

Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

320 Lavery Hall

9:00 – 11:30 a.m.

Monday, June 3, 2019

Board Committee Members Present:

Debbie Petrine (chair), Zo Amani (graduate student representative), Ed Baines, John Ferris (faculty representative), Rachel Iwicki (undergraduate student representative), Anna James, Mehmood Kazmi, Chris Petersen, Dennis Treacy, Jeff Veatch.

Additional Board Members Present:

Guests:

Beth Armstrong, Stephen Biscotte, Lori Buchanan, Cyril Clarke, Greg Daniels, Juan Espinoza, Kim Filer, Jack Finney, Ron Fricker, Mike Friedlander, Randal Fullhart, Rachel Gabriele, Dannette Gomez-Beane, David Guerin, Dee Harris, Lee Hawthorne, Kay Heidbreder, Rachel Holloway, Bill Huckle, Byron Hughes, Robin Jones, Ryan King, Robby Korth, Sharon Kurek, Peggy Layne, Hud McClanahan, Ennis McCrery, Steve McKnight, Scott Midkiff, Sally Morton, Theresa Mayer, April Myers, Mark Owczarski, Kim O'Rourke, Patty Perillo, Ellen Plummer, Tim Sands, Robert Sebek, Jill Sible, Ken Smith, Natasha Smith, Tamarah Smith, Joel Snodgrass, Rick Sparks, Robert Sumichrast, Judy Taylor, Leah Taylor, Madelynn Todd, Tracy Vosburgh, Paul Winistorfer, Chris Yianilos.

OPEN SESSION

- 1. Motion to Return to Open Session.** The committee moved to return to Open Session. The chair welcomed committee members and visitors to the meeting.
- 2. Welcome and Acceptance of Agenda.** Debbie Petrine, chair of the committee, welcomed committee members and attendees to the Open Session.

The committee voted to accept the agenda.

- 3. Report of Closed Session Action Items.** In closed session, the committee voted to approve three appointments to Emeritus or Emerita Status, five appointments to an Endowed Chair, Professorship, or Fellowship, one Faculty Research Leave request, 152 Promotion and Tenure appointments, two exceptions to the Virginia Conflict of Interests Act, and to ratify the 2019-20 Faculty Salary Adjustments, as amended, and the Faculty Personnel Changes Report for the quarter ending March 31, 2019. These matters will be brought for a vote to the full board during its Closed Session.

4. **Consent Agenda.** The committee reviewed the Consent Agenda including: the April 1, 2019 ARSA Committee Minutes, the Report of Reappointments to Endowed Chairs, Professorships, or Fellowships (3), the 2019-20 Pratt Fund Budgets, a Resolution to Establish a Master of Engineering Degree in Computer Science and Applications, a Resolution to Approve Student Code of Conduct Sanction Enhancements for Policy Violations Motivated by Bias, a Resolution to Approve the 2019-2020 Student Code of Conduct, a Resolution to Approve Changes to University Policy on Textbooks, a Resolution to Approve Revisions to Faculty Handbook for Faculty Members on Continued Appointment in University Libraries, a Resolution to Revise Faculty Handbook Language Regarding Summer Appointments, and accepted the Report of the 2019-20 Faculty Compensation Plan.

The committee unanimously approved all items on the Consent Agenda.

5. **Update: Virginia Maryland College of Veterinary Medicine.** Greg Daniel, interim dean of the Virginia-Maryland College of Veterinary Medicine (VetMed) provided the committee with an overview of the college. The college offers a Ph.D., a doctor of veterinary medicine (DVM), master of science, master of public health, and, new in the fall of 2020, a bachelor of science degree in public health. Established in 1978, the Commonwealth of Virginia and the state of Maryland jointly confer the doctor of veterinary medicine degree through the college. The state of Maryland appropriates monies to the university for seats in the college. The college currently enrolls 50 Virginia students, 30 Maryland students, and 40 students from other states. The College has ranked second in the nation in the number of applicants for five consecutive years. From the 1,853 applicants to the college, 126 were offered admission to the class of 2023 and include 41 men and 85 women, 82 of whom are from Virginia or Maryland and 44 of whom are from out of state. The college has 37 Ph.D. students in biomedical and veterinary science (BMVS), 30 clinical residencies combined with the master of science degree in BMVS, and 48 master of public health (MPH) students. The college faculty represent numerous disciplines and specialties and include educators, basic and clinical research scientists, large and small animal clinicians, and public health practitioners. The college has three locations in Virginia: Blacksburg, Leesburg, Roanoke, and one location in College Park, Maryland. The curriculum integrates a One Health approach that includes experiential learning and interdisciplinary study. The college advances learning through its participation in the Humane Rescue Alliance Partnership and will be launching the Comparative Oncology Research Center in Roanoke. The college makes a point of embedding patient and customer service in its services and animal care. The branding of the college continues to be adjusted for clarity and alignment with the university's branding within and external to Virginia and Maryland.
6. **Report from the Council of College Deans.** Sally Morton, dean of the College of Science and representative to the committee from the Council of College Deans. On

behalf of the deans, S. Morton thanked Dr. Rosemary Blieszner for her service as dean of the College of Liberal Arts and the Human Sciences and Dr. Daniel Harrington for his service as interim dean of the Virginia Tech Carilion School of Medicine. The deans look forward to welcoming Dr. Laura Belmonte and Dr. Lee Learman to the deanships of the College of Liberal Arts and the Human Sciences and the Virginia Tech Carilion School of Medicine respectively.

The university's promotion and tenure process concluded successfully due to the tremendous amount of work on the part of all involved. The process was thoughtful and thorough. The deans anticipate the board is as impressed as we are by the achievements of our colleagues.

The deans are very involved in discussions associated with the increase in applications and acceptances to the university. The surge in interest and enhanced visibility of the university provides the deans of the colleges an opportunity to share their excitement about the unique academic programs being offered. The additional students place pressure on the academic infrastructure of the university. The deans are committed to providing quality education to all students at Virginia Tech and are also mindful of the pressure and stress growth places on faculty and staff. Particular points include appreciation for the provost who convened a cross-university group to collaboratively approach the challenges of increased enrollment and included leaders who provide essential services and the academic deans.

Examples of immediate needs include: The College of Science needs to hire an additional 25 FTE and graduate teaching assistants to meet the first year instructional needs in chemistry, mathematics and physics. The college provides instruction to all students at the university. The impact of this year's freshman class will resonate for at least four years. The College of Liberal Arts and Human Sciences experienced a surge in incoming freshman and also teaches all students entering the university. The Department of English will hire at least 13 full-time instructors to teach 52 additional sections of first-year English composition courses in fall and in spring semesters. The increasing demand for professional and technical writing courses as these students move forward will require hiring tenure-track faculty. The Pamplin College of Business is experiencing desired growth (11% expected after melt) for the coming year and can meet this growth without many additional resources.

7. **Provost's Update.** Cyril Clarke, executive vice president and provost, brought several items to the attention of the committee. Provost Clarke thanked Dean Sally Morton for her service representing the Council of College Deans on the committee and board. Debbie Petrone has served the board and the committee for many years and Provost Clarke thanked her for her ongoing service and dedication to the university. College deans new to their role include Dr. Laura Belmonte who begins August 1 as dean of the College of Liberal Arts and Human Sciences. Dr. Lee Learman begins as dean of

the Virginia Tech Carilion School of Medicine on July 1. Provost Clarke thanked Dr. Rosemary Blieszner for her service as dean of the College of Liberal Arts and Human Services and Dr. Dan Harrington for his service to Virginia Tech Carilion School of Medicine. The search is underway for the dean of the Virginia Maryland College of Veterinary Medicine and the committee is chaired by Paul Winistorfer, dean of the College of Natural Resources and Environment.

A new initiative inspired by the Faculty Senate is a newly appointed President's Committee on Governance co-chaired by the provost and the president of Faculty Senate. This committee is charged by the president with defining a set of guiding principles for effective and equitable governance and outlining any changes to our existing system of governance required to put these principles into effect.

The Partnership for an Incentive Based Budget (PIBB) continues to be developed in collaboration with the college deans and other leaders. Consistent with last year, requests for critical needs were solicited from colleges and the university's ability to address these needs was assessed in light of budget allocations projected by the PIBB model. In most cases, needs can be accommodated by PIBB-based budget increments. Developments being considered for FY20 include: a) adjustments in weight between undergraduate and graduate education in the unit allocation part of the model, and b) incorporation of faculty and student success factors associated with inclusion and diversity in the scorecard part of the model.

The Destination Area program continues to build capacity in support of transdisciplinary research and education and is deployed in a variety of application areas, including the high-profile initiatives that have captured so much attention recently, such as the Commonwealth Cyber Initiative, the academic health center in Roanoke, VA and the potential smart construction program in Falls Church, VA. The university invested in 15 faculty lines dedicated to the Destination Areas in FY19 and the plan is to do approximately the same again in FY20. Serious consideration is being given to funding core functions to support the program. For example, under consideration is to fund program managers for a three-year period instead of on an annual basis. Several minors have been developed within Destination Areas that will serve as Pathways General Education minors.

8. **Undergraduate Enrollment Management Presentation and Panel.** Luisa Havens-Gerardo, vice provost for enrollment management and Rachel Holloway, vice provost for undergraduate academic affairs presented an overview of the university's comprehensive and developmental approach to undergraduate enrollment management. The enrollment management cycle includes brand position, outreach and engagement, recruitment and enrollment, onboarding and transition, the VT-shaped learning experience, and alumni engagement. Enrollment management integrates numerous administrative and academic dimensions designed to draw,

enroll, and advance students to completion. Several data management tools are employed to help collect and use data for decision making. The presentation was followed by a panel that included: Juan Espinoza, associate vice provost for enrollment management, Dannette Gomez-Beane, director of Recruitment and Operations in Undergraduate Admission, Kimberly Smith, assistant provost, Academic Advising Initiatives, Undergraduate Academic Affairs, Joel Snodgrass, professor and department head, Fish and Wildlife Conservation, College of Natural Resources and Environment, and Lee Hawthorne, assistant vice president of Operations and Administration, Division of Student Affairs.

Panelists discussed aspects of enrollment management that included admissions, pathways for transfer students, orientation and the availability of support services throughout the career of each students, academic advising, and college-level mentoring and advising.

The enrollment management team will benefit from increasingly robust data based on student behavior and choices. Several variables are included in the admissions aspect of the enrollment management model. The current model will continue to be adjusted over time with each admissions cycle resulting in an increasingly stable model for use with projections. Previous cycles included data that reflected process points rather than student behavior and choice. Previous models included admissions from the wait list. Use of the wait list increases the possibility of fluctuations. In the future, the wait list will only be activated for minor adjustments in yield. The goal is to maintain the number of applications at approximately 31,000. Additional variables that add complexity to the model include the calculations of yield by college and major. Communication with current and prospective students is a priority for the university. Committee members requested that they regularly receive talking points to use when describing the university's admissions and enrollment processes.

The committee voted to accept the 2018-2019 Annual Undergraduate Enrollment Management Report.

- 9. Agenda Items for August 2019 Committee Meeting.** The committee will submit topics for consideration by the committee for subsequent meetings.

10. Adjourn

REPORT

Reappointments to Endowed Chairs, Professorships, or Fellowships (3)

June 3, 2019

College of Agriculture and Life Sciences

Katherine Knowlton

Colonel Horace E. Alphin
Professorship in Dairy Science

Rick Rudd

Virginia Cooperative Extension Professor of
Excellence in Community Viability

College of Engineering

Dangfeng Yao

CACI Faculty Fellowship

ENDOWED PROFESSORSHIP
Colonel Horace E. Alphin Professorship in Dairy Science

The Colonel Horace E. Alphin Professorship in Dairy Science was established in 2013 with a gift from Colonel Alphin. Colonel Alphin was a 1934 graduate of the Department of Dairy Science at Virginia Tech whose life and career were positively impacted by departmental faculty, particularly professor Paul M. Reaves. Colonel Alphin followed a distinguished career in the military with a second career in hospital administration. Dean Alan Grant, on the recommendation of the Honorifics Committee of the College of Agriculture and Life Sciences, has nominated Katharine Knowlton to be re-appointed to the Colonel Horace E. Alphin Professorship in Dairy Science.

Dr. Knowlton was promoted to the rank of professor in 2010. She received her Ph.D. in animal nutrition from the University of Maryland after M.S. and B.S. studies at Michigan State University and Cornell University. Since joining the faculty in 2000, Knowlton has established herself as a caring and highly valued member of the Department of Dairy Science and the College of Agriculture and Life Sciences. She takes the spirit and missions of the land-grant university to heart as evidenced by her compassion and commitment to undergraduate student teaching, advising, and development. Reflecting her passion for the undergraduate program, in addition to teaching five courses, she is currently the academic coordinating counselor for the dairy science undergraduate program and coach of the dairy judging team. Since her initial appointment, Knowlton completed a sabbatical at the University of British Columbia to expand her research into the social sciences. She has become a leader within her department in the development of online courses and faculty-led study abroad opportunities. Knowlton has great success as a team-builder among colleagues. This is evident in the more than \$12.4M she has generated as a primary investigator or co-primary investigator (\$3.4M since initial appointment to this chair in 2014).

She has advised seven Ph.D. and 12 M.S. students and three post-doctoral researchers. Knowlton has been recognized for excellence in teaching, advising, and scholarship. She has published 86 refereed scientific papers and book chapters (21 since initial appointment). Notable awards include the International Visiting Research Scholar from the Peter Wall Institute for Advanced Studies at the University of British Columbia, College of Agriculture and Life Sciences Certificate of Teaching Excellence, Ag Woman of the Year, American Dairy Science Association Cargill Young Scientist, and American Dairy Science Association Foundation Scholar Lecture Award.

Dr. Knowlton has partnered with private, state, and federal agencies to foster cooperation in the area of reducing environmental impact of the dairy industry. The Waste Solutions Forum that she created and championed provided a mechanism for diverse groups to come together resulting in a variety of external funding opportunities and several large grants from both the dairy and poultry industries. In summary, Knowlton's record of achievement in teaching, advising, research, and scholarship is outstanding and she is a superb example of faculty excellence at Virginia Tech.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Katharine F. Knowlton to the Colonel Horace E. Alphin Professor of Dairy Science with a five-year term through June 30, 2024 with a salary supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2019

ENDOWED PROFESSORSHIP
Virginia Cooperative Extension Chair of Excellence for Community Viability

The Chair of Excellence for Community Viability Endowed Fund was established in 2004 by an anonymous donor in honor of R. Michael Chandler, Donald P. Lacy, and J. Douglas McAlister in recognition of their services to the Virginia Cooperative Extension. The fund and professorship were established in the College of Agriculture and Life Sciences to help revitalize Virginia Cooperative Extension's community development services and to ensure the continued dedication to a strong, permanent community development role for Virginia Cooperative Extension. In accordance with procedures of the College of Agriculture and Life Sciences honorifics committee, Dean Alan Grant recommends the appointment of Dr. Rick Rudd as the Virginia Cooperative Extension Chair of Excellence for Community Viability.

Dr. Rudd has gained national and international recognition in rural leadership development and viable rural communities. He has worked with the Farm Bureau in two states to initiate efforts to create viable rural communities. While at the University of Florida he worked to create the "Strengthening the Voice" campaign to provide leadership programs for rural leaders in 67 counties. This program for local leaders was adapted and is currently used in Virginia communities. Rudd has also worked to develop leadership programs for rural youth including three state-wide programs built around the developmental needs of adolescents. These programs significantly enhance the long term viability of rural communities.

Dr. Rudd received his Ph.D. from Virginia Tech in vocational and technical education and began his career as an associate professor at the University of Florida. Rudd has co-authored three books, written numerous scholarly publications, and has presented at more than 120 professional and academic workshops, Extension training sessions, and international, national, and regional events. Additionally, he has served as a principal investigator, co-principal investigator, or co-director of programs, research projects, and contracts worth more than \$1.5M. He has an outstanding record as an educator and leader of the Community Viability program at Virginia Tech. Rudd currently holds the rank of professor and serves as department head in Agricultural and Extension Education.

Dr. Rudd's record of achievement, scholarship and leadership warrants his reappointment to this endowed professorship and his vision clearly addresses the intent of the endowment.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Rick Rudd to the Virginia Cooperative Extension Chair of Excellence for Community Viability for a renewable five-year term, effective June 10, 2019, with a salary supplement as provided by the endowment and, if available, funds from the eminent scholars match program.

June 3, 2019

ENDOWED FELLOWSHIP CACI Faculty Fellowship

Recognizing the continuing need for faculty fellowships and the ongoing need for endowments in the support of the College of Engineering at Virginia Tech, CACI, International, established funding for the CACI Faculty Fellowship.

Dr. Julia Ross, dean of the College of Engineering has nominated associate professor Danfeng Yao to renewal of the CACI Faculty Fellowship, concurring with the recommendations of Dr. Calvin J. Ribbens, department head of the Department of Computer Science and the Department of Computer Science Honorifics Committee. Dr. Yao is well-qualified because she meets the criteria of the recipient to conduct research in securing complex computer programs in critical environments by using program behavior analysis and malware detection, in ensuring the integrity of networked systems by using traffic anomaly detection and reasoning, and in preserving the confidentiality of sensitive data by using data exfiltration detection.

Dr. Yao has broad experience working with system, network, and program security. She has managed major federal research and development projects, has published high-impact award-winning research papers, has patented several security technologies, and has published extensively in top computer security conferences and journals. Her research has also been reported by the popular news media.

Yao earned a Ph.D. in computer science from Brown University in 2007. She received a M.S. in computer science from Indiana University, Bloomington in 2002, a M.A. in chemistry from Princeton University in 2000, and B.S. in chemistry from Peking University in 1998. She joined the Department of Computer Science at Virginia Tech in 2010 as a tenure-track assistant professor. Prior to that, she was a tenure-track assistant professor in the Department of Computer Science of Rutgers University from 2008-2009. In 2007, she was a visiting scholar at the Purdue University Center for Education and Research in Information Assurance and Security (CERIAS).

Dr. Yao is an extremely active, outstanding researcher. Her current publication record includes 22 refereed journal publications, 70 refereed conference and workshop publications, and two book chapters. She has served as a program committee member for top security conferences and is active in university and professional service. She has secured a high level of sponsored research funding to support her research. Yao received the NSF CAREER Award for her work on human behavior driven malware detection and the Army Research Office Young Investigator Award for her work on semantic reasoning for mission-oriented security. She has several Best Paper Awards and Best Poster Awards. She has been involved in over \$8M of federal and industrial funding, with a \$3.8M personal share. Dr. Yao is a passionate and outstanding advisor, who has graduated 10 Ph.D. students and five M.S. students and supervised 17 undergraduate researchers.

REAPPOINTMENT:

The president and executive vice president and provost have confirmed the reappointment of Dr. Danfeng Yao to the CACI Faculty Fellow of Computer Science for a five-year term effective June 10, 2019, with discretionary funds to support research as provided by the endowment and, if available, funds from the eminent scholars match program.

June 3, 2019

UPDATE ON THE VIRGINIA-MARYLAND COLLEGE OF VETERINARY MEDICINE

Gregory B. Daniel
Interim Dean

June 3, 2019

Board of Visitors

Academic, Research, and Student Affairs Committee



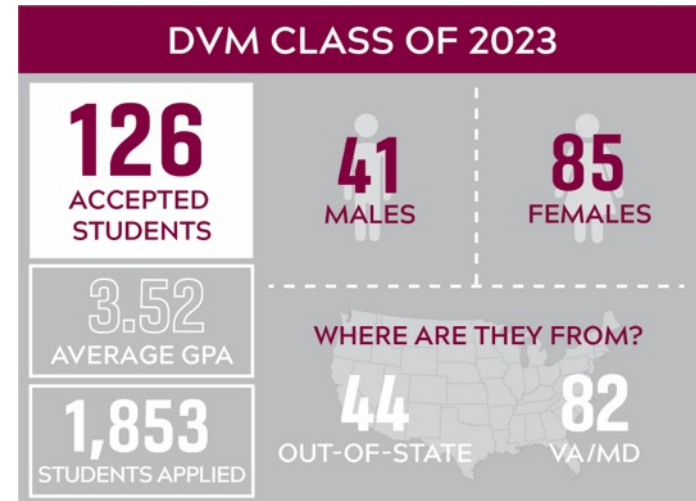
DOCTOR OF VETERINARY MEDICINE (DVM) PROGRAM

- Virginia-Maryland College of Veterinary Medicine established in 1978
- DVM jointly conferred by Virginia Tech and University of Maryland



- State of Maryland appropriates monies to Virginia Tech for seats
- Current admissions:
 - 50 Virginia residents
 - 30 Maryland residents
 - 40 At large
- DVM program's 40th class matriculates fall 2019

The College has ranked second in the nation in number of veterinary program applicants for five consecutive years.



GRADUATE AND UNDERGRADUATE PROGRAMS

Virginia Tech degrees offered

- 37 Ph.D. students in biomedical and veterinary science (BMVS)
 - 30 clinical residencies combined with Master of Science degree in BMVS
 - 48 master of public health (MPH) students
 - bachelor of science in public health (BSPH) begins fall 2020
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WHO WE ARE

Attachment B

- **Educators**
DVM, MS, Ph.D., MPH and soon BSPH
- **Basic and clinical research scientists**
virology, immunology, genetics, toxicology, etc.
- **Large and small animal clinicians**
oncology, neurology, cardiology, radiology, etc.
- **Public health practitioners**
biostatistics, epidemiology, health policy, etc.



OUR FACILITIES



Main campus
Veterinary Teaching
Hospital
Blacksburg, VA



Avrum Gudelsky
Veterinary Center
College Park, MD



Marion duPont
Scott Equine
Medical Center
Leesburg, VA



Comparative Oncology
Research Center
Roanoke, VA

NEW DVM CURRICULUM FOCUSED ON EXPERIENTIAL LEARNING

Tracking Curriculum

Allows students to focus on their primary area of interest

- Small animal
- Food animal
- Equine
- Mixed species
- Public/Corporate



YEAR	FALL SEMESTER		WINTER	SPRING SEMESTER		SUMMER
1	The Normal Animal	Dealing with Threats	FREE	Moving & Sensing		FREE
	Becoming a Professional I			Becoming a Professional II		
2	Breathing & Circulating	Eating & Eliminating	FREE	The Next Generation	Healthy Populations	Clerkships (5 blocks)
	Becoming a Professional III					
3	Advanced Courses (Focus on Track/Elective)		FREE	Advanced Courses (Focus on Track/Elective)		FREE
4	Clerkships (12 blocks)					FINISH

HUMANE RESCUE ALLIANCE PARTNERSHIP

- Model for animal welfare organizations
- Provides quality and affordable medical care and adoptions
- Clerkship rotations (year-round)
- Faculty member on site



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INTERDISCIPLINARY RESEARCH

Attachment B

Basic

- Infectious disease and immunity
- Chronic inflammatory disease
- Neuroscience

Population Health

- Epidemiology and computational focus on infectious disease
- Community engagement projects focused on health behavior, policy, and environment

Clinical

- Experimental and clinical trial based studies
- Areas of strength: neuro-oncology, oncology, tumor immunology, theriogenology, cardiology, and regenerative medicine



COMPARATIVE ONCOLOGY RESEARCH CENTER

VTC Health Sciences and Technology Campus in Roanoke



One Medicine



COMPANION ANIMAL MODELS

Attachment B

- Spontaneous disease models
- Similar biology
- Practicalities - ethics, cost, etc.



sometimes



OUR CONSTITUENTS

Service/Outreach

Attachment B

- Clients and patients
- Farmers and producers
- Referring practitioners
- Alumni
- Corporations
- State veterinary associations
- Regional veterinary community



FUTURE GOALS

Attachment B

Veterinary Teaching Hospital expansion/remodel



PEER COLLEGES OF VETERINARY MEDICINE



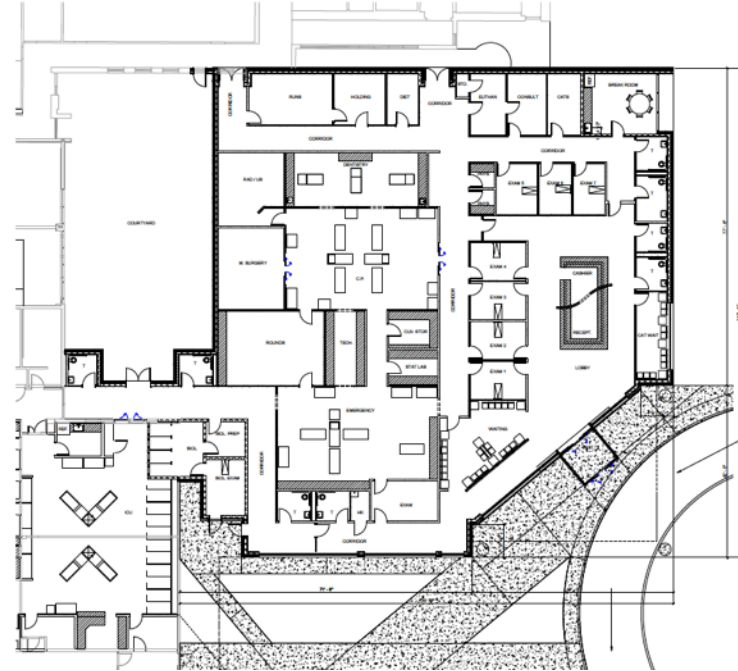
Attachment B



FUTURE GOALS

Attachment B

Veterinary Teaching Hospital expansion/remodel



FUTURE GOALS

Continued upgrade of Center for One Health Research





QUESTIONS?

THANK YOU



**ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE
UNDERGRADUATE ENROLLMENT MANAGEMENT CONTENTS**

1. **Presentation:** Enrollment Management: Virginia Tech's Commitment to Student Recruitment, Retention, and Achievement
2. **Report:** Annual Enrollment Management Report to the ARSA Committee
(For information purposes: vote by the committee to accept the report)



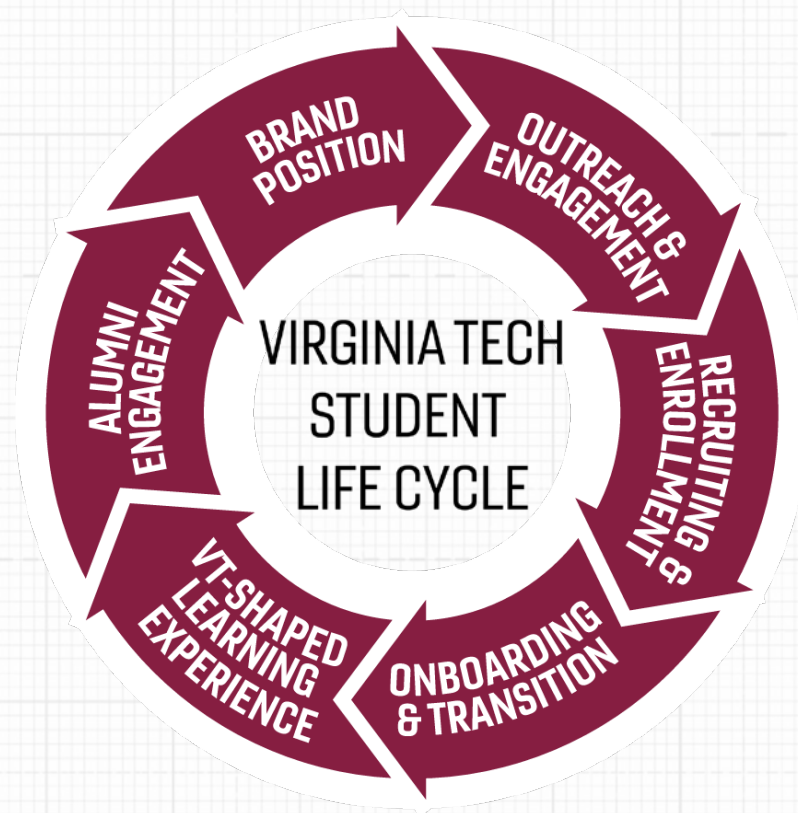
Enrollment Management: Virginia Tech's Commitment to Student Recruitment, Retention and Achievement

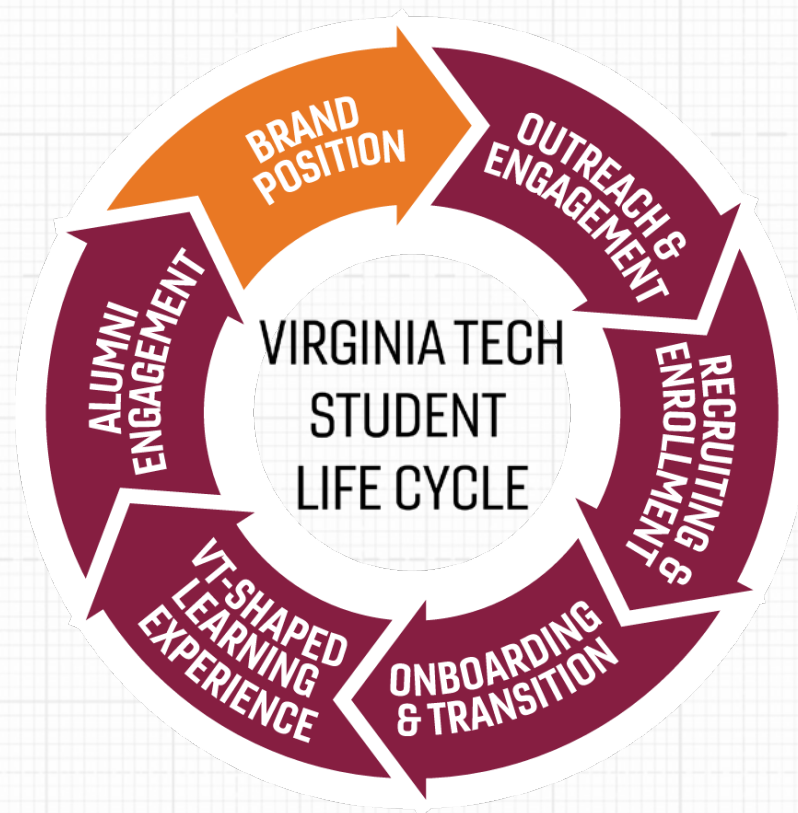


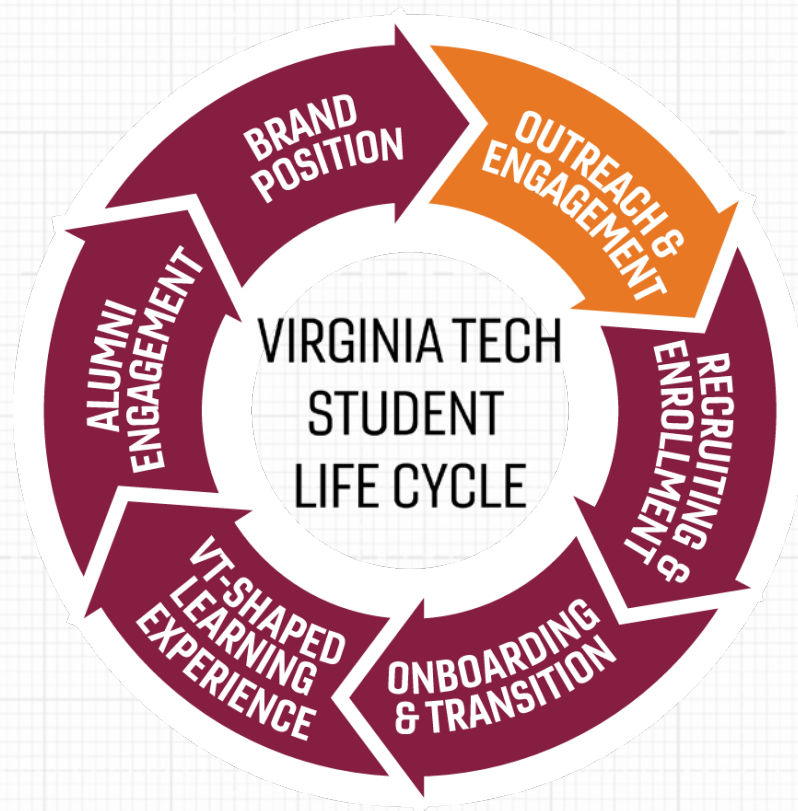
Luisa M. Havens Gerardo, Ph.D.
Vice Provost for Enrollment Management

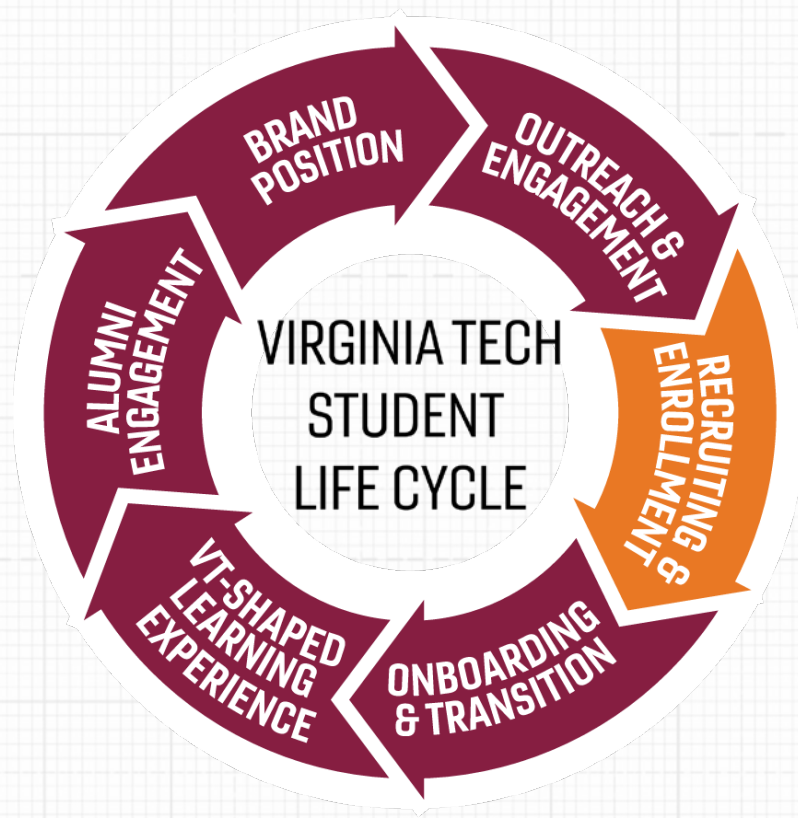
Rachel Holloway, Ph.D.
Vice Provost for Undergraduate Academic Affairs

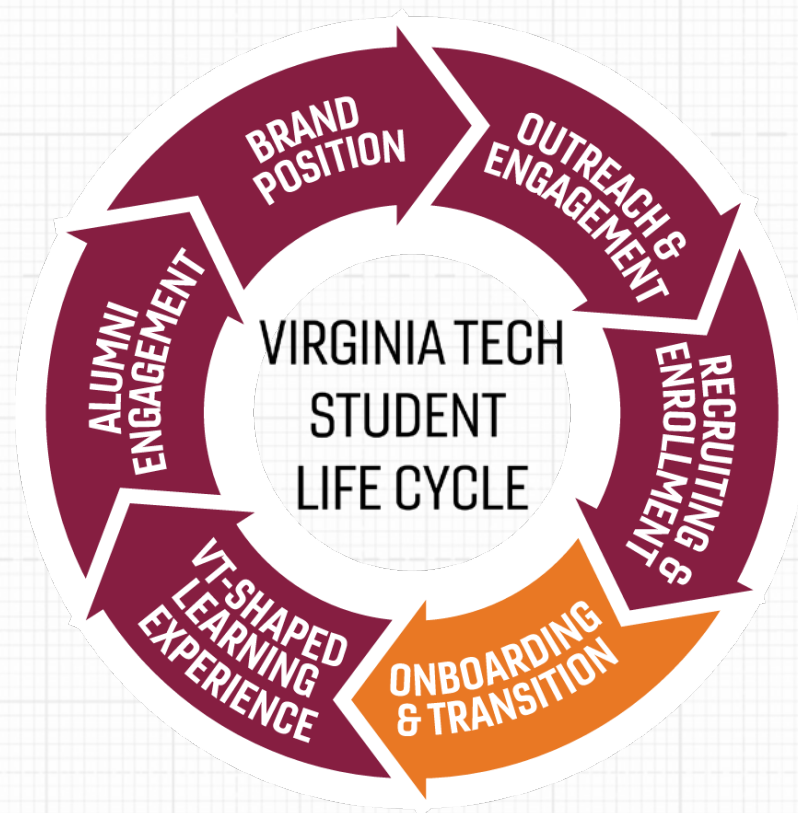


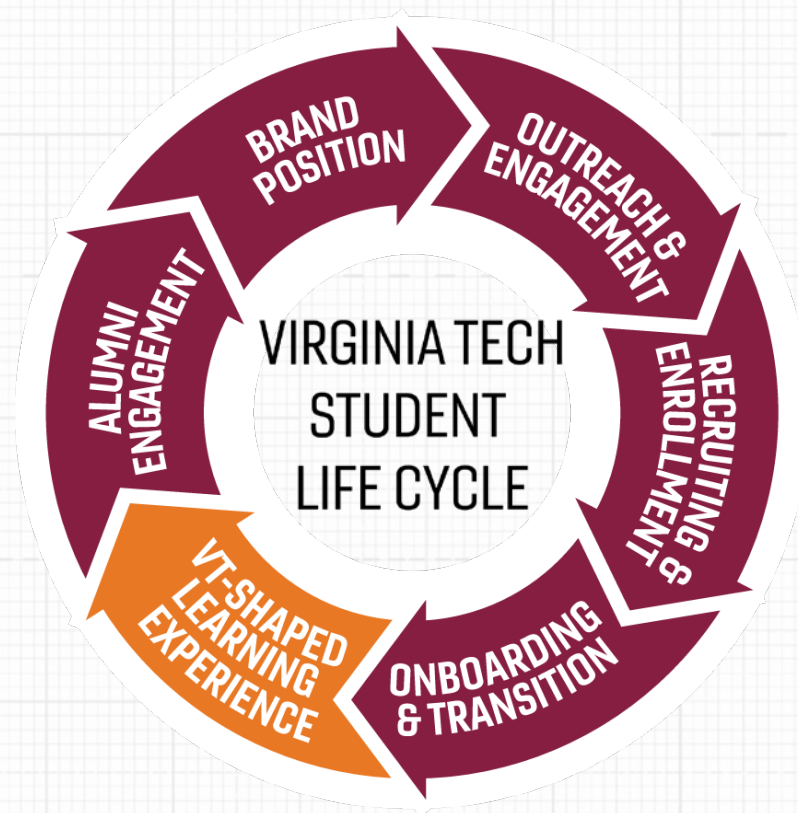


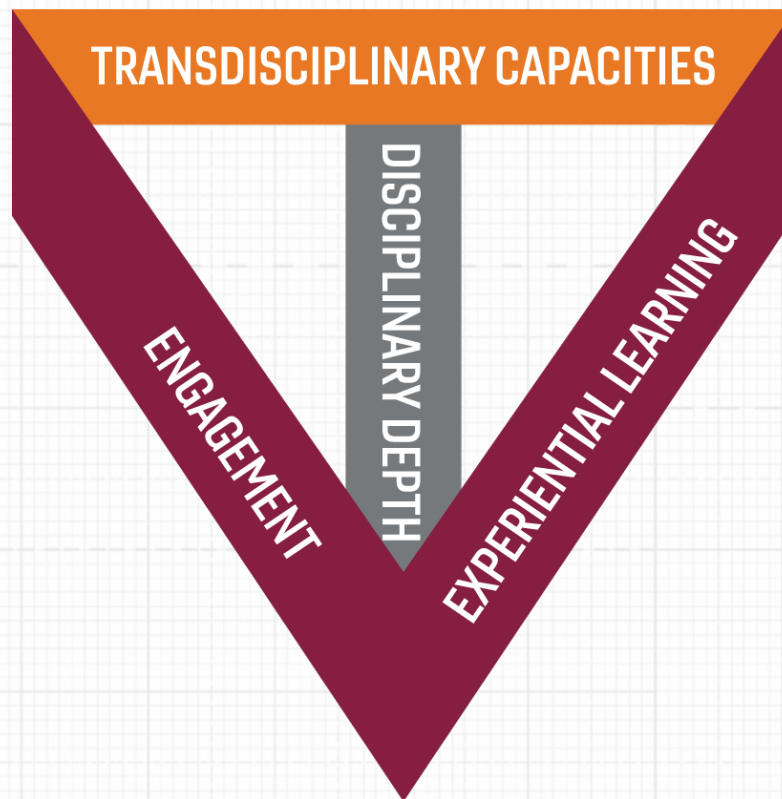
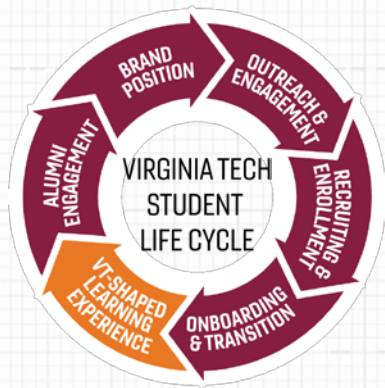




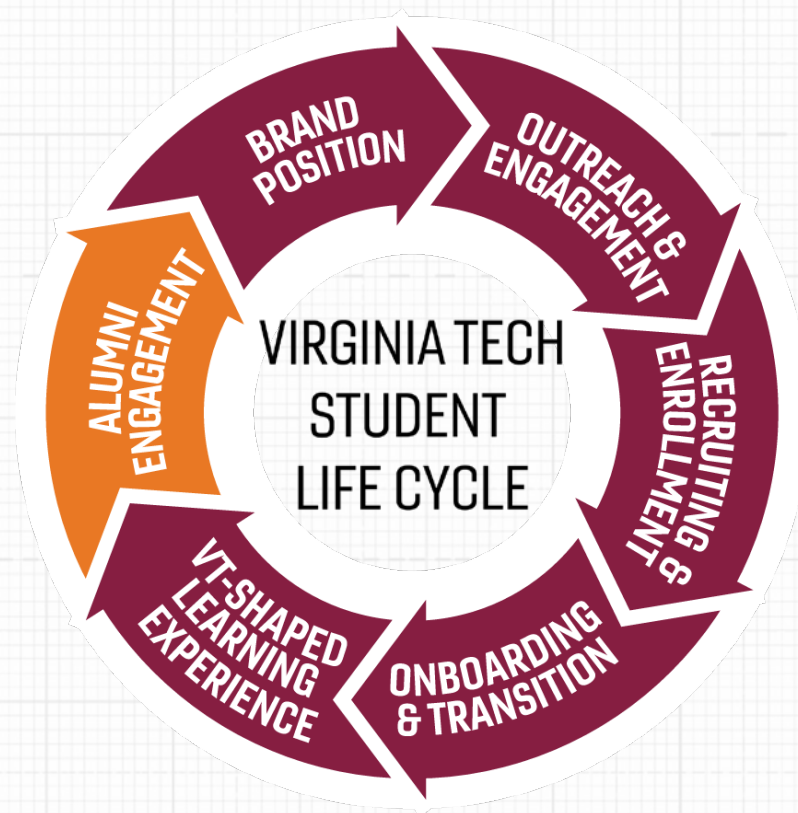


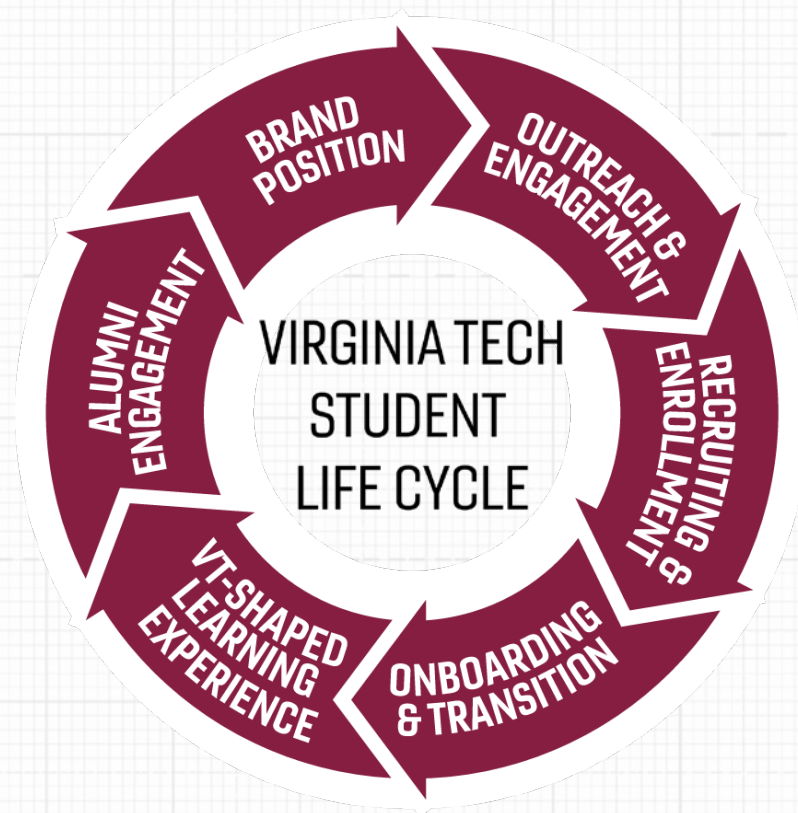


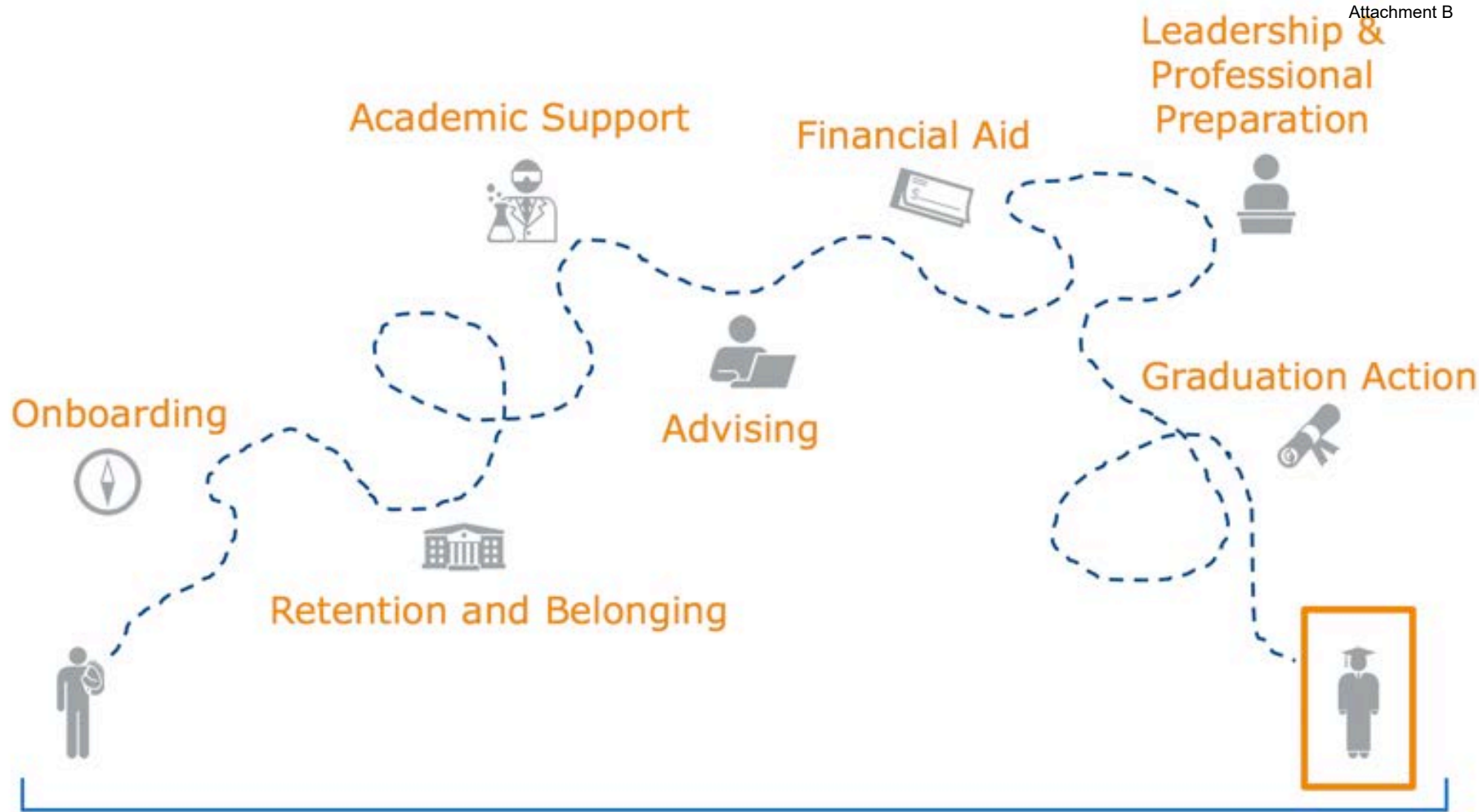














Turning Data and Information into Insights

OFFICE OF ACADEMIC DECISION SUPPORT

Panel Discussion

Juan Espinoza

Associate Vice Provost for Enrollment Management

Dannette Gomez Beane

Director of Recruitment and Operations

Undergraduate Admissions

Kimberly Smith

Assistant Provost, Academic Advising Initiatives

Undergraduate Academic Affairs

Joel Snodgrass

Professor and Department Head, Fish and Wildlife Conservation

College of Natural Resources and Environment

Lee Hawthorne

Assistant Vice President of Operations and Administration

Division of Student Affairs



Enrollment Management: Virginia Tech's Commitment to Student Recruitment, Retention and Achievement



Luisa M. Havens Gerardo, Ph.D.
Vice Provost for Enrollment Management

Rachel Holloway, Ph.D.
Vice Provost for Undergraduate Academic Affairs



Annual Report of the Enrollment Management Group
ACADEMIC, RESEARCH AND STUDENT AFFAIRS COMMITTEE

June 3, 2019

In June of 2012, the Enrollment Management Group (EMG) was established to consider programs and practices associated with enrollment management. In addition to matters pertaining to financial aid, student success, and admissions, the EMG continues to annually review the progress of the university in achieving its diversity efforts through the continued narrowly-tailored consideration of race and ethnicity in admissions selections, and to make recommendations for incremental changes in practice, policy and funding that ensure the success of enrollment management. The results of the annual review of the Enrollment Management Group are shared annually with the Academic, Research, and Student Affairs Committee of the Board of Visitors as an information item.

RECOMMENDATION:

That the Academic, Research, and Student Affairs Committee of the Board of Visitors accept the Annual Report of the Enrollment Management Group.

June 3, 2019



Undergraduate Enrollment Management Annual Report

Luisa M Havens Gerardo, PhD

Vice Provost for Enrollment Management

An abstract graphic at the bottom of the page consisting of several overlapping, semi-transparent geometric shapes in maroon, orange, and grey, creating a sense of depth and movement.

2018-2019

Overview

The goals set for the new entering undergraduate class of 2019 were as follows:

- Total freshman class of 6,600 students (includes 100 additional students added to GE target after Innovation Campus announcement in November 2019) with the following mix:
 - 1,905 out of state (OOS) students
 - 395 international (Intl) students
 - 4,300 Virginia (IS) students
- Total transfer target set at 1,250 students

In order to achieve the freshman enrollments in the fall term, a total of 6,973 accepted offers were needed by May 1, the national commitment deadline for freshman admission to college.

The following is a summary of the freshman class results as of May 1:

	Target	Actual accepts on May 1	Projected enrolled with assumed melt	Projected delta from target	Assumed melt rate
IS	4,300	5,170	4,982	+682	0.04
OOS	1,869	2,211	2,047	+178	0.07
Intl	428	632	550	+122	0.13
TOTAL	6,600	8,013	7,579	+982	

Strategic Populations	Actual Accepts on May 1	Number difference from 2018	Percent Difference from 2018
Total Underserved/ Underrepresented	2,400	+391	+19.5%
First Generation	1,338	+295	+28.2%
Pell Eligible	1,566	+348	+28.6%
Underrepresented Minority	1,111	+167	+17.6%
Veterans	12	+6	+100%

The outcome achieved was unexpected, as early forecasting pointed to a maximum yield of 31.7%, based on the number and mix of offers extended, the academic profile of the offered cohort and the financial aid leveraging model parameters used. On May 1, the achieved yield was 36.4%.

Two plausible explanations are believed to account for the larger than expected yield on admissions offers. One is the unprecedented coverage and brand recognition that Virginia Tech received with the announcement of the new innovation campus in Northern Virginia and our role in filling the tech-talent pipeline for the Commonwealth. Almost 50% of the current overage in accepted offers is in the College of Engineering, and close to 50% of the overage in the college is concentrated in two majors—computer science and computer engineering—that are linked to the Commonwealth’s plans to expand the pipeline of tech talented graduates. Furthermore, the proportion of full-pay students (students without demonstrated need who did not receive any financial assistance) increased 42% compared to the 2018 incoming cohort, at a time when other universities generally are not realizing any growth among full-pay students. Additionally, prior to May 1, the trend lines for international students were predicting a decline for universities across the nation and also for Virginia Tech, mainly due to a 16 percent decline in applications received this year. However, our international student acceptances were 60% higher than the target. We tripled acceptances from India, did not experience a significant decline from China and acceptances from South Korea and the United Arab Emirates increased significantly. It generally takes about three years of concerted effort and increased investment to accomplish increased yields in international markets and full-pay students.

Another plausible explanation relates to the increased capacity of our on-campus visit programs and updated admissions processes. Campus visits by students offered admission are known to play an important role in predicting a student’s decision to enroll, but these had been limited in the past. In this 2019 admissions cycle, the number of visitors was 78% higher than in 2018 and 50% higher than 2017. The ability to visit the campus likely played a role in converting applicants to enrolled students.

A number of substantive changes to recruitment and admissions procedures have been implemented since the previous admissions cycle. As the number of high school graduates stagnates and starts to diminish in the next few years, it is imperative that Virginia Tech remain competitive, and the results of this cycle provide evidence that the changes made are effective. Amongst the most important initiatives completed in the 2018-2019 academic year are the following:

- Established a territory management plan for recruitment using geo market demographic data, which allowed us to be intentional about expanding some emerging recruitment territories and exploring new ones based on this data-informed approach.
- Implemented the Coalition Application Platform. This allowed us to streamline the application fee waiver process for low income students and veterans. Waivers went from about 6% of the applicant pool last year to 21% of the applicant pool this year.
- Developed and applied a new strategic financial aid leveraging plan to support enrollment management outcomes. With an econometric statistical model as its foundation, the plan aims to accomplish four main objectives:

- Determine the appropriate amount of aid to promote optimal enrollment of strategic populations.
 - Directly contribute to the achievement of retention and graduation goals of different segments in the new and returning student population.
 - Optimize the distribution of aid to serve more students.
 - Balance attainment of enrollment goals with net tuition revenue goals and tuition discounting caps.
- Added an Early Action (non-binding) admission opportunity. The great majority of applicants (60%) chose this plan.
- Consolidated each admission offer letter with financial aid notification in a single, personalized packet.
- Implemented the Self-Reported Academic Record (SRAR), which expedited the review of applications by at least 4 weeks.
- Implemented Holistic admissions technology and process. Over 180 university wide volunteers received training on the reading and scoring of the 4 short-essays that make up the *Ut Prosim* Profile. These volunteers read over 63,500 freshman profiles (each applicants requires a minimum of two reads) with 253,744 prompt responses and up to 30,449,280 words, all in 130 days.
- Made the completion of the FAFSA required for all centrally managed financial aid awards. This resulted in 75% of the 2019 accepted-offer cohort completing a FAFSA vs 58% of the 2018 accepted-offer cohort.
- Implemented Slate, a new constituent/customer relationship system (CRM) for management of recruitment- and admissions-related activities and processes to include:
 - recruitment interactions for close to half a million prospects for class of 2024, 2025, 2026;
 - communications tracking, integration and analytics;
 - relationships (parents, counselors, alumni) tracking;
 - events management;
 - travel management;
 - applications management and *Ut Prosim* Profile reading; and
 - recruitment materials tracking of production cost, effectiveness and ROI calculations.

- Deployed the VT micro scholarship program on Raise.me to facilitate and reward activities and behaviors that promote college-going culture and create early affinity with Virginia Tech. Currently, over 14 thousand students are associated with VT on this platform, with over 9 thousand of them from the high school graduating classes of 2020, 2021, 2022.
- Planned and deployed the VT College Access Tour, funded with a competitive grant from the Coalition for College. In the span of one month, the recruitment team visited 22 different sites around the state disseminating information regarding financial aid, changes to the admissions process and the use of the Coalition Application.
- Expanded visit and on-campus event capacity, which enabled hosting an additional 8,266 visitors/event attendees from September 2018 through April 2019 compared to the same time span the last academic year.

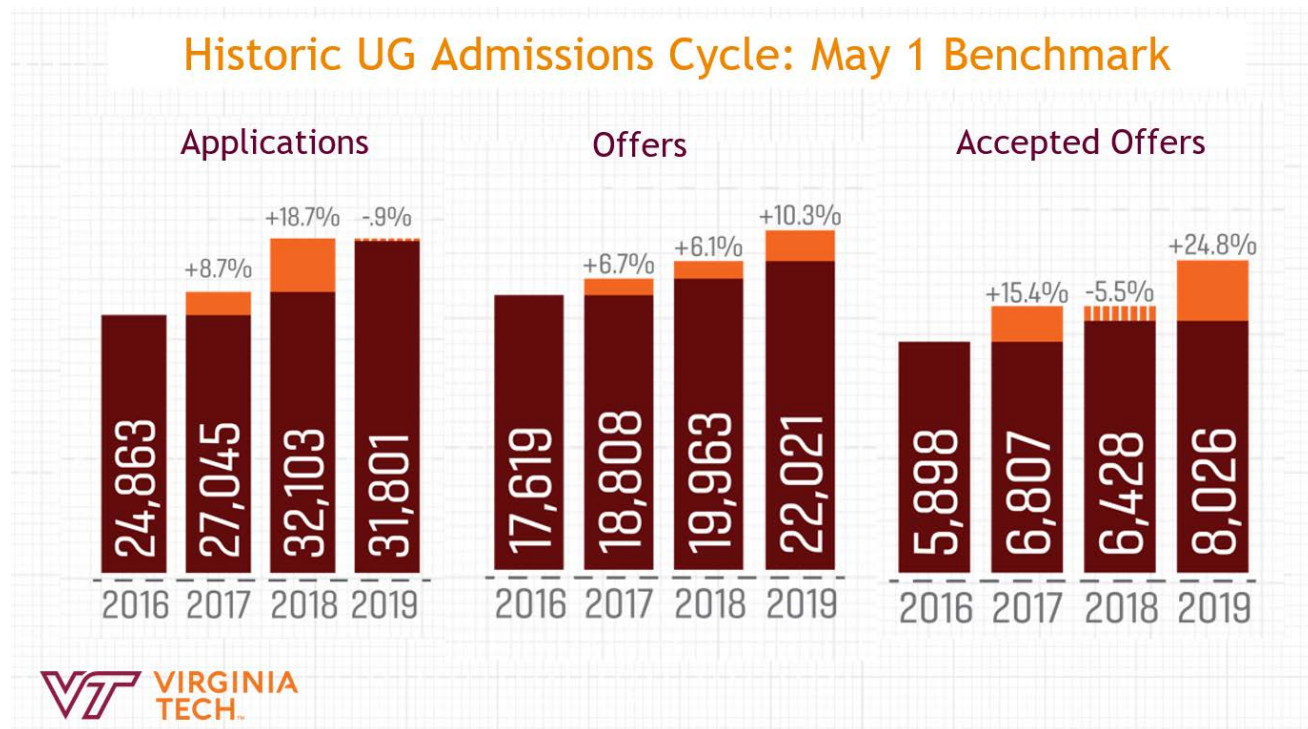
There is no doubt that the larger than expected freshman class presents challenges for Virginia Tech. Provost Clarke has already convened a working group to prepare for the larger than anticipated enrollment and preserve the quality of the Virginia Tech experience. Solutions being explored include the following:

- Work with colleges and the Registrar to implement ways to optimize scheduling of classrooms and courses, thus increasing of instructional space utilization.
- Fund and recruit additional instructors and graduate teaching assistants necessary to accommodate increased enrollment in high-demand courses (chemistry, physics, mathematics, English)
- Modify the requirement that all first-year students live on campus for the 2019-20 year.
- Secure additional university housing off-campus.
- Optimize and supplement dining plans.
- Incentivize students to delay matriculation at Virginia Tech and/or take classes during Summer Academy, to reduce course enrollments across the full academic calendar.

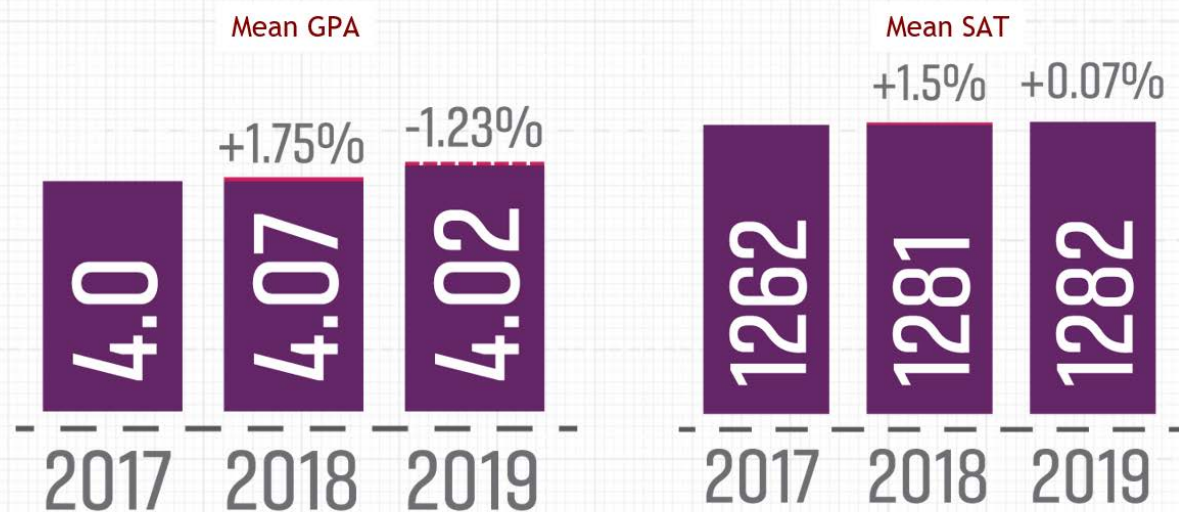
Strategies to address the enrollment surge will be implemented over the summer in preparation prepare to welcome all new students in the fall.

2019 Entering Freshman Class Outcomes

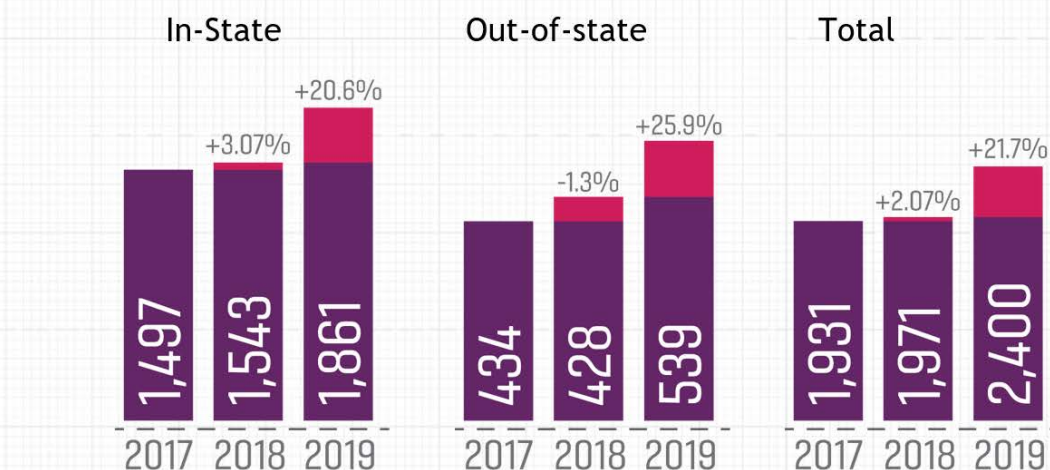
The graphs below depict the May 1 outcomes of the 2019 freshman cohort:



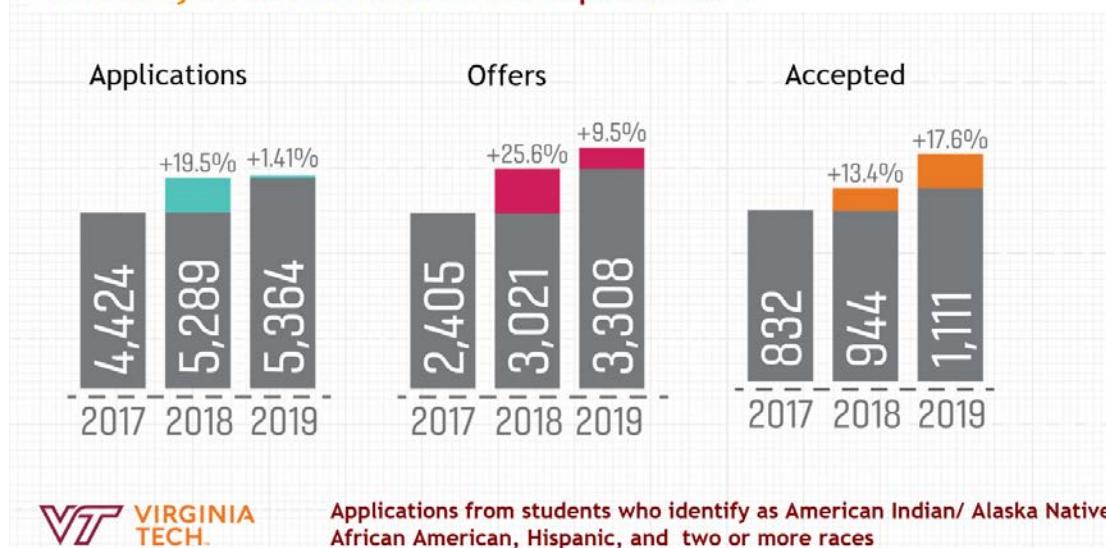
2019: Freshman Class Profile



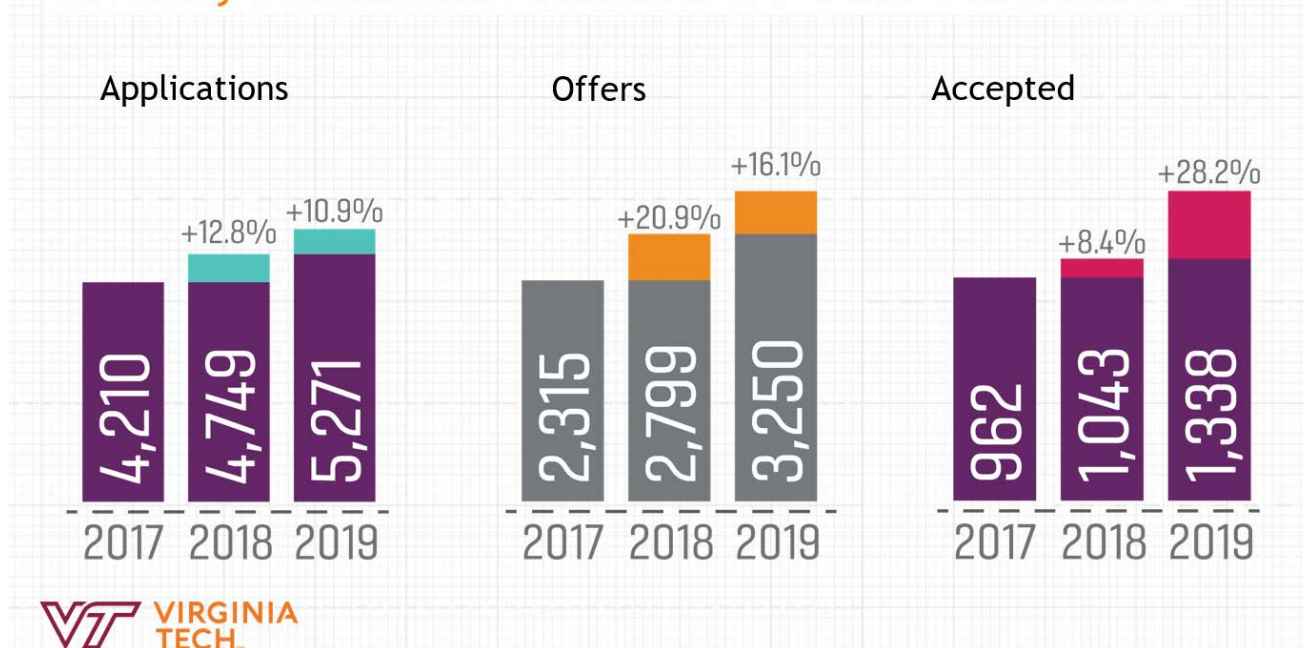
Diversity Benchmarks: Overall Underserved/ Underrepresented



Diversity Benchmarks: Underrepresented



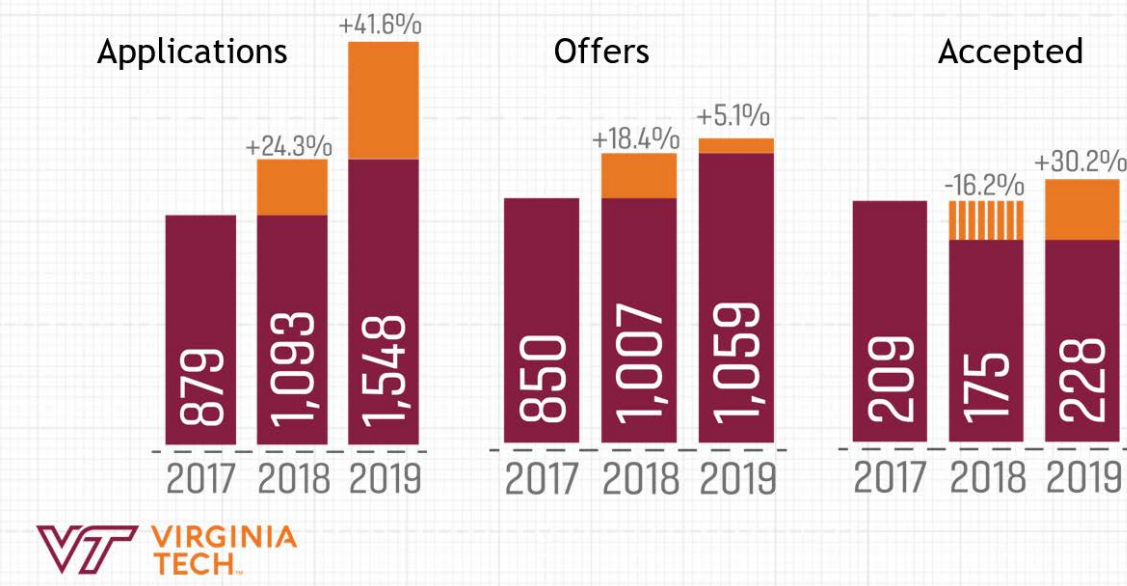
Diversity Benchmarks: Underserved- First-Generation



Diversity Benchmarks: Underserved-Pell Grant-Eligible In-State



Diversity Benchmarks: Underserved-Pell Grant-Eligible Out-of-State



Diversity Benchmarks: Underserved- Veterans



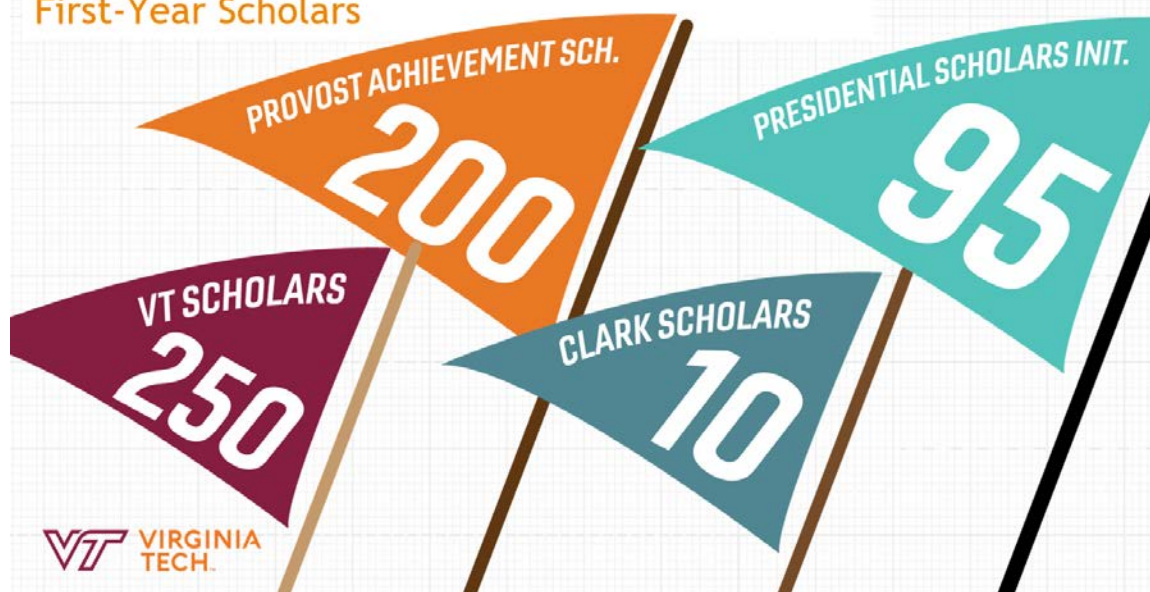
Legacy

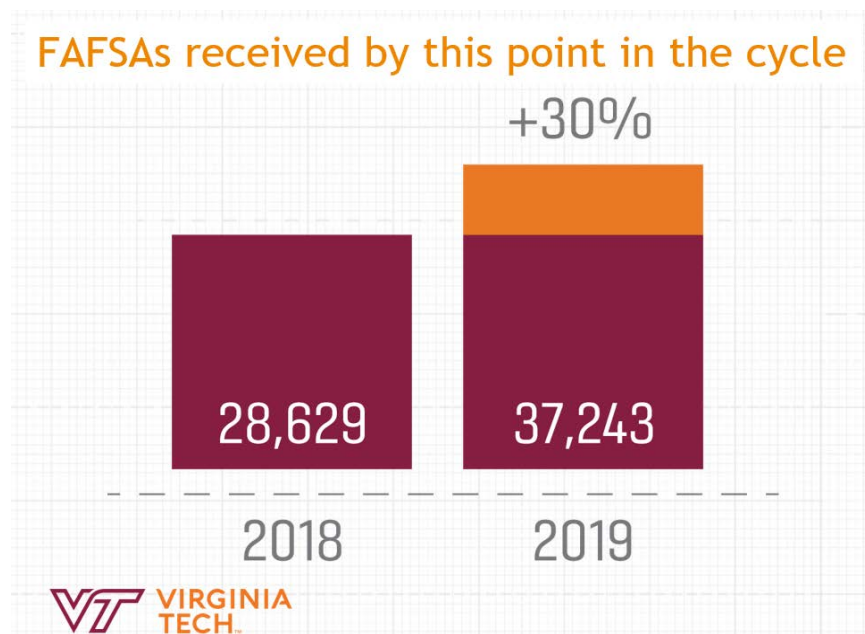
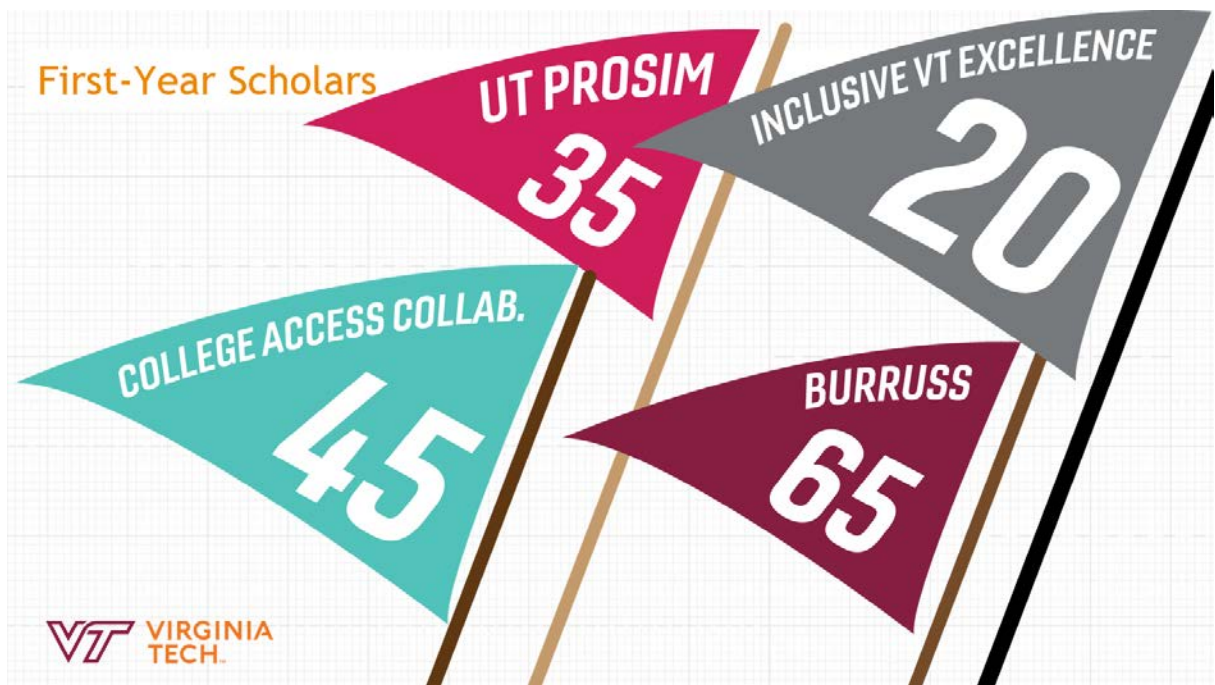


Corps of Cadets



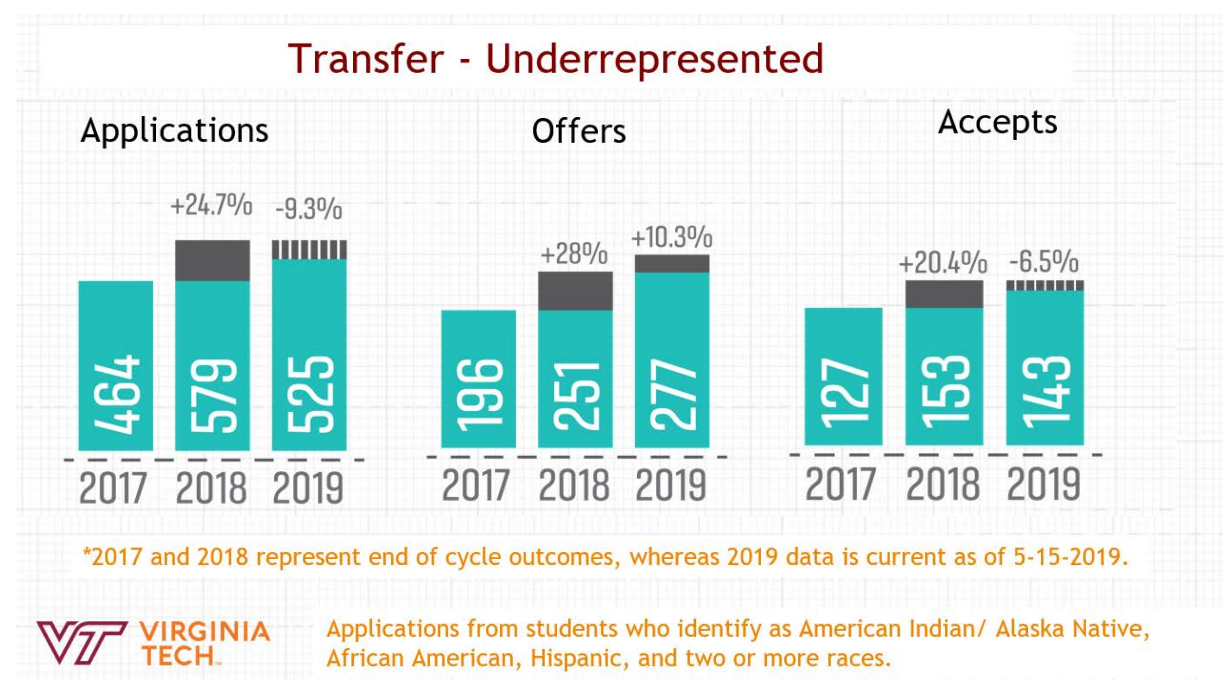
First-Year Scholars





Transfer Students

The State of Virginia continues to work toward facilitating transfer of credits between the 2 and 4 year institutions and to strive for a more robust approach to increasing the production of post-secondary degrees. To that effect the Transfer VA initiative has been launched and, in alignment with our Land Grant mission, Virginia Tech has begun work to ensure successful outcomes. This year we aimed to increase our target of transfer students to 1250. The deadline to accept offers of admissions for transfer students is June 1, therefore the outcomes below should be considered interim until such date.



Transfer- First Generation



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer - Pell-Eligible



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer- Veterans



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.



Transfer - Virginia Community College System, Percent of all Transfer Applications



*2017 and 2018 represent end of cycle outcomes, whereas 2019 data is current as of 5-15-2019.

