BOARD OF VISITORS INFORMATION SESSION MINUTES
November 13, 2022

An information session (open session) for the Board of Visitors was held on Tuesday, August 23, 2022, at 9:30 a.m. at the Virginia Tech Center at 700 Tech Center Parkway, Suite 305, Newport News, Virginia 23606. There was no public comment period, and the meeting was livestreamed on YouTube for the public.

Board Members Present	**Absent**
Letitia Long (Rector)	C.T. Hill
Ed Baine (Vice Rector)	
Shelley Barlow	
David Calhoun	
Carrie Chenery	
Sandra Davis	
Greta Harris	
Brad Hobbs	
Anna James	
Sharon Martin	
Melissa Nelson	
L. Chris Petersen	
Jeff Veatch	

Constituent Representatives Present:
Jamal Ross, Undergraduate Representative
Anna Buhle, Graduate/Professional Representative
Serena Young, Staff Representative
Holli Gardner Drewry, Administrative/Professional Faculty Representative
Robert Weiss, Faculty Representative

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Lynsay Belshe, Eric Brooks, Bob Broyden, Brock Burroughs, Allen Campbell, Cyril Clarke, Lance Collins, Al Cooper, Corey Earles, Jeff Earley, Alisha Ebert, Juan Espinoza, Kari Evans, Ron Fricker, Luisa Havens Gerardo, Emily Gibson, April Goode, Debbie Greer, Suzanne Griffin, Rebecca Gunn, Rebecca Halsey, Kay Heidbreder, Tim Hodge, Matt Holt, Elizabeth Hooper, Chris Kiwus, Brett Malone, Erin McCann, Elizabeth McClanahan, Ken McCrery, Ross Meacham, Scott Midkiff, Jeff Mitchell, Justin Noble, Mark Owczarski, James Perkins, Charlie Phlegar, Ellen Plummer, Kevin Pitts, Lauren Pollard, Menah Pratt, Zohab Qazi, Robin Queen, Paul Richter, Julia Ross, Brandy Salmon, Ken Smith, Dan Sui, Aimee Surprenant, Don Taylor, Jon Clark Teglas, Rob Viers, Tracy Vosburgh, Lisa Wilkes, and Chris Yianilos.

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Rector Long convened the meeting and welcomed everyone to the Information Session. The agenda included:

- Freedom of Speech/Academic Freedom: Dr. Robin Queen, Vice President of the Faculty Senate, Professor in Biomedical Engineering and Mechanics, Director of the Kevin P. Granata Biomechanics Lab, and Professor in the Department of Orthopaedic Surgery at Virginia Tech Carilion School of Medicine provided an update on the Taskforce on Freedom of Expression and Inquiry. The Taskforce's charge is to draft a statement affirming Virginia Tech's commitments to academic freedom and the constitutional right of free speech. The statement should acknowledge existing statements and policies and bring them together in the context of the university's academic mission. If appropriate, the new statement could replace existing statements to establish a coherent and unified expression of the university's commitments. The Taskforce will also develop recommendations for exercising and demonstrating these commitments in a manner that exemplifies Virginia Tech's Principles of Community. The group reviewed 60 peer statements, 5 in detail, before drafting a preliminary statement which President Sands is currently reviewing. Included in the Taskforce membership are BOV members Anna James and Jeff Veatch.

- IT Transformation Initiative: Dr. Scott Midkiff, Vice President for Information Technology & Chief Information Officer and Mr. Zo Qazi, IT Transformation Program Director, shared project progress updates related to IT Governance, IT Finance, and Cybersecurity. Under IT Governance, the goals are to establish a university-wide IT governance model and IT Project Management Office. In IT Finance, the goal is to streamline the software procurement process. Cybersecurity goals include the implementation of CIS IG2 controls across all platforms, augmenting 24x7 monitoring with a Security Operations Center, enabling endpoint detection and data loss prevention, and setting minimum security standards. Key accomplishments and challenges were shared with the Board. Cybersecurity projects are speeding along and are already yielding tangible benefits. The software pilot has been hailed as beneficial with more improvements coming. There is a paradigm shift in IT Governance that will need consistent support and iteration to take hold. Overall progress is becoming steady. There are continuous updates on the IT Transformation website and dashboard.

- Economic Development: Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus, Dr. Brandy Salmon, Associate Vice President for Innovation and Partnerships, and Mr. Jason El Koubi, President and CEO of Virginia Economic Development Partnership explored the economic impacts that Virginia Tech and its programs have on the Commonwealth. Mr. El Koubi presented the transformational goals for the Commonwealth. 1. Robust state growth will position Virginia to achieve a growth rate among that of the top 5-10 states in the U.S. 2. Every Region Wins ensures that every region participates in the growth of the Commonwealth. 3. Best State for Business will restore Virginia to its previous leadership position near the top of the national business climate rankings. 4. Top State EDO will

reestablish VEDP as one of America's most effective state economic development organizations. 5. Super Collaborator marks exhibit collaboration and coordination as hallmarks of VEDP (i.e., place a central focus on the "P" in VEDP). Availability of skilled labor is a top site selection factor for corporate executives and site selection consultants. Since Virginia is at the nexus of technology and manufacturing, colleges and universities play a critical role in economic development.

Dr. Lance Collins presented that Virginia Tech's Innovation Campus is driving tech startups in the Northern Virginia region with 150 teams annually participating in Project-Based Education, an Entrepreneurship Track with Professor Angelos Stavrou, high community support and select teams will receive early-stage funding and incubation space in Innovation Building. The Innovation Campus is constructing the southern anchor of National Landing with 844 workers employed to-date, 450 daily workers at peak, $63M spent to-date on A/E and Construction Manager services, 25.8% of awards to SWAM* contractors. Also, Whiting-Turner has committed to achieving 34% SWAM subcontractors by building completion.

Dr. Brandy Salmon explained how Link.License.Launch builds strategic partnerships and delivers holistic approaches through Scholarships, Graduate assistantships, Branding and naming opportunities, Research collaborations, Co-capture opportunities, Faculty support, Program support and x-Labs. Link.License.Launch.'s FY2023 goals include 190 invention disclosures, 30 license agreements, and 9 start-up companies.

- Educational Mission - Future Development: Dr. Cyril Clarke, Executive Vice President and Provost, outlined the guiding principles of future development as evidence-based, student-centered, equity/excellence imperative experiential learning which is curricular/co-curricular and involves various modes of engagement. Virginia Tech has learned from online experience during the pandemic about student access and advising, wellness, mental health, academic progress, national trends, and the university's organizational structure and next steps. The goal is to optimize balance between course content/goals, instructional methodology, and expense.

- Enrollment Management: Dr. Luisa Havens Gerardo, Vice Provost for Enrollment & Degree Management, and Mr. Juan Espinoza, Associate Vice Provost for Enrollment Management and Director of Undergraduate Admissions, gave an overview of the breakdown of 2022 new undergraduate applicants and their financial aid profile. The undergraduate enrollment goals include 300 transfer students in Spring 2023, 7,085 FTIC and 1,025 new transfers with a total enrollment for Fall 2023 of 30,450 students. Current (as of 11/2/22) application numbers are as follows: Spring 2023 Transfer Applications – 748 which is up 5.8% from Spring 2022 (707); Fall 2023 Early Decision- 3,390 Applications which is up 21% from Fall 2022 (2,791); Fall 2023 Undergraduate Applications - 14,389 which is up 25% from Fall 2022 (11,527)

- Due to time constraints, the Annual Strategic Plan Review by Dr. Menah Pratt, Vice President for Diversity, Inclusion, and Strategic Affairs, will be given at Monday's full Board meeting.

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The meeting was adjourned at 5:00 p.m.

(Copies of the presentations and reports are filed with the permanent minutes and attached.)

Attachment B

Virginia Tech Board of Visitors Meeting

Information Session

Sunday, November 13, 2022
2:00 p.m.

The Inn – Latham Ballroom
Virginia Tech Campus

Freedom of Speech/Academic Freedom
- Dr. Robin Queen, Vice President - Faculty Senate; Professor, Biomedical Engineering and Mechanics; Director, Kevin P. Granata Biomechanics Lab; Professor, Department of Orthopaedic Surgery, Virginia Tech Carilion School of Medicine

#+ **IT Transformation Initiative**
- Dr. Scott Midkiff, Vice President for Information Technology & Chief Information Officer
- Mr. Zo Qazi, IT Transformation Program Director

#+ **Economic Development**
- Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus
- Dr. Brandy Salmon, Associate Vice President for Innovation and Partnerships
- Mr. Jason El Koubi, President and CEO of Virginia Economic Development Partnership

Educational Mission - Future Development
- Dr. Cyril Clarke, Executive Vice President and Provost

Enrollment Management
- Dr. Luisa Havens Gerardo, Vice Provost for Enrollment & Degree Management
- Mr. Juan Espinoza, Associate Vice Provost for Enrollment Management and Director of Undergraduate Admissions

\+ **Annual Strategic Plan Review**
- Dr. Menah Pratt, Vice President for Diversity, Inclusion, and Strategic Affairs

 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Freedom of Expression and Inquiry

Sponsors: Provost Cyril Clarke, PhD and Robert Weiss, PhD

Deadline: January 1, 2023

Charge:

- Draft a statement affirming Virginia Tech's commitments to academic freedom and the constitutional right of free speech. The statement should acknowledge existing statements and policies and bring them together in the context of the university's academic mission. If appropriate, the new statement could replace existing statements to establish a coherent and unified expression of the university's commitments.
- Develop recommendations for exercising and demonstrating these commitments in a manner that exemplifies Virginia Tech's Principles of Community.

Membership:

Chair
Robin Queen, PhD (Biomedical Engineering) VP of the Faculty Senate & Chair Commission on Faculty Affairs

Faculty
Jim Hawdon, PhD (Sociology)
Khadijah Queen, PhD (English)
Ali Mehrizi-Sani, PhD (Elec & Comp. Engineering)
Jerald Walz, PhD (Ag Leadership & Comm Dev)
Vivica Kraak, PhD, RDN (Human Nut., Food & Ex.)

Staff
Tasia Persson (Executive Assistant To the Dean)

A/P faculty
Janice Austin, PhD (Assistant Dean – Admissions)

Undergraduate students
Caroline Lohr (President USS)
Ainsley Cragin (VP for Policy and Issues USS)

Graduate students
Ben Beiter (President GPSS)
Chloe Robertson (VP GPSS)

BOV
Anna James
Jeff Veatch

Content experts
Kara Latopolski – Academic Freedom expert
Kay Heidbreder – University Legal Counsel
Harrison Blythe – Director of Compliance and Conflict Resolution
Gabby McCollum - Past Chair of CEOD
Laura Belmonte, Ph.D. - Dean CLAHS
Chris Yianilos - VP for Government and Community Relations
Mark Owczarski - Associate VP for University Relations

VIRGINIA TECH™

IT TRANSFORMATION
Program Update
November 2022

Scott Midkiff, Vice President for IT & CIO

Zohaib Qazi, IT Transformation Program Director

Program Office Development

- Program Office to hire our contract Project Managers on permanent basis

- Recognizing our campus collaborators
  - **Division of IT**
    - Karen Herrington
    - Angela Correa
    - Greg Kroll
    - Vicki Hall
  - **Organizational Excellence**
    - Kristina Givens
    - Mohammed Al Rezq (Graduate Assistant)
    - Ross Mecham
  - **Analytics and Institutional Effectiveness**
    - Thulasi Kumar

PROJECTS IN PROGRESS

IT Governance

- Establish university-wide IT governance model
- Establish a university-wide IT Project Management Office

IT Finance

- Streamline software procurement process

Cybersecurity

- Implement CIS IG2 controls across all platforms
- Augment 24x7 monitoring with a Security Operations Center
- Enable endpoint detection and data loss prevention
- Minimum security standards

Access additional information at
https://evpcoo.vt.edu/ittransformation

Key Accomplishments

IT Governance – on schedule

- Sub-Committee charters completed
- Sub-Committee appointments completed

IT Project Management Office (PMO) Framework – on schedule

- Identified foundational metrics

Streamline Software Procurement – on schedule

- As of October 25th: 217 purchases have been approved and processed

Key Accomplishments

Enforce CIS IG2 Standards – on schedule

- 50% of senior management areas enrolled in the assessment process

24x7 Security Operations Center – on schedule

- Vendor of choice – OmniSOC
- Reviewing data in production and finalizing response protocols

Deploy Endpoint Detect and Response (EDR) and Data Loss Prevention Solutions – on schedule

- 3,500+ endpoint solutions deployed across various departments
- Detected ransomware on one endpoint

Minimum Security Standards – ahead of schedule

- 38 out of 38 procedure guides completed to augment current Minimum Security Standards

Challenges

Streamline Software Procurement

- Addressing the time consumed for legal review and other review and vendor interaction for Pilot 2

Identity & Access Management

- Attracting candidates for position since it is “restricted” due to current one-time funding

Key Takeaways

- Cybersecurity projects are speeding along and are already yielding tangible benefits
  - Ability to see filtered and un-filtered data via OmniSOC
  - Microsoft A5 license upgrade with improved security capabilities is now available for all faculty and staff
- Software pilot hailed as beneficial, more improvements are coming
- IT Governance – paradigm shift, will need consistent support and iteration to take hold
- Overall progress is becoming steady
- Continuous updates on IT Transformation website and dashboard

Access additional information at
https://evpcoo.vt.edu/ittransformation

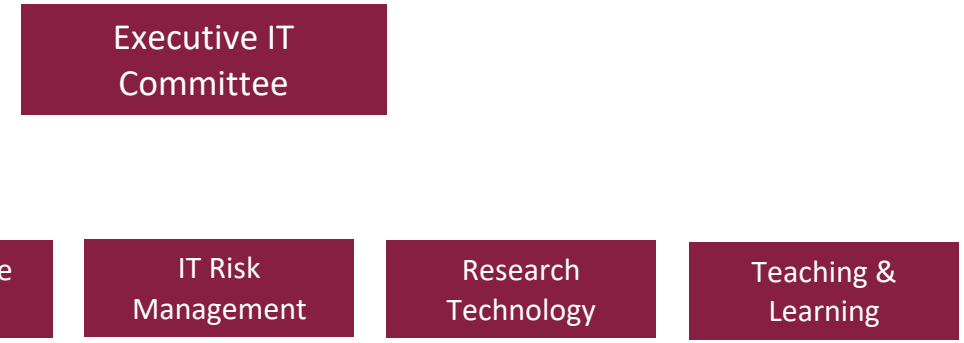
VIRGINIA TECH™

Project Details

IT Governance 1.2 – University-wide IT Governance Model

Accomplishments

- First Executive Committee meeting held 9/6
- Sub-Committee Charters completed on 9/29
- Sub-Committee appointments completed



In Process

- Review and complete threshold document
- Send invitation letters to sub-committee members

Access additional information at https://evpcoo.vt.edu/ittransformation

IT Governance 1.3 – IT Project Management Office (PMO) Framework

Accomplishments

- Conducted 2 process workshops 09/07 and 09/22
- Completed foundational PMO framework
- Foundational template review completed – 9/14
- Metrics workshop, identified foundational metrics – 9/23

In Process

- Operationalizing foundational project process for Phase 1
- Documenting foundational project processes
- Training on Project Process
- Defining metrics

Access additional information at
https://evpcoo.vt.edu/ittransformation

IT Finance 2.2 – Streamline Software Procurement

Consists of 2 Separate Pilot Projects

- Pilot 1: Implement expedited process for procurement of low risk, low-cost software and IT services
- Pilot 2: Implement concierge-guided process for the procurement of software and IT services

Accomplishments

- Pilot 1 was launched August 1st , will conclude on Dec 31, 2022
- Well-utilized process
- As of October 25th: 263 requests have been received and 217 purchases have been approved

In Process

- Pilot 2

Challenges

- Addressing the time consumed for legal review and other review and vendor interaction for Pilot 2

Access additional information at https://evpcoo.vt.edu/ittransformation

Cybersecurity 6.1 – Enforce CIS IG2 Standards

Accomplishments

- 50% of senior management OU's (Organizational Units) are identified and enrolled in the assessment process

Project Phases (In Process)

- Continue enrolling OUs in the assessment process
- Phase 1: IT risk assessments; revise IT security standards to align with IG2 safeguards
- Phase 2: Based on assessments, develop IG2 plans of actions for high/moderate risk assets
- Phase 3: (Implementation) Complete the plans of action

Access additional information at
https://evpcoo.vt.edu/ittransformation

Cybersecurity 6.2 – 24 x 7 Security Operations Center (SOC)

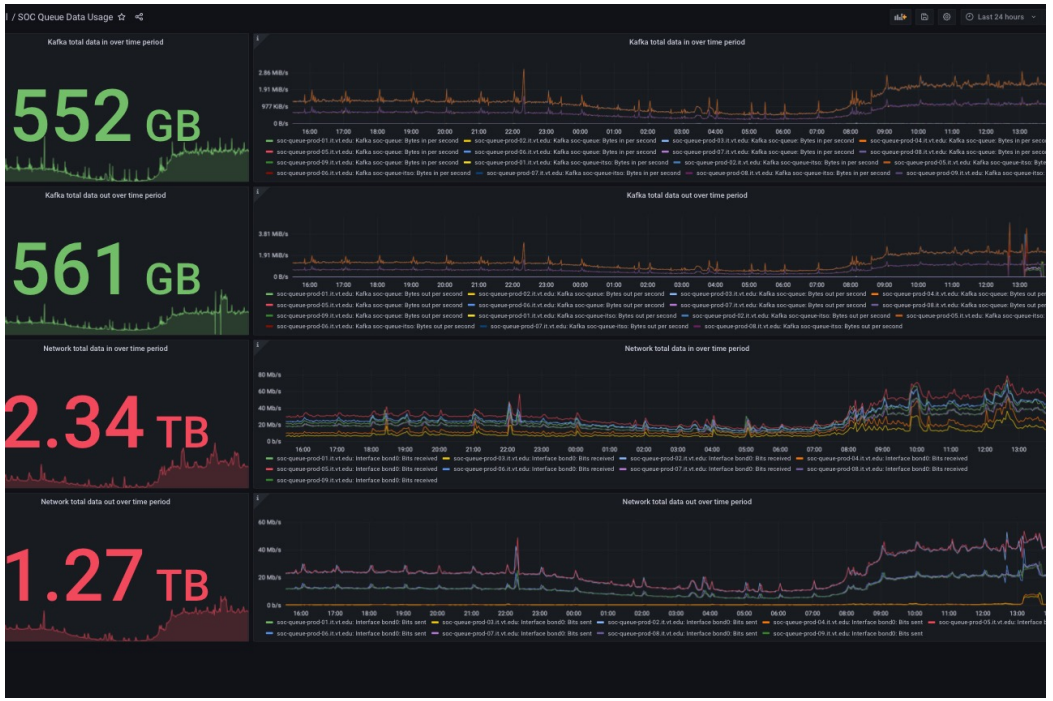
Vendor of Choice – OmniSOC

Accomplishments

- All production equipment including hardware has been installed at Indiana University's OmniSOC
- ServiceNow API will be used to send data related to incidents

In Process

- Continue to work on data formatting
- Implement Single Sign-On
- Implement EZ button tool
- Discuss communication related to SOC



Access additional information at https://evpcoo.vt.edu/ittransformation

Cybersecurity 6.3 – Identity and Access Management

Accomplishments

- Project Kick off – 08/23/2022

In Process

- Project is divided in to 4 sub-projects
  - Service Data Access Mapping Administration Framework (Planning)
  - Enterprise Roles Administration Framework (Planning)
  - Implement Identity Governance & Administration Service (Planning)
  - IAM Governance Framework (Initiation)

Challenges

- Filling the restricted positions due to lack of base funding
- Funding to convert restricted position to base positions

Access additional information at https://evpcoo.vt.edu/ittransformation

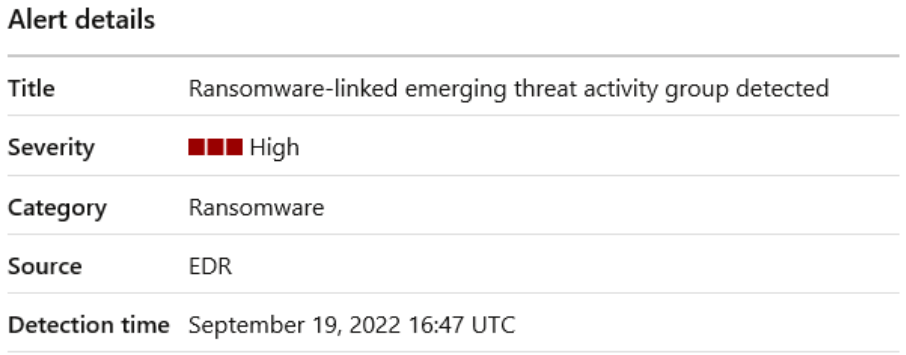
Cybersecurity 6.4/6.5 – Deploy Endpoint Detect and Response (EDR) Solution

Accomplishments

- As of 10/17/2022, 3510 Endpoint solutions are deployed across 17 departments
- Microsoft A5 license upgrade negotiations completed and announced
- Ransomware was detected on one system

In Process

- Work on baseline configuration for MS Defender for Endpoints
- Identify data endpoints which can be exported to SOC
- Evaluating readiness for units to provide IT support



Alert details

Title	Ransomware-linked emerging threat activity group detected
Severity	■■■ High
Category	Ransomware
Source	EDR
Detection time	September 19, 2022 16:47 UTC

Access additional information at https://evpcoo.vt.edu/ittransformation

Cybersecurity 6.6 – Minimum Security Standards

Accomplishments

- 38 out of 38 procedure guides completed to augment the current Minimum Security Standards

In Process

- Setting up procedure guides within an IT repository to be determined soon
- Providing access and support to promote adherence to minimum security standards
- Provide guidelines for additional controls in CIS IG2

Access additional information at
https://evpcoo.vt.edu/ittransformation

Attachment B

PARTNERING TO POSITION VA AS A GROWTH LEADER

November 13, 2022

VEDP Virginia Economic Development Partnership
VEDP.org

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP (VEDP)

Virginia Tech

ECONOMIC DEVELOPMENT: POLICIES AND PROGRAMS DESIGNED TO ENCOURAGE GROWTH IN JOBS, WAGES, AND INVESTMENT

VEDP accomplishes this through:

Marketing Virginia to raise awareness of the Commonwealth's advantages for business and cultivate new leads

Recruiting out-of-state firms to select Virginia for new job-creating projects

Encouraging and assisting the **retention and expansion** of existing Virginia firms

Assisting Virginia companies to establish and/or expand international sales (i.e., **trade development**)

Encouraging **coordination** of economic development efforts among local, regional, and state partners

Developing recommended **economic development policies and strategies** to position Virginia and its regions for growth

Conducting **research** to understand and effectively present Virginia's competitive advantages

Administering **performance-based incentives** that encourage job creation and capital investment

Providing **grants or custom workforce solutions** to address recruitment and training needs, and **analysis and insight** on education and labor market alignment

Collaborating with localities to develop **project-ready sites** for manufacturing and supply chain projects

TRANSFORMATIONAL GOALS FOR THE COMMONWEALTH

1

Robust State Growth

Position Virginia to achieve a growth rate among that of the top 5-10 states in the U.S.

2

Every Region Wins

Ensure that every region participates in the growth of the Commonwealth

3

Best State for Business

Restore Virginia to its previous leadership position near the top of the national business climate rankings

4

Top State EDO

Reestablish VEDP as one of America's most effective state economic development organizations

5

Super Collaborator

Exhibit collaboration and coordination as hallmarks of VEDP (i.e., place a central focus on the "P" in VEDP)

VEDP FOCUSES MOST OF ITS BUSINESS DEVELOPMENT EFFORTS ON A SET OF TARGET INDUSTRIES FOR WHICH VA IS COMPETITIVE

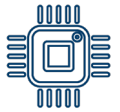
Automotive

Software

Headquarters

Aerospace

Cybersecurity


Semiconductors

Life Sciences

Unmanned Systems

Wood Products

Data Centers

Offshore Wind

Business Process Services

Supply Chain Management

Food & Beverage Processing

Advanced Materials

Controlled Environment Agriculture

In addition, Virginia has dedicated state agencies to cultivate the tourism, agriculture, and forestry industries.

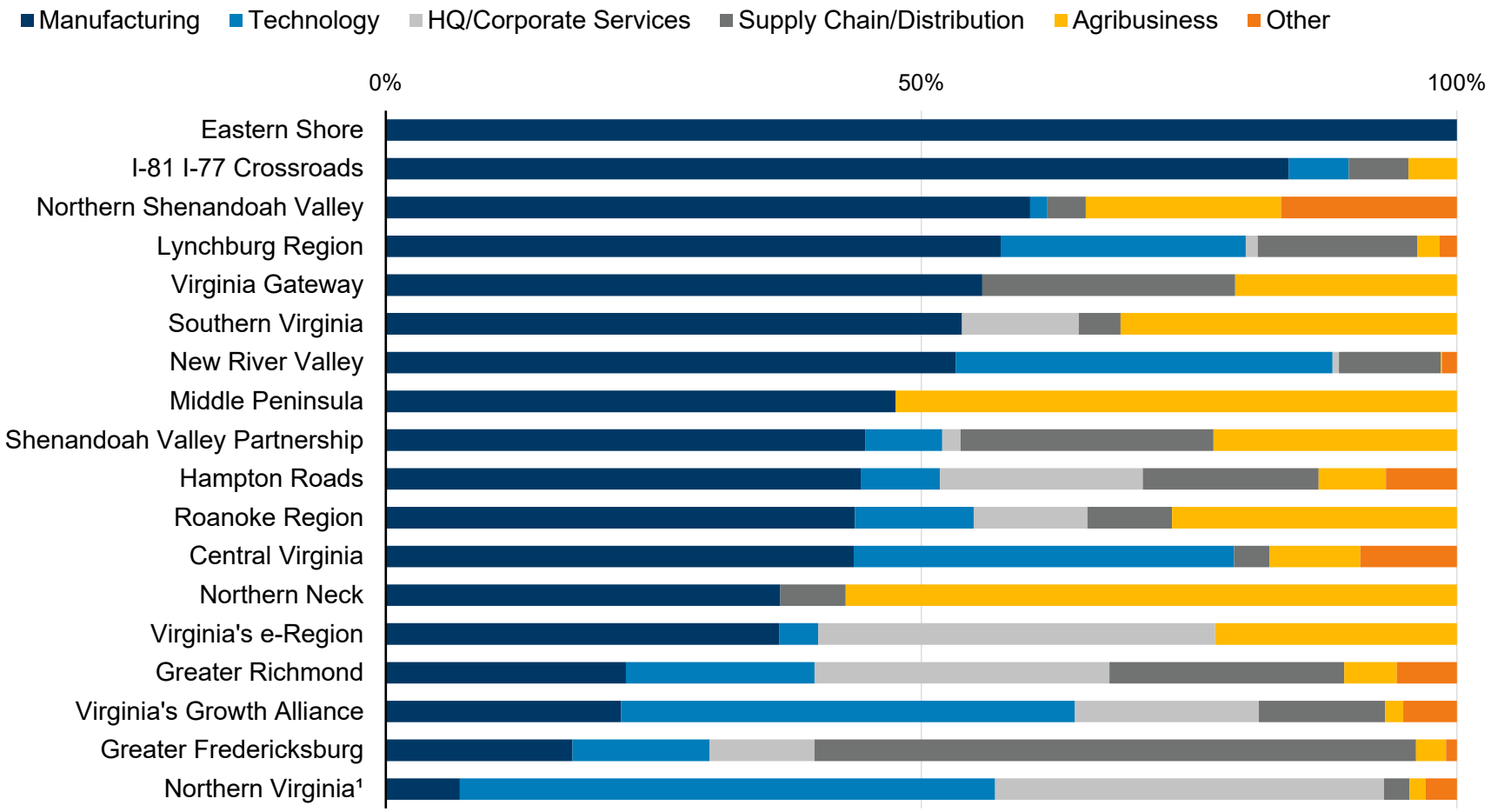
VIRGINIA IS FOR LOVERS

VIRGINIA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

VIRGINIA DEPARTMENT OF FORESTRY

REGIONAL PROJECT ANNOUNCEMENTS REFLECT SIGNIFICANT DIFFERENCES IN REGIONAL ECONOMIC DIVERSITY

Total new regional employment, including expansions
VEDP Marketing Region, New jobs announced FY18 – FY22



[1]Excluding Amazon HQ2
Source: VEDP Announcements Database

EVERY REGION WINS: SINCE FY22, VEDP HAS HELPED SECURE 20,300+ JOBS AND $35.7B+ IN CAPITAL INVESTMENT IN VIRGINIA

FY22 Results

17,203

DIRECT JOBS

$34.02B

CAPEX

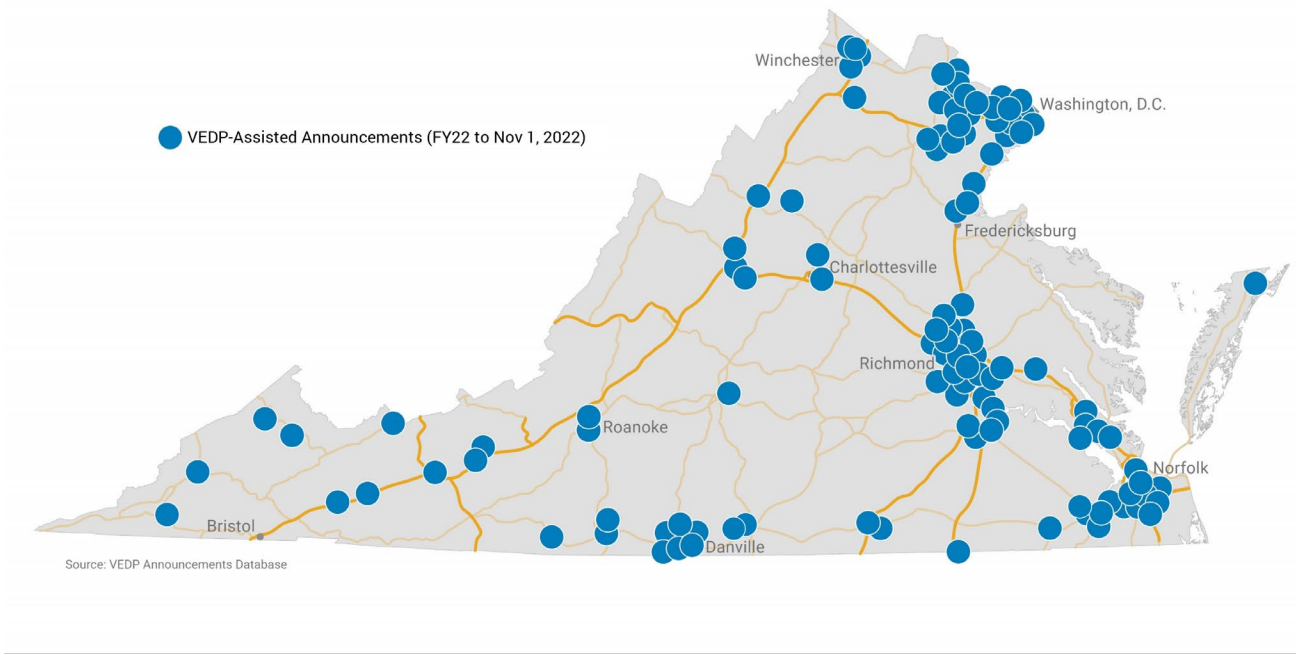
FY23 Goals

15,000

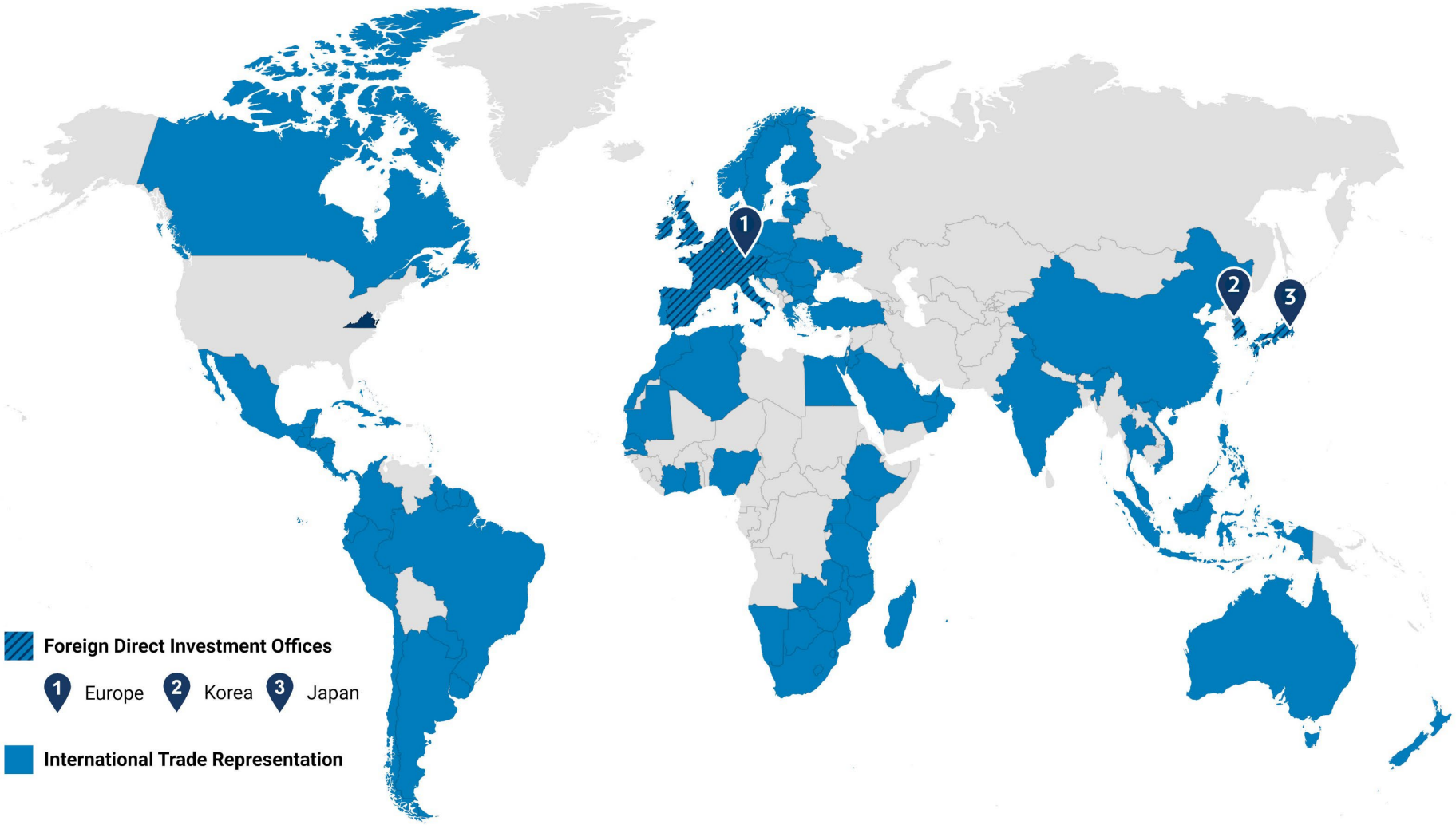
DIRECT JOBS

$7.5B

CAPEX



VEDP'S GLOBAL NETWORK



TALENT-CENTRIC ECONOMIC DEVELOPMENT

Virginia Tech

Availability of skilled labor is a top site selection factor for corporate executives and site selection consultants

Most Important Site Selection Factors
Area Development Surveys (2021)

Corporate Executive Survey

1. Labor costs
2. **Availability of skilled labor**
3. Energy availability and costs
4. Inbound/outbound shipping costs
5. Highway accessibility

Site Selection Consultant Survey

1. Proximity to major markets
2. **Availability of skilled labor**
3. Highway accessibility
4. State and local incentives (tie)
4. Proximity to suppliers (tie)
4. Available land (tie)

Virginia Tech

VEDP OFFERS INNOVATIVE TALENT SOLUTIONS TO SUPPORT THE NEEDS OF COMPANIES AND PARTNERS

Virginia Office of Education Economics (VOEE)

Analysis, resources, and expertise to help align education and labor market

Regional Talent Solutions & Business Outreach (RTSBO)

Facilitate talent-focused conversations with existing high-value firms

Virginia Talent Accelerator Program

Services customized to client recruitment and training needs

Strategic Talent Initiatives

Large-scale investments in talent that address the needs of many firms

SCHEV

VIRGINIA DEPARTMENT OF EDUCATION

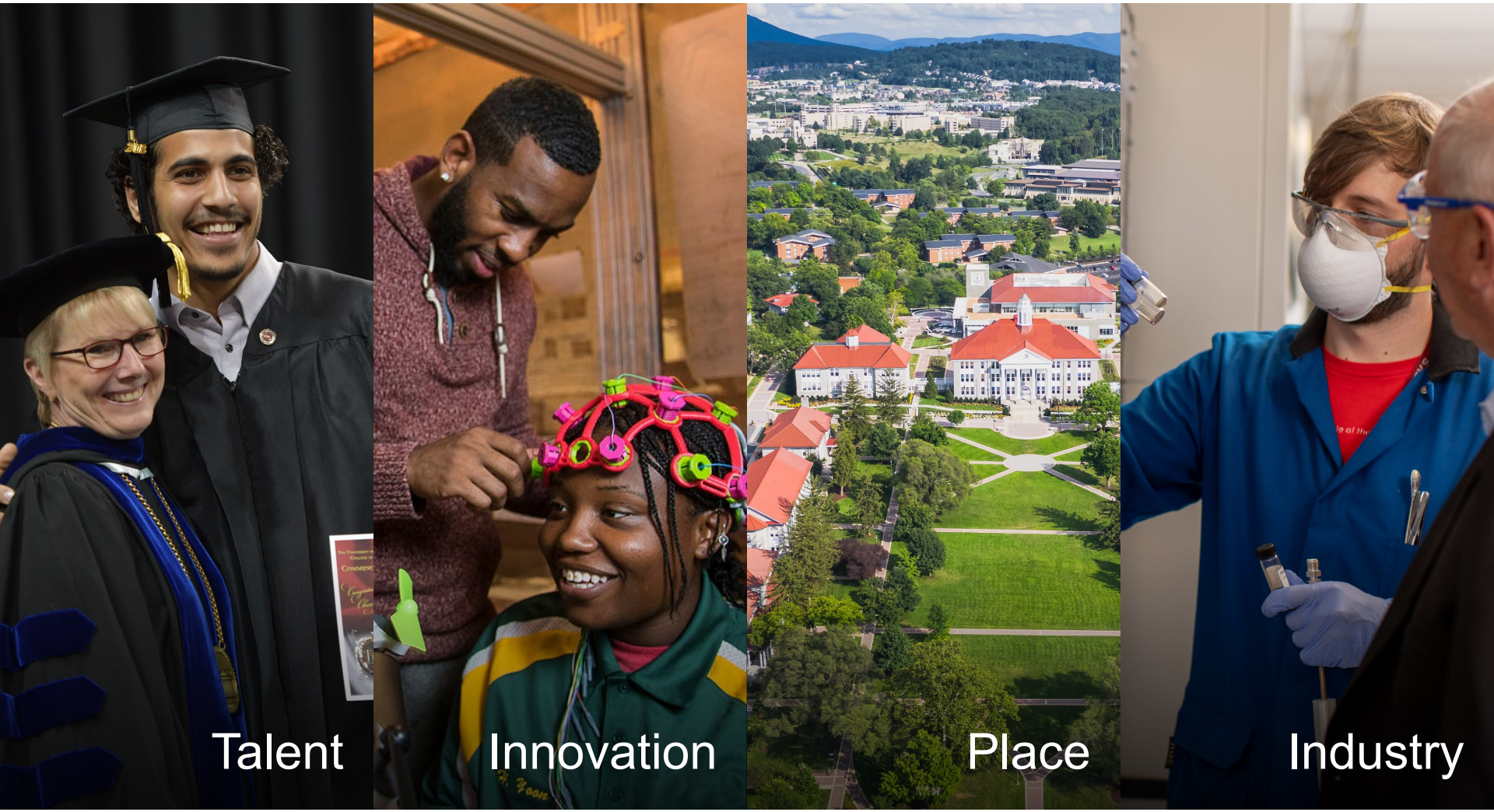
VIRGINIA CAREER WORKS

Virginia's Community Colleges

HIGHER EDUCATION STRENGTHENS VIRGINIA'S VALUE PROPOSITION

Virginia Tech Innovation Campus
Rendering, Alexandria

COLLEGES AND UNIVERSITIES PLAY A CRITICAL ROLE IN ECONOMIC DEVELOPMENT



(From left): University of Virginia's College at Wise; Norfolk State University; James Madison University; Medicines for All Institute, Virginia Commonwealth University

AMERICA'S TOP STATE FOR TALENT

smartasset™ 2022

#1 Best State for Higher Education on the East Coast

Virginia State University

Radford University

University of Virginia

George Mason University

VIRGINIA TECH HAS A SIGNIFICANT IMPACT ON VA'S DEGREE PRODUCTION AND R&D

23%

Virginia Tech produces 23% of degrees (bachelor's and above) in the Commonwealth

38%

Virginia Tech produces the highest amount of VA's STEM PhDs, at 38%

$534.8M

On average, Virginia Tech spends $534.8M on R&D per year (2016-2020)

Source: SCHEV, 2021-2022; National Science Foundation, Higher Education Research and Development Survey

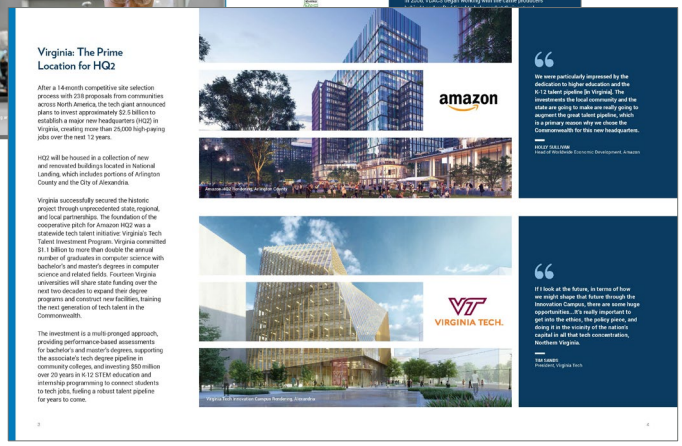
Virginia Tech

Attachment B

VIRGINIA TECH IS INTEGRAL TO MARKETING VA'S VALUE PROPOSITION

Automotive

F&B

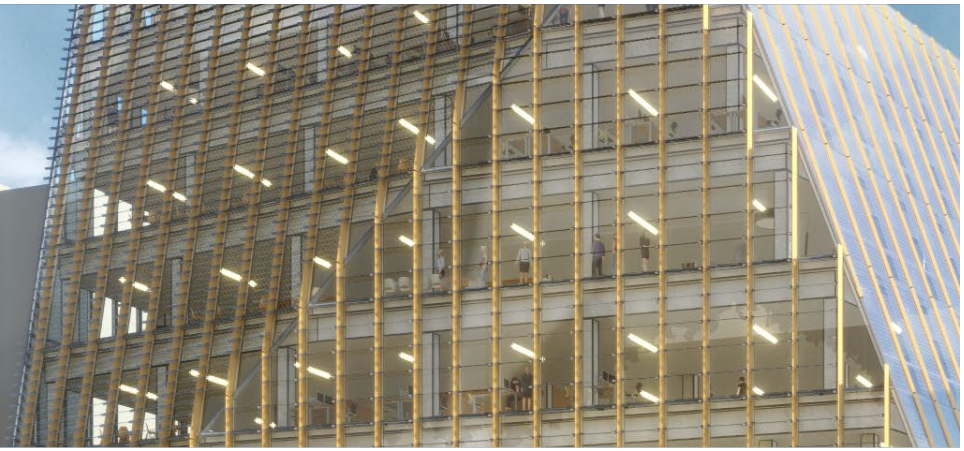


Headquarters

Supply Chain

IT

Wood Products



Virginia Tech's innovative partnership helped secure the Amazon HQ2 decision

Virginia Tech Innovation Campus Rendering, Alexandria

Attachment B

UNIVERSITY COLLABORATIONS ARE NOW KEY TO VA'S APPROACH TO PROJECTS

VTTI is Building the Blueprint for the Modern Mobility Ecosystem

VIRginia International Raceway (VIR)

Located in Danville, VIR allows VTTI to conduct testing in both closed-course and open traffic conditions using both their road track and the adjacent onsite roadway network. The road course features a reconfigurable track to create courses between 1.1-4.2 miles long, includes varied topography and complex curves, and enables testing at high speeds. The large heavily forested area ensures prototype vehicles remain out of the public eye. VTTI's affiliated company, the Global Center for Automotive Performance and Simulation (GCAPS) operates onsite at VIR where one of the world's most advanced tire characterization machines is housed. Manufacturers utilize the site for development for conducting advanced ele

Smart Roads, the Connected Vehicle Test
VTTI to provide the backbone for deliverin
talent. In addition to those associated wit
computing, power electronic systems, AI/
largest producer of undergraduate engine
Tech is fusing interdisciplinary, experientia
world-class pool of engineering talent reac

VEDP | The Future of Mobility is in Virginia | Proj

The Southern Virginia Mobility Ecosystem

VIRGINIA TECH TRANSPORTATION INSTITUTE

In consideration of Project's proposed major new investment in Southern Virginia, Virginia Tech will ignite the research and talent ecosystem through a robust platform for public and private sector innovation. By recruiting and retaining top-tier faculty and researchers, Virginia Tech will build a durable engine for training and teaching graduate and undergraduate talent. Together with Project, Virginia Tech will cement the Commonwealth as the global destination for advanced mobility industry and innovation.

Creating a Center for Mobility Innovation in Danville

Virginia Tech proposes a plan for mobilizing a critical mass of faculty/researchers in Danville to support a new Center dedicated to advanced mobility, with 3-4 thrust areas of priority to Project, which can be decided upon in collaboration. Example thrust areas may include advanced powertrain research (electric and/or hydrogen), automation, and future factory/advanced manufacturing. Principal goals will be to build a magnet for top-tier engineering talent, provide a robust mechanism for research collaborations, and produce a graduate talent pipeline proximal to the company. Researchers from Virginia Tech's main campus and VTTI will be actively engaged, creating close connections across the two sites and undergraduates will be drawn from Blacksburg to engage in experiential learning opportunities. The Company will be invited to collaborate and gain access to infrastructure, expertise, and assets in both Danville and Blacksburg. Virgina Tech offers a model for an investment of $32M, with the following assumptions (which are approximate and directional only):

- The endowment support is an essential tool in recruiting faculty and will be deployed in the form of company-named endowments, e.g., "Project Professor of Powertrain Research"; this model assumes a director and 2-3 faculty with expertise in each thrust area of research.
- A program manager will be retained with current-use dollars to ensure coordination and be an active resource for the company.
- This model supports tuition and fees for approximately 12 graduate fellowships in perpetuity, such that each faculty member in the Center has funding support for at least three students, a key factor in recruitment and retention of faculty and a highly qualified talent pipeline for the company. These may be a combination of masters and doctoral students.

The above scenario assumes the Center will be housed in the proposed new Project Learning and Research Center on the Southern Virginia Megasite or modified existing spaces in or around the City of Danville.

VEDP | The Future of Mobility is in Virginia | Project 34

VTTI is Building the Blueprint for the Modern Mobility Ecosystem

The Virginia Tech Transportation Institute (VTTI) Delivers Innovative Leadership in Advanced Mobility

With the largest group of safety researchers in the world, 70 million miles of data, and 4,000 instrumented vehicles, Virginia Tech is setting the standards for the next generation of vehicles. The VTTI team of 350+ strong is leading over 300 active projects and collaborations with more than 100 sponsors across the private and public sectors. From mobility to energy efficiency, sustainability, human factors, materials performance, business model design, and integrated systems research, VTTI is paving the way to the future of mobility.

VTTI deploys assets built over two decades to serve as the destination for transportation innovation. Among the first to oversee connected automation transportation projects, VTTI utilizes established facilities affiliated with the Institute: the Virginia Smart Roads, the Northern Virginia Connected-Vehicle Test Bed, multiple living laboratory smart cities testing environments, naturalistic data
these combined testing capabilities and fac
assess emerging vehicle technologies. With
physics, computer science, statistics, behav
ideation, to prototype development to testin

For Partners, VTTI is T

Major automotive companies and suppliers
automation technologies and vehicles, busi
driver acceptance, and more. Selected partn

HYUNDAI, HONDA, HYUNDAI MOBIS, AMERICAN ELECTRIC POWER, amazon, AT&T, Dominion Energy, Bendix, KIA

VEDP | The Future of Mobility is in Virginia | Proj

VTTI is Building the Blueprint for the Modern Mobility Ecosystem

Smart Roads

Unlike traditional durability tracks, our suite of state-of-the-art closed test bed research facilities are built to prevailing road standards– permitting high-fidelity research within a safe and controlled environment. The facilities support high-precision localization, end to end connectivity supporting an array of wireless technologies backhauled over a fiberoptic backbone to high-performance computing cluster that can readily interface with a variety of real and simulated data sources and novel traffic operations interfaces. The roadway has rain, snow, and fog weather-making capabilities and a variable lighting system, which provides the ability to precisely reproduce difficult driving conditions. With a footprint reaching over 700 acres, a combination of surface streets, highways, rural roads, and off-road trails enable advanced vehicle testing in a comprehensive cross section of environments. Virginia Smart Roads have multiple vehicle charging stations, signalized and unsignalized intersections, onramps, and specialized equipment to support robotic pedestrians, animals, and various other methods for choreographing complex driving scenarios to test the most advanced systems. FAA-approved testing facilities for unmanned aerial systems permits research at the nexus of air and surface.

Connected-Vehicle Test Bed

This Northern Virginia test bed is an open operational environment, encompassing sections of I-66, I-95, I-495, U.S. 29, and U.S. 50, and includes access to dedicated high-occupancy toll (HOT) lanes in one of the most traveled corridors in the U.S. These facilities allow researchers to migrate maturing transportation technologies from the laboratory and controlled test tracks onto the open roadway in carefully monitored field studies. Systems include a full backend data computations and warehousing infrastructure that supports rapid prototyping and deployment of connected vehicle systems with a direct interface to VDOT's operational data backbone. To date, VTTI has deployed a myriad of infrastructure-based sensing systems as well as large test and validation deployments of vehicles with connected and automated vehicles.

Rain on Smart Roads, Pulaski County

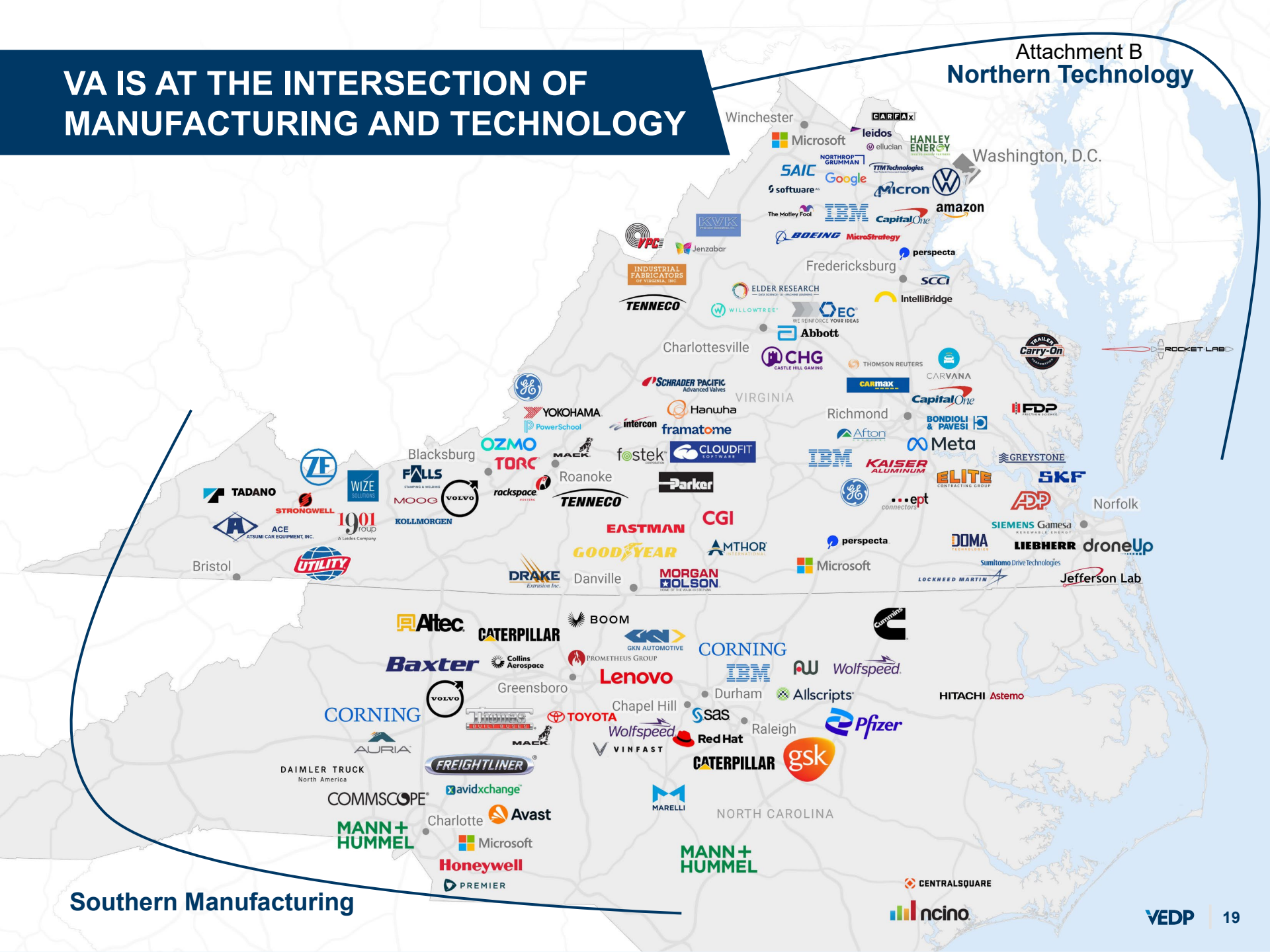
VEDP | The Future of Mobility is in Virginia | Project 32

GLIMPSES OF THE FUTURE: GROWING IMPORTANCE OF TECHNOLOGY IN MANUFACTURING

Virginia Tech

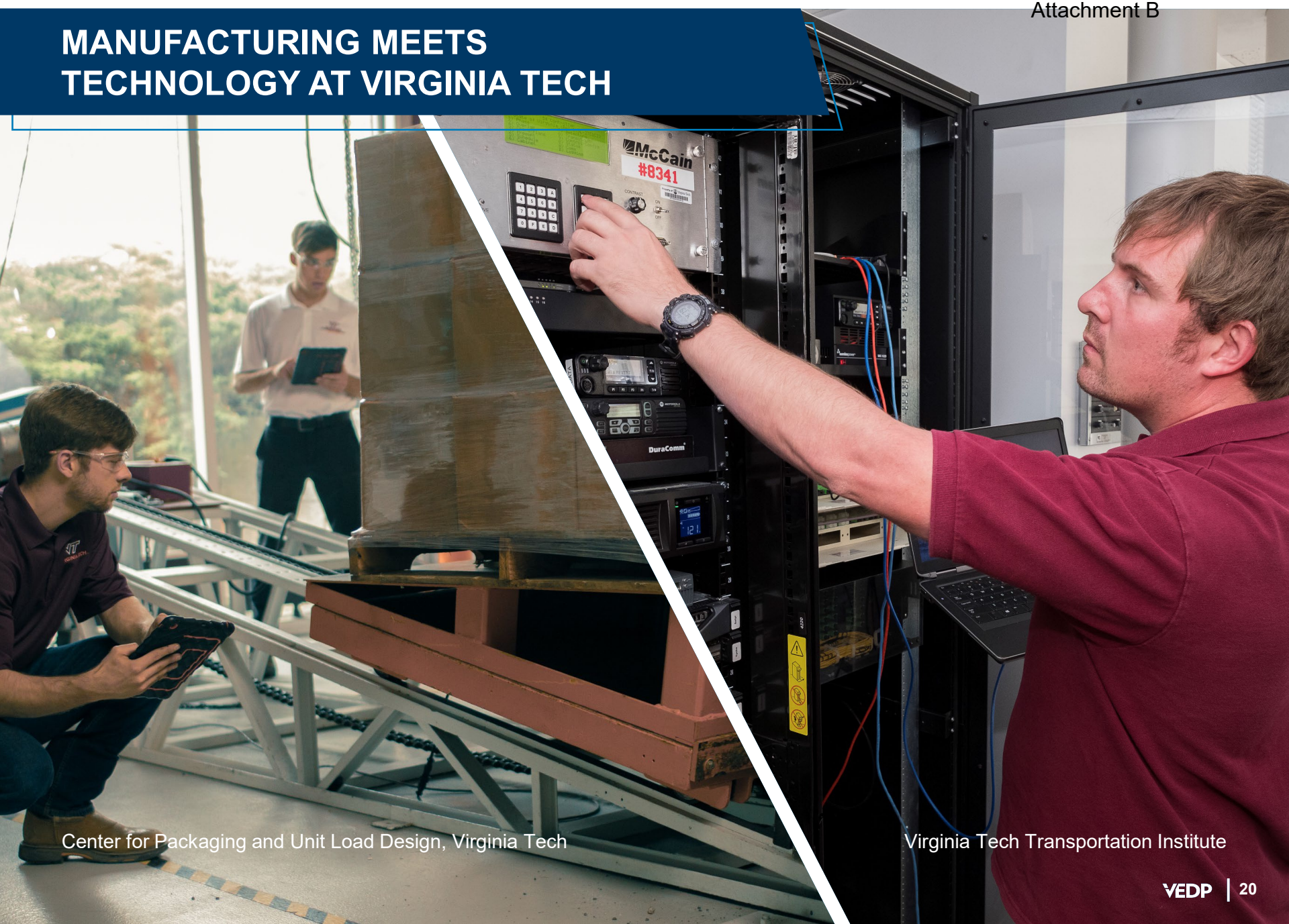
VA IS AT THE INTERSECTION OF MANUFACTURING AND TECHNOLOGY

Attachment B
Northern Technology



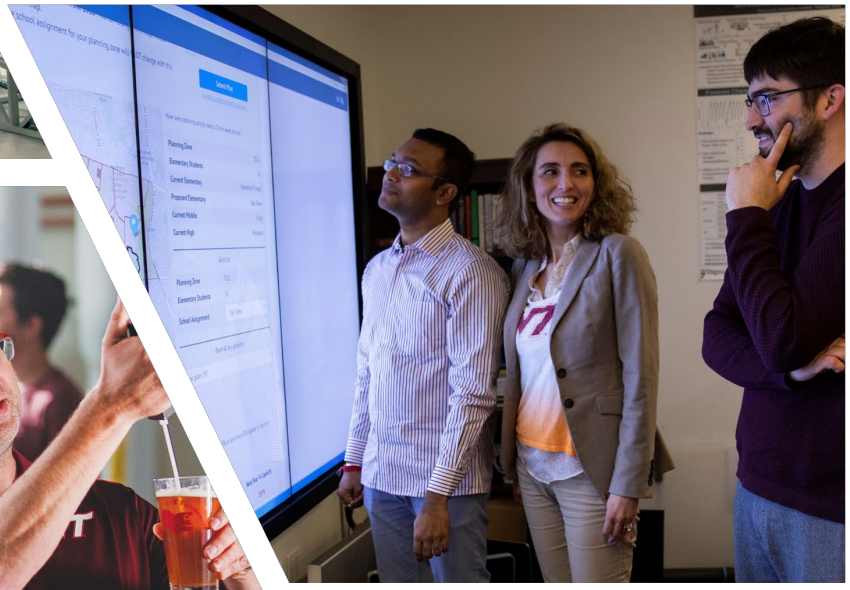
Southern Manufacturing

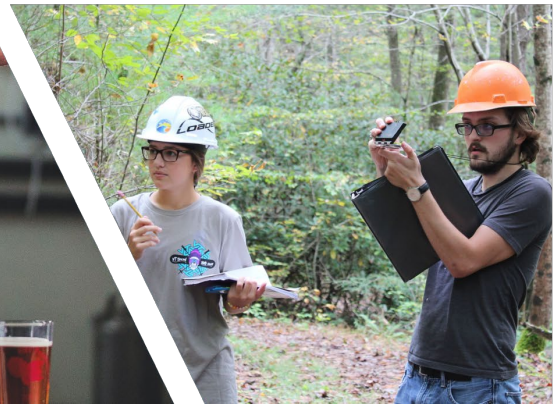
MANUFACTURING MEETS TECHNOLOGY AT VIRGINIA TECH



Center for Packaging and Unit Load Design, Virginia Tech

Virginia Tech Transportation Institute





THANK YOU

Jason El Koubi
President and CEO

Attachment B

IMPACT OF THE VIRGINIA TECH INNOVATION CAMPUS ON THE ECONOMY OF THE GREATER WASHINGTON, D.C. REGION

LANCE COLLINS
VP AND EXECUTIVE DIRECTOR

NOVEMBER 14, 2022

INNOVATION CAMPUS SUPPLYING TALENT

	TOTAL ENROLLMENT	WOMEN	URM
2020	109	24	5
2021	192	52	18
2022	249	71	54
2030*	750	375 *(50% of 750)*	169 *(30% of domestic enrollment)*

**projected*

Economic impact growing exponentially…

HARNESSING DIVERSITY TO TACKLE TECH WORKFORCE CHALLENGES

- DC Metro – #2 for tech job postings – approximately 17,000 *(source: CompTIA)*
- 5 of the Top 10 employers for tech jobs are headquartered in Northern Virginia *(source: CompTIA)*
- Virginia a Top 10 state for % of Asian-American, Black, and foreign-born tech talent
- Arlington, VA – #1 U.S. City for women in tech
- DC Metro – #4 region for racial diversity in tech graduates

- More than 120 languages spoken across our regional K-12 systems
- Our Innovation Campus pathways, and scholarship opportunities, are helping non-traditional CS and CPE students see a future in tech
- Demand is greater than any one school can supply – creating a unique opportunity for collaboration

INNOVATION CAMPUS

DRIVING TECH STARTUPS IN THE REGION

- Project-Based Education (150 teams annually)
- Entrepreneurship Track (Professor Angelos Stavrou)
- Community Support is High
- Select teams to receive early-stage funding and incubation space in Innovation Building

WE ARE BUILT FOR PARTNERSHIPS OF ALL TYPES

INNOVATION CAMPUS

CONSTRUCTING THE SOUTHERN ANCHOR OF NATIONAL LANDING

- 844 workers employed to-date
- 450 daily workers at peak
- $63M spent to-date on A/E and Construction Manager services
- 25.8% of awards to SWAM* contractors
- Whiting-Turner has committed to achieving 34% SWAM subcontractors by building completion

*Small, Women-owned, and Minority-owned business

WHERE WE ARE HEADED

50

Top-tier tenure-line and research faculty hires, by 2030

750

Master's enrollment candidates at scale

~250,000

Square feet of partner space dedicated to startups and corporate facilities

~300,000

Square feet of academic space and cutting-edge R&D facilities

$1 BILLION

Anticipated investment at buildout

INNOVATION CAMPUS

THE CATALYST FOR REGIONAL GROWTH AT THE RIGHT TIME.

PROGRAM

#10 Equitable Economic Development Opportunities | National Landing can reach its full potential as an **inclusive innovation ecosystem** through partnerships between its robust array public and private sector leaders.

Multitude of Public and Private Partners

NATIONAL LANDING

JBG SMITH

amazon

VT INNOVATION CAMPUS

ARLINGTON VIRGINIA·USA

BOEING

Strategies to Bolster a Robust and Equitable Innovation Ecosystem

Ecosystem building

- Central innovation hub
- Networking events and lectures
- Incubators and accelerators

Equity building

- Support/mentorship for MWBE businesses
- Workforce training and jobplacement
- Internship programs for youth

Attachment B

CREATING THE FIRST 5G-ENABLED CITY: NATIONAL LANDING

- JBG Smith purchased spectrum for the National Landing area in 2020
- Providing unparalleled connectivity and unique digital placemaking
- Making National Landing an urban testbed for deployment

"Our investment in next-generation connectivity infrastructure will further cement National Landing as a premier global destination for entrepreneurs, universities and global technology companies to ideate, innovate and scale globally."

-- Evan Regan-Levine, Executive VP of Strategic Innovation and Research, JBG Smith

INNOVATION CAMPUS

PROXIMITY MATTERS: A GROWING ECOSYSTEM IN NATIONAL LANDING (AND SURROUNDING AREAS)

ARQIT

AT&T

Bloomberg Industry Group

federated wireless

HII

IDA

LOCKHEED MARTIN

Raytheon

ZE BOX
THE INNOVATIVE STARTUPS COMMUNITY.

INNOVATION CAMPUS

TOGETHER WITH OUR STATE AND LOCAL PARTNERS, WE ARE CREATING A TECH ECOSYSTEM THAT ATTRACTS COMPANIES OF ALL SIZES AND PROMOTES A CULTURE OF RISK-TAKING

"**Boeing**'s recent announcement to move its headquarters to Virginia and reaffirm its commitment to building the next generation of tech talent is a timely development for the **Commonwealth**, and is made more exciting by their extensive partnership with Virginia Tech."

Glenn Youngkin
Governor
Commonwealth of Virginia

"The **Virginia Tech Innovation Campus** is already attracting the attention of companies in emerging industries thanks to future-focused academic programs that will contribute to the growth of our tech talent pipeline while also providing world-class research and partnership opportunities. **AEDP** is excited to serve as the bridge that connects the academic and commercial sectors to drive economic growth in Alexandria and Northern Virginia."

Stephanie Landrum
President & CEO
Alexandria Economic Development Partnership (AEDP)

INNOVATION CAMPUS

Attachment B

INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

Updates for the Virginia Tech Board of Visitors

LINK + LICENSE + LAUNCH

November 2022

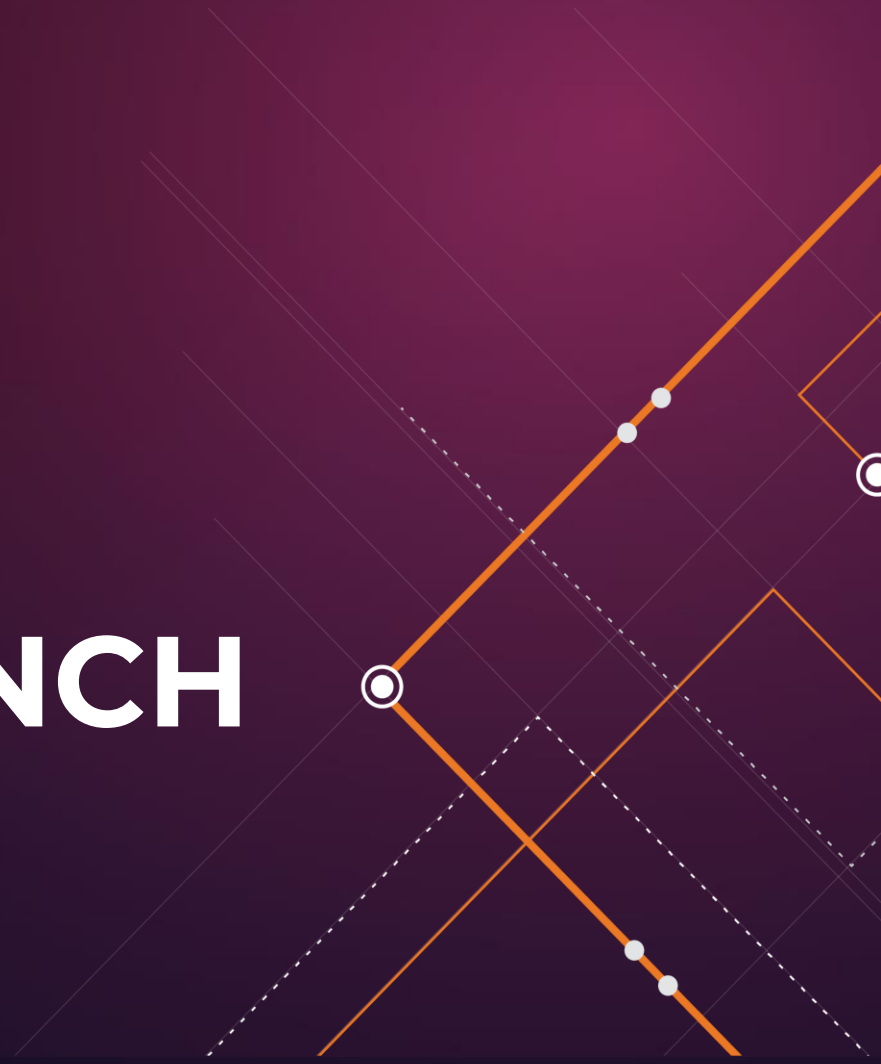
INNOVATION + PARTNERSHIPS

LINK + LICENSE + LAUNCH

Advancing partnerships

Commercializing technologies

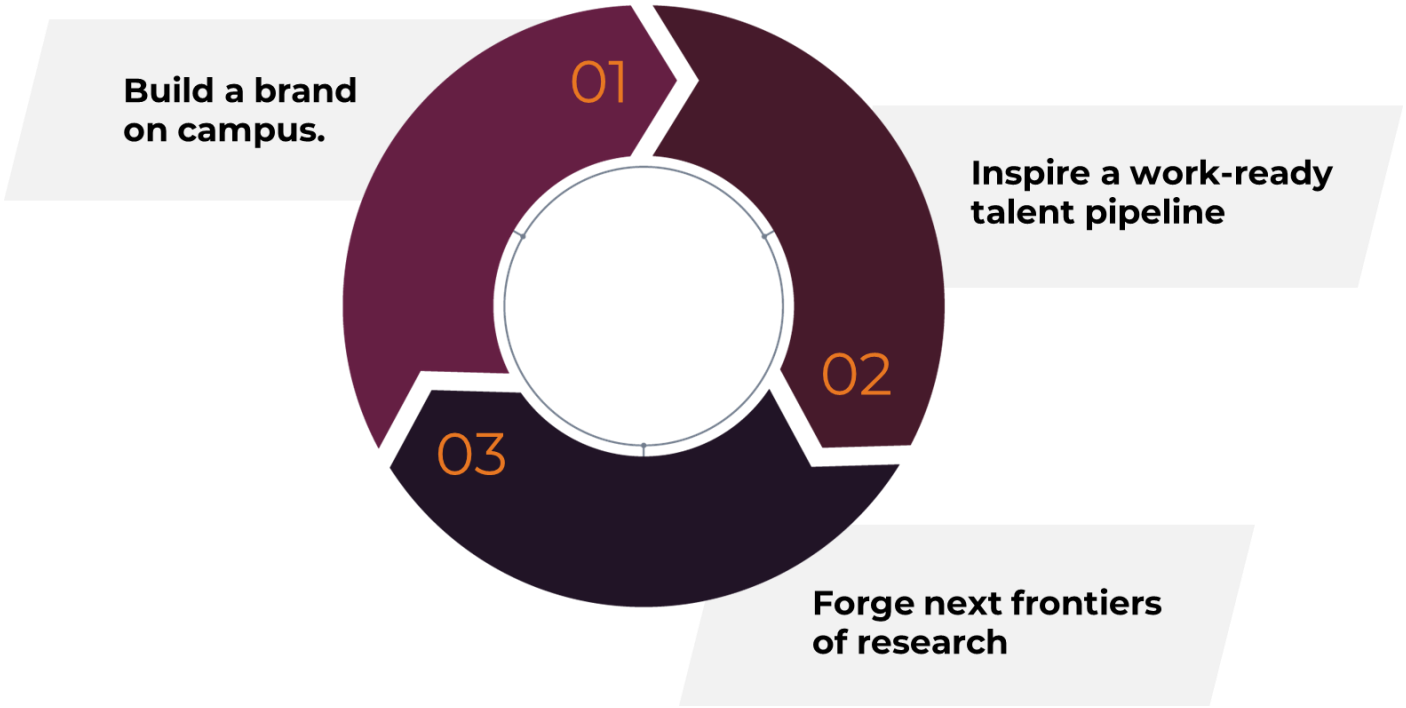
Starting new ventures



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

Building strategic partnerships

Design goals



Delivering holistic approaches through:

+ Scholarships
+ Graduate assistantships
+ Branding and naming opportunities
+ Research collaborations
+ Co-capture opportunities
+ Faculty support
+ Program support
+ x-Labs

A busy Fall 2022

Selected examples

Boeing Scholar

Meet: Tara Laughlin

INVITATION TO PARTNER | NSF ENGINES PROGRAM

A Coalition to Advance Supply Chain Resiliency, Efficiency, Sustainability, and Equity From **Dock-to-Door**

Private-Public Partnerships

Advancing ecosystems

The Appalachian Advanced Automation Engine, From Dock To Door

Catalyzing a regional strategy to align disparate technologies, a strategic location, unique infrastructure and robust partners, from ground to air to attain efficient, seamless, sustainable, secure, and resilient supply chains for the 21st century.

- **Inclusive Innovation Toward Future of Freight**
  Translate use-inspired research into innovations that drive economic growth and shared prosperity in a high-potential, but historically disadvantaged region.
- **National Blueprint for Advancing ACE**
  Through large-scale test and deployment environments and cutting-edge research, advance development, deployment, and consumer confidence in ACE vehicles for freight systems from first to last yard.
- **Enabling Policy Frameworks**
  Unify a coalition of industry, academia, and policymakers to evolve policy and business models to promote safety, reduce risk, encourage innovation, and lower barriers toward adoption of ACE transportation technologies.
- **Highly-Skilled Workforce**
  Build a robust and diverse workforce development platform for underserved members of our community, supercharging the regional ecosystem and ensuring participation in the future of work.

Attachment B

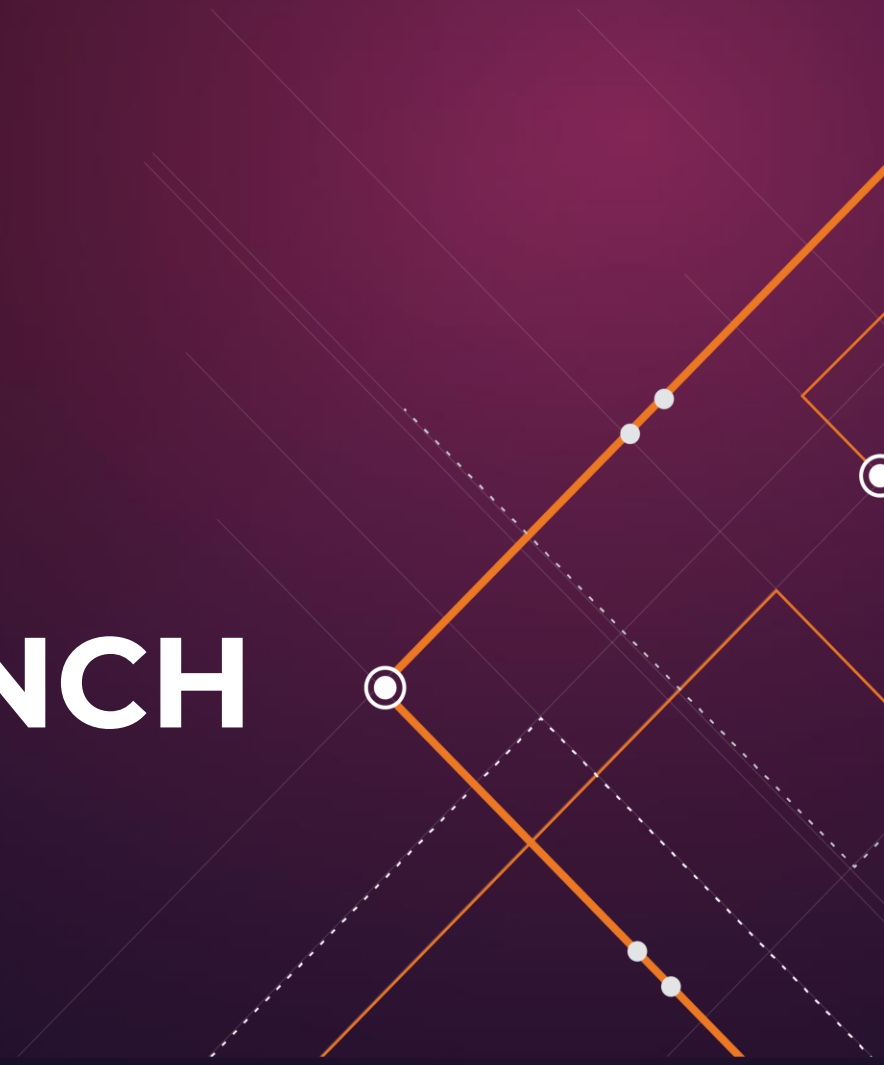
INNOVATION + PARTNERSHIPS

LINK + LICENSE + LAUNCH

Advancing partnerships

Commercializing technologies

Starting new ventures



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

FY 2023 key goals

As measured in university strategic dashboard

Invention Disclosures

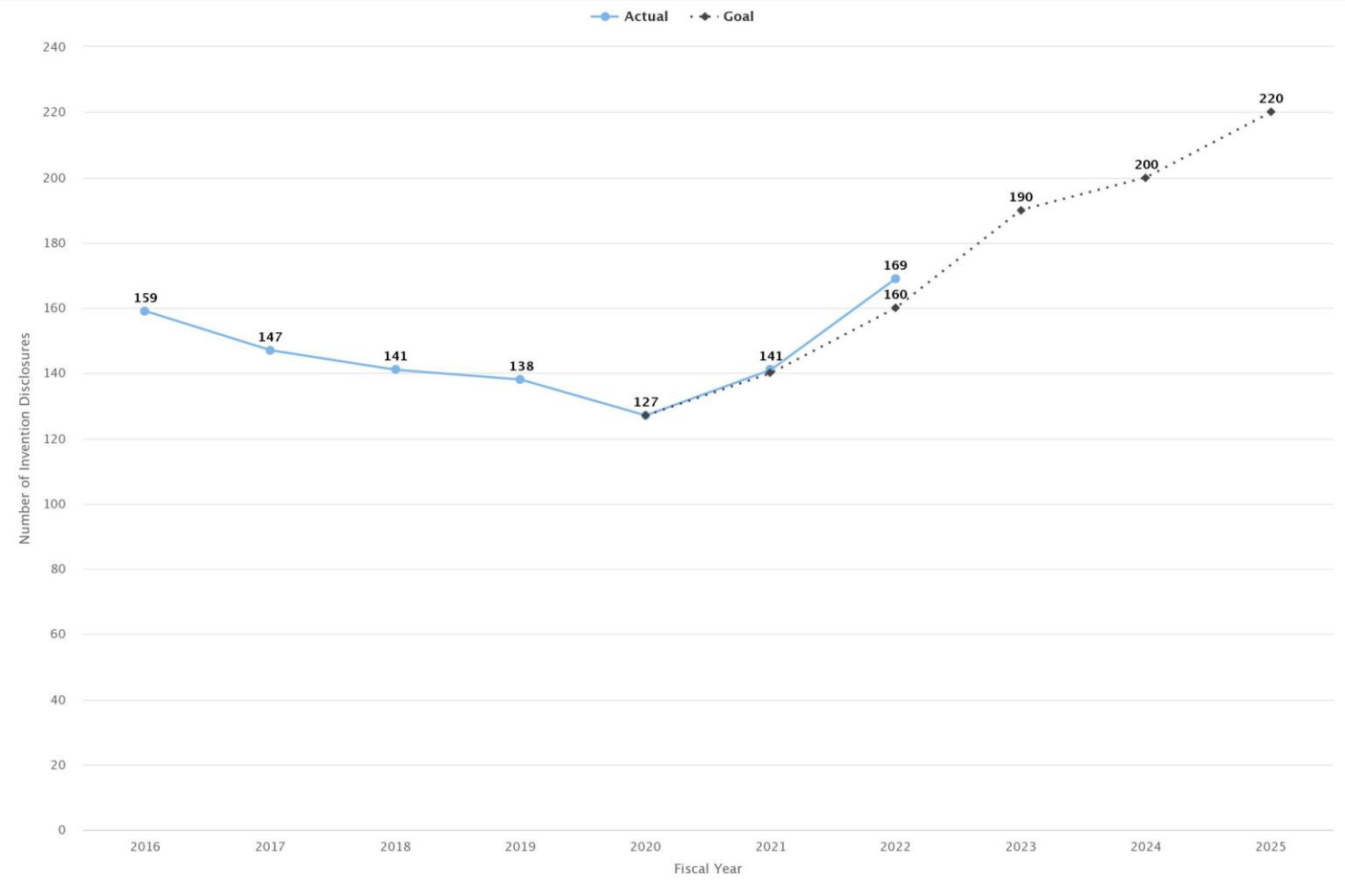
Reporting of ideas/inventions
Goal: 190 total

License Agreements

Licensing of rights to third party
Goal: 30

Start-up Companies

Launch of newco based on IP
Goal: 9



FY22 University Strategic Metrics

INVENTION DISCLOSURES

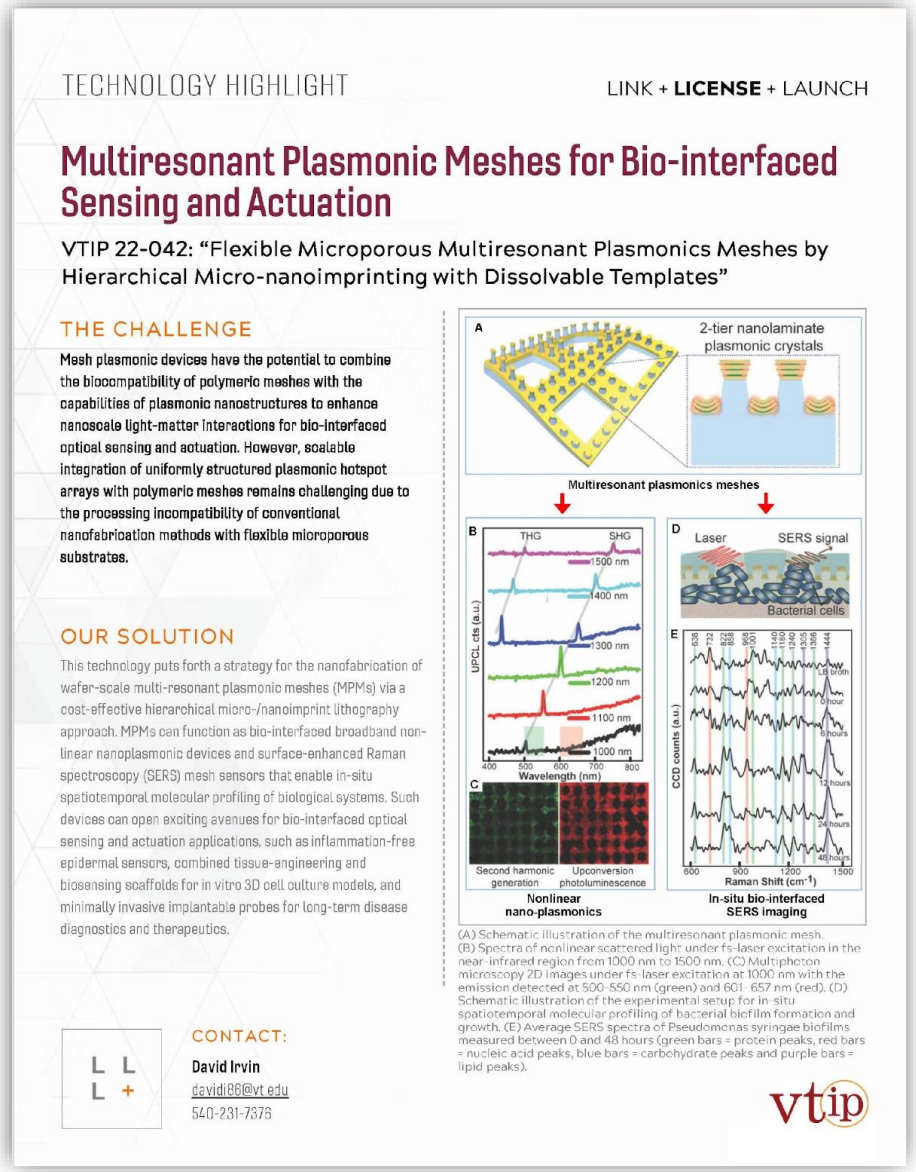
- University goal: Increase the number of IP invention disclosures to 160 total by FY22
- A total of **169** invention disclosures in FY22

Source: Strategic planning metrics, Virginia Tech University Data Commons udc.vt.edu, accessed 9/20/2021

TECHNOLOGY HIGHLIGHT

Multiresonant Plasmonic Meshes for Bio-interfaced Sensing and Actuation

VTIP 22-042: “Flexible Microporous Multiresonant Plasmonics Meshes by Hierarchical Micro-nanoimprinting with Dissolvable Templates”



TECHNOLOGY HIGHLIGHT

LINK + **LICENSE** + LAUNCH

Multiresonant Plasmonic Meshes for Bio-interfaced Sensing and Actuation

VTIP 22-042: “Flexible Microporous Multiresonant Plasmonics Meshes by Hierarchical Micro-nanoimprinting with Dissolvable Templates”

THE CHALLENGE

Mesh plasmonic devices have the potential to combine the biocompatibility of polymeric meshes with the capabilities of plasmonic nanostructures to enhance nanoscale light-matter interactions for bio-interfaced optical sensing and actuation. However, scalable integration of uniformly structured plasmonic hotspot arrays with polymeric meshes remains challenging due to the processing incompatibility of conventional nanofabrication methods with flexible microporous substrates.

OUR SOLUTION

This technology puts forth a strategy for the nanofabrication of wafer-scale multi-resonant plasmonic meshes (MPMs) via a cost-effective hierarchical micro-/nanoimprint lithography approach. MPMs can function as bio-interfaced broadband non-linear nanoplasmonic devices and surface-enhanced Raman spectroscopy (SERS) mesh sensors that enable in-situ spatiotemporal molecular profiling of biological systems. Such devices can open exciting avenues for bio-interfaced optical sensing and actuation applications, such as inflammation-free epidermal sensors, combined tissue-engineering and biosensing scaffolds for in vitro 3D cell culture models, and minimally invasive implantable probes for long-term disease diagnostics and therapeutics.

(A) Schematic illustration of the multiresonant plasmonic mesh. (B) Spectra of nonlinear scattered light under fs-laser excitation in the near-infrared region from 1000 nm to 1500 nm. (C) Multiphoton microscopy 2D images under fs-laser excitation at 1000 nm with the emission detected at 500-550 nm (green) and 601-657 nm (red). (D) Schematic illustration of the experimental setup for in-situ spatiotemporal molecular profiling of bacterial biofilm formation and growth. (E) Average SERS spectra of Pseudomonas syringae biofilms measured between 0 and 48 hours (green bars = protein peaks, red bars = nucleic acid peaks, blue bars = carbohydrate peaks and purple bars = lipid peaks).

CONTACT:
David Irvin
davidi86@vt.edu
540-231-7378

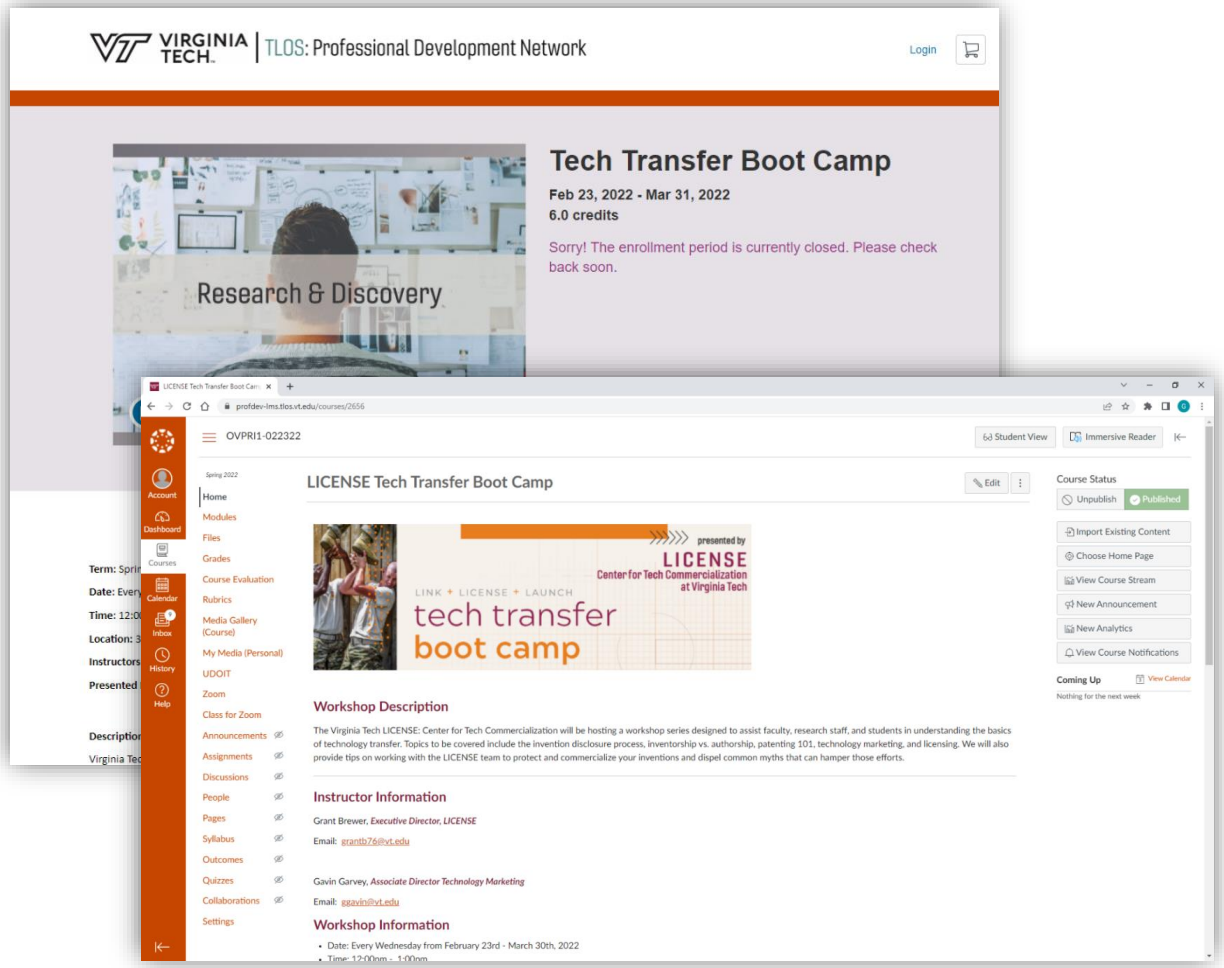
vtip

Our main goal

Cultivating a culture of innovation

LICENSE Bootcamp

- Fully-customized training program
- Can be delivered in different formats, e.g. one-day workshops or 6X1 hours modules
- 33 enrolled in first offering
- Integrates with VT learning platform and one of the most popular courses on TLOS
- Requested to offer 3x per year



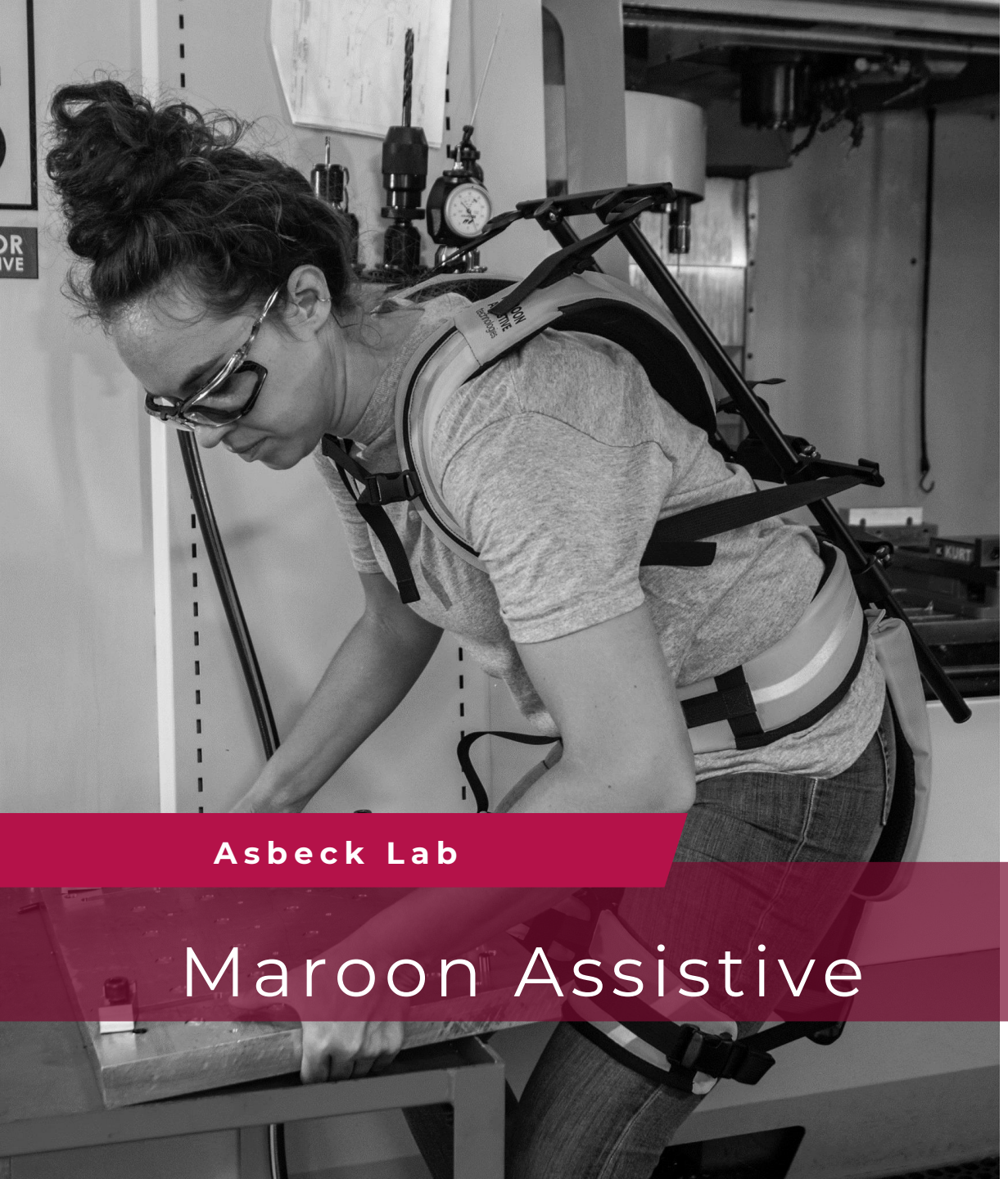
Attachment B

Gourdie Lab

Tiny Cargo

- Technology based on exosomes harvested from milk as a drug delivery technology.
- Founder has received over $6M in federal funding for research at FBRI, including approximately $600K in STTR funding to be used in conjunction with start-up.
- Received nearly $100K in local economic development funding from various programs including LAUNCH.
- In process of $1-2M seed round.
- Currently finishing in-vivo (animal) studies for therapeutic applications that will improve outcomes following ischemic cardiac events.

MAROON ASSISTIVE technologies



Asbeck Lab

Maroon Assistive

- Founded by researchers from the Assistive Robotics Lab at Virginia Tech with funding from Lowe's Home Improvement.
- Patented carbon fiber spring that reduces the load on users backs, making lifting easier, safer, and more productive.
- Users say it saves them energy and reduces back pain. Employers have found it reduces turnover and increases productivity.
- 13 paid multi-month trials, sold 16 units.
- Raising $1.5M seed round.

Contact: Tim Pote
tim@maroonassistive.com

You’re changing the world. So are we.
Let’s do it together.

INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

Attachment B

EDUCATIONAL MISSION – FUTURE DEVELOPMENT

PROVOST CYRIL CLARKE

NOVEMBER 13, 2022

GUIDING PRINCIPLES

1. Evidence-based, student-centered
2. Equity/excellence imperative[1]
3. Experiential learning
4. Curricular – co-curricular
5. Modes of engagement

[1]See Boyer 2030 Commission Report

1.

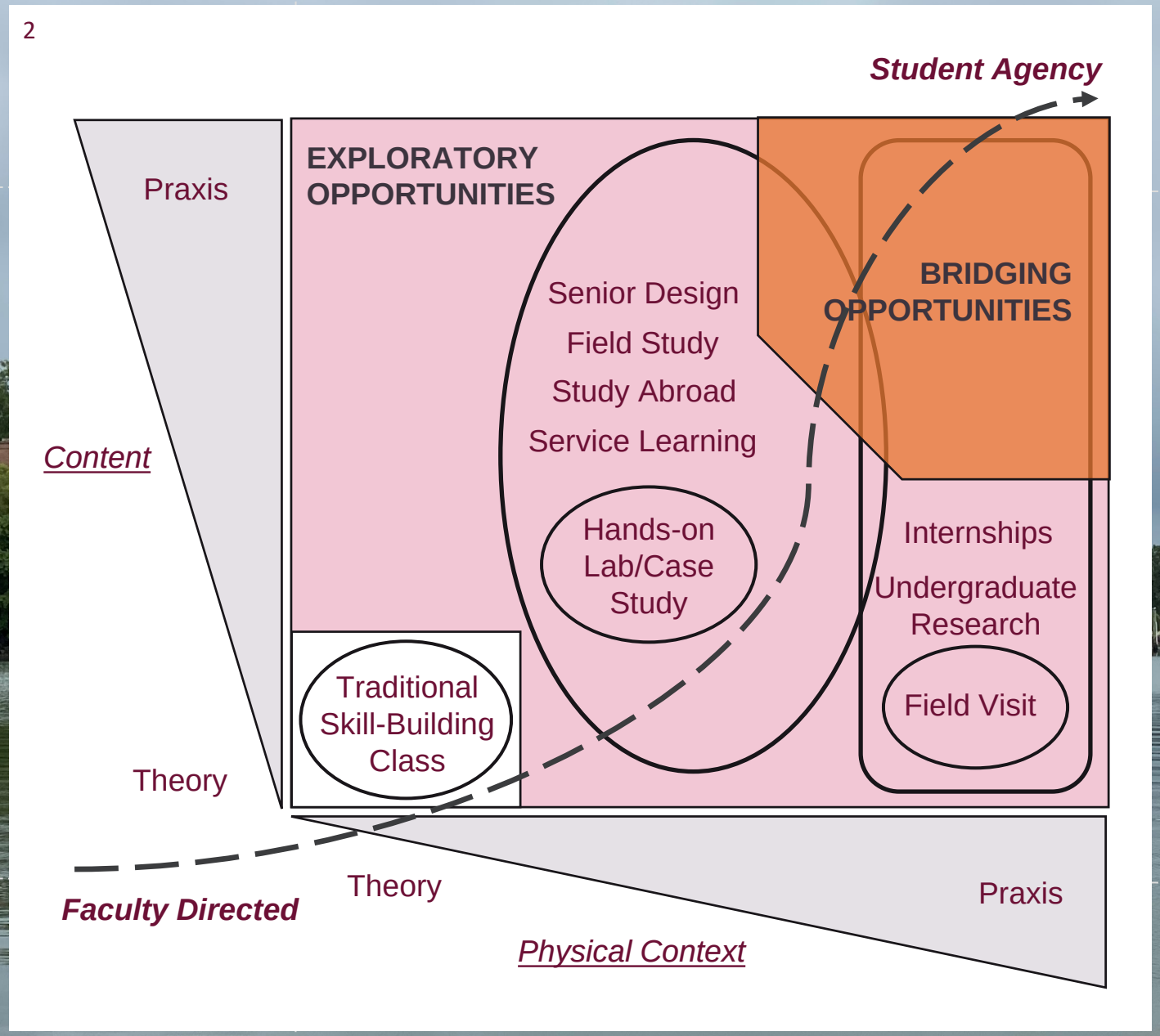
EVIDENCE-BASED, STUDENT-CENTERED

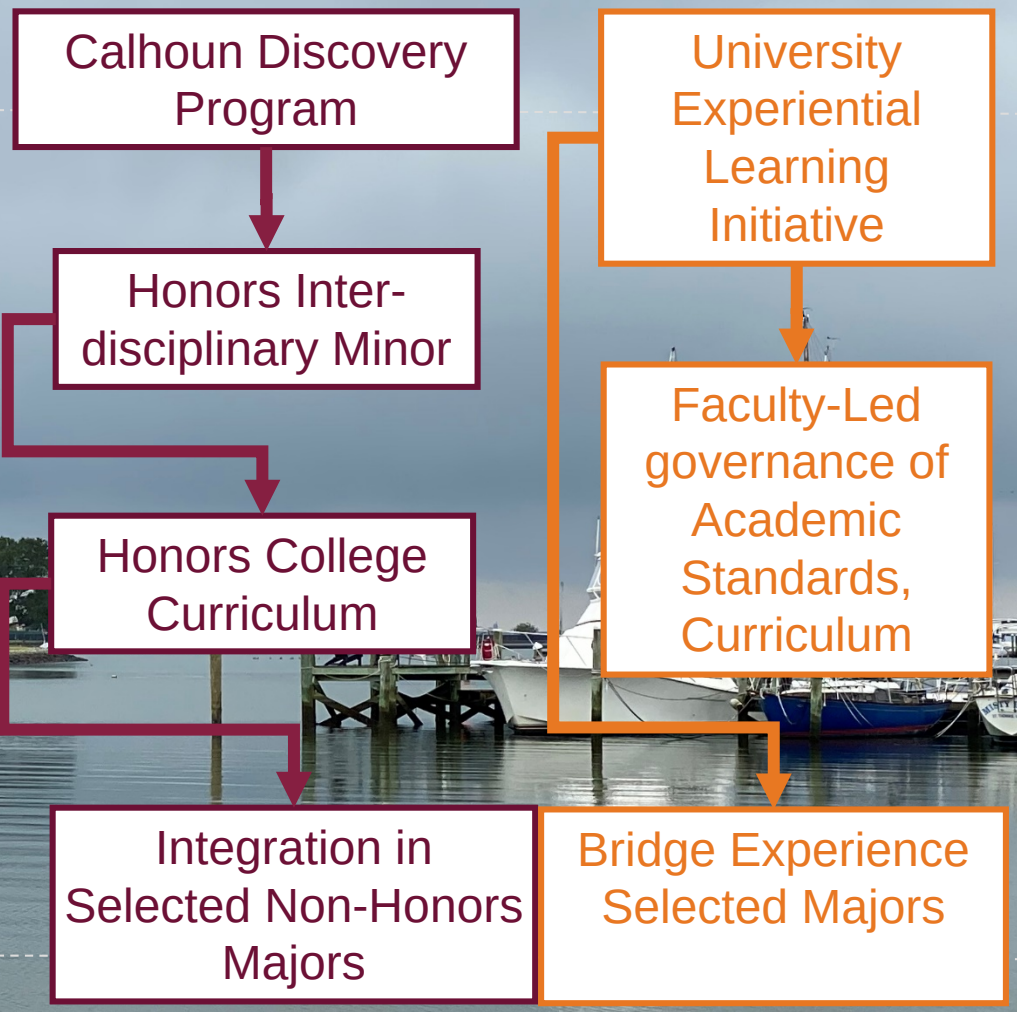
- Psychology of learning
- Start at the end (degree, certificate, etc.) and build back
- Personalized

2.

EXPERIENTIAL LEARNING

- Hands-on, minds-on
- Transdisciplinary
- Access to learning environments





[2]Faculty Perspectives on Experiential Learning, Virginia Tech, May 10, 2021

3.

CURRICULAR – CO-CURRICULAR

- Technical and non-technical competencies (SKA)
- [3]Aspirations for Student Learning
- Living-Learning Communities

[3]See Division of Student Affairs Aspirations for Student Learning.

4.

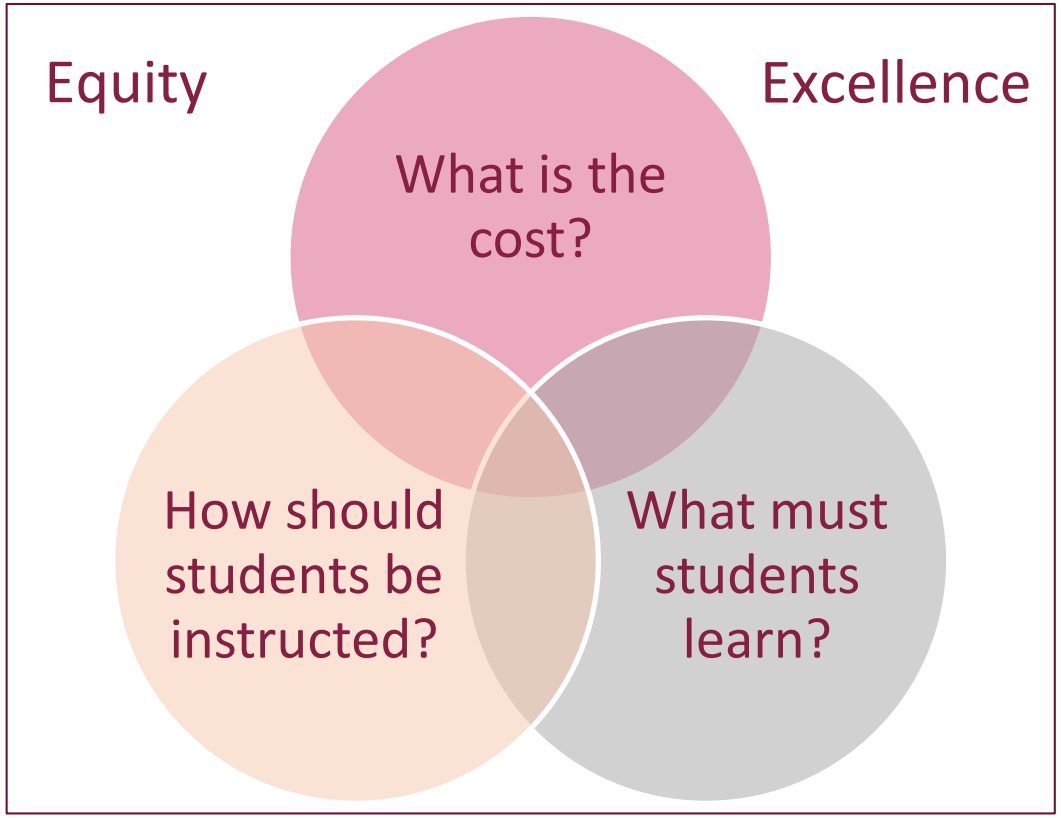
MODES OF ENGAGEMENT

- In-person is well-established and respected at Virginia Tech
- Hybrid to promote access and experiential learning
- Fully online
- Technology-enhanced

Learning from Online Experience during the Pandemic

- Student access and advising
- Wellness, mental health
- Academic progress
- National trends
- Virginia Tech's organizational structure and next steps

How does it all fit together?



Goal is to **optimize** balance between:

- Course content/goals
- Instructional methodology:
  - Student- vs. instructor-centered
  - Mode of delivery
- Expense

Underlying **matrix**:

- Equity/Excellence

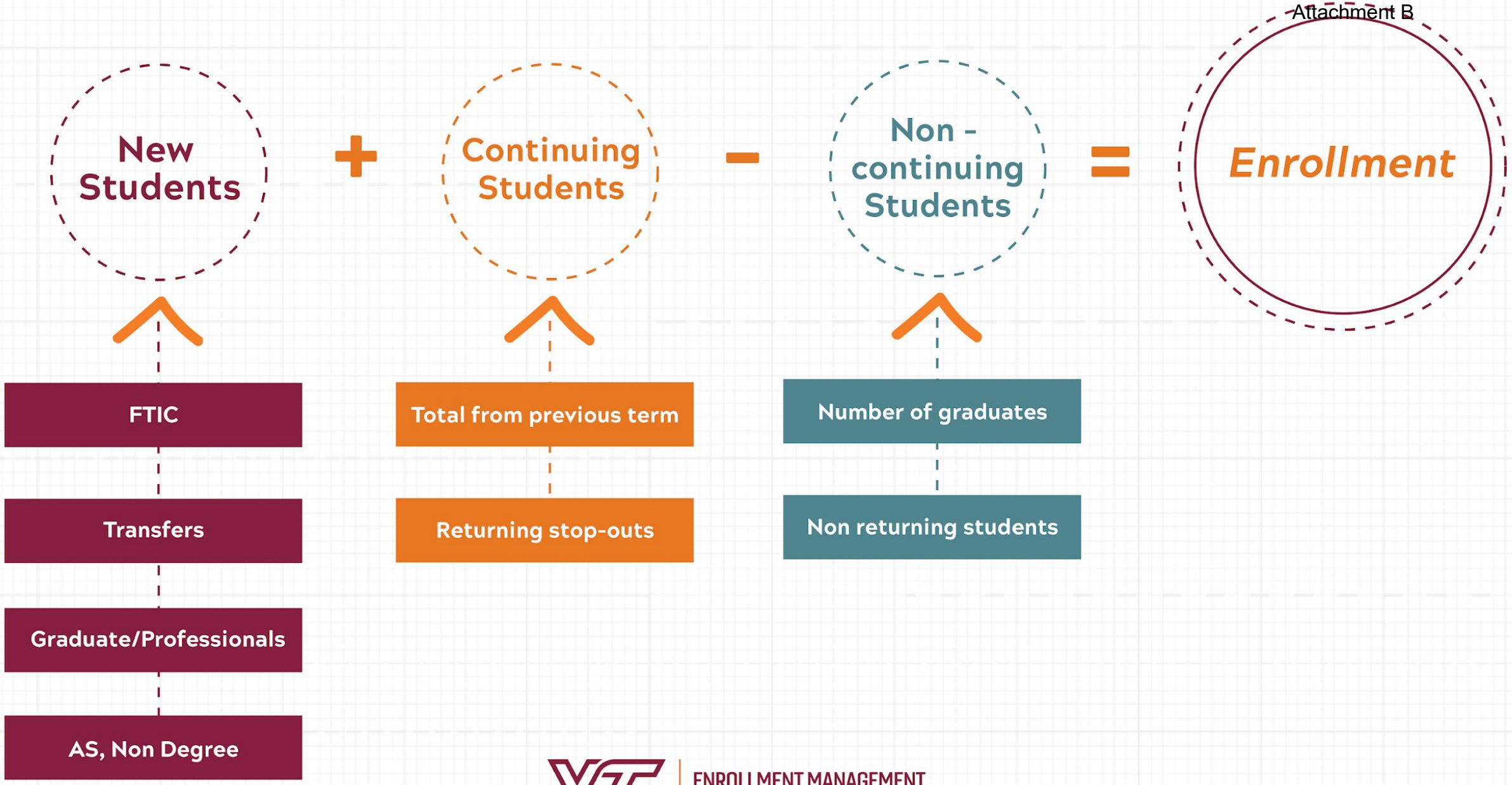
Attachment B

VIRGINIA TECH®

ENROLLMENT MANAGEMENT UPDATE

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

Juan P. Espinoza
AVP for Enrollment Management
and Director for Undergraduate
Admissons



ENROLLMENT MANAGEMENT
VIRGINIA TECH

2022 New Undergraduate Applicants

2021-2022 Admissions Cycle

ENROLLMENT MANAGEMENT
VIRGINIA TECH

First Time in College (FTIC)

Applicants	45,238*
Offered	25,752
Enrolled	7,101

Transfers

Applicants	2,890
Offered	1,666
Enrolled	997

2022 Incoming Class
(FTIC + Transfers)

8,098

* Record Number of Applicants

2022 New Undergraduate Applicants

FTIC Test Optional Status

ENROLLMENT MANAGEMENT
VIRGINIA TECH

	With Test	Without Test
Applicants	24,498	20,743
Offered	15,127	10,671
Enrolled	3,581	3,516

With test offer rate: **61.75%**

With test yield rate: **23.67%**

Without test offer rate: **51.44%**

Without test yield rate: **32.95%**

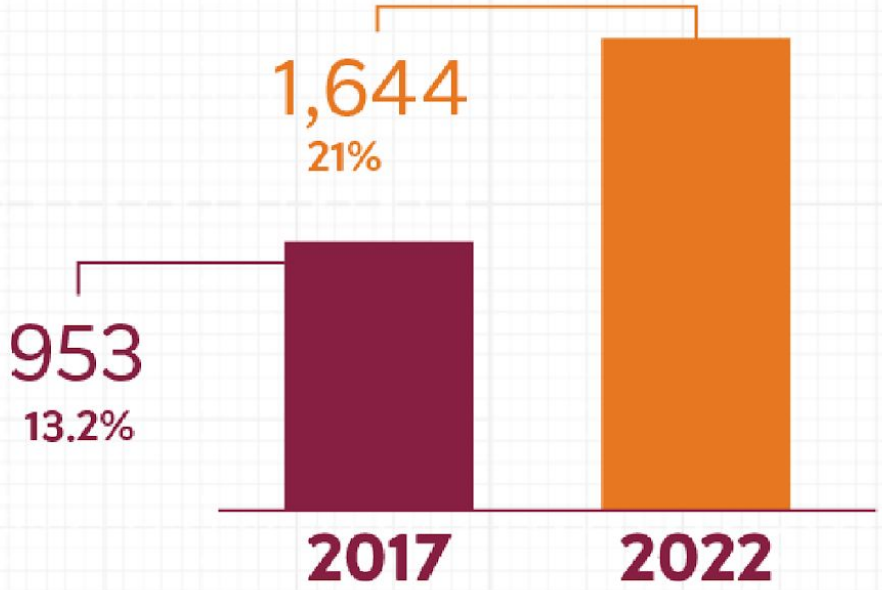
ENROLLMENT MANAGEMENT
VIRGINIA TECH

2022 New Undergraduate Enrollment

Demographic Benchmark: Total Underrepresented Minority (FTIC + Transfers)

ENROLLMENT MANAGEMENT
VIRGINIA TECH

72.5%
Increase



Goal: Achieve 25% representation of URM students in the entering class (FTIC and transfers) by 2022.

2022 New Undergraduate Enrollment

Demographic Benchmark:

Black Enrollment (FTIC)

ENROLLMENT MANAGEMENT
VIRGINIA TECH

Black and 2 or more races indicating Black

Enrolled

97.7%

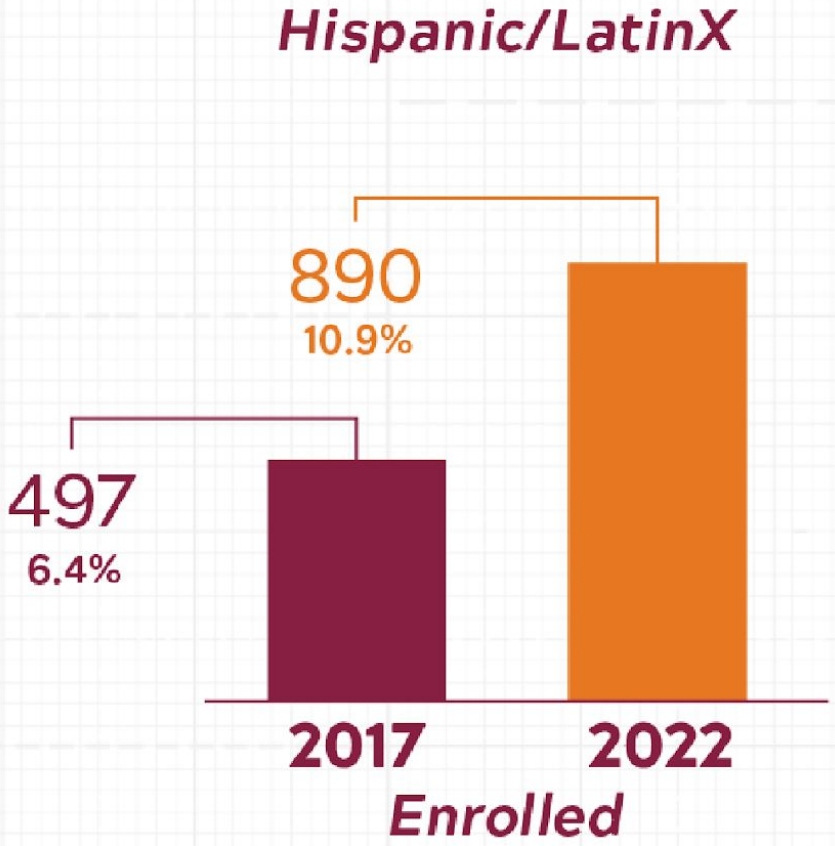
Increase from 2017 - 2022

2022 New Undergraduate Enrollment

Demographic Benchmark:

Hispanic/LatinX Enrollment (FTIC)

ENROLLMENT MANAGEMENT
VIRGINIA TECH



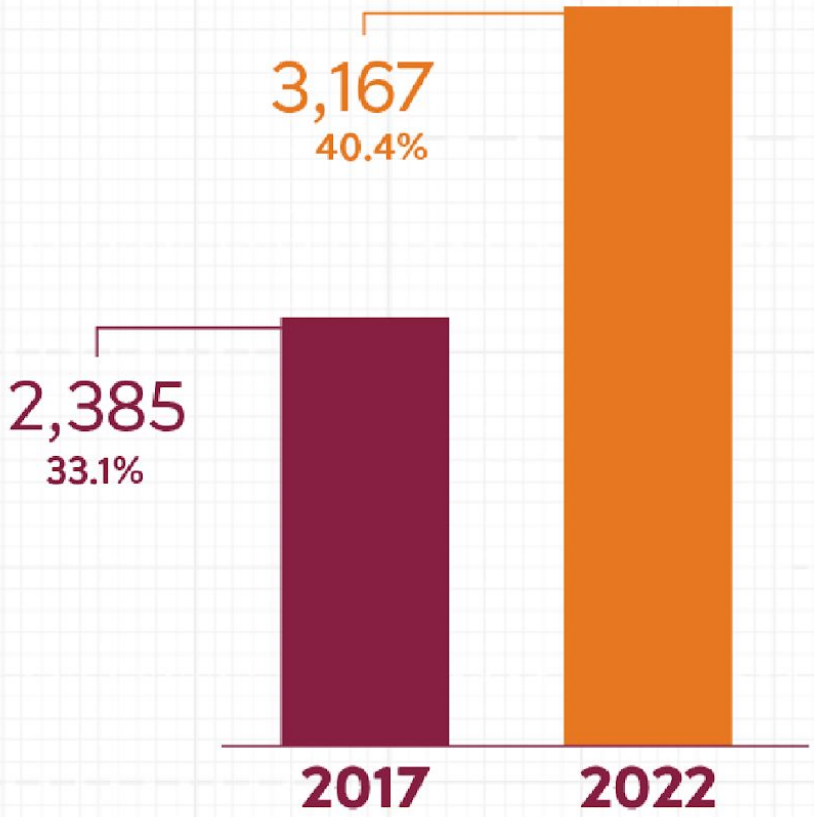
79%

Increase from 2017 - 2022

2022 New Undergraduate Enrollment

Demographic Benchmark:
URM/USS (FTIC + Transfers)

ENROLLMENT MANAGEMENT
VIRGINIA TECH



32.75%
Increase

Goal: Achieve 40% representation of underrepresented or underserved (Pell-Eligible, first generation, and veterans) in the entering class (FTIC and transfers) by 2022.

2022 New Undergraduate Students

Demographic Benchmarks:

Underserved (FTIC + Transfers)

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Pell Eligible

Applicants*	6,176
Offered	3,839
Enrolled	1,308

*Historic High

First-Generation

Applicants*	8,762
Offered	5,259
Enrolled	1,685

*Historic High

Veterans

Applicants	116
Offered	50
Enrolled	22

2022 New Undergraduate Enrollment

Corps of Cadets (FTIC + Transfer)

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2022 Total Corps Enrollment:

1,164

Goal: Increase the total enrollment in the Corps of Cadets to 1,400 by 2023.

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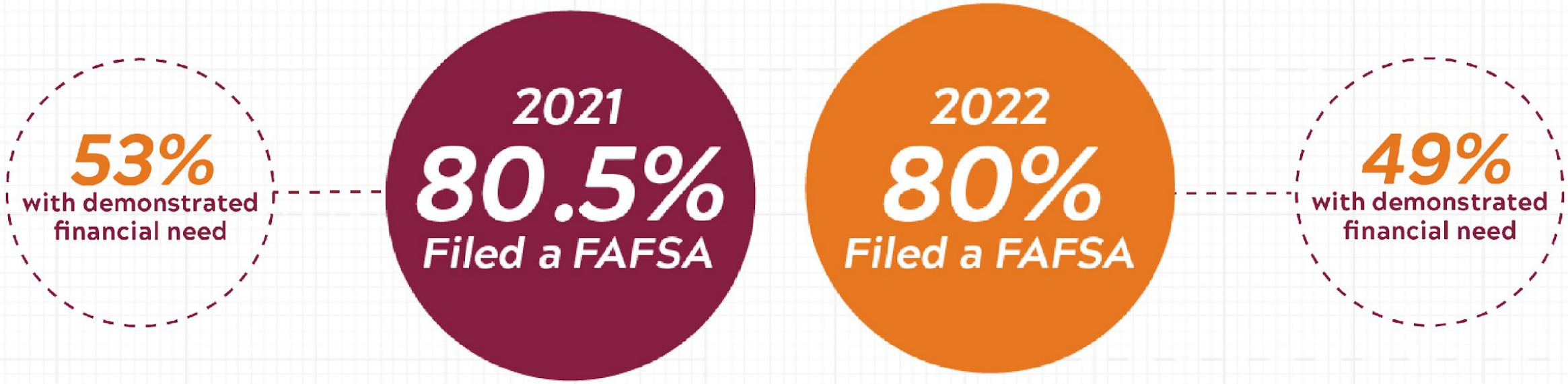
Financial Aid Profile

All New Undergraduates

FAFSA Filers



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Financial Aid Profile

All New Undergraduates

Average Parent Income

	2021	2022
All	$211,672 (n=6,231)	$224,697 (n=7,271)
Most Need	$40,191 (n=1,105)	$43,731 (n=943)
No Need	$364,126 (n=904)	$334,828 (n=2,443)

Financial Aid Profile

All New Undergraduates

Average Expected Family Contribution

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VIRGINIA TECH

2021	
All	$58,362
Most Need	$1,502
No Need	$122,873

2022	
All	$66,902
Most Need	$1,710
No Need	$179,005

Attachment B

Financial Aid Profile

All New Undergraduates

Average Institutional Gift

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	2021	2022
All	$2,223	$3,524
Most Need	$3,513	$6,076
No Need	$3,173	$1,976

Percentage of need met:

All 29.6%

Most need 38%

Percentage of need met:

All 33%

Most need 42.2%

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VIRGINIA TECH

2022 Overall Undergraduate Enrollment

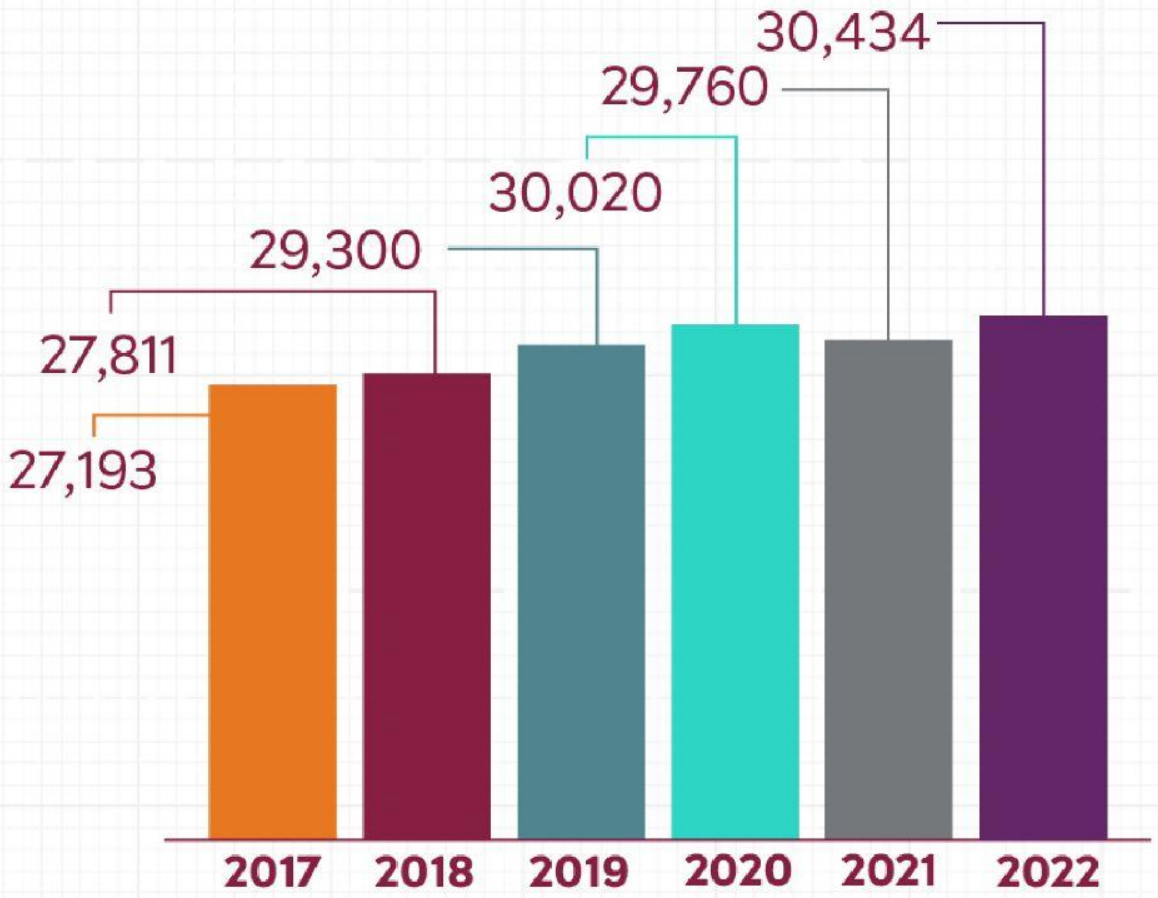
New FTIC
7,101

Continuing
22,139

Transfers
997

Non-Degree Seeking
95

Associates Degree
102



2022 Continuing Student Enrollment

Retention - FTIC

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Avg.
97.5%
continue to
1st Spring.

- Continued to 2nd year in college **91%** (2021 Cohort)
- Continued to 3rd year in college **88.4%** (2020 Cohort)
- Continued to 4th year in college **83.3%** (2019 Cohort)
- Continued to 5th year in college **18.5%** (2018 Cohort)
- Continued to 6th year in college **3.4%** (2017 Cohort)
- Continued to 7th year in college **1.1%** (2016 Cohort)

2022 Continuing Student Enrollment

Retention - Transfers

ENROLLMENT MANAGEMENT
VIRGINIA TECH

- Continued to 2nd year in college **89.6%** (2021 Cohort)
- Continued to 3rd year in college **67.3%** (2020 Cohort)
- Continued to 4th year in college **18.4%** (2019 Cohort)
- Continued to 5th year in college **3.4%** (2018 Cohort)
- Continued to 6th year in college **1.0%** (2017 Cohort)
- Continued to 7th year in college **0.9%** (2016 Cohort)

Avg.
96%
continue to
1st Spring.

ENROLLMENT MANAGEMENT
VIRGINIA TECH

Graduating Students

4-Year Graduation Rates: 2022 FTIC

ALL:
EVEN
with 2021

URM: Down
12%
from 2021

URM/USS: Down
4%
from 2021

Goal: Increase the four-year graduation rates for all FTIC students to 70%.

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Graduating Students

3-Year Graduation Rates: 2022 Transfers

ALL: Down **2.9%** from 2021

URM: Down **1.3%** from 2021

URM/USS: Down **2.7%** from 2021

Goal: Increase the three-year graduation rate for all undergraduate transfer students to 75%.

Graduating Students

Time to Degree

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2020 - 2021

FTIC	3.94 years
Transfer	2.64 years

2021 - 2022

FTIC	3.93 years
Transfer	2.68 years

Graduating Students

Students Awarded Bachelor's Degrees

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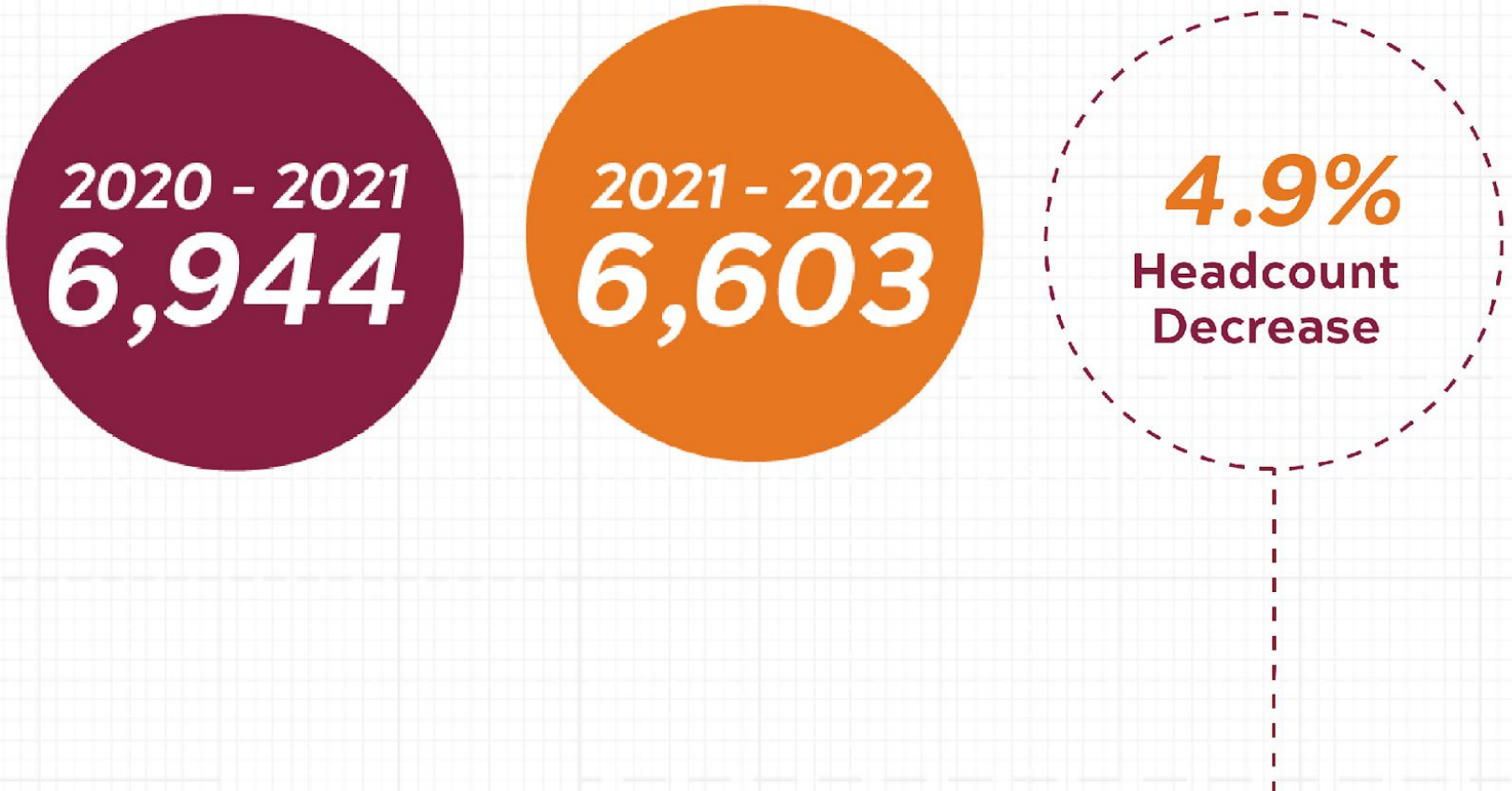
VIRGINIA TECH



2022 New Graduate Applications - Masters

2021 - 2022 Admissions Cycle

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VIRGINIA TECH

2021
Offer rate:
71.5%

2021
Yield rate:
46.8%

2021	
Applied	4,552
Offered	3,523
Enrolled	1,524

2022	
Applied	5,263
Offered	2,912
Enrolled	1,360

2022
Offer rate:
55.3%

2022
Yield rate:
46.7%

2022 New Graduate Applications - PhD

2021 - 2022 Admissions Cycle

2021 Offer rate: 40.6%

2021 Yield rate: 40%

2021

Applied	2,896
Offered	1,177
Enrolled	471

2022

Applied	3,235
Offered	1,168
Enrolled	469

2022 Offer rate: 36.1%

2022 Yield rate: 40.2%

2022 Graduate Students

Overall Enrollment

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2021 - 2022

Master's	3,738
Doctorate	3,108
Total	6,846

2022 - 2023

Master's	3,912
Doctorate	3,151
Total	7,063

Goal: Reach 7,900 graduate students by 2024 (4,550 masters and 3,350 PhDs).

2022 Graduate Students

Demographic Benchmarks:

Total URM Graduate and Professional

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2020 - 2021

Graduate	17.9% (828)
Professional	19.5% (95)

2021 - 2022

Graduate	18.2% (833)
Professional	19.3% (94)

Goal: Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024.

2022 Graduate Students

Time to Degree

ENROLLMENT MANAGEMENT
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2020 - 2021

Master's	2.38 years
Doctorate	5.32 years

2021 - 2022

Master's	2.24 years
Doctorate	5.26 years

2022 Graduate Students

Graduate Degrees Awarded

ENROLLMENT MANAGEMENT
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2020 - 2021

Master's	1,429
Doctorate	489

2021 - 2022

Master's	1,460
Doctorate	497

ENROLLMENT MANAGEMENT
VIRGINIA TECH

Looking Ahead

Undergraduate Enrollment Goals

- 300 Transfer students in Spring 2023
- 7,085 FTIC and 1,025 New Transfers
- Total enrollment for Fall 2023; 30,450

Current (as of 11/2/22) Application Numbers

- Spring 2023 Transfer Applications - 748
  Up 5.8% from Spring 2022 (707)
- Fall 2023 Early Decision- 3,390 Applications
  Up 21% from Fall 2022 (2,791)
- Fall 2023 Undergraduate Applications - 14,389
  Up 25% from Fall 2022 (11,527)

VIRGINIA TECH®

ENROLLMENT MANAGEMENT UPDATE

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Vice Provost for
Enrollment Management

Juan P. Espinoza
AVP for Enrollment Management
and Director for Undergraduate
Admissons