K-12 Pipeline initiative is a two pronged approach that will 1) enhance outreach to underserved Virginians while students are in the K-12 system and 2) expand student financial aid to increase access to Virginia Tech.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
9	Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	1	Incremental:	$997,700	$997,700	$1,956,900	$1,956,900	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income students.	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students. Ensure competitive net cost for low- and middle-income students.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
10	Support Timely Degree Completion Through Enhanced Student Advising, Year-Round Academic Programs, and Instructional Resource Sharing Opportunities	2,3	Incremental:	$1,564,336	$1,040,958	$2,778,672	$1,757,416	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities.	Enhance the university's pathways to success and accommodate a diversifying class of students while working towards reduced time-to-degree through unique non-traditional educational opportunities.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
11	Increase Graduate Enrollment in Strategic Areas	2,4	Incremental:	$892,730	$526,711	$1,785,460	$1,053,421	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.	The university will continue to advance graduate education as a source of innovation and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
14	Increase Support for Unique Military Activities	2,3	Incremental:	$214,084	$0	$214,084	$0	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA programs within the Commonwealth.	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA programs within the Commonwealth.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
15	Advance Institutional Efficiencies and Effectiveness to Support Cost Containment Efforts	3,4	Incremental:	$656,533	$537,580	$1,714,206	$1,163,112	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$384,785	$0	$338,795	$0		
16	Reallocation of Existing Resources to Support University Priorities	3	Incremental:	$0	$0	$0	$0	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.	To the extent possible, the university will reallocate existing resources to support strategic university priorities including academic advancements, support for faculty startup packages, and enhancing faculty compensation.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$1,642,893	$0	$3,342,622	$0		
	Total 2016-2018 Costs								
	Incremental (Included in Financial Plan line 61)			$21,228,474	$10,614,429	$42,093,889	$21,136,839		
	Savings			$0	$0	$0	$0		
	Reallocation			$2,027,678	$0	$3,681,417	$0		

Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need
2016-2018 Biennium
(Assuming No Additional General Fund)

Attachment K

	Items	2016-2017		2017-2018		2015-16	
		Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue (6)
	Total Incremental Cost from Academic Plan[1]	$21,228,474	$10,614,429	$42,093,889	$21,136,839		
1	Increase T&R Faculty Salaries[2]	$8,923,747	$4,025,601	$18,152,127	$8,188,626	$8,162,351	$3,498,150
	T&R Faculty Salary Increase Rate[3]	3.60%	1.62%	3.60%	1.62%	3.50%	1.50%
1	Increase Admin and Professional Faculty Salaries[2]	$2,905,083	$1,310,515	$5,914,749	$3,489,702	$1,582,289	$0
	Admin and Professional Faculty Salary Increase Rate	3.60%	1.62%	3.60%	1.62%	2.00%	0.00%
2	Increase Classified Staff Salaries[2]	$1,003,401	$592,007	$2,026,870	$1,195,853	$2,283,142	$0
	Classified Salary Increase Rate	2.00%	1.18%	2.00%	1.18%	4.64%	0.00% (5)
2	Increase University Staff Salaries[2]	$1,045,287	$616,719	$2,111,482	$1,245,774	$1,024,791	$0
	University Staff Salary Increase Rate	2.00%	1.18%	2.00%	1.18%	2.00%	0.00%
12	Increase Number of Full-Time T&R Faculty[4] ($)	$1,875,000	$1,106,250	$3,750,000	$2,212,500		
	Increase Number of Full-Time T&R Faculty[4] (FTE)	16	10	33	19		
	Increase Number of Full-Time Admin. Faculty[4] ($)	$0	$0	$0	$0		
	Increase Number of Full-Time Admin. Faculty[4] (FTE)	0	0	0	0		
	Increase Number of Part-Time Faculty[4] ($)	$0	$0	$0	$0		
	Increase Number of Part-Time Faculty[4] (FTE)	0	0	0	0		
	Increase Number of Classified Staff[4] ($)	$0	$0	$0	$0		
	Increase Number of Classified Staff[4] (FTE)	0	0	0	0		
	Increase Number of University Staff[4] ($)	$0	$0	$0	$0		
	Increase Number of University Staff[4] (FTE)	0	0	0	0		
13	Library Enhancement[4] ($)	$750,000	$442,500	$1,500,000	$885,000		
	Library Enhancement[4] (FTE)	0	0	0	0		
	Technology Enhancement[4] ($)	$0	$0	$0	$0		
	Technology Enhancement[4] (FTE)	0	0	0	0		
3	O&M for New Facilities[4] ($)	$868,799	$512,591	$1,208,861	$713,228		
	O&M for New Facilities[4] (FTE)	0	0	0	0		
17	Utility Cost Increase	$400,000	$236,000	$800,000	$472,000		
	NGF share of state authorized salary increase/bonus	$0	$0	$0	$0		
18	Fringe/health insurance benefits increase	$2,735,035	$1,613,670	$5,552,121	$3,275,751		
19	VRS increase	$665,028	$392,367	$1,350,007	$796,504		
	Additional In-State Student Financial Aid From Tuition Revenue	$0	$0	$0	$0		
	Others (Specify, insert lines below)	$0	$0	$0	$0		
	Safety and Security Enhancement	$0	$0	$0	$0		
	Total Additional Funding Need	$42,399,854	$21,462,650	$84,460,106	$43,611,778		

Notes:
(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
(4) Enter number of FTE change over the FY2016 level in appropriate columns.
(5) Staff increase includes 2% base plus $65/yr. compression action.

2015 Six-Year Plan - Academic   2 of 2   SCHEV - 4/30/15

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Polytechnic Institute & State University

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2014-2015 (Estimated)		2015-2016 (Estimated)			2016-2017 (Planned)			2017-2018 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State	$10,197	$174,625,917	$10,628	4.2%	$184,205,648	$11,042	3.9%	$193,687,947	$11,473	3.9%	$204,779,829
Undergraduate, Out-of-State	$26,228	$165,504,052	$27,272	4.0%	$176,853,876	$28,336	3.9%	$187,619,352	$29,441	3.9%	$199,964,097
Graduate, In-State	$11,765	$17,070,869	$12,259	4.2%	$17,355,145	$12,737	3.9%	$17,782,377	$13,234	3.9%	$18,834,045
Graduate, Out-of-State	$24,064	$29,710,928	$25,124	4.4%	$31,106,941	$26,104	3.9%	$32,919,513	$27,122	3.9%	$34,895,350
Law, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Law, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Medicine, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Medicine, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Dentistry, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Dentistry, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
PharmD, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
PharmD, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Veterinary Medicine, In-State	$20,628	$6,518,448	$21,237	3.0%	$6,795,840	$21,853	2.9%	$6,992,919	$22,487	2.9%	$7,195,714
Veterinary Medicine, Out-of-State	$46,736	$6,873,668	$47,789	2.3%	$7,832,710	$49,175	2.9%	$8,254,072	$50,601	2.9%	$8,743,247
Other NGF		$59,292,118			$62,902,256			$63,300,920			$63,703,571
Total E&G Revenue - Gross		$459,596,000			$487,052,416			$510,557,100			$538,115,853
Total E&G Revenue - Net of Financial Aid		$459,596,000			$486,341,916			$509,565,600			$536,884,353
E&G Revenue Used for Faculty Salary Increases		$8,079,212			$4,815,787			$5,265,011			$5,444,744
Average T&R Faculty Salary Increase Rate		3.59%			3.50%			3.60%			3.60%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	$1,820		$1,857	2.0%		$1,930	3.9%		$2,005	3.9%	
Graduate	$1,820		$1,857	2.0%		$1,930	3.9%		$2,005	3.9%	
Law	$0		$0	%		$0	%		$0	%	
Medicine	$0		$0	%		$0	%		$0	%	
Dentistry	$0		$0	%		$0	%		$0	%	
PharmD	$0		$0	%		$0	%		$0	%	
Veterinary Medicine	$0		$0	%		$0	%		$0	%	
Total Auxiliary Revenue (**ALL** including room and board)		$303,523,355			$308,818,131			$326,209,739			$345,710,557
Total Tuition and Fees											
Undergraduate, In-State	$12,017		$12,485	3.9%		$12,972	3.9%		$13,478	3.9%	
Undergraduate, Out-of-State	$28,048		$29,129	3.9%		$30,266	3.9%		$31,446	3.9%	
Graduate, In-State	$13,585		$14,116	3.9%		$14,667	3.9%		$15,239	3.9%	
Graduate, Out-of-State	$25,884		$26,981	4.2%		$28,034	3.9%		$29,127	3.9%	
Law, In-State	$0		$0	%		$0	%		$0	%	
Law, Out-of-State	$0		$0	%		$0	%		$0	%	
Medicine, In-State	$0		$0	%		$0	%		$0	%	
Medicine, Out-of-State	$0		$0	%		$0	%		$0	%	
Dentistry, In-State	$0		$0	%		$0	%		$0	%	
Dentistry, Out-of-State	$0		$0	%		$0	%		$0	%	
PharmD, In-State	$0		$0	%		$0	%		$0	%	
PharmD, Out-of-State	$0		$0	%		$0	%		$0	%	
Veterinary Medicine, In-State	$20,628		$21,237	3.0%		$21,853	2.9%		$22,487	2.9%	
Veterinary Medicine, Out-of-State	$46,736		$47,789	2.3%		$49,175	2.9%		$50,601	2.9%	
Student Financial Aid (Program 108)		$0			$710,500			$991,500			$1,231,500
Sponsored Programs (Program 110)		$298,528,305			$310,469,437			$322,888,214			$335,803,743
Unique Military Activities		$0			$0			$0			$0
Workforce Development		$0			$0			$0			$0
Other (Specify)		$0			$0			$0			$0

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Polytechnic Institute & State University
FINANCIAL AID PLAN

Allocation of Tuition Revenue Used for Student Financial Aid

2013-14 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
In-State Sub-Total	$0	$0	%	$0

2014-15 (Estimated)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$174,625,917	$0	%	$0
Undergraduate, Out-of-State	$165,504,052	$0	%	$0
Graduate, In-State	$17,070,869	$0	%	$0
Graduate, Out-of-State	$29,710,928	$0	%	$0
First Professional, In-State	$6,518,448	$0	%	$0
First Professional, Out-of-State	$6,873,668	$0	%	$0
Total	$400,303,882	$0	%	$0
Total from Finance-T&F worksheet	$459,596,000	$0	%	
In-State Sub-Total	$198,215,234	$0	%	$0

2015-16 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$184,205,648	$82,500	0.0%	$82,500
Undergraduate, Out-of-State	$176,853,876	$428,000	0.2%	$428,000
Graduate, In-State	$17,355,145	$200,000	1.2%	$200,000
Graduate, Out-of-State	$31,106,941	$0	%	$0
First Professional, In-State	$6,795,840	$0	%	$0
First Professional, Out-of-State	$7,832,710	$0	%	$0
Total	$424,150,160	$710,500	0.2%	$710,500
Total from Finance-T&F worksheet	$487,052,416	$710,500	0.1%	
In-State Sub-Total	$208,356,633	$282,500	0.1%	$282,500
Additional In-State	$10,141,399	$282,500	2.8%	$282,500

2016-17 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$193,687,947	$82,500	0.0%	$82,500
Undergraduate, Out-of-State	$187,619,352	$809,000	0.4%	$809,000
Graduate, In-State	$17,782,377	$100,000	0.6%	$100,000
Graduate, Out-of-State	$32,919,513	$0	%	$0
First Professional, In-State	$6,992,919	$0	%	$0
First Professional, Out-of-State	$8,254,072	$0	%	$0
Total	$447,256,180	$991,500	0.2%	$991,500
Total from Finance-T&F worksheet	$510,557,100	$991,500	0.2%	
In-State Sub-Total	$218,463,243	$182,500	0.1%	$182,500
Additional In-State	$10,106,610	-$100,000	-1.0%	-$100,000
Additional In-State from Financial Plan		$0	%	

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$204,779,829	$82,500	0.0%	$82,500
Undergraduate, Out-of-State	$199,964,097	$1,149,000	0.6%	$1,149,000
Graduate, In-State	$18,834,045	$0	%	$0
Graduate, Out-of-State	$34,895,350	$0	%	$0
First Professional, In-State	$7,195,714	$0	%	$0
First Professional, Out-of-State	$8,743,247	$0	%	$0
Total	$474,412,282	$1,231,500	0.3%	$1,231,500
Total from Finance-T&F worksheet	$538,115,853	$1,231,500	0.2%	
In-State Sub-Total	$230,809,588	$82,500	0.0%	$82,500
Additional In-State	$12,346,345	-$100,000	-0.8%	-$100,000
Additional In-State from Financial Plan		$0	%	

(1) Virginia Tech utilizes "T&F Used for Financial Aid" to fund financial aid for targeted institutional initiatives. Most institutional student financial aid is need-based unfunded scholarships.

Six-Year Plans - Part I (2015): FY2014-2015
Virginia Polytechnic Institute & State University
INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23-4.4 (B) of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of funds from persons or nongovernmental entities to support IP research are captured by the worksheet. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2014-2015	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	12	15
Value of funds from persons or nongovernmental entities to support intellectual property research	$40,000	$96,264
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
Patent Type - Design	0	0
Patent Type - Plant	0	0
Patent Type - Utility	0	23
Total	0	23

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

Virginia Tech
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Part II:

A. Institutional Mission:

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.

B. Strategies

  208 Program Strategies:

  1. **Advance Faculty Salary Competitiveness to the 60th Percentile:** Virginia Tech is regularly ranked among the best institutions in the world. We owe this success to our outstanding faculty who are committed to excellence in education, research, and outreach. We know that the highest quality employees in our organization are constantly being sought out by peer institutions, industry, and research centers around the world. Attracting and retaining the caliber of faculty needed to maintain and improve upon our successes is becoming increasingly difficult. While compensation is only one factor that contributes to the university's ability to attract and retain the best faculty, it is a major consideration. In addition, the replacement of faculty is far more expensive than the cost to retain those persons for whom the university has already invested significant time and resources. Competition for faculty across top-tier institutions is accelerating, creating an environment in which faculty are rewarded for mobility in addition to performance. The university's authorized faculty salary currently ranks at the 32nd percentile of the SCHEV peer group for Virginia Tech: 18th of 26 institutions in terms of salary competitiveness. Maintaining an annual merit process that rewards our top faculty for their efforts is fundamental to keeping up with the market and mitigating turnover. In the absence of a statewide compensation process, the university will make limited progress with nongeneral fund revenue alone.

  2. **Increase Staff Salaries:** Much like faculty, the slow pace of growth of staff compensation has negatively impacted retention and recruitment efforts at the university. The need to competitively compensate the hard-working support staff at the university is a key factor in ensuring a highly productive and innovative organization.

  3. **Address Operation and Maintenance of New Facilities:** With new facilities coming on-line during the planning period, including the university's new Classroom Building, operation and maintenance support is a primary cost driver in the future budget. Facilities must be open year-round in order for the university to deliver its mission of providing programming for the citizens of the Commonwealth. Addressing operation and

maintenance of facilities will ensure the maximum facility service life and the prevention of building deficiencies.

4. **Advance Strategic Research Opportunities and Enhance Entrepreneurial and Innovation Ecosystem:** Virginia Tech is the Commonwealth's largest research institution resulting in more than half a billion dollars of research in Virginia annually ($513 million in 2014). We have grown over the last ten years to become the 38th largest research program in the United States and are advancing transdisciplinary knowledge in areas such as neuroscience, water, energy, cybersecurity, autonomous systems, resiliency and nanoscience. With the continued support of the Commonwealth, we will work to increase our research expenditures supporting discovery and economic development for the state. State support is critical for developing the necessary infrastructure to compete for and secure external funding for research that leads to discovery and economic development opportunities across the Commonwealth.

5. **Increase Access for Virginia Undergraduate Residents:** The university has grown enrollment of resident undergraduates by over 2,400 students since 2004. Despite this growth, demand continues to outpace the university's ability to provide access to highly qualified Virginia students. A record of almost 22,500 students applied to be in the university's fall 2015 class. Demand is broad-based and impacts every college on campus. New and growing STEM-H degree offerings such as neuroscience and computational modeling and data analytics provide an opportunity to leverage the university's expertise to provide students with high-demand skills and knowledge to be successful in the economy of the future. By partnering with the Commonwealth, the university can expand resident undergraduate enrollment to qualified students from all corners of the Commonwealth and ensure a high-quality education for our residents.

6. **Expand and Enhance STEM-H Degree Production, Health Sciences, Neuroscience, Creative Technologies, and Computational Thinking:** Virginia Tech is the state's STEM-H leader and produces nearly 25% of the Commonwealth's STEM-H graduates. We have developed innovative interdisciplinary undergraduate degree programs in neuroscience, nanoscience, systems biology computational modeling and data analytics and other areas that directly support the growing research and economic base of the Commonwealth and the nation.

   In particular, the neuroscience bachelor's degree program has proven to be an area of high interest and demand for new entering students. The university has undertaken a multi-year plan to leverage the Roanoke-based research expansion in this area to build a high enrollment on-campus undergraduate program and faculty in neuroscience. Additionally, Virginia Tech offers the only nanoscience undergraduate degree in the Commonwealth and is one of only two in the United States. This mutli-disciplinary degree program exposes students to geosciences, physics, chemistry, and biology and prepares them for a career in this growing field of discovery and development.

Cutting edge undergraduate degrees in microbiology, systems biology, and water will provide skills needed in the areas of energy and global sustainability. Further, the university has modified its general education requirements to include courses in "computational thinking" to help all students attain a sophisticated fluent knowledge of the implications and possibilities of the digital age, as the university also seeks to offer more experiential learning opportunities through the support of undergraduate research opportunities that will lead to better job preparation and advance career opportunities for graduates in STEM-H fields.

7. **Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H Fields, Including Equipment and Lab Renovation:** Establishing and setting up a research facility or lab for a newly hired faculty member can cost millions of dollars, but is a necessary cost as advanced facilities and equipment are essential for faculty to successfully compete for research funding from the federal government and other private sources. The university must be able to provide start-up packages to faculty to support equipment and infrastructure purchases that position them to successfully operate their instructional and research responsibilities. Once in operation, externally sponsored research can supplant startup costs through returned overhead, and startup funding can be transitioned to support new incoming faculty.

8. **Expand K-12 Pipeline Opportunities for Underserved Virginia Residents to Access a Virginia Tech Education:** Virginia Tech, the commonwealth's premier STEM-H institution, is committed to supporting the Statewide Strategic Plan for Higher Education. In order to increase access and affordability for all Virginian's, while also optimizing student success for work and life, the university will expand upon existing, successful outreach programs to provide a comprehensive K-12 Pipeline program that offers educational opportunities to more students than ever before. The newly developed targeted K-12 Pipeline initiative is a two pronged approach that will 1) enhance outreach to underserved Virginians while students are in the K-12 system and 2) expand student financial aid to increase access to Virginia Tech.

9. **Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students:** Virginia Tech in its land grand mission is very sensitive to student access to higher education, including student cost and borrowing levels. The university's Funds for the Future financial aid program protects returning students with financial need from tuition rate increases. This and other need-based financial aid programs are intended to work in concert with increases in state support for student financial aid. Additional state funding for student financial aid can help address financial access for low- and middle-income students and continue to ensure Virginians at all socio-economic levels can access a Virginia Tech education.

10. **Support Timely Degree Completion Through Enhanced Student Advising, Year-Round Academic Programs, and Instructional Resource Sharing Opportunities:**

The Joint Legislative Audit and Review Committee found that Virginia Tech has one of the highest graduation rates in the state and has successfully reduced the average time to degree from 4.22 to 4.11 years since 2007. Continuing this trend can expand the university's ability to enroll Virginia students and reduce the time and expense of completing a degree program.

Good student advising services are essential to helping students properly plan and execute an efficient course of study leading to their desired credential. Departments and colleges are adopting a model that relies more heavily upon professional advisors for students in order to provide continuity over an undergraduate student's career. Professional advising staff can assist students in this more technical process and allow faculty advising to focus on academic mentoring and career planning.

To continue to accelerate degree completion, incentives must be expanded to increase on-campus instruction and facility use over the summer and winter months. The university is working to implement strategies to increase the utilization of year-round instruction at the Blacksburg campus by: (1) Lowering the costs for students who take seat based courses in Blacksburg over the summer/winter sessions, (2) creating a summer/winter undergraduate research programs to provide meaningful, resume building employment for students, (3) expanding course offerings to meet the needs of students seeking to advance their plans of study toward early degree completion (4) increasing available student financial aid to ensure access to summer/winter enrollment, and (5) creating summer bridge programs for entering freshmen.

The university also plans to continue expanding efforts to share instructional resources, where appropriate, to ensure that students can access needed courses. These efforts include the Commonwealth Graduate Engineering Program, foreign language courses and biological science online resources through the 4-VA consortium, a shared graduate certificate in translational medicine with the VT-Carilion School of Medicine, research and dissemination of pedagogical best practices for distance learning within the 4-VA consortium, among others. These efforts assist students and the Commonwealth by enhancing student success while ensuring timely degree completion.

11. **Increase Graduate Enrollment in Strategic Areas:** The university will increase graduate student enrollment, focusing on masters and doctoral level science, technology, engineering, mathematics, and health sciences (STEM-H). Graduate education is a key component of the university research mission that leads to innovation, technological development and entrepreneurship vital for the continued success of the Virginia economy. The Commonwealth's investment would be leveraged with growth in external grants and contracts to support a vibrant comprehensive system of graduate education programs in STEM-H disciplines and cross-disciplinary programs.

12. **Increase Number of Full-Time Faculty:** The institution is stressed in its ability to provide an excellent instructional opportunity for its students. This has mandated larger class sizes, the use of adjuncts, graduate students, and professional instructors in the delivery of curriculum and has limited the availability of key course sections for students. Continued growth in high demand areas such as engineering, architecture, business, and life sciences has strained student to faculty ratios and limited the university's ability to expand high-demand offerings. Financial support to hire additional full-time tenure track and instructional faculty will allow the university to maintain the high quality instructional opportunities demanded by its students while ensuring access to courses that are desperately needed for timely graduation.

13. **Library Enhancement:** Addressing the rising costs of journals and other library materials is central to maintaining and enhancing the value of the university's library collection to both students and researchers. Additional investment is needed to continue providing access to information on cutting edge research in a variety of subject areas to students and faculty while minimizing the negative impacts of increasing costs of subscription based resources and information platforms. Expanding research programs of the institution also require access to new books, journals and other databases not in the current collection.

14. **Increase Support for Unique Military Activities:** As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech is producing the next generation of Virginia's leaders. The university seeks increased support for the Unique Military Activities program that is equivalent to per student support at other public military programs within the Commonwealth.

15. **Advance Institutional Efficiencies and Effectiveness to Support Cost Containment Efforts:** Improvement of the university's processes and infrastructure requires investments in cost containment efforts that will reduce expenses, address capacity needs, and modernize instructional and other university facilities. These investments will allow the university to address issues such as student health, safety, environmental sustainability, and at the same time answer to the changing regulatory environment, all while managing future capacity and costs.

16. **Reallocation of Existing Resources to Support University Priorities:** In an environment of cost containment and limited capacity for revenue generation, the university plans to continue to reallocate existing resources to support university strategic priorities including academic advancements, support for faculty startup packages, and enhancing the competitiveness of faculty compensation.

17. **Utility and Fixed Cost Increases.** Rising costs of contracts, utility service, and other mandated or required operating costs must be addressed to maintain the delivery of institutional services.

18. **Fringe/Health Increases.** Increases in fringe benefit rates and health insurance expenses will impact the university's expense budget.

19. **VRS Increases.** While the Commonwealth will reach the ninetieth percentile of actuarial rates for the Virginia Retirement System employer contribution in FY16 (one year earlier than projected), the university continues to plan for inflationary increases in its program costs.

C. **Financial Aid:** Virginia Tech's student financial aid programs are designed to help support student access, enrollment, retention and graduation goals. Virginia Tech provides access to low and middle income students with demonstrated financial need through multiple funding sources including the use of unfunded scholarships, as prescribed in §23-31 of the Code of Virginia, and as required by the university's management agreement.

A key innovation in meeting this need at Virginia Tech is the Funds for the Future program, which ensures a predictable tuition rate for returning students through grants to help mitigate the impact of tuition increases. These grants are awarded based on family income and financial need. Starting with the incoming class of 2005, the university has protected continuing students with financial need from tuition and fee increases with the Funds for the Future program. The program provides varying levels of tuition increase protection for families with adjusted gross incomes up to $99,999, capturing both low and middle-income students with need. Additionally, the Virginia Tech Safety Net Grant supports in-state Pell Grant recipients. A separate program, Virginia Tech Grant, supports the university's land grant mission by assisting students with the greatest financial need. The university also supports other, smaller programs that assist financially needy undergraduate low and middle income students.

- The university has recently expanded its support for financial aid for low and middle income families through the Funds for the Future program. Beginning in the fall of 2015, any family with an adjusted gross income of less than $50,000 will be 100% protected from increases in tuition and mandatory fees during their undergraduate career at Virginia Tech.

The university continues to allocate institutional resources to maintain the purchasing power of student financial aid programs and mitigate the impact of tuition increases on student borrowing. The university's graduates continue to track lower than their national peers in the percentage who take out student loans and their average debt at graduation. In 2013, 55 percent of Virginia Tech graduates borrowed an average of $26,925 each, as compared to the national average of 69 percent and $28,400, respectively.

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D. Evaluation of Previous Six Year Plan:

As the Commonwealth of Virginia continues to recover from significant budget challenges, opportunities to invest and grow areas of the university's operations have been limited. Addressing fixed cost increases and nongeneral fund assessments related to compensation, fringe benefits, and health and retirement costs, coupled with the cost of prior enrollment growth before state funding was provided for enrollment growth, have limited the progress that the university has made. Limited General Fund investment in the 2012-14 biennium, coupled with a significant general fund reduction in 2014-16, has required the university to reallocate existing resources in order to make modest progress towards the goals in the university's Six-Year plan. In spite of funding challenges, the institution has made significant accomplishments including:

- In fall 2014, Virginia Tech set enrollment records with 3,839 Virginia freshmen, 17,656 Virginia undergraduates, and a total headcount of 31,224; all exceeding former thresholds.
- Continued expansion of institutional student financial aid programs to support low- and middle-income families.
- Health/Life science research has advanced rapidly at the university, including growth of the Virginia Tech Carilion Research Institute. The expansion of the medical research program, along with a growing core of highly-skilled researchers and a current portfolio of $45 million in externally sponsored research, continues to play a key role in the revitalization of the Roanoke and Southwest Virginia economy. Virginia Tech has a cooperative relationship with the Virginia Tech Carilion School of Medicine established in 2010. The School of Medicine received full accreditation and graduated its first class of physicians in 2014.
- The Virginia Tech Carilion Research Institute is pushing the boundaries of traditional academic disciplines with transdisciplinary academic programs, such as the Translational Biology, Medicine, and Health doctoral degree program while also developing intercollegiate research opportunities.
- Efforts to enhance degree completion and academic opportunities that encourage year-round utilization of facilities include discounted summer tuition, expanded summer undergraduate research opportunities, and the university's Summer Academy transitional program for first-year students and incoming transfer students have resulted in the largest ever summer enrollment in Summer 2014, reaching a high of 9,535 students. In 2013-14, the university also implemented its first ever Winter Session, offering additional degree credit opportunities for students. The Winter Session generated 3,682 student credit hours in the first year (1,055 unique students) and grew by 70% to reach 6,250 student credit hours in the second year it was offered (1,767 unique students).
- The university reallocated existing resources to make minimal progress towards addressing compensation to retain and reward hard-working faculty and staff. This investment allowed the university to maintain its standing at the 32nd percentile of

peer average salaries (ranking 18th of 26 institutions). Continued progress towards the Commonwealth's goal of the 60th percentile will require considerable and consistent focus on competitive compensation in the coming biennia.

E. Capital Outlay Significantly Impacting E&G and NGF costs:

Virginia Tech continues to grow in undergraduate students, particularly in STEM-H majors. Over the past decade STEM-H majors have grown by 2,600, or 31 percent. Thus, as the total number of students is expanding, the number of STEM-H majors is growing at faster rate. Most of this growth will be in engineering, traditional sciences, as well as in new degree programs such as neuroscience. Meanwhile, during this period of expansion, the university last constructed an undergraduate laboratory facility in 2004 for instruction in chemistry and physics. The university's existing inventory of science laboratory instruction is now too small and generally outdated to accommodate the current demand for instruction spaces by engineering and science majors. The *Undergraduate Science Laboratory* project would construct a new undergraduate science laboratory facility of 102,000 gross square feet to accommodate the growing demand for STEM-H degrees at Virginia Tech.

The undergraduate engineering program is ranked 6th nationally among public universities. Holden Hall, which currently houses Material Science Engineering and Mining/Mineral Engineering was constructed in 1940. Holden Hall has had no major renovations or building improvements since it went into service and totals about 42,100 gross square feet. The building is located in the heart of the academic enterprise and within the engineering precinct of campus. The *Holden Hall Renewal* project seeks to renovate a 21,000 gross square foot portion of Holden Hall. The remaining 21,100 gross square feet will be demolished and replaced with approximately 81,000 gross square feet of engineering instruction and research space for a total new building size of 101,000 gross square feet, yet utilize the same footprint as the existing structure. The new and renovated space will provide modern laboratories and classrooms sufficient to support the growth and activities of all three departments, including the return of the computer science program to main campus; a critical need for the College of Engineering to serve students. Without improved and expanded space for these departments, the university cannot meet the expectations of students and faculty for an engineering education from Virginia Tech.

The *Central Chiller Plan, Phase II* project is included as a top priority to continue the strategic infrastructure advancements initiated by the Chiller Plant, Phase I project (Chapter 1/874, project code 208-17657). The Phase II project request includes the upgrade of campus utility systems and addresses four key strategic needs for shifting the campus to lower resource consuming cooling service: (1) replace outdated, inefficient existing non-centralized chilled water capacity on campus; (2) update and add machines and equipment in existing central plant facilities to maximize the existing plant foot print and optimize refrigerant use; (3) install the necessary thermal distribution networks to accommodate campus growth and retirement of the non-centralized facilities throughout the campus to include installation of a 20,000 ton per hour above ground chilled water storage system connected to the district cooling loop; and (4) provide distribution to future development in

the Northwest Community district. The primary scope of this project includes replacement and upgrade of central plant equipment in the existing campus chiller plants and the expansion of the underground distribution infrastructure to link campus chiller substations and bring existing campus buildings on-line.

The existing Virginia Tech-Carilion Research Institute (VTCRI) facility in Roanoke provides laboratory space for up to a maximum of 30 research teams and the building is now completely full. The *VTCRI Biosciences Research Addition* project is a high priority request to construct a four story, 45,500 gross square foot addition for translational biomedical research and education to continue the Institute's medical discovery and economic contribution to the region and state. The addition will support another 15 research teams focused solving problems of the brain, heart disorders, and cancer. The facility is envisioned as a 45,500 gross square foot addition to the existing Virginia Tech-Carilion School of Medicine and Research Institute in Roanoke. The proposed project will serve as a fully operational and contained biomedical research and research education facility.

In response to demand for undergraduate degrees in neuroscience and nanoscience, the university has recently implemented new undergraduate degrees in each of these disciplines. These degrees, both of which are new and cutting edge for undergraduate populations, are proving very popular among incoming students. Based on current demand, the university anticipates enrolling up to 1,000 undergraduates in these programs by 2019. The university's existing inventory of science laboratory space is too small and outdated to support growth in these new STEM-H fields. A new *Neuroscience Research Laboratory* building is needed to provide the sophisticated, state-of-the-art classroom and research laboratory space that is required by the technologies used in expanding research science fields. This project will complement the general assignment laboratories in the university's other undergraduate science laboratory project requested in this capital plan. An 80,000 gross square foot science laboratory building is envisioned with a program that includes dense high performance wet laboratory spaces, neuroimaging laboratories, nanoscale imaging laboratories, and nanoscale characterization laboratories, supported by high-intensity computational facilities.

	Agency 208	General Fund	Nongeneral Fund	Total
1	Undergraduate Science Laboratory	$ 74.8	$ 0.0	$ 74.8
2	Holden Hall Renovation and Expansion	61.0	12.5	73.5
3	Central Chiller Plant, Phase II	35.2	4.8	40.0
4	VTCRI Biosciences Research Addition	30.8	14.9	45.7
5	Neuroscience Research Laboratory	47.2	11.8	59.0

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Virginia Tech is sensitive to the total cost of education passed on to our students. We understand that resources are finite, and projects that impact the cost of attendance to our students undergo significant scrutiny and planning to ensure that students' value meets or exceeds the impact of any incremental costs. A project that may occur in the upcoming Six-Year Planning period envisions new student facilities to support enrollment growth; including but not limited to residential, dining, recreation, and student unions. Planning for these activities will be coordinated with actual growth and spending plans, while also balanced with the needs and impact on student costs. The university seeks to phase in projects over a multi-year planning period in an effort to control costs and minimize any potential impact on student fees.

F. **Restructuring**:
In the ten years since the General Assembly passed the Restructured Higher Education Financial and Administrative Operations Act of 2005 Virginia Tech has experienced significant benefits through the ability to locally manage university processes and resources. Particularly in a period of constrained resources and growing fixed costs, the flexibility provided through Restructuring has allowed the university to continue to make progress in important strategic areas, and has become the standard operating environment at Virginia Tech. From the ability to manage capital outlay decisions on a more timely basis to streamlined purchasing and reporting requirements, the benefits of the state's forward-thinking in the Restructuring Act permeate the operating culture of the university and facilitates decision-making at the ground level where the university can deploy efficient and specialized solutions to meet our management needs.

This is not a uniquely Virginia Tech issue but rather a shared vision for higher education operations across the commonwealth. To that end, the university supports a thorough conversation that includes our Level III colleagues to illuminate the possible advancements to restructuring.

Initial opportunities for additional flexibility and cost savings could include, but are not limited to, advancements in the following domains:
• The ability to develop and enact long-term plans.
• Assured continuity of operations
• Procurement flexibility
• Flexibility in the management of human resource programs.
• Assured retention of nongeneral funds and savings by institutions.
• Expanded management authority regarding enrollment management, including enrollment mix, to strengthen revenues without significant tuition rate increases while assuring the delivery of a high quality education to an increasing number of Virginia students.
• Additional flexibility in leasing, information technology management, capital budgeting.
• Reduced administrative requirements.
• Streamlined access to state programs (e.g. VCBA)

Moving forward, Virginia Tech strongly supports the maintenance of existing financial and administrative autonomy granted in the Restructuring Act, as well an exploration of potential future areas where the state and institutions can partner to advance higher education. The university operates in a competitive and complex environment, and the flexibility to approach issues with institutional authority results in faster and more effective solutions. A future meeting with our partner institutions and state leaders to discuss the current state and future of Restructuring would be appreciated. Our hope is that this discussion would lead potential enhancements that benefit the Commonwealth as a whole and provide our institutions with the optimal ability to compete globally.

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Cooperative Extension & Agricultural Experiment Station

Attachment X

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2016-2022)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Statewide Strategic Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)

Priority Ranking	Strategies (Short Title)	SSP Goal		Biennium 2016-2018 (7/1/16-6/30/18)				Biennium 2018-2020 (7/1/18-6/30/20) Strategies	Biennium 2020-2022 (7/1/20-6/30/22) Strategies
				Cost: Incremental, Savings, Reallocation					
				2016-2017		2017-2018			
				Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue		
3	Advance the Commonwealth's Capabilities for Growth in Translational Agricultural Biosciences	4,3	Incremental:	$750,000	$0	$1,500,000	$0	Continue to leverage strength in agricultural biosciences to grow research that builds the commonwealth's economy and the health and competitiveness of the agricultural sector.	Continue to leverage strength in agricultural biosciences to grow research that builds the commonwealth's economy and the health and competitiveness of the agricultural sector.
			Savings:	$0	$0	$0	$0		
			Reallocation:	$0	$0	$0	$0		
	Total 2016-2018 Costs								
	Incremental (Included in Financial Plan line 61)			$750,000	$0	$1,500,000	$0		
	Savings			$0	$0	$0	$0		
	Reallocation			$0	$0	$0	$0		

Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need
2016-2018 Biennium
(Assuming No Additional General Fund)

	Items	2016-2017		2017-2018		2015-16	
		Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue
	Total Incremental Cost from Academic Plan[1]	$750,000	$0	$1,500,000	$0		
1	Increase T&R Faculty Salaries[2]	$940,780	$0	$1,914,488	$0	$908,966	$0
	T&R Faculty Salary Increase Rate[3]	3.60%	0.00%	3.60%	0.00%	3.50%	0.00%
1	Increase Admin. Faculty Salaries[2]	$515,077	$0	$1,048,697	$0	$280,543	$0
	Admin. Faculty Salary Increase Rate	3.60%	0.00%	3.60%	0.00%	2.00%	0.00%
2	Increase Classified Staff Salaries[2]	$181,914	$0	$ 367,466	$0	$425,188	$0
	Classified Salary Increase Rate	2.00%	0.00%	2.00%	0.00%	4.77%	0.00% (5)
2	Increase University Staff Salaries[2]	$189,728	$0	$383,251	$0	$186,008	$0
	University Staff Salary Increase Rate	2.00%	2.00%	2.00%	2.00%	2.00%	0.00%
	Increase Number of Full-Time T&R Faculty[4] ($)	$0	$0	$0	$0		
	Increase Number of Full-Time T&R Faculty[4] (FTE)	0	0	0	0		
	Increase Number of Full-Time Admin. Faculty[4] ($)	$0	$0	$0	$0		
	Increase Number of Full-Time Admin. Faculty[4] (FTE)	0	0	0	0		
	Increase Number of Part-Time Faculty[4] ($)	$0	$0	$0	$0		
	Increase Number of Part-Time Faculty[4] (FTE)	0	0	0	0		
	Increase Number of Classified Staff[4] ($)	$0	$0	$0	$0		
	Increase Number of Classified Staff[4] (FTE)	0	0	0	0		
	Increase Number of University Staff[4] ($)	$0	$0	$0	$0		
	Increase Number of University Staff[4] (FTE)	0	0	0	0		
	Library Enhancement[4] ($)	$0	$0	$0	$0		
	Library Enhancement[4] (FTE)	0	0	0	0		
	Technology Enhancement[4] ($)	$0	$0	$0	$0		
	Technology Enhancement[4] (FTE)	0	0	0	0		
	O&M for New Facilities[4] ($)	$0	$0	$0	$0		
	O&M for New Facilities[4] (FTE)	$0	$0	$0	$0		
4	Utility Cost Increase	$250,000	$0	$500,000	$0		
	NGF share of state authorized salary increase/bonus	$0	$0	$0	$0		
5	Fringe/health insurance benefits increase	$508,287	$0	$1,031,823	$0		
6	VRS increase	$135,314	$0	$274,688	$0		
	Additional In-State Student Financial Aid From Tuition Revenue	$0	$0	$0	$0		
	Others (Specify, insert lines below)	$0	$0	$0	$0		
	Safety and Security Enhancement	$0	$0	$0	$0		
	Total Additional Funding Need	**$3,471,100**	**$0**	**$7,020,413**	**$0**		

Notes:
(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
(4) Enter number of FTE change over the FY2016 level in appropriate columns.
(5) Staff increase includes 2% base plus $65/yr compression action.

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Cooperative Extension & Agricultural Experiment Station
Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2014-2015 (Estimated)		2015-2016 (Estimated)			2016-2017 (Planned)			2017-2018 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Graduate, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Law, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Law, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Medicine, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Medicine, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Dentistry, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Dentistry, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
PharmD, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
PharmD, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Veterinary Medicine, In-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Veterinary Medicine, Out-of-State	$0	$0	$0	%	$0	$0	%	$0	$0	%	$0
Other NGF		$15,643,000			$15,643,000			$15,643,000			$15,643,000
Total E&G Revenue - Gross		$15,643,000			$15,643,000			$15,643,000			$15,643,000
Total E&G Revenue - Net of Financial Aid		$15,643,000			$15,643,000			$15,643,000			$15,643,000
E&G Revenue Used for Faculty Salary Increases		$909,095			$45,448			$47,039			$48,685
Average T&R Faculty Salary Increase Rate		3.59%			3.50%			3.60%			3.60%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	$0		$0	%		$0	%		$0	%	
Graduate	$0		$0	%		$0	%		$0	%	
Law	$0		$0	%		$0	%		$0	%	
Medicine	$0		$0	%		$0	%		$0	%	
Dentistry	$0		$0	%		$0	%		$0	%	
PharmD	$0		$0	%		$0	%		$0	%	
Veterinary Medicine	$0		$0	%		$0	%		$0	%	
Total Auxiliary Revenue (**ALL** including room and board)											
Total Tuition and Fees											
Undergraduate, In-State	$0		$0	%		$0	%		$0	%	
Undergraduate, Out-of-State	$0		$0	%		$0	%		$0	%	
Graduate, In-State	$0		$0	%		$0	%		$0	%	
Graduate, Out-of-State	$0		$0	%		$0	%		$0	%	
Law, In-State	$0		$0	%		$0	%		$0	%	
Law, Out-of-State	$0		$0	%		$0	%		$0	%	
Medicine, In-State	$0		$0	%		$0	%		$0	%	
Medicine, Out-of-State	$0		$0	%		$0	%		$0	%	
Dentistry, In-State	$0		$0	%		$0	%		$0	%	
Dentistry, Out-of-State	$0		$0	%		$0	%		$0	%	
PharmD, In-State	$0		$0	%		$0	%		$0	%	
PharmD, Out-of-State	$0		$0	%		$0	%		$0	%	
Veterinary Medicine, In-State	$0		$0	%		$0	%		$0	%	
Veterinary Medicine, Out-of-State	$0		$0	%		$0	%		$0	%	
Student Financial Aid (Program 108)		$0			$0			$0			$0
Sponsored Programs (Program 110)		$0			$0			$0			$0
Unique Military Activities		$0			$0			$0			$0
Workforce Development		$0			$0			$0			$0
Other (Specify)		$0			$0			$0			$0

Six-Year Plans - Part I (2015): 2016-18 through 2020-22
Virginia Cooperative Extension & Agricultural Experiment Station
FINANCIAL AID PLAN

Allocation of Tuition Revenue Used for Student Financial Aid

2013-14 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
In-State Sub-Total	$0	$0	%	$0

2014-15 (Estimated)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
Total from Finance-T&F worksheet	$15,643,000	$0	%	
In-State Sub-Total	$0	$0	%	$0

2015-16 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
Total from Finance-T&F worksheet	$15,643,000	$0	%	
In-State Sub-Total	$0	$0	%	$0
Additional In-State	$0	$0	%	$0

2016-17 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
Total from Finance-T&F worksheet	$15,643,000	$0	%	
In-State Sub-Total	$0	$0	%	$0
Additional In-State	$0	$0	%	$0
Additional In-State from Financial Plan		$0	%	

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	$0	$0	%	$0
Undergraduate, Out-of-State	$0	$0	%	$0
Graduate, In-State	$0	$0	%	$0
Graduate, Out-of-State	$0	$0	%	$0
First Professional, In-State	$0	$0	%	$0
First Professional, Out-of-State	$0	$0	%	$0
Total	$0	$0	%	$0
Total from Finance-T&F worksheet	$15,643,000	$0	%	
In-State Sub-Total	$0	$0	%	$0
Additional In-State	$0	$0	%	$0
Additional In-State from Financial Plan		$0	%	

Six-Year Plans - Part I (2015): FY2014-2015
Virginia Cooperative Extension & Agricultural Experiment Station
INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23-4.4 (B) of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of funds from persons or nongovernmental entities to support IP research are captured by the worksheet. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2014-2015	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	N/A [1]	N/A [1]
Value of funds from persons or nongovernmental entities to support intellectual property research	N/A [1]	N/A [1]
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
Patent Type - Design	N/A [1]	N/A [1]
Patent Type - Plant	N/A [1]	N/A [1]
Patent Type - Utility	N/A [1]	N/A [1]
Total	0	0

(1) See Agency 208 Submission for Aggregate Response.

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

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<u>**Agency 229:**</u>   **July 1, 2015**
<u>**Cooperative Extension & Agricultural Experiment Station Division**</u>
<u>**Six-Year Plan Submission**</u>

<u>**Part II:**</u>

A. Institutional Mission:

The Virginia Cooperative Extension and the Virginia Agricultural Experiment Station — the two organizations that make up Virginia Agency 229 — play integral roles in Virginia's land-grant system.

The mission of the Virginia Agricultural Experiment Station is to perform basic and applied research on agricultural, environmental, natural, and community resource issues related to the future needs of Virginia, the region, the nation, and the world.

The Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the commonwealth's land-grant universities. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

B. Strategies

<u>**229 Program Strategies:**</u>

1. <u>**Advance Faculty Salary Competitiveness to the 60th Percentile:**</u> Virginia Tech is regularly ranked among the best institutions in the world. We owe this success to our outstanding faculty who are committed to excellence in education, research, and outreach. We know that the highest quality employees in our organization are constantly being sought after by peer institutions, industry, and research centers around the world. Attracting and retaining the caliber of faculty needed to maintain and improve upon our successes is becoming increasingly difficult. While compensation is only one factor that contributes to the university's ability to attract and retain the best faculty, it is a major consideration. In addition, the replacement of faculty is far more expensive than the costs to retain those persons for whom the university has already invested significant time and resources. Competition for faculty across top-tier institutions is accelerating, creating an environment in which faculty are rewarded for mobility in addition to performance. The university's authorized faculty salary currently ranks at the 32nd percentile of the SCHEV peer group for Virginia Tech: 18th of 26 institutions in terms of salary competitiveness. Maintaining an annual merit process that rewards our top faculty for their efforts is fundamental to keeping up with the market and mitigating turnover. In the absence of a statewide compensation process, the university will make limited progress with nongeneral fund revenue alone.

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2. **Increase Staff Salaries:** Much like faculty, the slow pace of growth of staff compensation has negatively impacted retention and recruitment efforts at the university. The need to competitively compensate the hard-working support staff at the university is a key factor in ensuring a highly productive and innovative organization.

3. **Advance the Commonwealth's Capabilities for Growth in Translational Agricultural Biosciences:** Bioscience in Virginia is currently an $8 billion industry and an actively expanding economic sector. Agriculture and Forestry is Virginia's largest industry and has a combined economic impact of $70 billion. The intersection of these two sectors is an area in which Virginia is uniquely positioned to lead. Cooperative Extension's position as a partner in local communities at 107 locations throughout the commonwealth allows for the effective translation of cutting edge research into practical solutions for industry and for both rural and urban communities, while the Virginia Agricultural Experiment Station research infrastructure and faculty expertise, present both on campus and in the 11 off-campus Agricultural Research and Extension Centers (ARECs) around the state, will provide the basis for excellence in selected areas of the translational agricultural biosciences.

The VAES/VCE and the three colleges of Agriculture and Life Sciences, Natural Resources and Environment, and the Virginia-Maryland College of Veterinary Medicine are uniquely positioned to focus on enhancing their programs in translational agricultural biosciences to contribute to:

- Entrepreneurship and workforce development for preparing the next generation for job creation and placement in the expanding bio-economy.
- Leveraging current capacity to develop technologies involving human health and translational medicine and focusing on chronic diseases prevalent in Virginia, such as obesity and diabetes, to provide economic opportunities and address social and health issues important to urban and rural communities.
- Providing new business and job opportunities through sustainable plant and animal production while helping traditional agricultural and forest-based industries remain competitive. Areas of significant potential include animal vaccine development, biocontrol, precision agriculture and agricultural biotechnology.
- Utilization of both on-campus facilities such as the Human and Agricultural Biosciences Building 1 (HABB1) and the off-campus capabilities of the AREC and VCE systems to enhance food product development and safety including plant and animal products, seafood, and the development of wine and brewing industries.
- Enhancing production and utilization of non-food biomass, from novel fiber sources to bioengineering solutions for the production of specialty products from agricultural, forest and municipal waste streams as emerging opportunities within the bio-economy in the commonwealth.
- Utilization of bioinformatics and big data in the development of bio-based solutions for agriculture, forestry and animal production and health. As agriculture and natural resource management evolves, the role of big data in decision making and as a tool for the solution of increasing complex problems becomes increasingly important.

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Applications range from improved disease and pest forecasting and control, to informed molecular design, to water management and model development for sustainable resource utilization.

4. **Utility and Fixed Cost Increases:** Rising costs of contracts, utility service, and other mandated or required operating costs must be addressed to maintain the delivery of institutional services.

5. **Fringe/Health Increases:** Increases in fringe benefit rates and health insurance expenses will impact the university's expense budget.

6. **VRS Increases:** While the Commonwealth will reach the ninetieth percentile of actuarial rates for the Virginia Retirement System employer contribution in FY16 (one year earlier than projected), the university continues to plan for inflationary increases in its program costs.

C. **Financial Aid:** N/A

D. **Evaluation of Previous Six Year Plan:**
The university was able to make measured progress towards the goals in the 2014 revised Six-Year plan submission. Incremental General Fund investment was helpful in supporting critical operations and maintenance issues. However, the Agency was negatively impacted by the recently reduced fund split of state mandated costs as incremental NGF support is not available. This forced the agency to reallocate existing resources to fund the state's NGF cost assignment of salary increases and health care and fringe benefit cost increases.

General Fund support for the operation and maintenance of the Human and Agricultural Biosciences Building was provided which was much appreciated and allowed the university to open the new facility. It is already successfully functioning to expand the agency's research portfolio and assist the Commonwealth's agricultural and natural resources industries.

Unavoidable cost drivers and fixed cost increases continue to stress the agency. Due to the lack of ability to increase nongeneral fund resources, the ability of the agency to continue to serve the citizens of the Commonwealth and address emerging issues in the agricultural economy is almost entirely dependent upon General Fund support.

In light of these challenges, the agency was successful in helping attract industry to the Commonwealth, producing award winning research, and spinning off new discoveries. Indeed, 25% of all of the patents issued to Virginia Tech in 2014 were to researchers in the university's College of Agriculture and Life Sciences. In addition to supporting research and

Attachment K

![Virginia Tech logo] VirginiaTech
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Agency 229:   **July 1, 2015**
Cooperative Extension & Agricultural Experiment Station Division
Six-Year Plan Submission

industry, the VCE/AES and its 29,559 volunteers provided over 966,000 hours of service to communities in the commonwealth in 2013. Collectively, this agency provides a significant return on investment to the state as every $1 of General Fund support generates an additional $1.69 in economic impact. Enhancing state support of the Virginia Cooperative Extension and Agricultural Experiment Station activities is critical to maintaining the critical competitive and cultural advantages provided by the agency. (http://news.cals.vt.edu/229-report/2014/11/06/by-the-numbers-2/)

E. Capital Outlay Significantly Impacting E&G and NGF costs:

The Virginia agriculture industry represents a significant portion of commerce for the commonwealth. Virginia Tech's Cooperative Extension/Agriculture Experiment Station agency provides critical production and operation research to advance and protect these industries. The focus of the *Renew Livestock and Poultry Research Facilities* project request is five specific animal programs that are in need of improved facilities to sustain and advance the commonwealth's industries. The specific sectors include sheep, poultry, swine, equine and beef/cattle. At present, there are 37 facilities that support these commercial industries in the commonwealth. The assets total approximately 250,000 gross square feet and are generally 40 to 50 years-old. The facilities are aging well past their useful life with deferred maintenance so extensive that maintenance and rehabilitation are no longer options to sustain asset serviceability. The proposed project will provide a combination of new replacement facilities and renovated facilities at the Blacksburg campus and three nearby university production and research farms. The full extent of new and renovated facilities needed in the five animal and livestock programs have been separated in two phases in order to efficiently plan, stage, and carry into operation the transition of animal research and production from existing facilities into new or renovated facilities. Temporary and permanent relocation of animals will be best managed in a two phase university project. The Phase One project includes approximately 126,000 gross square feet.

Agency 229	General Fund	Nongeneral Fund	Total
1 Renew Livestock and Poultry Research Facilities, Phase I	$ 22.5	$ 0.0	$ 22.5

F. Restructuring:

In the ten years since the General Assembly passed the Restructured Higher Education Financial and Administrative Operations Act of 2005 Virginia Tech has experienced significant benefits through the ability to locally manage university processes and resources. Particularly in a period of constrained resources and growing fixed costs, the flexibility

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Cooperative Extension & Agricultural Experiment Station Division
Six-Year Plan Submission

provided through Restructuring has allowed the university to continue to make progress in important strategic areas, and has become the standard operating environment at Virginia Tech. From the ability to manage capital outlay decisions on a more timely basis to streamlined purchasing and reporting requirements, the benefits of the state's forward-thinking in the Restructuring Act permeate the operating culture of the university and facilitates decision-making at the ground level where the university can deploy efficient and specialized solutions to meet our management needs.

This is not a uniquely Virginia Tech issue but rather a shared vision for higher education operations across the commonwealth. To that end, the university supports a thorough conversation that includes our Level III colleagues to illuminate the possible advancements to restructuring.

Initial opportunities for additional flexibility and cost savings could include, but are not limited to, advancements in the following domains:
- The ability to develop and enact long-term plans.
- Assured continuity of operations
- Procurement flexibility
- Flexibility in the management of human resource programs.
- Assured retention of nongeneral funds and savings by institutions.
- Expanded management authority regarding enrollment management, including enrollment mix, to strengthen revenues without significant tuition rate increases while assuring the delivery of a high quality education to an increasing number of Virginia students.
- Additional flexibility in leasing, information technology management, capital budgeting.
- Reduced administrative requirements.
- Streamlined access to state programs (e.g. VCBA)

Moving forward, Virginia Tech strongly supports the maintenance of existing financial and administrative autonomy granted in the Restructuring Act, as well an exploration of potential future areas where the state and institutions can partner to advance higher education. The university operates in a competitive and complex environment, and the flexibility to approach issues with institutional authority results in faster and more effective solutions. A future meeting with our partner institutions and state leaders to discuss the current state and future of Restructuring would be appreciated. Our hope is that this discussion would lead potential enhancements that benefit the Commonwealth as a whole and provide our institutions with the optimal ability to compete globally.

Pratt Funds Overview

**ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE**

October 6, 2015

In 1975, the university received a significant bequest from the estate of Mr. John Lee Pratt of Stafford County, following his death on December 20, 1975. The bequest was divided equally into two distinct parts, one to support Animal Nutrition and one to support the College of Engineering. According to the will, the bequest for Animal Nutrition was to be used to promote the study of animal nutrition by supplementing salaries, providing equipment and materials to be used for experiments in feeding and in the preparation of feeds for livestock and poultry, and publishing and disseminating the research results of the studies. The will provided that the bequest for the College of Engineering should be used to support research and scholarships.

Distributions of the Pratt Estate were received in several installments: $9,561,819 in 1975, $1,330,000 in 1977, $47,000 in 1979, and $30,164 in 1981, for a total of $10,968,983. Over the years, the Pratt endowment has grown to $45.4 million, as of June 30, 2015. The following paragraphs summarize some of the major accomplishments of the College of Engineering and the Animal Nutrition Programs that are directly tied to the funding provided by the Pratt estate.

When the Pratt Endowment was originally established, the College of Engineering was in the early stages of becoming established as a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role over the years in allowing the College to enrich its pool of students and to offer additional international study opportunities to students and faculty. Additionally, the Pratt funds currently allow the College to invest resources in three research areas: biomedical engineering, microelectronics, and energy and advanced vehicles.

The expenditure of income funds from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these endowment earnings has concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

PRATT FUNDS: College of Engineering

The Pratt Endowment enriches the College of Engineering in many ways, adding to Virginia Tech's reputation. In fiscal year 2014-2015, Pratt Funds supported the following engineering programs: undergraduate scholarships, undergraduate and graduate study abroad scholarships, graduate research assistantships, graduate fellowships and graduate tuition scholarships, and graduate recruitment for the College's research programs.

Undergraduate Scholarships   Spent: $356,600

Pratt Funds allow the College to offer Dean's Scholar scholarships to entering freshmen. These scholarships provide a four-year, $5,000 per academic year continuing commitment to each recipient provided at least a 3.5 grade point average is maintained. In fiscal year 2014-2015, Pratt Funds provided $5,000 scholarships to 57 students. An additional 37 students received scholarships ranging from $600 to $2,500.

Undergraduate International Scholarships   Spent: $60,000

Pratt funds provided scholarships to 41 undergraduate students participating in international experiences during fiscal year 2014-2015. Some of the larger groups supported by Pratt travel scholarships included sending five students from Aerospace and Ocean Engineering to study abroad at the Hamburg University of Applied Science; funding six Chemical Engineering students completing their senior lab requirement at the Technical University of Denmark; supporting the service trip of six students from Myers-Lawson School of Construction to Guatemala; and sending five Mechanical Engineering students to conduct summer research at Shandong University in China. Additionally, Pratt travel scholarships supported individuals and/or small groups traveling to Costa Rica, Dominican Republic, Germany, Ghana, Ethiopia, Iceland, Switzerland, and Thailand.

Graduate International Scholarships   Spent: $25,500

Pratt funds supported a total of nine graduate students undertaking a variety of international experiences. Pratt travel scholarships supported two Civil and Environmental Engineering graduate students participating in a project in the Dominican Republic and a graduate student completing a five-month research experience in the United Kingdom. Funding was provided for an Industrial and Systems Engineering graduate student presenting research at an international conference in France. A Pratt travel scholarship allowed a Mechanical Engineering graduate student to study abroad in Thailand, and another to study abroad at the Technical University of Darmstadt in Germany. A scholarship funded the study abroad experience for a Biomedical Engineering and Mechanics graduate student studying in Thailand. Pratt travel scholarships also funded a Mining and Minerals Engineering student undertaking graduate study at Technical University of Clausthal in Germany and a Mining and Minerals Engineering graduate student performing research at the University of Nottingham in the United Kingdom.

Graduate Research Scholarships   **Spent: $88,719**

The College used Pratt funding to support graduate research assistants in the Institute for Critical Technology and Applied Science's (ICTAS) Doctoral Scholars Program. This program is a multi-disciplinary research effort coordinated by ICTAS, with significant contributions from participating departments, colleges, and the Graduate School. Students receive a graduate research scholarship of $32,000 per year for a maximum of four years. The program supported nine students in fiscal year 2014-2015.

Graduate Fellowships and Graduate Tuition Scholarships   **Spent: $179,122**

Graduate Fellowships
Each engineering department receives a portion of Pratt funds to use for graduate fellowships. In fiscal year 2014-2015, 84 students received Pratt Fellowships ranging from $109/month to $1,460/month. These fellowships supplement existing assistantships, allowing the College to offer competitive compensation packages to graduate students being aggressively recruited by other top engineering colleges.   Spent: $177,500

Graduate Tuition Scholarships
Engineering departments have the option of using Pratt Fellowship funding for tuition remission scholarships for graduate students. In fiscal year 2014-2015, departments paid partial tuition for one graduate student from Pratt funds.
Spent: $1,622

Graduate Recruitment for Research Programs   **Spent: $115,084**

The College's departments readily acknowledge that the use of Pratt Funds to support visiting prospective graduate students substantially increases enrollment of top-quality graduate students and is critical to the College's research programs. In fiscal year 2014-2015, this funding supported the travel expenditures for over 165 prospective graduate students.

Equipment Purchases and Maintenance for Research Programs   **Spent: $118,420**

Pratt funds were used to support the College's research programs through purchasing equipment. These resources allow the College to continue to grow its research programs. The items purchased in fiscal year 2014-15 included a high speed camera, goniometer, and a spectrometer.

PRATT FUNDS ACTIVITY STATEMENT

For the Year Ended June 30, 2015

ENGINEERING

Income

Balance, July 1, 2014	$ 74,874	
Endowment Income for 14-15	944,435	
Repayment of Loan	(27,471)	
Total Available		$991,838

Expenditures

Undergraduate Scholarships	$356,600	
Undergraduate International Scholarships	60,000	
Graduate International Scholarships	25,500	
Graduate Research Scholarships	88,719	
Graduate Fellowships	177,500	
Graduate Tuition Scholarships	1,622	
Graduate Recruitment for Research Programs	115,084	
Equipment Purchases and Maintenance for Research Programs	118,420	
Total Expenditures		$943,445
Balance at June 30, 2015 to be carried to 2015-16		$ 48,393

RECOMMENDATION:

That the 2014-15 Pratt Funds Activity Statement for the College of Engineering be approved.

PRATT FUNDS: Animal Nutrition

The John Lee Pratt Endowment has been instrumental in enhancing the quality of the university's animal nutrition programs at Virginia Tech. The Pratt Endowment objective as specified in John Lee Pratt's bequest is to *"promote the study of animal nutrition, provide equipment and materials for feeding experiments and the preparation of livestock and poultry feeds, and to publish and disseminate the practical results from this research."* In an effort to better meet the original goals of the Endowment in enhancing Animal Nutrition programs and attract high quality graduate scholars, the College of Agriculture and Life Sciences Pratt Endowment Executive Council modified the process of awarding the Pratt funds in 2011. The new process seeks proposals that enhance faculty programs in Animal Nutrition by aiding in the establishment of new interdisciplinary and externally-funded research, augmenting established funded research, or bridging gaps in projects between periods of extramural funding. Graduate student and visiting scholar support is a major component of these projects. In 2015 there were ten active projects from the first two proposal cycles. The programs of 17 faculty members located in six different departments and two colleges are supported through these 17 projects. A total of 19 graduate students are supported through these ten projects. A total of 11 graduate students are funded by these projects.

Direct support of stipends and operations and enhancement of graduate programs through equipment purchases and visiting scientists are the primary expenditures. The total net expenditure for FY15 was $789,856 for the continuing program. The main categories of expenditures were as follows:

Graduate Student Scholars	54%
Undergraduate Students	5%
Scientific Equipment and Supplies	14%
Visiting Scientists	7%
Nutrition Technicians	20%
Research Publications	0%

Graduate Student Scholars   Spent: $423,759

The Pratt program has now matured and currently 11 scholars are enrolled in the program. These students are from several states and countries and are selected based on excellence in their academic and research accomplishments. They receive a Ph.D. or M.S stipend plus payment of all required tuition and fees. Additionally, each MS or PhD candidate receives $2,500, to be used for operational expenses of their research programs.

Undergraduate Students   Spent: $42,188

Over 50 outstanding freshmen students were awarded $1,000 merit scholarships upon entering departments which offer programs in Animal Nutrition. In addition, 10 Pratt Senior Animal Nutrition Research Scholars received scholarships ($1,500) and research support ($1,000). This exciting program allows outstanding seniors to participate in undergraduate research programs working directly with a faculty researcher. They report their research at

a symposium each spring. Many of these students pursue graduate programs in animal nutrition.

This year we continued funding the Pratt Study Abroad initiative, which is made available to students planning a study abroad experience that involved study or research related to animal nutrition in the summer or fall of 2014. $10,000 was awarded for summer 2014. Many of this year's recipients traveled to the United Kingdom on a faculty-led study abroad class. The experience included study at three European colleges as well as tours of zoos and livestock operations. The decreased expense on undergraduate students is tied to the fact that the 2014-15 scholarships ended up being posted in late June of 2014.

Scientific Equipment and Supplies   **Spent: $111,906**

Expenditures for equipment and research space renovations continued to emphasize the needs of programs focusing on animal nutrition at various units at the university. The small equipment (<$10,000) needs were implemented based on the desire of the faculty to achieve the goals of the proposed projects. We were unable to issue a request for proposals for large equipment this fiscal year due to the large number of graduate students that were being funded by Pratt awards.

Visiting Scientists   **Spent: $54,304**

An important stimulus for research programs in animal nutrition is the presence of visiting scientists in seminars, in the classroom, and in the laboratory. A nutrition seminar is regularly supported by Pratt to bring in outstanding speakers from other institutions and industry. Other scientists visit for periods of time ranging from a few days to several months. Visitors supported by Pratt present seminars for the university community and interact with animal nutrition faculty and students in formal and informal instructional settings including laboratories. Visiting scientists/scholars expenditures are much higher than anticipated due to the new process of funding proposals as some of these proposals include visiting scientists as a part of their research plan

Nutrition Technicians   **Spent: $157,699**

Research technicians in the field of animal nutrition are a key component of Pratt funding. The Pratt funds provide partial support of three technicians in animal and dairy sciences. These technicians are essential in assisting with the necessary sample preparation and data summaries for research performed by the scientists engaged in animal nutrition projects in proteomics, ruminant nutrition, and nutrient management.

Research Publications   **Spent: $0**

The program still allows for paying the publication costs of research journal articles resulting from student dissertations. Very few faculty members, however, request the payment of their publication costs from Pratt funds, mainly because they include the publication costs in their external grants. The Pratt funded faculty, are however, very productive and have published over 120 publications on animal nutrition over the past five years.

PRATT FUNDS ACTIVITY STATEMENT
For the Year Ended June 30, 2015
ANIMAL NUTRITION

Income

Balance, July 1, 2014	$ (131,803)
Beginning Balance Adjustment [1]	43,256
Sale of Livestock	9,464
Endowment Income for 2014-15	916,827

Total Available	$837,744

Expenditures

General Program Expenditures

Graduate Student Scholars	$ 423,759
Undergraduate Students	42,188
Scientific Equipment & Supplies	111,906
Visiting Scholars & Seminars	54,304
Nutrition Technicians	157,699
Research Publications	0

Total Expenditures	$789,856
OSP Reconciling Item	12,906
Balance at June 30, 2015 to be carried to 2015-16	**$ 34,982**

[1] FY 2014-15 beginning balance was adjusted to correct minor differences that had accumulated over the years between the university and Foundation records.

RECOMMENDATION:

That the 2014-15 Pratt Funds Activity Statement for Animal Nutrition be approved.

Capital Project for Residential Door Access Improvements

**JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE**

October 14, 2015

Residential students use their Hokie Passport to access the exterior doors of their assigned residential facility. This practice was implemented system-wide in 2000 to increase security, allow for access monitoring, and provide centralized control of access. The interior doors, particularly individual rooms, continued using traditional hard keys, partly because the high costs of electronic door access, both one-time and ongoing, outweighed the benefits. Changes in technology and economies of scale have lowered the costs of electronic door access making the option more affordable. As an illustration, the new residential facilities in the Upper Quad are being built with electronic door access for each residence room as well as the exterior doors.

The advent of wireless electronic door access means existing residence halls may be retrofitted without extensive renovation work to install infrastructure. With the costs of electronic door access becoming affordable, the university included a nongeneral fund project to install electronic door access for the residential housing system in the 2016-2022 Capital Outlay Plan, approved at the August 2015 Board meeting.

The envisioned project includes installing electronic door access locks on all student rooms in existing university residential halls, approximately 4,520 doors. The new system of electronic access locks will allow for consistency across the system and allow students to use their Hokie Passport and a personalized key code to access their room instead of a physical key. The door hardware will include a proprietary hard key core for manual override use in emergencies. The keys will be controlled by Housing and Residence Life staff. Within the residential system, there are 1,551 non-student doors that require access control improvements, such as cleaning closets, service storage, and staff rooms. The project scope includes installing a proprietary hard key core for these non-student doors. The hard keys for these doors and the student room doors may be accessed by authorized personnel through electronically controlled holding panels. Beyond improvements for safety, efficiency in management, and monitoring benefits, the increase in volume of electronic access doors in the system would improve the economies of scale for electronic door access across campus resulting in lower costs to all participants, potentially reducing the annual costs by 50 percent per door.

The estimated project costs inclusive of design, materials, and installation is $7.735 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 cash from the auxiliary reserves that will be repaid over time. This fund source is sufficient to cover the proposed project costs. With the scope, schedule, cost, and funding plan established, the university is ready to move forward with the project.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a project authorization for the Residential Electronic Door Access project.

RESOLUTION ON CAPITAL PROJECT FOR
RESIDENTIAL DOOR ACCESS IMPROVEMENTS

WHEREAS, since 2000, residential students use their Hokie Passport to access electronic door mechanisms on the exterior doors of their assigned residential facility; and,

WHEREAS, electronic door access provides several desired benefits including increased security, access monitoring, and centralized control of access; and,

WHEREAS, recent advances in technology and economies of scale have made electronic door access an affordable option for interior residential doors; and,

WHEREAS, the proposed scope of this project includes installing electronic door access on the approximately 4,520 existing student rooms with a proprietary core for hard keys for manual override in the use of emergencies; and,

WHEREAS, the scope of work includes installing proprietary cores for hard keys in the approximately 1,550 non-student doors (closets, storage rooms, and staff rooms) in residence halls; and,

WHEREAS, the hard keys for both student and non-student doors may be accessed by authorized personnel through electronically controlled access boxes; and,

WHEREAS, the estimated total project costs inclusive of design, construction, materials, and installation is $7.735 million; and,

WHEREAS, the university has developed a 100 percent nongeneral fund resource plan sufficient to support the $7.735 million of project costs; 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,

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with the Residential Door Access Improvements project with an amount not to exceed $7.735 million and to fund the project with auxiliary reserve cash.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to complete the Residential Door Access Improvements project be approved.

November 9, 2015

Capital Project for Planning the Corps Leadership and Military Science Building

JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

October 14, 2015

The Corps Leadership and Military Science Building is included on the 2016-2022 Six-Year Capital Outlay Plan approved by the Board of Visitors at its August 2015 meeting. The project has been a high priority for the program and the focus of its fund raising efforts for several years.

The project is envisioned as an approximately 60,500 gross square foot, three full floor structure with a partial under grade floor for mechanical and service requirements in a basement level. The building will be located in the northern portion of the existing Upper Quad near Lane Hall. The facility would provide a centralized and consolidated home to the wide range of Corps of Cadets and ROTC programs currently dispersed on the north area of campus and would include modern classroom, administrative, program, and academic office space.

The estimated total project costs, inclusive of design, construction, and furnishings, is $40 million. The funding plan for the project calls for $20 million of private support and $20 million of General Fund support. To date, fund raising has generated approximately $16.5 million of commitments or gifts toward project costs with $2.7 million of cash receipts that may be used for project costs.

At this time, the university is requesting a planning authorization of $2.1 million to complete preliminary designs for the project. Advancing planning through preliminary designs will assist with completing the fund raising campaign and will provide important information to assist with positioning the project for a future request of General Fund support, in accordance with the priorities of the Capital Outlay Plan and funding capacity of the state.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for a $2.1 million planning authorization to complete preliminary designs of the proposed Corps Leadership and Military Science Building project.

RESOLUTION ON CAPITAL PROJECT FOR PLANNING
THE CORPS LEADERSHIP AND MILITARY SCIENCE BUILDING

WHEREAS, the Corps Leadership and Military Science Building is included on the 2016-2022 Six-Year Capital Outlay Plan approved by the Board of Visitors at its August 2015 meeting; and,

WHEREAS, the project has been a high priority for the program and its fund raising efforts for several years; and,

WHEREAS, the project is envisioned as an approximately 60,500 gross square foot, three full floor structure with a partial renovation for mechanical and service requirements in the basement level, located in the northern portion of the existing Upper Quad section of campus near Lane Hall; and,

WHEREAS, the facility would provide a centralized home to the wide range of Corps of Cadets and ROTC programs currently dispersed throughout the northern area of campus and would include modern classroom, administrative, program and academic office space; and,

WHEREAS, the estimated total project costs, inclusive of design, construction and furnishings, is $40 million; and,

WHEREAS, the funding plan for the project calls for $20 million of private support and $20 million of General Fund Support; and,

WHEREAS, the cost of this planning authorization is $2.1 million to complete preliminary designs for the project and the university has developed a 100 percent nongeneral fund resource plan to support the costs; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects; and,

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $2.1 million planning authorization to complete preliminary designs for the Corps Leadership and Military Science Building funded entirely with nongeneral fund revenues.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Corps Leadership and Military Science Building be approved.

November 9, 2015

Capital Project for Planning for Athletic Facilities Improvements

**JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE**

October 12, 2015

In March 2015, the Board of Visitors approved a $500,000 planning authorization for the Women's Softball and Track and Field Facility Improvements project. The scope of the planning authorization included a master plan for high priority Athletics facility improvements. The resulting master plan identified four key facility areas within Athletics that need improvements:

- The Rector Field House improvements would provide a larger, safer area for weight throws and shot put and an expansion for a new softball hitting facility to meet Athletics' continuing efforts to be Title IX compliant;

- A Cassell Coliseum renovation would improve the fan experience and provide additional seating options;

- To remain competitive with other ACC facilities, the Tennis facilities would be renovated to include expanded locker rooms, team lounges, medical training support, and fan viewing areas; and

- To remain competitive for hosting NCAA regionals, the Baseball facility will be renovated to support the increased demand for TV broadcast capability, radio broadcast capability, and fan support services.

The Athletics program and the university are working together on a financing package to support the identified four facility improvements. At this time, the university is requesting a $3 million supplement to the existing $500,000 planning authorization for an adjusted planning authorization of $3.5 million. The scope of the adjusted planning project includes construction designs for the four sub-projects with a design-to total project budget of $31 million.

As with all self-supporting projects, the university has developed a financing plan to support the planning project. The funding plan for the $3 million supplement calls for a loan of cash from the Athletics auxiliary reserves. Depending on the final financing package for the entire project, the loan may be temporary and repaid over time, reimbursed with a future debt issuance, or made permanent. The auxiliary reserves is sufficient to cover the proposed planning project costs.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and overall funding of nongeneral fund capital outlay projects. This request is for a $3 million supplement to the existing $500,000 planning authorization for a $3.5 million adjusted planning authorization for athletics facilities improvements. A subsequent request for construction funding may be submitted after designs are underway and a firm scope and cost are determined.

RESOLUTION ON CAPITAL PROJECT FOR
PLANNING FOR ATHLETICS FACILITIES IMPROVEMENTS

WHEREAS, the Board of Visitors approved a $500,000 planning authorization for the Women's Softball and Track and Field Facility Improvements project in March 2015; and,

WHEREAS, part of the planning authorization involved a master plan for high priority Athletics facility improvements; and,

WHEREAS, the resulting master plan identified four key areas within Athletics that need improvements: Rector Field House, Cassell Coliseum, Men's and Women's Tennis, and Baseball facilities; and,

WHEREAS, a $3 million supplement to the existing $500,000 planning authorization would complete designs for the four areas with a design-to total project budget of $31 million; and,

WHEREAS, the university has developed a 100 percent nongeneral fund resource plan for the planning project that can support the $3 million supplement; 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,

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $3 million supplement authorization to the existing $500,000 authorization for an adjusted $3.5 million authorization to complete designs for all four sub-projects of the Athletics Facilities Improvements project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to complete designs for Athletics Facilities Improvement project be approved.

November 9, 2015

Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Smithfield Room
The Inn at Virginia Tech and Skelton Conference Center
8:00 a.m.

November 9, 2015

Board Members Present:
Wayne Robinson, Committee Chair
Nancy Dye
Morgan Sykes, Undergraduate Student Representative

Guests:
Whit Babcock, Cynthia Bonner, Tom Brown, Matt Chan, Chelsea Corkins, John Dooley, Matt Ebert, Joe Edens, Heather Evans, Ted Faulkner, Eleanor Finger, Jackie Fisher, Natalie Forbes, Bill Foy, Randy Fullhart, Reyna Gilbert-Lowry, Hunter Gresham, Hikmet Gursoy, Amy Hogan, Rachel Holloway, Byron Hughes, Kathy Kaplan, Frances Keene, Kelsey Lumpkins, Susan Pedigo, Patty Perillo, Donna Ratcliffe, Tara Reel, Bradi Rhodes, Tim Sands, Ro Settle, Mohammed Seyam, Tuna Shankar, Frank Shushok, Tricia Smith, Danny Strock, Maggie Tyler, Xavier Medina Vidal, Tracy Vosburgh, Heather Wagoner, Danny White, and Penny White.

The meeting was called to order at 8:04 a.m.

Open Session

1. **Introductions, Opening Remarks and Approval of August 31, 2015 Minutes.** Wayne Robinson, committee chair, allowed for introductions, provided opening remarks, welcomed new members, and submitted the minutes of the August 31, 2015 meeting to the committee for review and acceptance.

   A motion was made and passed unanimously to approve the minutes as written.

2. **Intercollegiate Athletics Report:** Mr. Whit Babcock, director of Athletics, started the meeting acknowledging the end-of-season retirement of head football coach Frank Beamer. Babcock acknowledged there are 129 head coaching jobs at the Division 1 level, with a much smaller pool of qualified candidates outside of that, and a very competitive hiring market this year in particular. The search and hire process will move swiftly and be highly confidential.

   He then turned the presentation over to his colleagues Ms. Reyna Gilbert-Lowry, associate athletic director, and Mr. Danny White, assistant athletic director, both with

the office student-athlete development. They offered insight into how Virginia Tech Athletics enhance the student-athlete experience through career, leadership, and community development with a focus on current issues such as academic engagement and success, integration, overall well-being, and campus and team climates. Mr. White also shared the cutting-edge programs focused on global citizenship.

3. **Updates from the Division of Student Affairs:** Dr. Patty Perillo, vice president for student affairs, then offered important updates specific to student life. Of particular note, Dr. Perillo provided a status update related to over-enrollments. The university reached an all-time high with regard to meal plans and student housing. Dining sold more than 19-thousand total meal plans… and, in testament to our #1 dining program, more off-campus plans than on-campus. The Corps of Cadets also saw the largest class since 1968, with 1,085 new cadets.

   Governor McAuliffe recently visited the Innovate Living-Learning Community, a partnership between student affairs and the Pamplin College of Business, focused on entrepreneurship. As well, progress is being made on two new living learning programs related to arts and global issues, and efforts continue to advance a residential college focused on leadership. The former Innovate House is being utilized this year as the Transfer House, a living-learning community housing 35 transfer students who would have otherwise had to live off-campus. Nearly 20,000 students, faculty, and staff having taken the strengths assessment, resulting in the hiring of an inaugural director of Strengths-Based Learning.

   The existing Hokie Wellness program, focused on faculty and staff, has been consolidated with the division of student affair's health education and alcohol and drug education units, respectively. The newly created Hokie Wellness team will serve the health and well-being needs of students, faculty, and staff campus-wide. Additionally in the health and wellness arena, student affairs recently completed a significant renovation project of recreational sports turf fields, providing much needed space to grow the intramural sport program and support the sport club teams. The Cook Counseling Center staff continue to see significant increases in students seeking services. The number of new students requesting services has increased 117% over the past five years, with a 53% increase in returning students during the same time.

   To conclude her report, Dr. Perillo provide 2014-15 statistics on Title IX student-on-student sexual violence cases. With a total of 98 cases—up from 35 cases the year prior—47 were investigated and 46 of those were submitted to Student Conduct for adjudication. Twelve cases were appealed. There is tremendous work being done campus-wide to advance awareness, education, and prevention around issues of sexual violence.

4. **Overview of SGA, GSA, and CSA Organization Structures and 2015-2016 Goals:** Ms. Tuna Shankar and Mr. Danny Strock, president and vice president respectively of the Student Government Association (SGA); Mr. Matt Chan, Ms. Tara Reel, and Ms. Chelsea Corkins, president, vice president, and director of programs for the Graduate Student Assembly (GSA); and, Ms. Jackie Fisher, chair of the Commission on Student

Affairs (CSA), reviewed the organizational structure and 2015-16 goals for their respective organizations.

5. **The Virginia Tech Student Experience: Virginia Tech's Next 20 Years:** Dr. Frank Shushok, senior associate vice president for student affairs, and Dr. Rachel Holloway, vice provost for undergraduate academic affairs, offered the findings of a task force, commissioned by former provost Mark McNamee, focused on the student experience at Virginia Tech. Of particular note were five cautionary themes: 1) the disparity in quality of spaces across campus; 2) the physical segregation of the academic and residential cores; 3) inflexible building design and construction standards; 4) the failure of our spaces to invite students, faculty, and staff to gather informally outside of the classroom; and, 5) insufficient attention to the physical infrastructure of student-life facilities. In response to these themes, the task force offered 5 imperatives: 1) preserve the institutions historical strength as a residential campus by re-conceptualizing residence halls as a learning space where academic and student life integrate; 2) create physical spaces to support community and connection for meaningful interactions across all populations; 3) renovate existing spaces for flexibility, adaptability, collaboration, community and learning; 4) embrace a culture that values faculty and staff engagement with students, infrastructure that facilitates mentorship, and create programmatic initiatives and hands-on experiences to compliment classroom learning; and, 5) develop innovative financial solutions to accomplish these imperatives.

6. **Inclusive VT and the Intercultural Engagement Center:** Dr. Patty Perillo and Ms. Tricia Smith, director of the Intercultural Engagement Center and inclusion coordinator for InclusiveVT, delivered an update on the university-wide work of InclusiveVT and the division of student affairs' related goals—specifically a focus on human resources, intergroup dialogue, and multicultural competence. Ms. Smith went on to explain the mission of the Intercultural Engagement Center of building community through awareness, advising, and advocacy.

Adjournment. With no further business, the meeting was adjourned at 11:42 a.m.

ENHANCING THE *Virginia Tech* STUDENT-ATHLETE EXPERIENCE

REYNA GILBERT-LOWRY
DANNY WHITE
OFFICE OF STUDENT-ATHLETE DEVELOPMENT

VIRGINIA TECH ATHLETICS

VT

STRONG TOGETHER

INTEGRITY • SERVICE • HONOR • EXCELLENCE

Office of Student-Athlete Development

1st class   student-athlete experience

CAREER development

LEADERSHIP development

COMMUNITY development

CURRENT ISSUES:
Virginia Tech STUDENT-ATHLETES

⟫ Academic engagement and success

⟫ Athletics experiences

⟫ Social experiences and integration ✓

✓ Career aspirations ⟪

✓ Physical & mental health & well-being ⟪

✓ Campus and team climate ⟪

✓ Time commitments ⟪

FALL 2015

≫ Financial Planning & COA: Jonathan Orr

≫ Sexual Assault Education: MVP

Hazing & Alcohol Education : Mike Green ≪

≫ Diversity & Inclusion: Hudson Taylor

SPRING 2016

Financial Planning: SunTrust ≪

LGBTQA Student-Athlete Focus Group ≪

PERCENT OF UNDERGRADUATES EXPERIENCING NONCONSENSUAL SEXUAL CONTACT
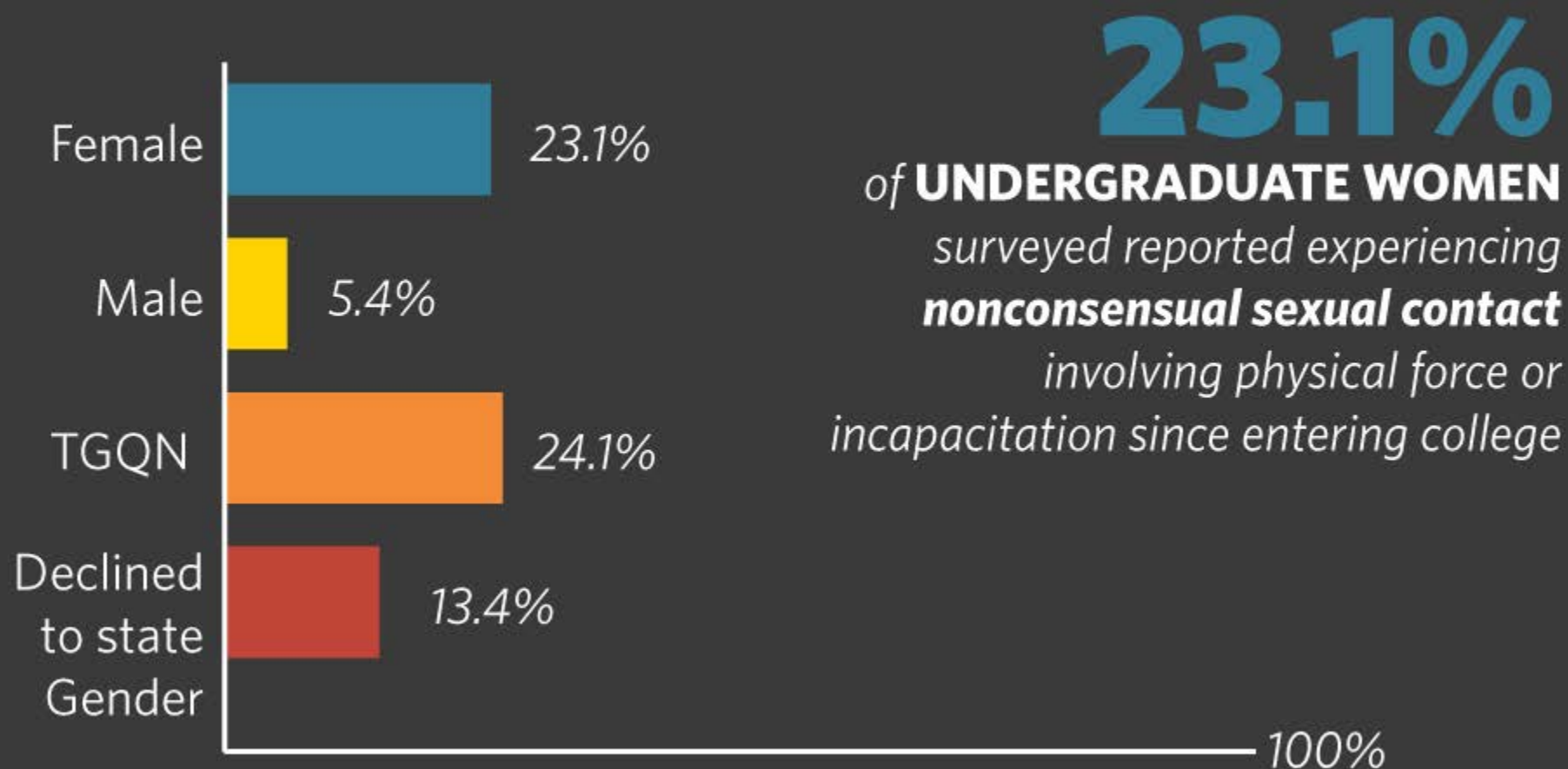
Female — 23.1%

Male — 5.4%

TGQN — 24.1%

Declined to state Gender — 13.4%

100%

23.1%
of **UNDERGRADUATE WOMEN** *surveyed reported experiencing* **nonconsensual sexual contact** *involving physical force or incapacitation since entering college*

"In the future, I am more likely to say or do something in situations similar to those discussed during the MVP training."

81%

AGREE/STRONGLY AGREE

MVP

MENTORS IN VIOLENCE PREVENTION

REYNA GILBERT-LOWRY

DANNY WHITE

CAREER RELATED EXPERIENCE *during college*

Internship (paid) 47%

Internship (unpaid) 35%

Summer Job 35%

Part-Time Job 29%

CAREER

GAME *VT* PLAN

GET IN THE GAME!

Sponsored by the Office of Student-Athlete Development

FRESHMAN YEAR

☐ **Personal Interest & Assessment Seminar**
Monday, November 16th   7:00 – 8:00 pm
Bowman Room

→ FIRST YEAR INCENTIVE:
GAME PLAN T-SHIRT

SOPHOMORE YEAR

☐ **Woofound online career self-assessment**
☐ **REACH Program**
Resume Prep: Wednesday February 3rd
Career Fair Prep: Monday, February 8th
Career Exploration: Monday, March 28th
Bowman Room   7:00 – 8:00 pm

→ COMPLETION INCENTIVE:
PROFESSIONAL SUIT

JUNIOR YEAR

☐ **Mock Interview with Career Services**
☐ **Professional Resume**
☐ Attend an **on-campus/virtual career** or **internship fair** related to your major/career goals
☐ **Career Jumpstart**
Monday, February 22nd   6:30 – 8:00 pm
Location TBD
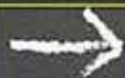
→ HALFWAY INCENTIVE:
PADFOLIO

SENIOR YEAR

☐ **Final version of professional resume**
☐ **Register with Hokies4Hire**
☐ **Create LinkedIn profile**
☐ **Senior Transition Seminar**
Monday, October 19th   7:00 – 8:30 pm
Location TBD

"HAVING THE OPPORTUNITY TO HAVE MORE PERSONAL CONVERSATIONS WITH THE STUDENTS IS ALWAYS THE MOST REWARDING AND SUCCESSFUL ASPECTS OF THIS EVENT."
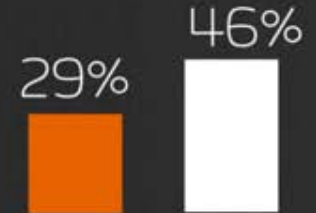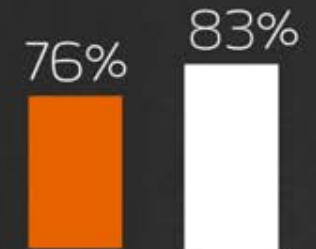
JOEY PHILLIPS / AIM CONSULTING

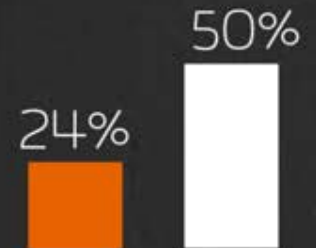# Career Jumpstart
Networking Pre + Post Test

■ PRE
□ POST

I understand the definition of networking

29% | 46%

I believe networking is important

76% | 83%

I feel comfortable introducing myself at a networking event
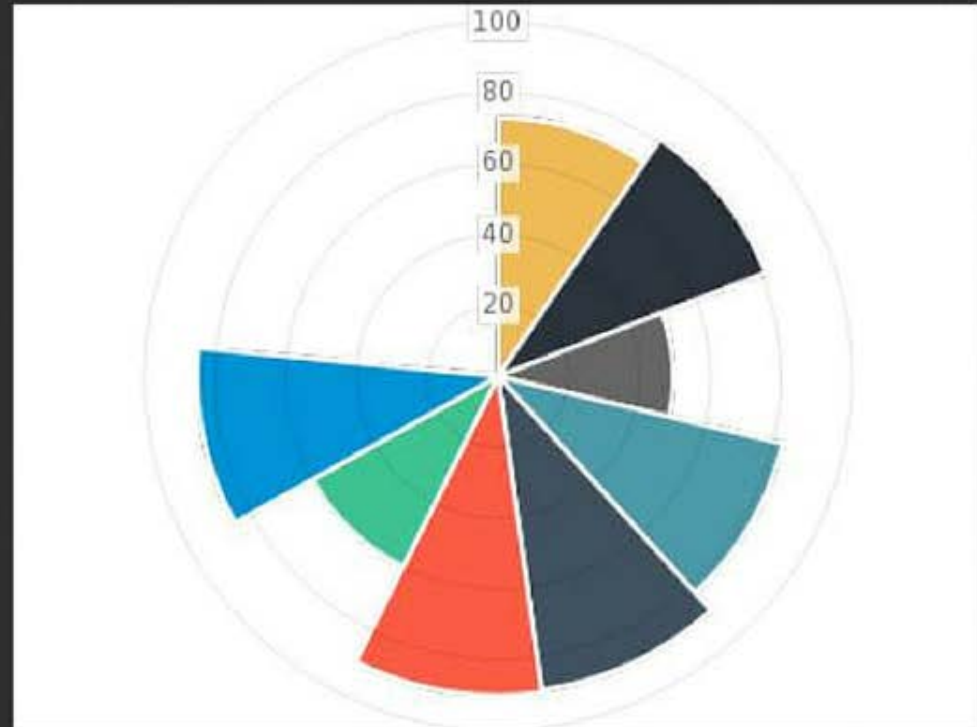
24% | 50%

I can think of several people with whom I should/do network

22% | 46%

Student-Athlete Transition

- Identity
- Support
- Structure
- Stewardship
- Camaraderie
- Status
- Competition
- Feedback

LEADERSHIP DEVELOPMENT

CONTEXT

VT Athletics

Mission, Core Values, "Top 10"

VT Rankings

MSN Fittest College, Rec Sports

ACC leads FBS in "Best Colleges" Rankings

US News & World Report

NCAA

Jim Delaney, BIG 10 Commissioner

Kevin Almond, Maryland AD

SPORT & GLOBAL CITIZEN LEADERSHIP

SPORT, POLICY & SOCIETY

United Nations Office of Sport for Development & Peace

Two International Sport Federations:

AIBA: International Boxing Association

FISA: World Rowing Federation

International Olympic Committee (IOC):

Athlete Career Program

Sport for All

Office of International Cooperation & Development

AISTS Master's Program

Presentation on NCAA Educational Services

Riva San Vitale

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

① **SPRING: SPORT & GLOBAL CITIZEN LEADERSHIP**
Leadership Theory
International Development Theory/Sectors
Sport in Development

② **SUMMER 1: TRAVEL TO DR & SWITZERLAND (or NCR)**
Dominican Republic
    5-day sports camp for local youth
    In-depth look at development sectors
    (education, health, sanitation, labor)
Switzerland (or NCR)
    UN, World Bank, IOC

③ **FALL: SPORT, POLICY & SOCIETY**
Development Contrasts
Actors in Development
Sport & Social Theory

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

Dominican Republic and Switzerland

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

Learning from Contrasts:
Wealth ,Infrastructure and Educational Experience

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

Learning from Contrasts:
Wealth, **Infrastructure** and Educational Experience

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

Learning from Contrasts:
Wealth, Infrastructure and **Educational Experience**

GLOBAL SPORTS PROGAM
Three 3- Credit Courses

Learning from Contrasts:
Wealth, Infrastructure and **Educational Experience**

CENTER FOR LEADERSHIP, SPORT & SERVICE

GLOBAL SPORTS PROGRAM (GSP)

Three 3-credit courses:
Spring - Sport & Global Citizen Leadership
Summer I - Study Abroad Component
Dominican Republic
Switzerland (or North Capital Region)

Fall - Sport, Policy & Society
or
Sport & Social Capital

DEPARTMENT OF ATHLETICS
1. Leadership Training
2. HokieServe Program
3. UN Youth Leadership Progam

UNDERGRADUATE EDUCATION
Continuation of GSP Learning through broad, interdisciplinary inclusion of other academic units:
-Build bridges
Connect departments

EXISTING
"LEADERSHIP INSTITUTES"

EXISTING "LEADERSHIP INSTITUTES"

University of Colorado
CU Sports Governance Center

✓ Research major issues in sports world

✓ Students can earn a university certificate

✓ Think-tank functionality of a university campus

✓ Mutual benefit to athletic department & university

✓ Hope to host conferences in the future

Arizona State
Tip of the Fork Leadership Institute

- ✓ 3-year, select cohort of student-athletes

- ✓ Participate in Student-Athlete Advisory Committee

- ✓ Community service hours requirement

- ✓ Design local leadership initiative

- ✓ Partner with Honor's College

University of Tennessee

1 Division of Student Life

2 Department of Athletics

3 College of Education, Health & Human Sciences
Center for Sport, Peace & Society

VOLeaders Academy

✓ Two 3-credit courses (1 Fall, 1 Spring),

10 day international experience

✓ Tied to Boundary Spanning Leadership literature

✓ Cohort approach

Virginia Tech
Center for Sport, Leadership & Service

① Department of Athletics

② Undergraduate Education

③ Global Sports Program

CHALLENGES

Scale & Capacity

Travel logistics

On-going international coordination

OPPORTUNITIES

University land-grant mission

Ut Prosim

International/domestic facilities w/ unique opportunities

Global Citizen Leadership - 2012

> Together we can and will shape the vision for the Virginia Tech of 2047. A Virginia Tech that is a globally engaged service-to-humanity academy, where the human capital and talent committed to making a positive and lasting impact on humanity, will congregate under an ever-expanding Hokie tent.

Thank

You

QUESTIONS?

Our Structure

Cabinet: Made up of SGA President, Vice-President, Speaker of the House, Speaker of the Senate, Chief Justice, Secretary, Treasurer, and Undergraduate Representative to the Board of Visitors

Executive Branch: Composed of 16 directorships that are geared towards specific interests (i.e. Director of Transportation, Director of Sustainability) These directors put on numerous initiatives and programs geared towards engaging the student body in enacting change on our campus. This branch is led by the Vice-President and President.

Legislative Branch: Composed of a student house of representatives and student senate and led by two speakers. The House allows each UCSO to have an individual to represent the group's special interests. The Senate is made up of students from each academic college. ~500 students is one representative from that college, the senators are elected each spring by the students in their colleges. The legislative branch writes and votes on legislation and funding requests that help to better student life.

Judicial Branch: Composed of 5 associate justices, a clerk of court, and led by the Chief Justice. Responsible for overseeing elections, interpreting governing documents, and maintaining internal fairness.

Our Advisors: One faculty advisor (SECL), and one graduate advisor

Our Finances

Hokie Effect: Spirit program created by the SGA in the early 2000s to promote spirit at sporting events and create sustainable funding for the SGA. Student designed T-shirts are sold every year through a partnership with Virginia Tech Services and VT Athletics. ~40,000 shirts sold each year

Breakdown of Accounts
Virginia Tech Foundation: $50,000 investment
SGA Annual Budget: $87,678
Generated Funds: $241,232 + pending HE revenue

Additional Accounts: SGA Scholarship Fund
Set up by Mr. Bill Coulbourne
Scholarship for future SGA leaders

Our Initiatives

Sustainability- Reusable to-go Containers

Academic Affairs- Open Education Week

Virginia21- Turbovote

Equity and Inclusion- My Culture is not a Costume

Internal- Unicameral Legislative Body

Our Goals for 2015-16

- Promote Inclusivity/Diversity within Virginia Tech
- Spread financial literacy throughout student body
- Promote overall health and wellness within students
- Engage students more in elections
- Improve Town/Gown relations
- Partner with campus offices/organizations
- Work to create more sustainability initiatives

◆ Create a climate that promotes student engagement and involvement

Questions?

Our Contact Info:

Tanushri Shankar
tanushri@vt.edu

Daniel Strock
dstrock4@vt.edu

Thank you!

Improving Graduate Life

Fostering Career Development

Building Scholarly Community

GRADUATE STUDENT
GSA
ASSEMBLY

Graduate Student Assembly
at Virginia Tech

VirginiaTech

GSA Structure

Executive Board
Officers elected by the General Assembly

Program Chairs
Selected by
the Executive Board
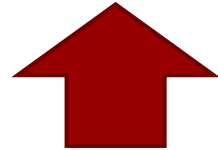
General Assembly
Each Graduate Programs entitled to 2 voting Delegates

VT Administration
GSA nominates graduate student representatives to university governance

Graduate Programs

Graduate Programs

Graduate Programs

VirginiaTech

Graduate Student Advocacy

GSA has immediate access to senior administrators in the university:

- Graduate Dean Dr. Karen DePauw
- VP for Student Affairs Dr. Patty Perillo
- President Dr. Tim Sands

Advocacy results from last year:

- New graduate student preferred parking
- Comprehensive fees transparency
- Inclusion and diversity efforts

This year's plan:

- On campus childcare
- Affordable health insurance
- Visibility of graduate student on campus

VirginiaTech

Support for Graduate Students

Travel Fund Program

- Support travel to domestic and academic conferences
- Nearly $400,000 in requests
- We doubled our budget this year to $100,000

Graduate Research Development Program

- Support Masters and PhD research needs
- Lab equipment; big data; interview transcription
- $750 for Masters, $1,000 for PhD

GSA Research Symposium

- On-campus graduate conference and expo
- Peer- and faculty-reviewed
- Cash Awards from $250-750

Cap and Gown Loan Program

- New program started last spring
- Free graduation attire for loan

VirginiaTech

Fostering Graduate Community

Building Community

SOCIAL & COMMUNITY

Welcome Back BBQ
Beginning of Fall Semester
University Club

Beer and Wine Social
Tri-Annual
University Club

Ice Cream Social and GLC Cafe
Beginning of Fall Semester
GLC Student Lounge

"Guac Talk" with Dean Karen DePauw
Twice a semester
GLC

New Ideas
GLC Happy Hour
Once a month

New Ideas
Spring Event
Details to be determined soon!

Questions? Comments?

gsa@vt.edu

GSA Office

25 GLC (across from Au Bon Pain)

Blacksburg, VA 24061

Social Media

Follow us on

http://tinyurl.com/vt-gsa

VirginiaTech

Commission on Student Affairs

Board of Visitors, SAAC – November 9th, 2015

Who We Are

- Composition
  - 6 Administrators
  - 1 Faculty Member
  - 1 Staff Member
  - 19 Students
- Only Commission comprised mostly of students with a student chair

VirginiaTech
Invent the Future

What We Do

Our charge:

To study, formulate, and recommend to University Council policies and procedures affecting graduate and undergraduate student life and morale. Areas for consideration include: **student relations** with peers, staff, faculty, administrators, alumni, and the community; **student organizations**, **social life**, and **recreation**; **employment**, **placement**, and **counseling**; **residential life**, **health**, **safety**, and quality of student related **services**; and **other matters affecting student life**.

VirginiaTech
Invent the Future

Example: Policy 1025

- Spring 2014 - CEOD seeks to introduce policy change to include gender identity and gender expression in university anti-discrimination and harassment policy

- CSA jointly files a resolution echoing student support to the policy addition

- Resolution goes to BoV in September, 2014

VirginiaTech
Invent the Future

2015 – 2016 Goals

1. University Growth Policies

2. GobblerConnect and Keystone
   Experience

3. Internal Structure and Continuity

   1. Student Budget Board

Task Force on the Student Experience

Cautionary Themes: Learning from Where We've Been

Theme One: *The quality of spaces across the campus, and student experiences within them, vary widely, contributing to a widening gap between possible experiences for students and faculty alike.*

Theme Two: *Physical segregation perpetuates silos.*
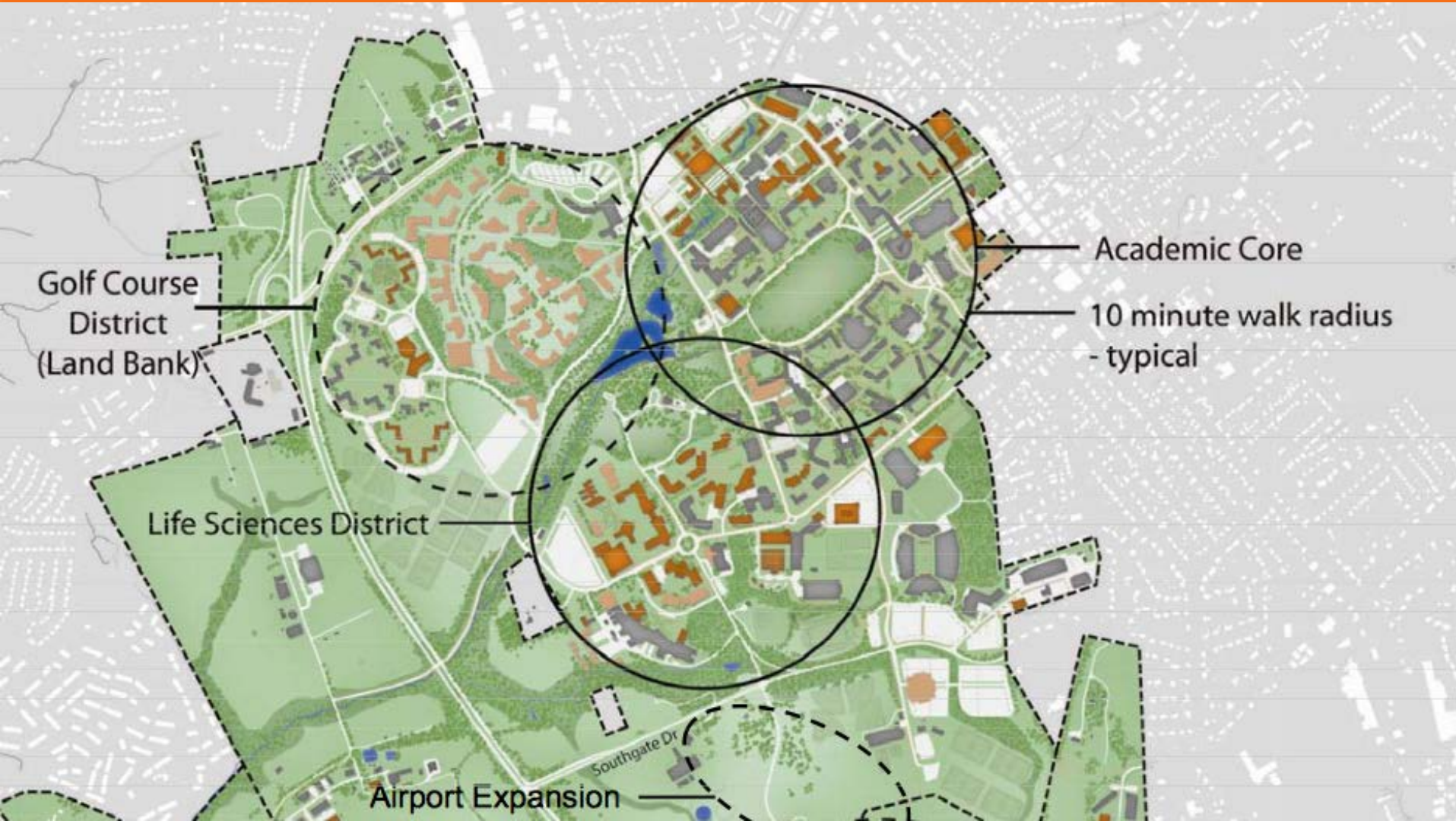
Theme Three: *Inflexible building design and construction standards too often inhibit programmatic performance as new needs emerge.*

Theme Four: *Our spaces fail to invite students, faculty, and staff to gather informally outside of the classroom.*

Theme Five: *Insufficient attention to the physical infrastructure of student-life facilities risks the erosion of a Virginia Tech strategic advantage.*

Our Response

Imperative I: *Virginia Tech must preserve its historical strength as a residential campus and re-conceptualize residence halls as learning spaces with the unique potential to integrate academic and student life.*

- Adopt a comprehensive residence hall renovation plan.

- Plan for growth of on-campus population.

- Incorporate academic spaces in all residence hall renovations.

- Grow living-learning and residential college programmatic initiatives.
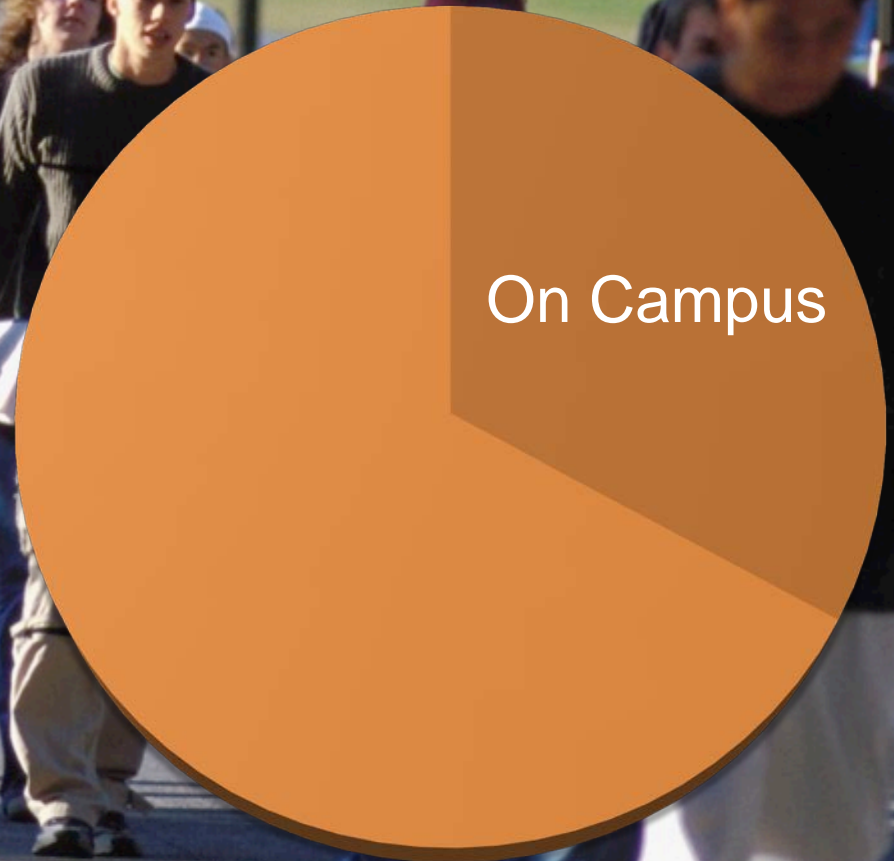
On Campus

Imperative II: *Virginia Tech will create physical spaces, both indoors and outdoors, which support a culture of community and connection for meaningful interactions and relationships among students, staff, and faculty.*

- Implement a Campus Commons Initiative to create multiple hubs (or neighborhoods) across campus.

- Create central gathering spaces for faculty within "neighborhoods."

- Enhance capacity of outdoor spaces to facilitate planned and unplanned encounters.

- Incorporate art and cultural representations indoor and outdoor campus environment.

Imperative III: *Virginia Tech must renovate spaces with an eye toward flexible use, adaptability, collaboration, community building, and learning.*

- Adopt a comprehensive classroom renovation plan.

- Implement a community life initiative in all available spaces across campus.

- Invest in libraries as central hubs of collaboration and engagement.

- Invite broad participation in renovation planning.

Imperative IV: *Virginia Tech will embrace a campus culture that values faculty and staff engagement with students, and seeks to strengthen an infrastructure that facilitates mentorship, inspiring programmatic initiatives, and practical hands-on experiences to enhance classroom learning.*

- Encourage all faculty and staff to mentor students.

- Align reward structures for faculty and staff to further emphasize the importance of mentorship.

- Guide students toward high-impact educational activities.

- Articulate clearly to students the expectations for their participation and engagement in an overall educational experience.

Imperative V: *Virginia Tech will develop innovative financial solutions to accomplish a strategically prioritized plan of actions recommended for the Virginia Tech student experience.*

- Implement innovative financial solutions to balance enrollment growth, access, and affordability.

- Creative financial support practices to level increasingly divergent experience across the diverse socioeconomic backgrounds of students.

- Explore new financial strategies for funding the Virginia Tech Student Experience recommendations.

- Invest immediately in lower-cost but higher-impact projects.

Questions?

Division of Student Affairs
InclusiveVT Initiative Updates

HUMAN RESOURCES

- Exit interview process
- Advanced diversity training for search committee chairs
- Standardize the candidate liaison role for all AP Faculty searches

VirginiaTech
Division of Student Affairs

INTERGROUP DIALOGUE

- 3 Facilitator trainings – 80 certified
- 12 requests for facilitation – 5 completed
- 13 completed one-credit module course

MULTICULTURAL COMPETENCE

- Applications available November 2015
- 12 participants
- Once monthly, three year experience

3

Virginia Tech
Division of Student Affairs

RESEARCH AND DEVELOPMENT DISCLOSURE REPORT
August 15, 2015 through October 20, 2015

Reason for Conflict	External Entity	Owner(s)	Principal Investigator	Co - P.I.'s	College/ Department	Period of Performance	Award Amount	Project Description
Faculty Owned Business	Open Source Electronic Health Record Agent (OSEHRA)	Seong K. Mun	TBD	TBD	Arlington Innovation Center	Through 12-31-16	$750,000 Master Agreement	Sponsored project through the Department of Veterans Affairs to continue developing and promoting open source electronic health records which can be shared across VA facilities nationwide.

Remarks to the Board of Visitors
by President Timothy D. Sands
November 9, 2015

Despite the churn in our local and national economies, the many elements of higher education under scrutiny, and the transitions internal to Virginia Tech as highly valued members of the Hokie Nation retire from their active roles, Virginia Tech is barreling ahead into a bright future.

A few months ago, we welcomed our largest and most diverse incoming first-year class, numbering 6,270. Despite the larger numbers, this class is as academically qualified as any previous class. Among the class of 2019 are 438 international students and 4,209 in-state students (439 more than in the class of 2018).   12.7 percent of the U.S. students in the class of 2019 identify as under-represented minority students, and 15 percent are the first in their immediate families to go to college. In addition to the class of 2019, we are joined by nearly 1,000 transfer students, about 2,100 graduate and professional students, and hundreds of new faculty and staff.

Virginia Tech's research enterprise continues to grow in impact and in scale. With over $500M in annual research expenditures, we are now ranked #38. In the past decade, we have passed 14 of our peer institutions, and no institution has passed us. Our early embrace of interdisciplinary research and the outstanding faculty and graduate student scholars we have recruited to and retained at Virginia Tech account for much of this sustained momentum.

Speaking of rankings, Virginia Tech and our academic programs continue to be rated by the established surveys among the best in the nation. We have learned just very recently that the College of Architecture and Urban Studies was ranked #3 in the nation for its undergraduate program, and the graduate program was ranked #9 in the nation. In the past few years, however, a bevy of new analyses focused on financial return on investment (ROI) and societal impact have emerged. Those familiar with Virginia Tech's mission will not be surprised to learn that our institution really shines in measures of value. For example, the U.S. Department of Education's College Scorecard cited Virginia Tech among one of 15 public institutions with both high graduation rates and high alumni salaries. Virginia Tech was also ranked third behind MIT and Cornell among public and private land-grant institutions and first among public universities with more than 20,000 undergraduates in "value added" by the Brookings Institution. No doubt, our alumni see one of the highest returns on their investment of any university in the country.

Despite these high marks, we all know that financial ROI does not by itself describe the full impact of a college education. Our engagement with Gallup has allowed us, for the first time, to relate the experiences of our alumni at Virginia Tech to their engagement in the workplace and well-being in the dimensions of financial, physical, social, community and purpose. We learned from this survey that Hokies thrive in these five dimensions at rates that are markedly higher than those of college graduates in general. By a wide margin, Hokies are also emotionally attached to their alma mater to a higher degree (42

percent) than the national average (18 percent). And while we can take some comfort in the validation of what we know to be a special community and an institution that serves its students well in preparing them for the future, we also learned that we can do more to promote guided experiential learning and mentorship, as these elements associate strongly with well-being and engagement. We can also do more to engage our devoted alumni, whose giving rate at 9 percent is strikingly disparate from the alumni attachment rate of 42 percent. I encourage you to read the full report.

Among our most significant challenges is the one we share with nearly every public institution in the country: the gradual disinvestment by the state in the education of in-state undergraduates. Our funding from the Commonwealth per student is half what it was in 2000 on a real-dollar basis. The last generation's 75-25 split in funding between the Commonwealth and the student has been reversed. Although the prevailing argument has been that this transformation reflects a shift in the public perception of the beneficiaries of public universities from the public good to the private good (i.e., the student), I think the decision to put higher education on the discretionary side of the ledger is one of budgetary expediency rather than a fundamental philosophical shift. Almost everyone understands the importance of educating the next generation to participate in our economy. Certainly, the impact of our research and engagement on the development of our regional economies has never been more evident. Although there is no evidence to suggest that these trends will be reversed, there is compelling evidence that the future of higher education will be based on deep and long-term relationships between universities, industry and government. These cross-sector partnerships are exemplified by Virginia Tech's partnership with Carilion Clinic in Roanoke. Analogous partnerships are emerging in the National Capital Region, Hampton Roads, and Southern Virginia.

While we are well positioned as an institution to build partnerships that will sustain Virginia Tech in the long term, the shift in funding support puts acute financial pressure on the institution, our students, and their families. With a graduation rate of 83 percent and an acceptance rate of 70 percent, Virginia Tech is among the national leaders in access and success, yet we struggle to remain affordable for those from middle- or low-income families. About 75 percent of our in-state and 85 percent of our out-of-state undergraduate students are from families whose incomes would be among the top 40 percent in Virginia. To stay true to our historical land-grant mission, we must restore a level of affordability that will allow a talented and academically prepared student from any income level to attend Virginia Tech and succeed as a student. Enhancing productivity is part of the answer. Engaging our alumni and friends is the other essential component. You will be hearing more from me in the near future about our shared obligation to lift our communities, the Commonwealth, and the nation by ensuring that more first-generation and low/middle-income students have access to a Virginia Tech education – an education that is rooted in preparing each individual to serve humanity at the highest levels of his/her ability.

The past year has brought a flurry of activity in student entrepreneurship and innovation. Our students started 56 companies in 2014. Clarity around student-owned intellectual property, the rise of the Apex Center for Entrepreneurship and Innovation, and projects

such as the NSF I-Corps are releasing our talent and their spirit of *Ut Prosim* on the world. The importance of student entrepreneurship is not limited to starting companies; it is also about building the personal skills necessary for career resilience and fulfillment.

We are now at the halfway point of the period defined by the current strategic plan, *"A Plan for a New Horizon."* This plan is serving us well as we make decisions about the near term. Yet, strategic plans generally do not reflect the realities of longer-term trends, nor do they facilitate discussions about aspirations for the next generation. To provide this important underpinning for future planning, we have embarked on an ambitious visioning process called *"Envisioning Virginia Tech: Beyond Boundaries."* One of our Board members, Mr. Dennis Treacy, serves on the Steering Committee. We are seeking to answer two questions as an institution and as a community:

1. If our wildest dreams for Virginia Tech are realized in a generation, what will our global 21st-century land-grant university become?
2. How will the landscape for higher education have changed in a generation?

The answer to the second question requires our consideration of several possible scenarios incorporating long-term trends in which we are already immersed. Of course, history shows that we will not be able to anticipate every important shift, but those we can foresee must be included among the scenarios that we must accommodate if we are to become the university we envision.

As the future plays out, we will need to make adjustments to stay on the envisioned trajectory. Hence, it is essential that we become a dynamic and resilient university. Provost Thanassis Rikakis has launched an effort within *Beyond Boundaries* that seeks to enhance the nimbleness of the academic enterprise by identifying cross-cutting themes that will define Virginia Tech as a global "destination" for faculty, staff, student, and partner talent. These themes will be less permanent than our departmental structure, and they will evolve over time. The themes will permeate all aspects of the university mission, expanding beyond the research institutes into our curricula and our relationships with communities and government and industry partners.

While the results of Beyond Boundaries are not predetermined, there are some elements in our vision for Virginia Tech that are essentially unassailable. One such imperative is the need to access the broadest possible pool of talent in Virginia, nationally, and globally. Furthermore, all of our students benefit from exposure to students, staff, and faculty with lived experiences different than their own. Institutions that ignore demographic trends and the globalization of our economies are doomed to irrelevance. Central to ensuring access to talent is creating an inclusive environment, the primary goal of the InclusiveVT initiative. If we are successful, the university we envision one generation into the future will be distinguished by its people, who will be insatiably curious, intellectually vibrant, and committed to applying their talents to the service of humanity. We can be that university.

Recent Developments:

Eric Greitens, a former Navy SEAL, best-selling author, and candidate for the governor of Missouri, visited Virginia Tech on November 5 and discussed his life, part of which is detailed in his book, "The Heart and the Fist," Virginia Tech's 2015-16 Common Book.

There will be an opportunity to show solidarity and support with our Muslim community at an event on the Drillfield on Tuesday, November 10, at 6:00 p.m., precipitated by graffiti threatening Muslims that was found in a campus bathroom.

Status of Searches:

Ms. Tracy Vosburgh is the new Senior Associate Vice President for University Relations at Virginia Tech. Ms. Vosburgh was Associate Vice President of University Communications at Cornell University. She succeeds Larry Hincker, who retired earlier this year. Ms. Vosburgh began her new position on September 15.

Mr. Matthew M. Winston Jr., formerly Assistant to the President at the University of Georgia, was named Senior Associate Vice President for Alumni Relations at Virginia Tech. Mr. Winston succeeds Tom Tillar, who announced earlier this year that he would step down from his position after 40 years of serving Virginia Tech alumni. Mr. Winston began his new position on November 1.

Dr. Menah Pratt-Clarke, Associate Chancellor for Strategic Affairs and the Associate Provost for Diversity at the University of Illinois at Urbana-Champaign, has been named Vice Provost for Inclusion and Diversity and Vice President for Strategic Affairs at Virginia Tech. Dr. Pratt-Clarke will start her new position on February 1, 2016. She will also hold a faculty appointment as a professor in the School of Education in the College of Liberal Arts and Human Sciences.

In the search for a Vice President for Research and Innovation, we are very close to making a final decision; there will likely be an announcement within the next couple of weeks.

In the search for a Dean of the College of Science, finalists will interview on campus between late January and mid-February. It is hoped to have the new Dean in place by July 2016.

#####

**RESOLUTION CONFERRING THE 2016 WILLIAM H. RUFFNER MEDAL TO
BEN J. DAVENPORT, JR. '64**

WHEREAS, Virginia Tech is very proud to recognize among its most esteemed alumni Mr. Ben Johnston Davenport, Jr., who received his bachelor of science degree in Business Administration from Virginia Tech in 1964 and has been a loyal and enthusiastic volunteer and supporter of the university; and

WHEREAS, Mr. Davenport has garnered professional prestige in various industries throughout his long and distinguished career in energy and petroleum products, waste management, and high-speed broadband access; and

WHEREAS, Ben Davenport has had an extensive tenure of service and continued engagement at Virginia Tech, serving two terms on the Virginia Tech Board of Visitors, including two years as Rector; leading the Virginia Tech Foundation Board of Directors as its Chairman; sitting on the Virginia Tech Carilion Board of Directors, also serving as Board Chairman; being an avid participant on the Pamplin Advisory Council within the Pamplin College of Business, the Virginia Bioinformatics Institute Policy Advisory Board, and Hokies for Higher Education; as well as being a volunteer leader on the National Campaign Steering Committee of the Campaign for Virginia Tech: Invent the Future, valuing the influence of Virginia Tech in his life with its emphasis on the ideals of leadership, loyalty, service and Ut Prosim – *That I Might Serve;* and

WHEREAS, Mr. Davenport was inducted into the William Preston Society in 2010 for his service to the Board of Visitors and was a recipient of the 2013 Alumni Distinguished Service Award from the Virginia Tech Alumni Association in recognition of his loyalty, love, service, and support to the university, a noteworthy distinction among the university's vast alumni base of more than 240,000; and

WHEREAS, Ben Davenport's many years of active participation in the university community have inspired his desire to create a wide variety of educational opportunities for Virginia Tech students through his support of Alumni Programs, Intercollegiate Athletics, Multicultural Programs, the Corps of Cadets, the Pamplin College of Business, the Colleges of Veterinary Medicine, Natural Resources and Environment, and Architecture and Urban Studies to include the Steger Center for International Scholarship, and many other university initiatives; and

WHEREAS, Ben Davenport and his wife, Betty Davenport, are inspirational examples of how a meaningful life is achieved not only through personal success, but also in service to others, continuously providing philanthropic support across the breadth of the university and championing the importance of investing in the southern region of Virginia, including leading the charge for the establishment of the Institute for Advanced Learning and Research and being a strong advocate for Virginia Cooperative Extension; and

WHEREAS, recognizing the extraordinary generosity of Mr. Davenport and his wife, Betty, they have been inducted as members of the Ut Prosim Society at the President's Circle level, the university's most prestigious donor recognition society;

Attachment R

NOW, THERFORE, BE IT RESOLVED, that in recognition of Mr. Davenport's many years of leadership and notable service to the university and to his community, the Board of Visitors of Virginia Polytechnic Institute and State University confers upon Ben J. Davenport, Jr. its highest award, the 2016 William H. Ruffner Medal.

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

That the resolution conferring the 2016 William H. Ruffner Medal to Ben J. Davenport be approved.

November 9, 2015

**RESOLUTION CONFERRING THE 2016 UNIVERSITY DISTINGUISHED
ACHIEVEMENT AWARD TO JOSEPH M. DeSIMONE**

WHEREAS, Dr. Joseph M. DeSimone is a 1990 graduate of Virginia Tech with a Ph.D. in Chemistry; and

WHEREAS, Dr. DeSimone has demonstrated the value of his Virginia Tech education, applying his skills globally as a highly respected and innovative polymer chemist, being hailed as a visionary leader who exhibits outstanding foresight and resolve; and

WHEREAS, Dr. DeSimone has had a long, distinguished, and exemplary career that serves as a testament to his personal drive and skill as a leading researcher with breakthrough contributions in fluoropolymer synthesis, colloid science, nano-biomaterials, green chemistry and 3-D printing; and

WHEREAS, Dr. DeSimone has made significant contributions to the world at large, sharing his knowledge through more than 300 scientific articles published, over 150 patents issued in his name, and more than 80 patents pending, and being one of fewer than twenty individuals who have been elected to all three branches of the National Academies: Institute of Medicine (2014), National Academy of Sciences (2012), and National Academy of Engineering (2005), as well as the recipient of more than 50 major awards; and

WHEREAS, Dr. DeSimone is the CEO and co-founder of Carbon 3D, a Silicon Valley-based company that has married the intricacies of molecular science hardware and software technologies to advance the 3D printing industry beyond basic prototyping to 3D manufacturing; and

WHEREAS, Dr. DeSimone was inducted into the Virginia Tech College of Science Hall of Distinction in 2014 and personifies the university motto, *Ut Prosim*, selflessly serving the world, his country, his community, and his alma mater through his research applying lithographic techniques from the computer industry to the design of new medicines and vaccines, as an advisor to the Department of Chemistry, and his philanthropy creating a named endowment in honor of his mentor, Dr. James McGrath, to support Virginia Tech students majoring in chemistry with an emphasis in polymer science;

NOW, THEREFORE, BE IT RESOLVED that, with great pride and in recognition of his professional accomplishments, service, leadership, and commitment to making the world a better place in ways that bring honor to his profession and to his alma mater, the Board of Visitors of Virginia Polytechnic Institute and State University confers the University Distinguished Achievement Award for 2016 to Dr. Joseph M. DeSimone.

RECOMMENDATION:

That the resolution conferring the 2016 University Distinguished Achievement Award to Dr. Joseph M. DeSimone be approved.

November 9, 2015

RESOLUTION NAMING THE GRAND HALL
OF THE HOLTZMAN ALUMNI CENTER
IN HONOR OF THOMAS C. TILLAR, JR.

WHEREAS, Dr. Thomas C. Tillar, Jr. is an alumnus of Virginia Polytechnic Institute and State University and graduated as a member of the class of 1969 with a bachelor of science and in 1973 with a master of science and in 1978 with a doctorate; and

WHEREAS, Dr. Tillar has spent his entire career spanning 45 years at Virginia Tech; and

WHEREAS, Dr. Tillar has spent the majority of his career with the Alumni Association, serving as Vice President for Alumni Relations from 1996 to 2015; and

WHEREAS, Dr. Tillar provided extraordinary vision and leadership to the Virginia Tech Alumni Association, its staff, and over 240,000 alumni; and

WHEREAS, under Dr. Tillar's leadership, the motto *Virginia Tech for Life* was created, placing high value on keeping alumni connected and involved, and encouraging support over a lifetime; and

WHEREAS, Dr. Tillar's commitment to upholding traditions that engage students keeps alive the Class System, Ring Tradition and Ring Dance, Homecoming, Grad Bash, Pep Rallies and more; and

WHEREAS, Dr. Tillar's commitment to creating revenue sources brought financial stability to the Alumni Association through programs such as the Virginia Tech credit card, insurance programs, mortgage programs, travel, and merchandising; and

WHEREAS, Dr. Tillar introduced the concept of an alumni director in each of the academic colleges and other constituencies to provide more engagement opportunities for alumni, solidifying his reputation as one of the most innovative alumni relations leaders in the nation; and

WHEREAS, Dr. Tillar introduced innovative programs such the Drillfield Series and theme-focused enrichment programs for a variety of alumni interests; a Legislative Advocacy program including the annual Hokie Day to engage alumni in support of the needs of the university and higher education; college homecomings and networking events; and

WHEREAS, Dr. Tillar has demonstrated a deep commitment and remarkable leadership to the design and building of the Holtzman Alumni Center, Skelton Conference Center and Inn at Virginia Tech; and

WHEREAS, Dr. Tillar led the effort in the university's time of need to construct the April 16 Memorial to serve as a symbol of community healing and remembering the victims; and

WHEREAS, the extraordinarily high standards Dr. Tillar has set for quality alumni programs and services have garnered the respect and admiration of members of the university community, members of the broader alumni population, and university guests; and

WHEREAS, Dr. Tillar's selfless devotion and dedicated leadership, commitment, and vision exemplify the spirit of the university's motto, *Ut Prosim: That I May Serve*;

NOW, THERFORE, BE IT RESOLVED, that with much respect and gratitude for Tom Tillar, and in recognition of his leadership, generosity, and dedicated service to the university and to the Virginia Tech Alumni Association, the University proudly expresses its gratitude and hereby names upon his retirement the Grand Hall of the Holtzman Alumni Center in honor of Dr. Thomas C. Tillar, Jr.

RECOMMENDATION:

That the above resolution naming the Thomas C. Tillar, Jr. Grand Hall in the Holtzman Alumni Center upon Dr. Tillar's retirement be approved.

November 9, 2015

Summary

Emeritus Faculty Resolutions (3)

November 9, 2015

<u>**Academic Administration**</u>

Michael Bertelsen   Director Emeritus of International Research, Education and
                         Development

Mark G. McNamee   Senior Vice President and Provost Emeritus

Robert W. Walters   Professor Emeritus and Vice President for Research
                         Emeritus

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1995 and continuing for 19 years, Michael Bertelsen, Ph.D. faithfully served Virginia Tech as a faculty member in the Office of International Research Education and Development (OIRED); and

WHEREAS, his contributions were a key factor in the success and growing research portfolio of OIRED in achieving its mission and achieving a portfolio of over $100M in sponsored research; and

WHEREAS, he made significant contributions to the field of international research education and development, through his work on collaborative international research and education projects involving Virginia Tech faculty in research and teaching institutions in Africa, Asia and Latin America; and

WHEREAS, he was principal or co-principal investigator on grants researching agricultural, economic and community development throughout the developing world for USAID and the World Bank; and

WHEREAS, the impact of the application of this research had measurable impacts on the lives of poor people in many countries, and

WHEREAS, he ably served the scientific community as a leading member of many productive international collaborations involving dozens of U.S. universities and international partners by editing books and writing chapters; and

WHEREAS, he supported the scientific research enterprise as a strategist, writer, conference organizer, and reviewer of the international contributions of college faculty; and

WHEREAS, he served as associate dean for international agriculture in the College of Agriculture and Life Sciences and advised faculty members and the dean on strengthening the international portfolio of the college and the university; and

WHEREAS, he provided many years of distinguished contributions to the office, to various colleges, and the university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Michael Bertelsen for his distinguished service to the university with the title Director Emeritus of International Research, Education, and Development.

RECOMMENDATION:

That the above resolution recommending Michael Bertelsen for emeritus status be approved.

November 9, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 2001 and continuing for 14 years, Mark G. McNamee, Ph.D. served Virginia Tech with distinction first as university provost and vice president for academic affairs, then as senior vice president and provost; and

WHEREAS, he led numerous ambitious efforts to strengthen and advance the global prominence and impact of Virginia Tech's research, teaching, and outreach; and

WHEREAS, he extended the university's efforts to expand research and educational opportunities in biomedical and health sciences, bioinformatics, information technology, and nanoscience; and

WHEREAS, under his leadership the university reorganized its colleges and created the College of Science in order to better position Virginia Tech for enhanced excellence across the disciplines; and

WHEREAS, he served as principal investigator on the AdvanceVT National Science Foundation Institutional Transformation Award to promote and enhance the careers of women in academic science and engineering by transforming the university's policies, programs, and services, resulting in university policy changes to better support faculty members' ability to balance career and home responsibilities; and

WHEREAS, he played a key role in the development of the Virginia Tech Carilion School of Medicine and Research Institute, a model for a public-private partnership to advance medical education and expand Virginia Tech's biomedical and health research; and

WHEREAS, a great supporter of the arts, he shaped the vision and realization of the Moss Center for the Arts at Virginia Tech; and

WHEREAS, during his tenure as senior vice president and provost he continued to teach seminars in the University Honors program, and served as a mentor to faculty, students, and administrative colleagues throughout the university; and

WHEREAS, he played a critical role in promoting inclusive excellence at Virginia Tech, championing the adoption on the Principles of Community in 2005, regularly presenting at the annual Advancing Diversity at Virginia Tech conference, and serving as a founding member of the President's Inclusion and Diversity Executive Council; and

WHEREAS, with grace and compassion, he provided exemplary leadership in the university and community's recovery efforts in the aftermath of tragic events in 2007, serving as principal investigator on over $5M in grants secured to develop and provide programs and services to assist families and university and community members; and

WHEREAS, he received his bachelor of science degree in chemistry from the Massachusetts Institute of Technology (1968), and a Ph.D. in physical chemistry from Stanford University (1973); and subsequently served as a postdoctoral associate in neuroscience at Columbia University, College of Physicians and Surgeons from 1973-75; and

WHEREAS, he spent 26 years on the faculty at the University of California, Davis, serving as department chair of the Department of Biochemistry and Biophysics from 1985-1993 and serving as dean of the Division of Biological Sciences from 1993-2001; and

WHEREAS, he worked to promote Virginia Tech both internally and externally, serving as a member of the board of directors of the Science Museum of Western Virginia, as chair of the Arts Policy Board of the Virginia Tech Center for the Arts, as a member of the Collaborative on Academic Career in Higher Education (COACHE) National Advisory Council (NAC), and as a member of the Northeastern University NSF Advance External Board, in addition to serving as a member of the Governance Committee of the National Institute of Aerospace; and

WHEREAS, his leadership during a pivotal time in the university's history has made a lasting and significant impact on the culture and reputation of the institution;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors recognizes Mark G. McNamee, Ph.D. for his extraordinary service to the university with the title Senior Vice President and Provost Emeritus.

RECOMMENDATION:

That the resolution recommending Mark G. McNamee for the distinction of Senior Vice President and Provost Emeritus be approved.

November 9, 2015

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1985 and continuing for 30 years as a university faculty member and administrator, and entrepreneur, Robert W. Walters, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Aerospace and Ocean Engineering in the College of Engineering; and

WHEREAS, he made significant contributions to the field of aerospace engineering through his work in computational fluid dynamics with a focus on algorithm research; and

WHEREAS, he ably served the university community as head of the Department of Aerospace and Ocean Engineering from 2002-2005; and

WHEREAS, he supported the university as vice president for research from 2007-2014; during which the research enterprise grew from $321.7M to $496.2M, building a strong platform for the growth of the university's Department of Defense sponsored research, while also strengthening the university's infrastructure for research compliance; and

WHEREAS, he strongly supported entrepreneurship and innovation through the founding of his own company, AeroSoft Inc., while a faculty member, and later through support of the university's innovation ecosystem as vice president for research; and

WHEREAS, with dedication, he taught a wide variety of undergraduate and graduate courses ranging across the aerospace engineering curriculum, placing strong emphasis interdisciplinary student learning; and

WHEREAS, he advised numerous students on master's theses and doctoral dissertations, helping them develop successful careers in both academic and industrial settings; and

WHEREAS, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Robert W. Walters, Ph.D. for his distinguished service to the university with the title Professor Emeritus and Vice President for Research Emeritus.

RECOMMENDATION:

That the above resolution recommending Robert W. Walters for emeritus status be approved.

November 9, 2015

Summary

New Appointments to Endowed Chairs, Professorships, or Fellowships (3)

November 9, 2015

College of Engineering

Masoud Agah	Virginia Microelectronics Consortium Professor of Engineering
Walid Saad	Steven O. Lane Junior Faculty Fellow of Electrical and Computer Engineering

Pamplin College of Business

W. Eugene Seago	Curling Professorship for Accounting and Information Systems

ENDOWED PROFESSORSHIP

Virginia Microelectronics Consortium (VMEC) Professorship in Engineering

The Virginia Microelectronics Consortium (VMEC) is a group of colleges and universities including George Mason University, Old Dominion University, the University of Virginia, Virginia Tech, and the College of William and Mary that was created in 1996 to serve the microelectronics industry in the commonwealth and to exploit the state's diverse industry and educational microelectronics resources for mutual benefit. The primary purpose is to facilitate industry-academic partnerships that can address the educational, training, and research needs of Virginia's microelectronics industry and to contribute to the development of Virginia as a location of choice for the industry. Dean Richard Benson has nominated Masoud Agah as the Virginia Microelectronics Consortium Professor, concurring with the recommendation of the Bradley Department of Electrical and Computer Engineering (ECE).

After completing his Ph.D. at the University of Michigan, Professor Agah came to Virginia Tech as an assistant professor in the ECE department in August 2005 and received promotion to professor in August 2015. Professor Agah has also been a member of the core faculty in the School of Biomedical Engineering and Sciences (SBES) since 2012 and a faculty member in the translational biology, medicine and health (TBMH) program since 2013. Since joining Virginia Tech, Professor Agah has become a world leader in microelectromechanical systems (MEMS) and biosensors having established a dynamic research group that actively publishes in many top-flight journals. He has at least 60 journal articles and over 100 conference publications and a total of more than 1,700 citations. Many of his publications are in the highly-rated Institute of Electrical and Electronics Engineers Society journals or in interdisciplinary journals with high impact factor. This diversity and quality of publications is especially noteworthy and is a testament to the interdisciplinary nature of Professor Agah's microelectronics research. With his colleagues, he has been awarded one U.S. patent in 2005 and has six patents pending at Virginia Tech. During his 10 years at Virginia Tech, Professor Agah has procured at least 18 projects for a total that exceeds $5.6M, with a personal share of at least $3M.

In his teaching, Professor Agah is particularly good at relating what students are currently learning to what they have been exposed to in previous courses—the spiral method of learning. In addition, Professor Agah has created a new course, electrical and computer engineering 5210 microelectromechanical systems from fabrication to application, which is very well received by students.

Through his research and teaching in the field of microelectronics, Professor Agah has made outstanding contributions to Virginia Tech, to the Commonwealth of Virginia and to the nation. He is a very valuable member of the Electrical and Computer Engineering Department and to the microelectromechanical systems and biosensor community.

RECOMMENDATION:

That Masoud Agah be appointed the Virginia Microelectronics Consortium Professor of Engineering for a five year term effective November 10, 2015 with a salary supplement as provided by the Virginia Microelectronics Consortium Endowment and if available, with funds from the eminent scholars match program.

November 9, 2015

ENDOWED FELLOWSHIP

Steven O. Lane Junior Faculty Fellowship

The late Steven O. Lane was a 1978 graduate of Virginia Tech. He was considered a worldwide leader in spacecraft antenna design, spending his entire career with Boeing Satellite Systems. Among his accomplishments were 12 patents and several professional papers. Steven loved Virginia Tech and always gave credit for his success in large part to his education.

Richard Benson, dean of the College of Engineering has nominated assistant professor Walid Saad to the Steven O. Lane Junior Faculty Fellowship, concurring with the recommendations of Luke Lester, department head of the Bradley Department of Electrical and Computer Engineering, the Bradley Department of Electrical and Computer Engineering Honorifics Committee, and the College of Engineering Honorifics Committee. Walid Saad is qualified because he meets the criteria of the recipient to conduct research in antennas, electromagnetics, or related fields as directed by the donor.

Walid Saad earned his Ph.D. in Informatics from the University of Oslo, Norway in 2010. He received the B.E. in computer and communications engineering from Lebanese University in 2004, and the M.E. in computer and communications engineering from American University of Beirut in 2007. He joined the Bradley Department of Electrical and Computer Engineering in 2014 as a tenure-track assistant professor. Prior to coming to Virginia Tech, he was an assistant professor of electrical and computer engineering at the University of Miami from 2011-2014 and a postdoctoral research associate at Princeton University in 2011. He has been a visiting scholar at numerous institutions including the University of Illinois and the University of Houston during his doctoral studies. He was an Air Force Office of Scientific Research Summer Faculty Fellow in 2014.

Walid Saad has earned a reputation as a truly gifted researcher having won numerous publication and grant awards including three best paper awards at conferences, the Institute of Electrical and Electronics Engineers ComSoc Fred W. Ellersick Prize in 2015 for the best Institute of Electrical and Electronics Engineers (IEEE) magazine paper on communications published in the previous three calendar years, the National Science Foundation CAREER award in 2013, and the ONR Young Investigator Award in 2015. This is particularly impressive given the high selectivity and rigorous competitiveness of all of these programs. Walid Saad is innovative in his teaching. In particular, since he joined Virginia Tech in 2014, he has introduced two new courses at undergraduate and graduate levels. In addition, he has successfully integrated many ideas from his research into his classes which is positively received by undergraduate and graduate students.

Walid Saad is an active researcher. In all, his research has resulted in 13 journal and book chapter publications since joining Virginia Tech. Many of these papers are published in IEEE Transactions on Wireless Communications and the IEEE Journal on Selected Areas in Communications, which are considered to be top journals in his field. He has published 17 conference papers or abstracts while at Virginia Tech. He has secured or helped to secure a high level of sponsored funding to support his research. He is a principal investigator with 100% effort for $1.93M in total awards from the National Science Foundation, Office of Naval Research, and others to support his research in wireless networking, cyber-physical systems, and security. The total amount of collaborative grants in which he participated as principal investigator is $3.8M.

<u>RECOMMENDATION:</u>

That Walid Saad be appointed the Steven O. Lane Junior Faculty Fellow of Electrical and Computer Engineering, effective November 10, 2015, with a salary supplement as provided by the Steven O. Lane Endowment and the eminent scholar match if available.

November 9, 2015

ENDOWED PROFESSORSHIP

Curling Professorship for Accounting & Information Systems

The Curling Professorship for Accounting & Information Systems was established in 2008 by Doug C. Curling '76 to provide support for the Pamplin College of Business. The fund was established by Mr. Curling to recognize his quality education at Virginia Tech and to honor his father, Calvin T. Curling and uncle, James C. Curling. Dean Robert Sumichrast, with the support of the Pamplin College of Business Academic Committee, proposes that W. Eugene Seago be appointed to this professorship.

W. Eugene Seago is a distinguished member of the Pamplin faculty in the department of accounting and information systems. He received his Ph.D. with a major in accounting in 1971 from the University of Georgia and a J.D. from the same university in 1981. He has served as a member of the accounting faculty at Virginia Tech since 1970. W. Eugene Seago is a nationally recognized expert in the area of tax accounting, having published 175 books and articles in this area. He has, in addition, served as a consultant to the Internal Revenue Service and the U.S. Department of Commerce. He was named the Outstanding Tax Educator of 2008 by the American Tax Association. In sum, W. Eugene Seago is a distinguished scholar fully deserving of this professorship.

RECOMMENDATION:

That W. Eugene Seago be appointed to the Curling Professorship for Accounting and Information Systems, effective November 10, 2015, with a stipend as provided by the endowment and, if available, with funds from the eminent scholars match program.

November 9, 2015

FACULTY LEAVE REQUEST

Virginia Tech provides tenured faculty, and faculty on continued appointment with opportunities that include paid leave for intensive study or research that advances the individual's profession and contributions to the university.

The following faculty member is requesting a <u>research assignment</u> (full salary for one semester) for the purpose and period of time specified:

<u>Gugercin, Serkan,</u> Professor in the Department of Mathematics, College of Science, spring 2016: to serve as the Humboldt Research Fellow for Experienced Research, Technical University in Berlin, Germany and to conduct research on a robust structure-preserving optimal model reduction of large-scale dynamical systems.

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

That the above research assignment leave be approved as requested.

November 9, 2015

Faculty Personnel Changes Report

**ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE**

Quarter ending September 30, 2015

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   0
     New Appointments to Tenure-Track or Continued Appointment-Track   7
     New Appointments to Non-Tenure Track   0

     Adjustments in Salary   21

Administrative and Professional Faculty
     New Appointments   11

     Adjustments in Salary   53
     One-time payments   3
     One-time payments for Post-Season Sports Events   0

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report

November 9, 2015

FACULTY PERSONNEL CHANGES
November 9, 2015

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME

Agriculture & Life Sciences

| Fernandez-Fraguas, Cristina | Assistant Professor | Food Science and Technology | Reg | 9 | 10-Sep-15 | 100 | $ 79,000 | |

Engineering

Jia, Xiaoting	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 93,000	
Kekatos, Vassilis	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 95,000	
Salado Diez, Alejandro	Assistant Professor	Industrial and Systems Engineering	Reg	9	25-Aug-15	100	$ 92,000	
Tokekar, Pratap	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 92,000	
Zhou, Wei	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 91,000	

Veterinary Medicine

| DeMonaco, Stefanie | Assistant Professor | Small Animal Clinical | Reg | 12 | 25-Aug-15 | 100 | $ 107,000 | |

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Agriculture & Life Sciences								
Archibald, Thomas	Assistant Professor	Ag, Leadership & Community Education	Reg	12	25-Sep-15	100	$ 122,625	
Gillaspy, Glenda	Professor	Biochemistry	Reg	12	15-Sep-15	100	$ 180,000	
Sharakhova, Maria	Assistant Professor	Entomology	Reg	9	10-Aug-15	100	$ 78,000	
Engineering								
Bortner, Michael	Assistant Professor	Chemical Engineering	Reg	9	10-Aug-15	100	$ 97,000	
Grohs, Jacob	Assistant Professor	Engineering Education	Reg	9	10-Aug-15	100	$ 88,000	
Hendricks, Scott	Associate Professor	Biomedical Engineering and	Reg	12	10-Aug-15	100	$ 135,178	
Hodges, Kimberly	Instructor	Engineering Education	Reg	12	10-Aug-15	100	$ 60,000	
Kafura, Dennis	Professor	Computer Science	Reg	9	10-Aug-15	100	$ 171,345	
Kemper, Andrew	Assistant Professor	Biomedical Engineering and Mechanics	Reg	9	10-Aug-15	100	$ 92,000	
Westman, Erik	Professor	Mining and Minerals	Reg	12	10-Aug-15	100	$ 190,000	
Liberal Arts and Human Sciences								
Hopkins, Erin	Assistant Professor	Apparel, Housing and Resource Management	Reg	9	10-Aug-15	100	$ 65,000	
Phillips, Richard	Assistant Professor	Foreign Languages &	Reg	9	10-Aug-15	100	$ 57,000	
Rinehart, Susanna	Associate Professor	School of Performing Arts	Reg	9	10-Aug-15	100	$ 82,000	
Natural Resources								
Wiseman, Eric	Associate Professor	Forest Resources and Environmental Conservation	Reg	12	25-Aug-15	100	$ 94,307	

continued
TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Science								
Huber, Patrick	Professor	Physics	Reg	12	10-Sep-15	100	$ 150,000	
Petty, Sara	Assistant Professor	Physics	Reg	9	10-Aug-15	100	$ 76,000	
Pleimling, Michel	Professor	Academy of Integrated	Reg	9	10-Aug-15	100	$ 126,000	
Veterinary Medicine								
Bachelez, Andreas	Assistant Professor	Small Animal Clinical	Reg	12	10-Aug-15	100	$ 156,247	
Bartl, Lara	Assistant Professor	Small Animal Clinical	Reg	12	10-Aug-15	100	$ 140,533	
Sullins, Kenneth	Professor	Large Animal Clinical	Reg	12	25-Sep-15	100	$ 205,734	
Vice President for Research								
Dingus, Thomas	Professor	Virginia Tech Transportation Institute	Reg	12	10-Aug-15	100	$ 425,000	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME

Executive Vice President and Provost

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Pratt-Clarke, Menah	Vice Provost for Inclusion and Diversity and Vice President for Strategic Affairs - Tenured	Provost - Administration	Reg	12	1-Feb-16			
					1-Feb-16	100		$ 40,000

President

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Appleton, Kelsey	Assistant Director, Strategic Communications	Athletics	Reg	12	31-Aug-15	100	$ 38,500	
Chao, Frederick	Assistant Coach, Volleyball	Athletics	Reg	12	7-Aug-15	100	$ 49,270	
Dooley, William	Assistant Coach, Women's Basketball	Athletics	Reg	12	10-Sep-15	100	$ 97,299	
Gavagan, Robert	Assistant Director, Marketing and Fan Experience	Athletics	Reg	12	17-Aug-15	100	$ 35,000	
Huger, Joshua	Assistant Coach, Men's and Women's Swimming	Athletics	Reg	12	31-Aug-15	100	$ 40,077	
Krusen, Nicole	Video Coordinator, Women's Basketball	Athletics	Reg	12	25-Jul-15	100	$ 30,500	
Vaught, Timothy	Assistant Coach, Track and Field	Athletics	Reg	12	29-Jul-15	100	$ 60,650	

Vice President for Advancement

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Moyer, Michael	Associate Vice President of Development for Colleges	University Development	Reg	12	15-Sep-15	100	$ 225,000	
Vosburgh, Tracy	Senior Associate Vice President for University Relations	University Relations	Reg	12	15-Sep-15	100	$ 230,000	

Vice President for Outreach and International Affairs

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Markgraf, Karl	Associate Vice President for International Affairs	Global Initiatives	Reg	12	10-Sep-15	100	$ 150,000	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Business								
Hinders, Theresa	Interim Director of Masters of Information Technology	College of Business	Reg	12	10-Aug-15	100	$ 75,340	
Engineering								
Harold, Douglas	Frith Lab Manager	Engineering Education	Reg	12	10-Aug-15	100	$ 70,000	
Haugh, Lindsey	Assistant Director, News and External Relations	Dean - Engineering	Reg	12	25-Jul-15	100	$ 62,500	
Ward, Alexandra	Academic and Career Advisor	Engineering Education	Reg	12	25-Aug-15	100	$ 43,500	
Executive Vice President and Provost								
Culhane, Jennifer	Director of First Year Academic Initiatives	First Year Experience	Reg	12	10-Aug-15	100	$ 75,000	
Todd, Jane	Associate Director	Undergraduate Admissions	Reg	12	25-Aug-15	100	$ 51,716	
Graduate School								
Walton, William	Director, Finance and Administration	Dean - Graduate School	Reg	12	25-Aug-15	100	$ 107,500	
Natural Resources								
Williams, John	Recruitment & Career Development Coordinator	College of Natural Resources	Reg	12	10-Aug-15	100	$ 47,500	

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME
President								
Abbott, Russell	Assistant Coach, Women's Golf	Athletics	Reg	12	25-Aug-15	100	$ 45,000	
Ballein, John	Senior Associate Athletic Director, Football Operations	Athletics	Reg	12	25-Aug-15	100	$ 142,500	
Brugger McSorley, Bridget	Senior Director, Compliance and Athletics Title IX	Athletics	Reg	12	25-Aug-15	100	$ 57,700	
Cantor, Charles	Director, Player Personnel for Football	Athletics	Reg	12	25-Aug-15	100	$ 67,500	
Chew, Isaac	Assistant Coach, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 285,000	
Cianelli, David	Director, Track & Field/Cross Country Programs	Athletics	Reg	12	1-Jul-15	100	$ 135,000	
Dresser, Kevin	Head Coach, Wrestling	Athletics	Reg	12	1-Jul-15	100	$ 150,000	
Gilbert-Lowry, Reyna	Associate Athletics Director, Student-Athlete Development	Athletics	Reg	12	25-Aug-15	100	$ 87,500	
Guerry, James	Director, High School Relations	Athletics	Reg	12	25-Aug-15	100	$ 45,000	
Hart, Natalie	Director of Presidential Initiatives	President	Reg	12	25-Aug-15	100	$ 107,100	
Helms, Christopher	Senior Associate Athletics Director for Administration and Sport Programs	Athletics	Reg	12	25-Aug-15	100	$ 120,000	
Johnson, Devin	Director, Player Personnel, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 70,000	
Lewis, Matthew	Director, Equipment Services	Athletics	Reg	12	25-Jul-15	100	$ 65,000	
Mason, Patrick	Head Coach, Baseball	Athletics	Reg	12	1-Jul-15	100	$ 160,524	
McNeilly, Jamie	Assistant Coach, Men's Basketball	Athletics	Reg	12	25-Sep-15	100	$ 135,000	
Parker, Timothy	Senior Associate Athletics Director, Compliance and Governance	Athletics	Reg	12	25-Aug-15	100	$ 95,000	
Piemonte, Ronald	Head Coach, Diving	Athletics	Reg	12	1-Jul-15	100	$ 67,500	
Robertson, Carol	Head Coach, Women's Golf	Athletics	Reg	12	1-Jul-15	100	$ 75,000	
Roccaforte, Steven	Assistant Coach, Men's Basketball	Athletics	Reg	12	25-Sep-15	100	$ 200,000	
Rudd, Lisa	Senior Associate Athletics Director, Finance and Administration	Athletics	Reg	12	25-Aug-15	100	$ 117,500	
Skinner, Ned	Director, Swimming and Diving Programs	Athletics	Reg	12	1-Jul-15	100	$ 105,000	
Thompson, James	Head Coach, Men's Tennis	Athletics	Reg	12	1-Jul-15	100	$ 85,000	
Valley, Morgan	Assistant Coach, Women's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 97,299	
White, Daniel	Assistant Athletics Director, Student Athlete Development	Athletics	Reg	12	25-Aug-15	100	$ 72,000	
Wolf, Lyle	Assistant to the Head Coach, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 47,500	
					25-Sep-15	100	$ 55,000	

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Science								
Simpkins, Melissa	Director of Operations	College of Science, Dean's	Reg	12	25-Aug-15	100	$ 80,000	
Veterinary Medicine								
Swecker, William	Hospital Director, Veterinary Teaching Hospital	Veterinary Medicine Clinical Services	Reg	12	10-Aug-15	100	$ 170,000	
Vice President for Administration								
Neff-Henderson, Laura	Director of Communications	Vice President for	Reg	12	17-Aug-15	100	$ 70,000	
Petry, Catherine	Director of HR Support Services	Human Resources	Reg	12	10-Sep-15	100	$ 86,280	
Wilson, Sherwood	Vice President for Administration	Vice President for	Reg	12	1-Jan-16	100		$ 50,000
Wright, James	Director, Air Transportation Services	Air Transportation Services	Reg	12	10-Jul-15	100	$ 90,625	
Vice President for Finance and CFO								
Heath, Harvey	Assistant Director of E&G Operations	Budget and Financial Planning	Reg	12	25-Aug-15	100	$ 87,030	
Johnson, Jeannette	Accounting Systems Coordinator	University Controller	Reg	12	10-Sep-15	100	$ 62,000	
Shelton, Dwight	Vice President for Finance and CFO	Vice President for Finance and CFO	Reg	12	1-Jan-16	100		$ 50,000

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Vice President for Information Technology								
Carpenter, Michael	Technical Lead	Advancement Applications	Reg	12	25-Sep-15	100	$ 79,000	
Fotedar, Ajinkya	Network Research Engineer	Telecommunications Auxiliary	Reg	12	10-Sep-15	100	$ 67,635	
Irwin, Michael	Java Developer	Vice President for Information Technology	Reg	12	31-Aug-15	100	$ 69,805	
Kobezak, Philip	Associate Director, University Information Security Initiation	Information Technology Management	Reg	12	10-Aug-15	100	$ 84,000	
McCrery, Kenneth	Deputy Executive Director	Technology-enhanced Learning and Online	Reg	12	10-Aug-15	100	$ 125,000	
Shrestha, Jitendra	Developer	Web Services and	Reg	12	25-Aug-15	100	$ 80,000	
Vice President for Research								
Lucero, Warren	Automated Information System Security Manager	Office of Export and Secure Research Compliance	Reg	12	25-Aug-15	100	$ 72,500	
Vice President for Student Affairs								
Cross, Alison	Interim Director of Recreational Sports	Recreational Sports	Reg	12	25-Aug-15	100	$ 71,540	
Margiotta, Eric	Associate Director of Student Engagement and Campus Life	Student Engagement and Campus Life	Reg	12	10-Jul-15	100	$ 65,000	
Shushok, Frank	Senior Associate Vice President for Student Affairs	Student Affairs Admin	Reg	12	10-Sep-15	100	$ 205,000	
Ward, Leah	Residential Learning Coordinator	Division of Student Affairs	Reg	12	16-Aug-15	100	$ 75,000	
Wise, Christopher	Assistant Vice President for Student Affairs	Division of Student Affairs	Reg	12	10-Aug-15	100	$ 140,000	

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE
AND
FINANCE AND AUDIT COMMITTEE

Quarter ending September 30, 2015

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   0
    New Appointments to Tenure-Track or Continued Appointment-Track   7
    New Appointments to Non-Tenure Track   0

    Adjustments in Salary   21

Administrative and Professional Faculty
    New Appointments   11

    Adjustments in Salary   53
    One-time payments   3
    One-time payments for Post-Season Sports Events   0

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report

November 9, 2015

FACULTY PERSONNEL CHANGES
November 9, 2015

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Agriculture & Life Sciences								
Fernandez-Fraguas, Cristina	Assistant Professor	Food Science and Technology	Reg	9	10-Sep-15	100	$ 79,000	
Engineering								
Jia, Xiaoting	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 93,000	
Kekatos, Vassilis	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 95,000	
Salado Diez, Alejandro	Assistant Professor	Industrial and Systems Engineering	Reg	9	25-Aug-15	100	$ 92,000	
Tokekar, Pratap	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 92,000	
Zhou, Wei	Assistant Professor	Electrical & Computer	Reg	9	10-Aug-15	100	$ 91,000	
Veterinary Medicine								
DeMonaco, Stefanie	Assistant Professor	Small Animal Clinical	Reg	12	25-Aug-15	100	$ 107,000	

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME
Agriculture & Life Sciences								
Archibald, Thomas	Assistant Professor	Ag, Leadership & Community Education	Reg	12	25-Sep-15	100	$ 122,625	
Gillaspy, Glenda	Professor	Biochemistry	Reg	12	15-Sep-15	100	$ 180,000	
Sharakhova, Maria	Assistant Professor	Entomology	Reg	9	10-Aug-15	100	$ 78,000	
Engineering								
Bortner, Michael	Assistant Professor	Chemical Engineering	Reg	9	10-Aug-15	100	$ 97,000	
Grohs, Jacob	Assistant Professor	Engineering Education	Reg	9	10-Aug-15	100	$ 88,000	
Hendricks, Scott	Associate Professor	Biomedical Engineering and	Reg	12	10-Aug-15	100	$ 135,178	
Hodges, Kimberly	Instructor	Engineering Education	Reg	12	10-Aug-15	100	$ 60,000	
Kafura, Dennis	Professor	Computer Science	Reg	9	10-Aug-15	100	$ 171,345	
Kemper, Andrew	Assistant Professor	Biomedical Engineering and Mechanics	Reg	9	10-Aug-15	100	$ 92,000	
Westman, Erik	Professor	Mining and Minerals	Reg	12	10-Aug-15	100	$ 190,000	
Liberal Arts and Human Sciences								
Hopkins, Erin	Assistant Professor	Apparel, Housing and Resource Management	Reg	9	10-Aug-15	100	$ 65,000	
Phillips, Richard	Assistant Professor	Foreign Languages &	Reg	9	10-Aug-15	100	$ 57,000	
Rinehart, Susanna	Associate Professor	School of Performing Arts	Reg	9	10-Aug-15	100	$ 82,000	
Natural Resources								
Wiseman, Eric	Associate Professor	Forest Resources and Environmental Conservation	Reg	12	25-Aug-15	100	$ 94,307	

continued
TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ONE-TIME

Science

Huber, Patrick	Professor	Physics	Reg	12	10-Sep-15	100	$ 150,000	
Petty, Sara	Assistant Professor	Physics	Reg	9	10-Aug-15	100	$ 76,000	
Pleimling, Michel	Professor	Academy of Integrated	Reg	9	10-Aug-15	100	$ 126,000	

Veterinary Medicine

Bachelez, Andreas	Assistant Professor	Small Animal Clinical	Reg	12	10-Aug-15	100	$ 156,247	
Bartl, Lara	Assistant Professor	Small Animal Clinical	Reg	12	10-Aug-15	100	$ 140,533	
Sullins, Kenneth	Professor	Large Animal Clinical	Reg	12	25-Sep-15	100	$ 205,734	

Vice President for Research

| Dingus, Thomas | Professor | Virginia Tech Transportation Institute | Reg | 12 | 10-Aug-15 | 100 | $ 425,000 | |

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME

Executive Vice President and Provost

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Pratt-Clarke, Menah	Vice Provost for Inclusion and Diversity and Vice President for Strategic Affairs - Tenured	Provost - Administration	Reg	12	1-Feb-16	100	$ 275,000	
					1-Feb-16	100		$ 40,000

President

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Appleton, Kelsey	Assistant Director, Strategic Communications	Athletics	Reg	12	31-Aug-15	100	$ 38,500	
Chao, Frederick	Assistant Coach, Volleyball	Athletics	Reg	12	7-Aug-15	100	$ 49,270	
Dooley, William	Assistant Coach, Women's Basketball	Athletics	Reg	12	10-Sep-15	100	$ 97,299	
Gavagan, Robert	Assistant Director, Marketing and Fan Experience	Athletics	Reg	12	17-Aug-15	100	$ 35,000	
Huger, Joshua	Assistant Coach, Men's and Women's Swimming	Athletics	Reg	12	31-Aug-15	100	$ 40,077	
Krusen, Nicole	Video Coordinator, Women's Basketball	Athletics	Reg	12	25-Jul-15	100	$ 30,500	
Vaught, Timothy	Assistant Coach, Track and Field	Athletics	Reg	12	29-Jul-15	100	$ 60,650	

Vice President for Advancement

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Moyer, Michael	Associate Vice President of Development for Colleges	University Development	Reg	12	15-Sep-15	100	$ 225,000	
Vosburgh, Tracy	Senior Associate Vice President for University Relations	University Relations	Reg	12	15-Sep-15	100	$ 230,000	

Vice President for Outreach and International Affairs

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	BASE	ONE-TIME
Markgraf, Karl	Associate Vice President for International Affairs	Global Initiatives	Reg	12	10-Sep-15	100	$ 150,000	

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Business								
Hinders, Theresa	Interim Director of Masters of Information Technology	College of Business	Reg	12	10-Aug-15	100	$ 75,340	
Engineering								
Harold, Douglas	Frith Lab Manager	Engineering Education	Reg	12	10-Aug-15	100	$ 70,000	
Haugh, Lindsey	Assistant Director, News and External Relations	Dean - Engineering	Reg	12	25-Jul-15	100	$ 62,500	
Ward, Alexandra	Academic and Career Advisor	Engineering Education	Reg	12	25-Aug-15	100	$ 43,500	
Executive Vice President and Provost								
Culhane, Jennifer	Director of First Year Academic Initiatives	First Year Experience	Reg	12	10-Aug-15	100	$ 75,000	
Todd, Jane	Associate Director	Undergraduate Admissions	Reg	12	25-Aug-15	100	$ 51,716	
Graduate School								
Walton, William	Director, Finance and Administration	Dean - Graduate School	Reg	12	25-Aug-15	100	$ 107,500	
Natural Resources								
Williams, John	Recruitment & Career Development Coordinator	College of Natural Resources	Reg	12	10-Aug-15	100	$ 47,500	

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
President								
Abbott, Russell	Assistant Coach, Women's Golf	Athletics	Reg	12	25-Aug-15	100	$ 45,000	
Ballein, John	Senior Associate Athletic Director, Football Operations	Athletics	Reg	12	25-Aug-15	100	$ 142,500	
Brugger McSorley, Bridget	Senior Director, Compliance and Athletics Title IX	Athletics	Reg	12	25-Aug-15	100	$ 57,700	
Cantor, Charles	Director, Player Personnel for Football	Athletics	Reg	12	25-Aug-15	100	$ 67,500	
Chew, Isaac	Assistant Coach, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 285,000	
Cianelli, David	Director, Track & Field/Cross Country Programs	Athletics	Reg	12	1-Jul-15	100	$ 135,000	
Dresser, Kevin	Head Coach, Wrestling	Athletics	Reg	12	1-Jul-15	100	$ 150,000	
Gilbert-Lowry, Reyna	Associate Athletics Director, Student-Athlete Development	Athletics	Reg	12	25-Aug-15	100	$ 87,500	
Guerry, James	Director, High School Relations	Athletics	Reg	12	25-Aug-15	100	$ 45,000	
Hart, Natalie	Director of Presidential Initiatives	President	Reg	12	25-Aug-15	100	$ 107,100	
Helms, Christopher	Senior Associate Athletics Director for Administration and Sport Programs	Athletics	Reg	12	25-Aug-15	100	$ 120,000	
Johnson, Devin	Director, Player Personnel, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 70,000	
Lewis, Matthew	Director, Equipment Services	Athletics	Reg	12	25-Jul-15	100	$ 65,000	
Mason, Patrick	Head Coach, Baseball	Athletics	Reg	12	1-Jul-15	100	$ 160,524	
McNeilly, Jamie	Assistant Coach, Men's Basketball	Athletics	Reg	12	25-Sep-15	100	$ 135,000	
Parker, Timothy	Senior Associate Athletics Director, Compliance and Governance	Athletics	Reg	12	25-Aug-15	100	$ 95,000	
Piemonte, Ronald	Head Coach, Diving	Athletics	Reg	12	1-Jul-15	100	$ 67,500	
Robertson, Carol	Head Coach, Women's Golf	Athletics	Reg	12	1-Jul-15	100	$ 75,000	
Roccaforte, Steven	Assistant Coach, Men's Basketball	Athletics	Reg	12	25-Sep-15	100	$ 200,000	
Rudd, Lisa	Senior Associate Athletics Director, Finance and Administration	Athletics	Reg	12	25-Aug-15	100	$ 117,500	
Skinner, Ned	Director, Swimming and Diving Programs	Athletics	Reg	12	1-Jul-15	100	$ 105,000	
Thompson, James	Head Coach, Men's Tennis	Athletics	Reg	12	1-Jul-15	100	$ 85,000	
Valley, Morgan	Assistant Coach, Women's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 97,299	
White, Daniel	Assistant Athletics Director, Student Athlete Development	Athletics	Reg	12	25-Aug-15	100	$ 72,000	
Wolf, Lyle	Assistant to the Head Coach, Men's Basketball	Athletics	Reg	12	1-Jul-15	100	$ 47,500	
					25-Sep-15	100	$ 55,000	

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Science								
Simpkins, Melissa	Director of Operations	College of Science, Dean's	Reg	12	25-Aug-15	100	$ 80,000	
Veterinary Medicine								
Swecker, William	Hospital Director, Veterinary Teaching Hospital	Veterinary Medicine Clinical Services	Reg	12	10-Aug-15	100	$ 170,000	
Vice President for Administration								
Neff-Henderson, Laura	Director of Communications	Vice President for	Reg	12	17-Aug-15	100	$ 70,000	
Petry, Catherine	Director of HR Support Services	Human Resources	Reg	12	10-Sep-15	100	$ 86,280	
Wilson, Sherwood	Vice President for Administration	Vice President for	Reg	12	1-Jan-16	100		$ 50,000
Wright, James	Director, Air Transportation Services	Air Transportation Services	Reg	12	10-Jul-15	100	$ 90,625	
Vice President for Finance and CFO								
Heath, Harvey	Assistant Director of E&G Operations	Budget and Financial Planning	Reg	12	25-Aug-15	100	$ 87,030	
Johnson, Jeannette	Accounting Systems Coordinator	University Controller	Reg	12	10-Sep-15	100	$ 62,000	
Shelton, Dwight	Vice President for Finance and CFO	Vice President for Finance and CFO	Reg	12	1-Jan-16	100		$ 50,000

continued
ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	EFF DATE	% APPT	ANNUAL RATE BASE	ANNUAL RATE ONE-TIME
Vice President for Information Technology								
Carpenter, Michael	Technical Lead	Advancement Applications	Reg	12	25-Sep-15	100	$ 79,000	
Fotedar, Ajinkya	Network Research Engineer	Telecommunications Auxiliary	Reg	12	10-Sep-15	100	$ 67,635	
Irwin, Michael	Java Developer	Vice President for Information Technology	Reg	12	31-Aug-15	100	$ 69,805	
Kobezak, Philip	Associate Director, University Information Security Initiation	Information Technology Management	Reg	12	10-Aug-15	100	$ 84,000	
McCrery, Kenneth	Deputy Executive Director	Technology-enhanced Learning and Online	Reg	12	10-Aug-15	100	$ 125,000	
Shrestha, Jitendra	Developer	Web Services and	Reg	12	25-Aug-15	100	$ 80,000	
Vice President for Research								
Lucero, Warren	Automated Information System Security Manager	Office of Export and Secure Research Compliance	Reg	12	25-Aug-15	100	$ 72,500	
Vice President for Student Affairs								
Cross, Alison	Interim Director of Recreational Sports	Recreational Sports	Reg	12	25-Aug-15	100	$ 71,540	
Margiotta, Eric	Associate Director of Student Engagement and Campus Life	Student Engagement and Campus Life	Reg	12	10-Jul-15	100	$ 65,000	
Shushok, Frank	Senior Associate Vice President for Student Affairs	Student Affairs Admin	Reg	12	10-Sep-15	100	$ 205,000	
Ward, Leah	Residential Learning Coordinator	Division of Student Affairs	Reg	12	16-Aug-15	100	$ 75,000	
Wise, Christopher	Assistant Vice President for Student Affairs	Division of Student Affairs	Reg	12	10-Aug-15	100	$ 140,000	

RESOLUTION IN TRIBUTE TO
HEAD FOOTBALL COACH FRANK BEAMER

WHEREAS, Franklin M. Beamer, a member of Virginia Tech's Class of 1969 and the Virginia Tech Sports Hall of Fame, has announced his plans to retire at the end of the 2015 football season, his 29th season as Virginia Tech's head football coach, ending the longest tenure for a head football coach at the university and among all active coaches at Football Bowl Series (FBS) institutions; and

WHEREAS, Frank Beamer is the winningest active football coach among National Collegiate Athletic Association (NCAA) Football Bowl Series (FBS) coaches and ranks as sixth all time among FBS coaches; and

WHEREAS, Coach Beamer to date has coached his teams to four Atlantic Coast Conference (ACC) Championships, five ACC Coastal Division titles, three Big East conference crowns, and 22 consecutive bowl games that included a trip to the national championship, giving the Hokies the second-longest active bowl streak in the country; and

WHEREAS, Coach Beamer made a promise to his players and their families that he would take care of these young men, and he has kept that promise, as evidenced by the fact that 230 of 244 (94.3%) of senior football players from 2001 to 2014 earned their degrees; and

WHEREAS, Frank Beamer earned eight national coach-of-the-year awards after the 1999 season, including the Paul "Bear" Bryant, Walter Camp, and Eddie Robinson awards, and subsequently was named the ACC Coach of the Year in 2004 and 2005, and then received the inaugural Joseph V. Paterno Coach of the Year Award in 2010, recognizing him for his team's performance on the field, in the community, and in the classroom; and

WHEREAS, reflecting on Coach Beamer's tenure, President Timothy Sands commented, "Frank Beamer is a winner in every sense of the word. Coach Beamer's leadership and the example he has set over the past 29 years have been instrumental in strengthening and sustaining the principles that set Virginia Tech athletics apart. He built our football program into a consistent winner through continuous innovation, a relentless work ethic, and a commitment to integrity"; and

WHEREAS, Athletic Director Whit Babcock paid tribute to Beamer, saying, "It's been an unbelievable honor and privilege for me to work with the winningest active coach in college football for the past two years. Like the hundreds of players and the thousands of lives he has touched and impacted in such a positive and profound manner over his life and career, he has positively impacted mine as well . . . He coached the game the right way and no one coached it better, no one"; and

WHEREAS, Frank Beamer has positively impacted Virginia Tech as a benefactor, leader, and ambassador, and has been a figure of strength and compassion on campus, especially in the aftermath of the tragedy of April 16, 2007, when he personally visited students in the hospital, and throughout the years since has continued to reach out to them and the families of all victims; and

WHEREAS, Cheryl Beamer has been a steadfast partner to Frank Beamer through all of his endeavors and has thoroughly shared his devotion to the players who comprise the Virginia Tech Hokies; and

WHEREAS, a coaching luminary, Frank Beamer will always remain one of the most beloved figures in college football history;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Virginia Polytechnic Institute and State University unanimously expresses to Coach Frank Beamer on behalf of the entire Hokie Nation their affection, admiration, respect, and deepest gratitude for his unique and profound impact on hundreds of players and thousands of lives throughout his unprecedented 29-year tenure as Head Coach of the Virginia Tech Hokies.

RECOMMENDATION:

That the above resolution honoring Franklin M. Beamer on behalf of the entire Hokie Nation upon his retirement at the end of his 29th year as Head Football Coach be approved.

November 9, 2015

Board of Visitors Constituent Report
Morgan Sykes, Undergraduate Representative
November 8, 2015

Good afternoon Rector Petrine, President Sands, members of the board, administration, and distinguished guests. Thank you again for allowing me this opportunity to share with you updates regarding the undergraduate student body at Virginia Tech.

It has been an honor working closely with many student leaders these past few months and I am proud to share the progress we've made thus far. Inviting a variety of student leaders to The Grove for tailgates and the President's Box for football games allowed them a unique opportunity to speak with and share their involvement with board members, administration, deans, faculty, Hokie alumni and other student leaders. These gatherings proved to be just another example of how stimulated communication across each component of the university can be mutually beneficial.

My student advisory board has been hard at work meeting weekly to discuss individual progress. Megan Nguyen has been continuously working on the campus-wide initiative of InclusiveVT through her involvement with the Intercultural Engagement Center (IEC), HokiePride, Inclusion Focus Groups, LGBTQ advocacy, and the search committee for the new Vice Provost for Inclusion and Diversity and Vice President for Strategic Affairs. Maria Jernigan has worked with administration in the Office of the Provost to improve interdisciplinary study options and the possibility of a student-created major. Through her connection with University Honors, she also met with and provided feedback in regards to candidates for the next Director of University Honors position. Cody Lopez has continued to promote awareness of this position and communication with the undergraduate student body by managing the undergraduate BOV representative's Twitter page. He has also begun planning an event that will invite students to talk with members of the advisory board and myself, share ideas for improvement and advancement of the university, and learn more about the position. This event would double as a recruiting mechanism for future representatives and a forum for open, in-person dialogue among undergraduates to discuss current issues. Sean Stockmoe has kept the group updated on situations affecting the Corps of Cadets and worked on ways to better encourage stronger connections between cadet and civilian students on campus. In addition to their own personal goals, each member of this committee shares updates of the overall campus climate from discussions with their specific areas of involvement. I am thankful for their service to this position and to the university.

The president's initiative of InclusiveVT has continuously gained momentum this semester throughout the undergraduate community. Beyond Boundaries attracted over 100 undergraduate students in Owens Banquet Hall to engage in facilitated discussion regarding the future of Virginia Tech. President Sands challenged the university community to engage in a visioning process to support two interrelated goals: advancing Virginia Tech as a global land-grant institution, and strategically addressing the challenges and opportunities presented by the changing landscape of higher education. Inspired by the creative ideas formulated at this event, Dean DePauw and Dr. Perillo hosted a discussion around short-term goals for InclusiveVT. The conversation sparked a list of new initiatives to make Virginia Tech more welcoming for future students. At that forum, I met Joseph Frazier, the Political Action Chair for the NAACP at Virginia Tech and leader of the Micro-Aggression campaign. We met again in early November to discuss his campaign further, and although details are still being finalized, the campaign plans to promote and encourage a climate change on campus toward underrepresented groups by distributing informational flyers about specific marginalized groups, using hashtags to gain attention on social media, and filming testimonies explaining how being a member of their underrepresented group has affected their own student experience. Lastly,

Eliminating Racism: Sparking Institutional Change at Virginia Tech hosted by Tim Wise and held in the Moss Arts Center gained great attention and tickets for this event sold out. Wise explained in regards to social change, "We must be hard on systems, but soft on people." InclusiveVT initiatives demand institutional changes that will foster an atmosphere of inclusivity on campus and prepare members of the HokieNation to be well-informed global citizens.

At our last meeting in August, I explained a few areas of stress felt by the university in response to the increased student population on campus. Many improvements have been made, since then. SGA President Tuna Shankar, Cody Lopez, and I met with Director of Dining Services, Mr. Faulkner, to generate ideas for shorter wait times for food and incentives for recruiting and retaining dining staff. We, as students, were very appreciative for this meeting and learned a lot about the logistics of the Virginia Tech dining franchise. Together we realized the value of retention among dining staff and as a result, Mr. Faulkner tasked us with re-writing the current "intent to return" form, in hopes to better articulate and communicate to dining staff the need for transparency regarding the plans for their future with Virginia Tech dining. We hope to instill a sense of accountability for returning staff members and incentivize them to return to their position, which increases consistency among co-workers and decreases the amount of training needed each semester. Additionally, I'd like to thank Dr. Lisa Wilkes, Mr. Richard McCoy, and Blacksburg Transit officials for meeting with student leaders to discuss parking and transportation. I proposed a request for an allotment of preferred parking for Resident Advisors. Due to their heavy involvement, extra responsibilities, and older age, Dr. Wilkes agreed that providing a selection of RAs closer parking options could alleviate some stress and together we are working to initiate a pilot program for these spaces next year!

Lastly, over the past few months, all facets of the university have engaged in constructive discussion concerning the faculty senate resolution for shared governance. We, as students, are looking forward to working with UC representatives in the coming weeks in hopes to further enhance the resolution, making it inclusive and comprehensive for all parties involved.

Before I conclude, I could not finish this report without thanking Coach Frank Beamer for his service to this university, on and off the field. Although the Virginia Tech community was deeply saddened by Coach Beamer's retirement announcement, it brought about optimism for the changing future of Virginia Tech Athletics. Much like the addition of Buzz Williams to the basketball program last year, students are highly anticipating the innovative ideas that new coaching staff will bring to Hokie football.

Thank you all again for your time and please let me know if I can be of any further assistance!

Constituency Report

Mohammed Seyam
Graduate Student Representative to the Virginia Tech Board of Visitors
November 8, 2015

Good afternoon Rector Petrine, President Sands, distinguished members of the board, administration, and guests. Although this is the second meeting for this board, it's actually the first one to be held at Virginia Tech main campus this year; so, welcome to Blacksburg!

I'll begin my report with some old business. Last year, Ashley Francis, the former grad student rep to the board, has worked in collaboration with GSA leaders to make comprehensive fees more understandable and transparent to students. Mrs. Savita Sharma has updated me on the second phase of this project, which is about having a visual representation that explains how the fees paid by VT students are being used. The slides, which were prepared in collaboration with the office of university relations, are simple, clear, and informative. The whole presentation will be uploaded soon to the university website with voice-over commentary.

As for the new business, the executive board members of the Graduate Students Assembly (GSA) – under the leadership of its president, Matt Chan – have been busy organizing successful social events, receiving applications for the Travel Fund Program and Graduate Research Development Program, and finding new ways to support grad students' needs. On September, GSA organized the biggest Graduate and Professional School Fair ever held at Virginia Tech. GSA members have also been involved in conversations with SGA and Faculty senate on the proposed "shared governance" resolution, with a common goal of investigating how to achieve a more inclusive governance structure that supports and serves the needs of VT students, faculty, and staff. On October 23rd, the whole graduate community celebrated the 10th anniversary of the unique Graduate Life Center, which keeps providing a special experience to every grad student since 2005, under the leadership of its visionary founder, Dean DePauw.

Almost everyone affiliated with Virginia Tech now knows that there are two big things happening: Beyond Boundaries, and InclusiveVT. The "Beyond Boundaries" initiative kickoff event was very well attended, and the conversations about VT 2047 have been trending both around campus and on social media. More than fifty grad students attended a session organized by Dean DePauw and facilitated by the Beyond Boundaries team to share their ideas, as well as dreams, on how they want Virginia Tech to be like after 30 years.

InclusiveVT initiative is also taking many steps forward. Both grad and Undergrad students have participated in a rich discussion with Dean DePauw and Dr. Perillo on how to put InclusiveVT into action. Last Thursday, those ideas from students, as well as other ideas from faculty and staff, have been presented and discussed in a charrette led and facilitated by Provost Rikakis and the InclusiveVT team. The results of that event, which lasted for more than four hours, were a list of ideas to be implemented within the upcoming few months.

However, with all the optimism and excitement about the changes happening at Virginia Tech, two major issues are still affecting grad students' lives; the first one is the health insurance, and to be more specific, the dental coverage. We all know how dental healthcare is very expensive, especially for grad students whose income is very limited. VT has tried last year to get insurance companies to provide dental coverage offers, but no company showed interest in doing so. Despite the previous negative results, what VT needs to do now is to explore other options to include dental healthcare as part of the insurance coverage plan for grad students.

The second concern is related to affordable childcare. It has always been an issue, and it will always be, until VT can show how we care about our students AND their families. The graduate school started the Little Hokie Hangout program last year, which is a good first step. However, this program doesn't serve children of ages zero to two, it doesn't have enough trained staff, and it serves a few number of families because of the limited space and resources. Provost Rikakis has updated me recently about some efforts that aim at engaging Blacksburg and New River Valley communities in the process of providing better childcare options for VT students. This is actually a good and promising direction to explore, and I hope that VT grad students will soon be able to see the results of such efforts.

One of the objectives of the "Beyond Boundaries" initiative is for VT to become a global land-grant university. During the past months, I've been exploring different ways to approach prospective international students, and to let them consider joining VT for being a welcoming environment for international students. For this to happen, VT should consider being more inclusive for the current international students. After many conversations and meetings around campus, I now have lots of ideas and a draft action plan that will soon be put into implementation. More updates on this topic, and also on my other topic of interest, which is Open Access and Open Education at VT, will be included in my next report.

I can't finish my report today without acknowledging how civilized was VT community in dealing with the situational awareness email sent by VT police last Thursday. The threat was surprising and shocking not only for Muslims, but for the whole VT community as well. Individuals, several student groups and organizations, and university administration have been showing sincere support to the Muslim community around campus. Such supportive reactions show the real meaning of "we stand together", and I quote President Sands' saying "Virginia Tech will not be defined by this deplorable act, rather we will be defined by our response."

Finally, and since I mentioned President Sands, I just want to say that it happened on the week of October 5th that I got to meet with him six times in six venues with different groups of students every time! This shows – among other things – how committed he is to be a real model for student-oriented academic leadership. So, thank you President Sands, and thank you all for the great work you are doing to make Virginia Tech a better place for everyone.

Staff Senate Constituency Report
Virginia Tech Board of Visitors
November 8, 2015
Presented by Dan Cook, Staff Senate President

Good afternoon Rector Petrine, members of the Board of Visitors, President Sands, administrators and distinguished guests: thank you once again for this opportunity to speak with you about events in the recent months with regard to Virginia Tech's staff.

Since the last time I spoke to you, a number of guests have visited with the Staff Senate to bring informative presentations about a number of topics. As mentioned last time, we did have Dr. Plummer come speak to us about shared governance and Beth Lancaster presented on several topics relating to computer security and keeping an eye out for phishing and other layers of "social engineering". We also had Dr. Midkiff and his office present on the Scholar replacement. We heard presentations from Outdoor Recreation, as well as from Parking Services on offerings from their respective departments. We have a number of great topics on the agenda for the future months.

The executive board of the Staff Senate has met with their peers on the Faculty Senate side in the hopes to create a collaborative effort between the two for addressing mutual concerns and issues. The thinking is to establish a working group that can air topics of interest in a constructive and mutually beneficial environment before they are elevated and or perhaps morphed into an unrelated problem altogether. It is very early in the process at this point in time, but we look forward to many great things to come out of it.

I would also like to give you the final update on this past summers faculty/staff competition to rally around the "Employee's Spouse and Dependent Scholarship" drive as hosted by the Office of Annual Giving. At the conclusion, the staff stepped up to the plate and drove home the win. We had a higher percentage of folks to donate to this worthy cause, and in the end there was a combined total of over $8100 raised. Mr. Holden seemed to think it was the most raised to date and that it would go to help a good number of students here at Va Tech.

I appreciate the opportunity to speak to the Board on behalf of the staff of Virginia Tech and welcome any questions or comments that you may have.

Respectfully submitted,
Dan Cook
President, Staff Senate

Faculty Constituency Report
Virginia Tech Board of Visitors
November 8-9, 2015
Rami Dalloul, President-VT Faculty Senate

Good afternoon Rector Petrine, President Sands, Provost Rikakis, members of the Board of Visitors, and distinguished guests.

The Faculty Senate has had a busy semester since our last Board meeting working in concert with focus groups on a number of faculty and academic affairs as well as with the administration on initiatives for future development.

UG Honor Code Revisions—The Faculty Senate worked closely with the UG Honor System Director and Assistant Provost Dr. James Orr on the revisions of the Undergraduate Honor Code, which is currently going through governance and will come before the Board at the March 2016 meeting. Following careful assessment of the existing code and protocols, Dr. Orr's group will be adopting a learning centered approach that promotes educational conversation with much overall enhancement. Among numerous improvements, the revised code will be more consistent with Best Practices; provide greater fairness to students who will be better informed of what constitutes a violation; allow for greater student leadership in the process and with respect to input on sanctions; ensure more timely resolution of cases; support faculty, academic units and colleges in protecting academic integrity; afford greater faculty participation in the process; and better protect the University and students. The office of the Undergraduate Honor System worked diligently with the Faculty Senate over a number of meetings and addressed the many concerns expressed by the faculty. As a result of such timely and effective communication, changes were incorporated into the Policy and Manual of the revised Code culminating in much improved documents that, upon adoption, will serve the students, faculty, and the university well for future generations. The Faculty Senate formally endorses the proposed changes to the Undergraduate Honor System at Virginia Tech.

Governance—Having started over two years ago, the faculty continued conversations about their participation in governance. Shared governance refers to the relations between governing boards, administrators, and faculty in terms of how institutional decisions are made, and sets out different areas of primary responsibility for each group. The Statement on Government of Colleges and Universities declared that "the faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process." Further, each of Virginia Tech's SCHEV-approved peers has a representative body of faculty members that is the primary decision-making body concerning academic matters and faculty affairs. The Faculty Senate at Virginia Tech does not have a direct, formal role in governance as it applies to such academic matters and faculty affairs. Nevertheless, the Faculty Senate represents the general faculty and serves as the body through which the will of the faculty as a whole can be determined. While not impacting the more robust and significant roles (i.e. as compared to peers) involving students and staff in shared governance, we have proposed a formal mechanism of consultation with the Faculty Senate early on during policy formulation at the Commission

level. Since our last report, the Faculty Senate leadership engaged various constituencies across campus that provided feedback and suggestions, which were incorporated into the current Resolution going through governance. The proposed change, which we hope will come before the Board in the form of final Resolution at the next meeting, will improve the inclusiveness of university governance, enhance the buy-in and accountability of the Faculty in areas in which they have primary responsibility, and ensure an appropriate formal role for the Faculty Senate.

Pathways Implementation Plan—The University Curriculum Committee for General Education has engaged the Faculty Senate during the development of its implementation plan for the new curriculum approved this past year. The committee recently released the draft plan for a formal campus-wide 15-day review. While many faculty have expressed concerns in regards to the short time frame and lack of certain details, the faculty continues to gather and provide feedback directly to the Gen Ed office and via the Senate. We hope that all community concerns will be collectively addressed and changes incorporated into the plan prior to submission through governance.

Initiatives for Future Development—Inclusive VT, Beyond Boundaries, and Destination Areas The faculty have been intimately engaged with the Inclusive VT initiative and I personally served on the search committee for the Vice Provost for Inclusion and Diversity, and we are excited at the prospect of enhancing and maintaining the numbers of faculty from various underrepresented groups.

As you know, the President and Provost have challenged the university community to engage in a visioning process in order to advance Virginia Tech not only short-term but well into the future to the University's 175th anniversary. The process has been engaging, inclusive, and transparent. The faculty have been closely involved with members of the Beyond Boundaries initiative who visited with the Faculty Senate twice so far this semester. Among points of discussion were means to have the faculty beyond those on the committees and Senate engage in dialogue and feedback in proactive ways and not simply in the form of surveys, in order to enhance collective faculty involvement in shaping the strategic direction of the University.

As you can appreciate, there is much progressive and inclusive involvement of the faculty at Virginia Tech and we greatly anticipate the continuing support from the administration. More so, the faculty are always appreciative to have representation on the Board of Visitors and look forward to share and discuss our progress with you at subsequent meetings.